



The Influence of Organizational Support Perception and Supervision Perception of Dead Behavior at Workplace: A Study in Bethesda Lempuyangwangi Hospital

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Abstract

The purpose of this study was to examine the effect of perceived organizational support and perceived supervisory support on deviant behavior in the workplace. The research approach used is empirical research, with data collection methods through surveys. This research is all employees of Bethesda Lempuyangwangi Hospital. Respondents in the study totaled 180 respondents. The analytical method used to determine the effect between variables is multiple linear regression analysis. The results of hypothesis testing are as follows: 1) The effect of perceived organizational support on deviant behavior in the workplace is negative and significant; and, 2) The influence of perception of supervisory support on deviant behavior in the workplace is negative and significant.

Keywords: *Perception of Organizational Support; Perception of Supervision Support; Deviant Behavior in the Workplace*

Introduction

Bethesda Lempuyangwangi Hospital in Yogyakarta is one of the health facilities that provide health services to the community and has a very strategic role in accelerating the improvement of people's health status. Therefore, hospitals are required to provide quality services by established standards. Quality health services are health services that can satisfy each service user following the average level of satisfaction of the population and their implementation by established standards and professional codes of ethics (Azwar, 1996).

Handling increasingly high demands every day, organizations need good and superior human resources so that organizations can compete and produce maximum output. Human resources are the main factor in achieving company goals. The achievement of company goals is inseparable from the people who play an active and dominant role in every organization's activities because of humans as actors and determinants of the realization of company goals. Human resources in the company need good management to create a balance between the needs of employees with the demands and capabilities of the company (Mangkunegara, 2011). An organization must have good quality human resources who can face

all the challenges and great demands. However, if the existing human resources do not have good quality, it will hamper the goals of the company.

Deviant behavior in the workplace is voluntary behavior that violates significant organizational norms and as such, is considered to threaten the welfare of the organization or its members (Bennett & Robinson, 2000). Deviant behavior in the workplace gets the attention of researchers of organizational behavior with psychological negatives, real social consequences for employees and organizations. Destructive behavior and constructive behavior are two types of deviant behavior in the workplace that are discussed in the literature (Bennett & Stamper, 2001). This study emphasizes and highlights destructive deviant behavior.

After reviewing from relevant literature, it can be said that the effect of organizational practices that support deviant behavior in the workplace is an interesting area even though there is evidence of the influence of organizational support on employee attitudes and behavior, including organizational commitment, job satisfaction, organizational citizenship behavior, goals job turnover and performance (Eisenberger, Fasolo, & Davis-La Mastro, 1990; Eisenberger, Huntington, Hutchison, & Sowa, 1986; Maertz, Stevens, & Campion, 2003; Payne & Huffman, 2005; Tuzun & Devrani, 2011). The influence of a supportive organizational climate on employee work performance is best explained by social exchange theory (Blau, 1964; Gouldner, 1960).

Based on social exchange theory (Eisenberger et al., 1986), the concept of perceived organizational support for understanding employee-leader exchange relationships. Perception of organizational support refers to individual perceptions about how much the organization values employee contributions and cares about their well-being. Organizational support theory adopts Levinson's, seeing that employees view their supervisors as representatives of the organization (Levinson, 1965). Employees can engage in exchanging relationships with supervisors that are different from their experiences with the organization (Eisenberger et al., 1986; Levinson, 1965). In this way, the perceived perception of supervisory support refers to employees' views about the extent to which supervisors' values contribute and cares about their well-being (Kottke & Sharafinski, 1988).

Greater social exchange with the effective application of organizational practices can be associated with stronger employee commitment, better work performance, lower turn over of intentions, and violating behavior (Geddes & Baron, 1997; Geddes & Callister, 2007; Shore & Tetrick, 1991). The logic behind work performance and deviant behavior are similar when employees feel they have not found support from the organization and supervisors. In turn, employees develop negative attitudes and show negative behavior towards the organization. Negative attitudes and behavior can cause employees to act against the organization (Dailey & Kirk, 1992; Skarlicki & Folger, 1997).

Organizational support and supervisory support are always needed by employees to get a positive perception that the company is paying attention to. Employees' perception of organizational support is called the perception of organizational support. The perception of organizational support is defined as the employee's perception of the way the company evaluates its welfare (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). The concern in terms of welfare, the perception of organizational support is also defined as the perception that organizations value employee contributions as a part of success (Krishnan & Mary, 2012).

The perception of organizational support can create a positive work environment if it has been formed and felt by all members of the organization (Eisenberger et al., 2002). Perception of organizational support can create a commitment to the organization, job satisfaction, pride in the company, and reduce the level of employee turnover at the company. The negative impact that occurs when employees in an organization do not feel the perception of organizational support and supervisory

support is feeling uncomfortable in carrying out tasks in the company, job insecurity, often being late to the office, lack of enthusiasm for work, work being delayed, and no commitment and high levels of employee turnover and can cause employees to act against the organization.

Method

Research methods

This type of research used in this research is a quantitative research using survey methods because researchers ask questions in the form of questionnaires to the respondents. This study uses 3 variables measured by the individual level. The data collection method uses the questionnaire survey method by making a list of written questions to the respondents surveyed.

Participants

Participants in this study were all employees at Bethesda Lempuyangwangi Hospital, excluding 1 (one) Director and 1 (one) Deputy Director as the leader of top management. The sample of this study is the entire population of employees, namely permanent and non-permanent employees in Bethesda Lempuyangwangi Hospital. Respondents taken in the study totaled 180 respondents.

Data analysis

Descriptive analysis is a method used to analyze data by describing data sets to find out the description or distribution of the data. To describe the respondent's socio-demographic profile, a percentage analysis will be performed using the following formula:

$$P = \frac{Nx}{N} \times 100 \%$$

Information:

P: Percentage amount

Nx: Frequency of each answer that has been chosen by the respondent

N: Number of respondents

Results

The data analysis method used in this study is the multiple linear regression analysis models. This model is used to identify the effect between two or more independent variables (X) and the dependent variable (Y). In a multiple linear regression analysis, the relationship between variables is linear, where changes to the variable (X) will be followed by changes to the variable (Y) permanently. Linear regression model calculations are performed using the SPSS for Windows Release 20.0 program. The analysis results obtained can be seen in Table 1 below:

Table 1. Regression Test Results and Statistical Tests t

Variable	N	Coefficient	t-count	Sig.	Information
Constant	180	2.568	10.207	0,000	Significant
POS	180	-0.159	-3.137	0,002	Significant
PSS	180	-0.244	-4.627	0,000	Significant

* Significant = <0,05 (<5%)

Source: Results of data processing with SPSS (2020)

Linear Regression Test

Based on the results of the multiple linear regression test in table 1 above, the constant coefficient value of the independent variable (X) is 2.568. So that the regression equation $Y = 2.568 - 0.159 X_1 - 0.244 + \varepsilon$ is obtained.

Based on the equation above the constant value of the variable X coefficient is 2.568 which indicates that the perception of the organizational support variable if the value is 0 then the deviant behavior in the workplace is 2.568.

The regression coefficient value of organizational support perception (X1) is -0.159 with a negative value. This means that for every 1-time increase in organizational support, deviant behavior at work will decrease by 0.159.

Furthermore, the perception support coefficient value of supervision is -0.244 with a negative value. This means that for every 1-time increase in supervision support, deviant behavior in the workplace will decrease by 0.244.

Significance Test (t-Test)

The t-test statistic shows how far partially the influence of an independent variable is in explaining the variation of the dependent variable. In this study using significance <0.05 ($<5\%$). If $t_{\text{count}} < t_{\text{table}}$, then the independent variable partially does not affect the dependent variable (hypothesis rejected). Whereas if $t_{\text{count}} > t_{\text{table}}$, then the independent variable partially influences the dependent variable (hypothesis is accepted).

The strength of the relationship that occurs between each independent variable on the dependent variable is as follows:

- a. Based on the first hypothesis proposed by researchers shows that the variable perceived organizational support influences deviant behavior in the workplace. This is explained in the results of the regression analysis that $t_{\text{count}} > t_{\text{table}}$ and the significance value obtained 0.002 is smaller than the significance level of 0.05 meaning the results are significant, so the hypothesis is accepted.
- b. Based on the second hypothesis proposed by researchers shows that the variable perception of supervisory support influences deviant behavior in the workplace. This is explained in the results of the regression analysis that $t_{\text{count}} > t_{\text{table}}$ and a significance value of 0,000 is obtained less than the significance level of 0.05 meaning the results are significant, so the hypothesis is accepted.

Discussion

The effect of perceived organizational support on deviant behavior in the workplace

Based on the results of data analysis using multiple linear regression tests the perception of organizational support for deviant behavior in the workplace at Bethesda Lempuyangwangi Hospital, shows that the perception of organizational support has a negative and significant effect on deviant behavior in the workplace. The analysis showed that the more positive employee perceptions of organizational support, the lower the deviant behavior by employees at Bethesda Lempuyangwangi Hospital in Yogyakarta and vice versa the lower the employee perceptions of organizational support, the higher the deviant behavior by employees at Bethesda Lempuyangwangi Hospital Yogyakarta.

This is also in line with how the conditions at the Bethesda Lempuyangwangi Hospital at this time, were in the study used 8 statement items in the questionnaire to find out how perceptions of organizational support and from the survey results 5 statement items tested the validity of which, 1) The organization considered my goals and values, which means that employees at Bethesda Lempuyangwangi Hospital feel that the organization values their goals and values, this makes employees work comfortably, more enthusiastically and responsibly. So there is no intention of them to commit deviant behavior such as leaving their work for someone else to finish or put a little effort into work, instead, they work with full responsibility, they are loyal to the work and organization because they feel valued and taken into account by the organization where they work. 2) Assistance is given by the company when I have a problem, meaning that employees at Bethesda Lempuyangwangi Hospital feel the organization is paying attention and care to them, this makes employees loyal to the organization and avoids deviant behavior such as spending too much time fantasizing or daydreaming instead of working, say something that hurts someone at work or says something bad to someone about their place of work. 3) The organization is very concerned about my welfare, meaning that the employees at Bethesda Lempuyangwangi Hospital feel that what is rightfully theirs such as salary, benefits and other assistance is always paid attention to and fought for by the organization, so that employee welfare is guaranteed and makes them avoid doing deviant behavior such as taking property from work without permission, arriving late to work without permission, faking receipts to get more money than I spent on business expenses, losing my temper at work or stalling work to get overtime. 4) The organization will not forgive my mistakes which I accidentally made, which means employees at Bethesda Lempuyangwangi Hospital feel the organization works according to the SOP and do not utilize their mistakes for reasons that are considered beneficial to the party. So this makes employees loyal to the organization. 5) The organization is willing to help me when I need special help, meaning that the employees at Bethesda Lempuyangwangi Hospital feel they can rely on the organization and this makes them more loyal to the organization so that intentions to engage in deviant behavior such as saying bad things to someone about where he works where if this happens can bring problems to the organization.

Based on these items, it shows that in Bethesda Hospital Lempuyangwangi the support of the organization is rated positively by the employees, so this tends to make employees loyal to the organization and avoid deviating behavior in the workplace. The perception of organizational support is negatively related to work stress.

The results of this study are also supported by previous research (Paramita, 2013), which states that work stress is a condition where there is an imbalance between the personality characteristics of employees with the characteristics of aspects of their work and the presence of pressure that can cause irregularities in the psychological functions, physical and employee behavior that cause discomfort in the organization.

The aspect of attention or care for employee welfare (Rhoades & Eisenberger, 2002). This study shows the subject raises several behavioral indicators of how employees perceive aspects of attention or care for the lives of employees, among others, the company responds positively to the opinions and complaints of employees, the company cares about the welfare of employees and the company provides support to employees in overcoming work problems.

Perceptions of organizational support mean that organizations value employee contributions and pay attention to employee welfare (Eisenberger et al., 1986). While the low perception of organizational support will make employees have a greater tendency to leave the organization to find and accept job offers from other organizations. Employees who have high perceptions of organizational support will foster a sense of obligation to pay attention to the sustainability of the organization and help the organization by showing affective commitment to the organization and striving to help the organization,

will be able to work better together, employees work more comfortably, even reducing behaviors that tend to be negative (deviant behavior) in the workplace that can harm the organization.

The effect of perception of supervisory support on deviant behavior in the workplace

Based on the results of data analysis using a linear regression test the perception of supervisory support for deviant behavior in the workplace at Bethesda Lempuyangwangi Hospital, shows that the perception of supervisory support has a negative and significant effect on deviant behavior in the workplace. The analysis shows that the more positive the employee's perception of supervisory support, the lower the deviant behavior by employees at Bethesda Lempuyangwangi Hospital in Yogyakarta and vice versa the lower the employee's perception of supervisory support, the higher the deviant behavior by employees at Bethesda Lempuyangwangi Hospital Yogyakarta. This is also in line with how the conditions at the Bethesda Lempuyangwangi Hospital at this time, wherein the study 4 items were used in the questionnaire to find out how perceptions of surveillance support and from the survey results 3 statement items tested the validity of which, 1) My supervisor was very paid attention to my welfare, which means that employees at Bethesda Lempuyangwangi Hospital feel that what is rightfully theirs such as salary, benefits, and other assistance is always paid attention to and fought for by their superiors so that employee welfare is guaranteed and makes them avoid doing deviant behavior such as taking property from work without permission, arriving late to work without permission, faking receipts to get more money than I spent on business expenses, losing patience while working or stalling work to get overtime. 2) My supervisor is very concerned about my goals and values, which means that employees at Bethesda Lempuyangwangi Hospital feel that their superiors respect their goals and values, this makes employees work comfortably and responsibly. So there is no intention of them to commit deviant behavior such as leaving their work for someone else to finish or put a little effort into the work, instead, they work responsibly because they feel valued and taken into account by their superiors. 3) My boss shows me very much care for me, this shows that the employees at Bethesda Lempuyangwangi Hospital feel that their superiors are very concerned about them, so deviant behavior such as neglecting to follow instructions from superiors, or leaving the office early without permission is not permitted occurs within organizations, on the contrary employees work more enthusiastically and responsibly, more loyal and respect their superiors. Based on this, it shows that in Bethesda Lempuyangwangi Hospital the support from their superiors or supervisors is rated positively by the employees, so this tends to make employees loyal to their supervisors and avoid to deviate behavior in the workplace. This research is also supported by previous research (Haresmaningrum, 2018), which states there is an influence of the perception of supervisor support for job crafting.

The perception of supervisory support is the view of employees or subordinates towards their superiors. When employees feel supported by supervisors, employees will be more motivated to make changes to their work. Employees will have confidence so they can make decisions that will affect employee performance. Strong supervisor support will improve work quality associated with increased job satisfaction, better perceptions between employees and the organization, and reduce turnover at the company and reduce behaviors that tend to be negative or distorted (Bhate, 2013).

Perceptions of support from superiors who have different behavior with each of their followers and the differences that occur must be analyzed separately (Graen, 1975). Relationships that have mutual influence from superiors are not only demanding to subordinates to improve their performance but also provide appropriate rewards that are by mutually agreed standards. Subordinates who have high quality with their superiors will have more responsibilities at work, contribute to the company, and will have better performance when compared with subordinates who have low quality with their superiors. This proves that support from superiors is a very important influence on employee performance.

Conclusion

This research was conducted by collecting data through a survey of employees of Bethesda Lempuyangwangi Hospital. The general research objective is to examine the effect of perceived organizational support and perceived supervisory support on deviant behavior in the workplace. The results showed that:

1. The perception of organizational support has a negative and significant effect on deviant behavior in the workplace so that hypothesis 1 is **supported**.
2. The perception of supervisory support has a negative and significant effect on deviant behavior in the workplace so that hypothesis 2 is **supported**.
3. Perception of organizational support has an important influence on deviant behavior in the workplace at Bethesda Hospital Bethesda Lempuyangwangi. Increasing or better organizational support shown to employees will help reduce deviant behavior in the workplace within the Bethesda Lempuyangwangi Hospital.
4. Perception of supervisory support has an important influence on deviant behavior at work in Bethesda Hospital, Lempuyangwangi Bethesda. Increasing or better supervision support shown to employees will help reduce deviant behavior in the workplace in the Bethesda Lempuyangwangi Hospital.

This research has several limitations that require further research. Some of these limitations include:

1. This research was only conducted at one institution, namely Bethesda Lempuyangwangi Hospital.
2. The study was conducted on employees of Bethesda Lempuyangwangi Hospital with a limited number of respondents.
3. The study did not deepen the test in terms of the profile of respondents, for example in terms of gender between male and female respondents or in terms of employment status between permanent and non-permanent employees who, if connected, might be able to provide more accurate results in testing the effect of perceived organizational support and perception of supervisory support for deviant behavior in the workplace.

By looking at the results of this study, the following are suggestions from authors that can be given or recommended:

1. For further researchers
 - a. Subsequent research to try to deepen in terms of the profile of respondents for example from the sex between men and women or employment status between permanent and non-permanent employees who are likely to be able to provide more accurate results in testing the effect of perceptions of organizational support and perceptions of supervisory support for deviant behavior in workplace.
 - b. Future studies develop research objects in other types of industries such as banking, etc.
2. For companies
 - a. To always try to pay attention and increase support both organizational and supervision to create positive employee perceptions of the organization and their supervisors to prevent the occurrence of deviant behavior by employees in the work environment.

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