



EFFECT OF THE TOXIC LEADERSHIP ON ORGANIZATIONAL PERFORMANCE WITH WORKPLACE DEVIANT BEHAVIOR OF EMPLOYEES AS MEDIATION

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Abstract

Leadership has been an essential topic of organizational science since the beginning of this field. Previously, researchers focused on how successful leaders improve organizations and increase the effectiveness of their followers. This study examines the effect of toxic leadership on organizational performance mediated by work deviant behavior (WDB) of employees with a sample of 100 respondents. The method used in this research is quantitative, in the form of a questionnaire. The results of this study indicate that toxic leadership significantly affects organizational performance, which is significantly less than 0.05. Toxic leadership significantly affects deviant employee behavior, as indicated by a significant value of less than 0.05. Deviant behavior in the workplace has no significant effect on organizational performance with a significantly less than or equal to 0.05. Deviant behavior in the workplace mediates toxic leadership with organizational performance with a direct influence value of 0.734 and an indirect effect of 0.901, so all hypotheses are accepted. This will be an important note for future researchers who will explore and review the causes that deviant behavior in the workplace has no significant effect on organizational performance and deviant behavior in the workplace mediates toxic leadership with organizational performance.

Keywords: Toxic Leadership, Workplace Deviant Behavior, Employees Performance, Organizational Performance

JEL Classification: L20, M12, L25

1. INTRODUCTION

Leadership has been an essential topic of organizational science since the inception of this field. Previously, researchers focused on how successful leaders improve organizations and increase the effectiveness of their followers. Leadership is a determining factor in organizational culture and employee commitment (Widyanti & Basuki, 2020; Widyanti et al., 2020). However, over the last decade, the 'dark side of leadership' has received significant attention among researchers from various backgrounds. Exploring this 'dark side,'

toxic leadership is identified as one of the most severe phenomena seen as emerging and costly in today's organizations (Indradevi, 2016). Toxic leadership reduces employee motivation, creativity, satisfaction, productivity, commitment, and performance while increasing turnover intention, health problems, stress, and death (Lipman-Blumen, 2005; Kellerman, 2004). Some academic and popular articles have focused on a specific type of destructive leadership called "toxic leadership" (Ashforth, 1994; Kellerman, 2004; Padilla et al., 2007;

Pelletier, 2010; 2012; Schmidt, 2014), the deleterious effects of toxic leadership. Various organizations, industries, and stakeholders (Arizal et al., 2021).

Experts find that one of the triggers for the bankruptcy of Enron Corporations in 2001 (a shocking business bankruptcy tragedy in the history of a superpower) was a symptom of toxic leadership that was unknowingly built by several former Chief Executive Officers/CEOs of Enron who encouraged their subordinates to follow suit and eventually create a toxic culture within the organization (Irpan et al., 2021). The performance of an organization depends not only on whether the CEO (not actually leading and directly influencing behavior) is toxic but also on who the organizational leaders are and whether they are toxic (Iyansyah et al., 2021). Everyone who comes into contact with these toxic leaders can be affected by their behavior and decisions (Fadilurrahman et al., 2021).

2. LITERATURE REVIEW AND HYPOTHESES

The organizational performance also depends on whether the specific leadership style is appropriate to the organization's specific situation (Kurniawan et al., 2021). An example is Bill Gates, who exhibits negative behavior (Saputra et al., 2020). Although Gates may be demanding and rude to his employees, his style suits the type of employee interested in working at Microsoft. Gates' authoritarian leadership style can be very effective when dealing with competent, motivated employees who need little direction. He is an outstanding leader in a company with many talented and motivated people (Ramadhani et al., 2021). In this case, there is a close relationship between individual performance (individual performance) and institutional performance (corporate performance) (Habibah et al., 2021). Problems that exist in the Social Service of South Kalimantan Province regarding toxic leadership, the possibility of the leader's mood affecting the tone and volume of his vocals, the leader feeling more capable than others, the

leader breaks not according to the hour, to set an example for his subordinates, it is natural that subordinates also do not take breaks according to working hours, the leader leaves (goes home) early and leaves his job, and the leader makes a decision unilaterally (Irpan et al., 2021).

That is a bit of the phenomenon in the South Kalimantan Provincial Social Service regarding toxic leadership. This is a toxic matter for the organization, so it is hoped that this research can unravel the tangled threads in the South Kalimantan Provincial Social Service regarding toxic leadership. Hopefully, in the future, there will be no more toxic leadership at the South Kalimantan Provincial Social Service. Those are the phenomena and problems in the South Kalimantan Provincial Social Service. The following are the research design and hypotheses.

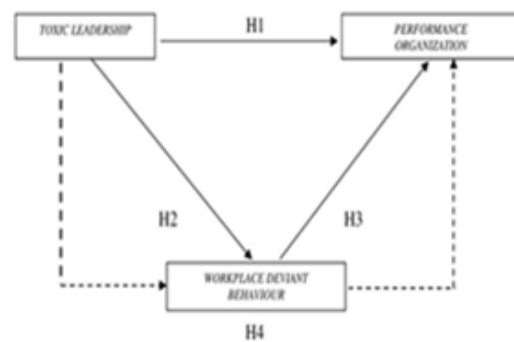


Figure 1. Hypothesis

Based on the results of the research obtained in this thesis, the authors can draw the following conclusions the results of the t-test on the institutional ownership variable yield a t-count value of $-2.777 < t\text{-table value } (-2.777 < 2.015)$ and a significance value of $0.009 < 0.05$, which means that institutional ownership has a significant effect on Debt Policy.

The results of the t-test on the GCG variable yield a t-count value of $-412 < t\text{-table value } (-0.412 < 2.015)$ and a significance value of $0.683 > 0.05$, which means that GCG has no significant effect on Debt Policy.

The results of the t-test on the cash flow variable produce a t-count value of $-2.140 < t\text{-table value } (-2.140 < 2.015)$ and a significance value of $0.039 < 0.05$, which means that cash flow has a significant effect on debt policy.

The results of the t-test on the institutional ownership variable yield a t-value of $-4.026 < t\text{-table value } (-4.026 < 2.016)$ and a significance value of $0.000 < 0.05$, which means that institutional ownership has a significant effect on firm value.

The results of the t-test on the GCG variable produce a t-count value of $2.280 < t\text{-table value } (2.280 < 2.016)$ and a significance value of $0.029 < 0.05$, which GCG has a significant effect on firm value.

The results of the t-test on the Cash Flow variable yield a t-count value of $166 < t\text{-table value } (166 < 2.016)$ and a significance value of $0.869 > 0.05$, which means that GCG has no significant effect on firm value.

The results of the t-test on the Debt Policy variable yield a t-value of $-2.759 < t\text{-table value } (-2.759 < 2.016)$ and a significance value of $0.009 < 0.05$, which means that debt policy has a significant effect on firm value.

The test results of this study indicate that the tcount value is $-2,759$ while the ttable at a significance of 0.05 is $2,016$, so that $tcount > ttable (-2,759 > 2,016)$. In addition, the total effect is $-0.83 >$ while the direct effect is -0.597 , meaning $-0.83 < -0.597$. Thus, debt policy does not mediate the effect of institutional ownership on firm value.

The test results of this study indicate that the effect of GCG on firm value through debt policy has a figure of 0.026838 . The total effect is -0.489 while the direct effect is 0.326 , meaning $-0.487 < 0.326$. Thus, debt policy does not mediate the effect of GCG on firm value.

The test results of this study indicate that the effect of cash flow on firm value through debt policy has some 0.13845 . The results of the t arithmetic value $(6.058) < t\text{ table } (2.016)$ The total effect is -0.751 while the direct effect is 0.025 , meaning $-0.751 < 0.025$; thus, debt policy does not mediate the effect of cash flow ownership on firm value.

Companies making decisions on Debt Policy must pay attention to the variables of Institutional Ownership and cash flow because they significantly influence Debt Policy. In addition, in increasing the Company Value, the company must pay attention to Institutional Ownership, GCG, and Debt Policy variables. Companies must also look for variables other than Debt Policy mediating because this variable does not mediate in this study.

Investors can use Institutional Ownership, GCG, and Debt Policy variables in determining their investment if the value of the company is a priority in determining investment. For further researchers, it is recommended to increase the number of more extended research periods to get significant results.

3. RESEARCH METHODS

This quantitative study examines the effect of the dependent and independent variables, and the dependent variable is toxic leadership. In contrast, the independent variable is organizational performance, and deviant behavior at work is a mediating variable (mediator), so this study uses population and sampling methods, observation data collection methods, questionnaire methods, satisfaction studies, and documentation. This study also uses data analysis methods, namely data validity and reliability tests, classical assumption and data analysis techniques, and hypothesis testing.

4. RESULTS AND DISCUSSION

On August 19, 1945, the Ministry of Social Welfare of the Republic of Indonesia was formed, which later changed to the National Social Welfare Agency (BKSNI) with Presidential Decree No. 152 of 1999 (Presidential Decree No. 152, 1999), and in 2000 later joined the Ministry of Health and Social Welfare (Depkesos). During the reign of the 5th President of the Republic of Indonesia, Mrs. Megawati Soekarnoputri, with the Gotong Royong Cabinet, the Indonesian Ministry of Social Affairs re-emerged. During the reign of the 6th President of the Republic of Indonesia, Mr. Susilo Bambang Yudhoyono became the Indonesian Ministry of Social Affairs until now.

As discussed, the samples in this study were employees of the South Kalimantan Provincial Social Service. The data regarding employees who are respondents based on gender, age level, and latest education can be seen in the following table. Descriptive Analysis of Toxic Leadership Variables (X) can be seen in the table below in table 4.

Table 1. Characteristics of Respondents by Gender At the Social Service of South Kalimantan Province

Gender	Number of Respondents	Percentage (%)
MALE	73	73
FEMALE	27	27
Total	100	100

Table 2. Characteristics of Respondents Based on Age Level
At the Social Service of South Kalimantan Province

Age level	Number of Respondents	Percentage (%)
20-25 Years	9	9
26-35 Years	37	37
36-45 Years	33	33
46-60 Years	21	21
Total	100	100

Table 3. Characteristics of Respondents Based on Last Education
At the Social Service of South Kalimantan Province

Last Education	Number of Respondents	Percentage (%)
High School	10	10
Associate's Degree	6	6
Bachelor's Degree	82	82
Master's Degree	2	2
Total	100	100

Source: SPSS Test Results, 2022

Table 4. Description of Respondents' Answers Regarding Toxic Leadership (X)

Question / Indicator	Score										Item Average
	STD		D		SLD		A		SA		
	F	%	F	%	F	%	F	%	F	%	
Controlling how subordinates complete their tasks	0	0	0	0	12	12.0	63	63.0	25	25.0	4.1300
Invading subordinate privacy	0	0	0	0	7	7.0	55	55.0	38	38.0	4.3100
Not allowing subordinates to approach goals in new ways	0	0	0	0	18	18.0	63	63.0	19	19.0	4.0100
Will ignore ideas that conflict with his	0	0	1	1.0	23	23.0	57	57.0	19	19.0	3.9400
Inflexibility in terms of organizational policies, even in special circumstances	0	0	3	3.0	54	54.0	37	37.0	6	6.0	3.4600
Determines all decisions in the organization whether they are important or not	0	0	1	1.0	44	44.0	45	45.0	10	10.0	3.6400
Item Average											3.91

Source: SPSS Test Results, 2021

Toxic Leadership in this study is the independent variable X. The average question item regarding Toxic Leadership is 3.91 with the answer agreeing with other words in the high category. To determine the intensity of the research variables used a range of scales in which the categories of respondents' assessment of the research variables can be explained as follows:

1.00 – 1.80 : Strongly Disagree

1.81 – 2.60 : Disagree

2.61 – 3.40 : Slight Disagree

3.41 – 4.20 : Agree

4.21 – 5.00 : Strongly Agree

4.1. Descriptive Analysis Variables of Workplace Deviant Behavior (Z)

Descriptive analysis of respondents' answers about the Workplace Deviant Behavior variable is based on respondents' answers to questions such as those in the questionnaire. Variations of respondents' answers for the Workplace Deviant Behavior variable can be seen in the following table:

Table 5. Description of Respondents' Answers Regarding Workplace Deviant Behavior (Z)

Question / Indicator	Score										Item Average
	STD		D		SLD		A		SA		
	F	%	F	%	F	%	F	%	F	%	
Mr/Mrs is not on his/her main cellphone when he/she gets a job	0	0	0	0	24	24.0	64	64.0	12	12.0	3.8800
Mr/Mrs is not busy with the main internet while working	0	0	1	1.0	32	32.0	57	57.0	10	10.0	3.7600
Mr/Mrs doesn't play games at work	0	0	0	0	34	34.0	59	59.0	7	7.0	3.7300
Item Average											3,79

Source: SPSS Test Results, 2021

Based on the table above, it can be concluded that the average question item regarding Workplace Deviant Behavior is 3.79 with less agreement with other words in the medium category. To determine the intensity of the research variables used a range of scales in which the categories of respondents' assessment of the research variables can be explained as follows:

- 1.00 – 1.80 : Strongly Disagree
- 1.81 – 2.60 : Disagree
- 2.61 – 3.40 : Slight Disagree
- 3.41 – 4.20 : Agree

4.21 – 5.00 : Strongly Agree

4.2. Descriptive Analysis Variables of Organizational Performance (Y)

Descriptive analysis of respondents' answers about Organizational Performance variables is based on respondents' answers to questions or indicators, as contained in the questionnaires distributed to respondents. Variations of respondents' answers for the Performance variable can be seen in the following table:

Table 6. Description of Respondents' Answers Regarding Organizational Performance (Y)

Question / Indicator	Score										Item Average
	STD		D		SLD		A		SA		
	F	%	F	%	F	%	F	%	F	%	
Mr / Ms complete the work in accordance with the standards that have been determined by the organization.	0	0	1	1.0	25	25.0	61	61.0	13	13.0	3.8600
The results of the work that you do meet the targets expected by the organization.	0	0	1	1.0	29	29.0	61	61.0	9	9.0	3.7800
Mr / Ms always in carrying out the duties of the organization as well as possible.	0	0	1	1.0	20	20.0	59	59.0	20	20.0	3.9800
In carrying out your duties, you prioritize the interests of the organization rather than personal interests.	0	0	3	3.0	46	46.0	34	34.0	17	17.0	3.6500
Mr / Mrs in completing the work in accordance with the directions and also the standards set	0	0	0	0	7	7.0	65	65.0	28	28.0	4.2100
You work according to your skills and abilities	0	0	0	0	4	4.0	61	61.0	35	35.0	4.3100
Item Average											3,96

Organizational performance in this study is the dependent or dependent variable (Y). Organizational performance means the transformation of inputs into outputs to achieve specific results (Shaddiq et al., 2021). Concerning the content, performance informed

about the relationship between minimal cost and effective cost (economical), between effective cost and realized output (efficiency), and between output and achieved result (effectiveness) (Shaddiq & Handayani, 2021). Information about organizational performance is essential to achieving specific predetermined organizational goals (Wanidison & Shaddiq, 2021). Information about organizational performance can be used to evaluate whether the work processes carried out by the organization so far have been in line with the expected goals or not (Wijaya et al., 2021). Based on the table above, it can be concluded that the average item of the questions regarding Organizational Performance is 3.96, with the answer strongly agreeing with other words in the high category. To determine the intensity of

the research variables used a range of scales in which the categories of respondents' assessment of the research variables can be explained as follows:

- 1.00 – 1.80: Strongly Disagree
- 1.81 – 2.60: Disagree
- 2.61 – 3.40: Slight Disagree
- 3.41 – 4.20: Agree
- 4.21 – 5.00: Strongly Agree

4.3. Validity Test

The instrument is said to be valid if a significant correlation is indicated by a significance value less than $\alpha = 0.05$ and the calculated r-value is greater than the r-table value. For more details regarding the validity of the data test can be seen in the following table:

Table 7. Validity Test Results

Variable	Item	Validity		
		R	Sig	Desc
<i>Toxic Leadership (X)</i>	X.1	0,703	0,000	Valid
	X.2	0,734	0,000	Valid
	X.3	0,741	0,000	Valid
	X.4	0,735	0,000	Valid
	X.5	0,586	0,000	Valid
	X.6	0,761	0,000	Valid
<i>Workplace Deviant Behavior (Z)</i>	Z.1	0,789	0,000	Valid
	Z.2	0,855	0,000	Valid
	Z.3	0,770	0,000	Valid
Organizational Performance (Y)	Y.1	0,705	0,000	Valid
	Y.2	0,618	0,000	Valid
	Y.3	0,748	0,000	Valid
	Y.4	0,805	0,000	Valid
	Y.5	0,627	0,000	Valid
	Y.6	0,716	0,000	Valid

Source: SPSS Test Results, 2021

Based on Table 5.7, it shows that all question items in the research instrument can be declared valid because the significance value is less than $\alpha = 0.05$.

4.4. Reliability Test

It measured reliability with Cronbach's Alpha statistical test. A construct or variable is reliable if it gives Cronbach's Alpha > 0.60 . For more details about Cronbach's Alpha value, see the following table:

Table 8. Reliability Test Result

Variabel	Cronbach's Alpha	Result
<i>Toxic Leadership (X)</i>	0,802	Reliable
<i>Workplace Deviant Behavior (Z)</i>	0,730	Reliable
Organizational Performance (Y)	0,796	Reliable

Source: SPSS Test Results, 2021

The reliability test results on the distributed questionnaires showed that all factors or items were reliable because they had Cronbach's Alpha more significant than 0.6.

4.5. Discussion

This test aims to test whether the regression model occurs when there is a correlation between the independent variables (Imam, 2013). To find out, it is done using the One-Sample Kolmogorov-Smirnov Test from the SPSS output results as follows:

Table 9. *One-Sample Kolmogorov-Smirnov Test Result*

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.07708224
Most Extreme Differences	Absolute	.051
	Positive	.047
	Negative	-.051
Kolmogorov-Smirnov Z		.515
Asymp. Sig. (2-tailed)		.954

Based on the significant value shown in the SPSS output of 0.954, it can be stated that the data is usually distributed because it has a value greater than the significant level of 0.05 (Sujarweni, 2014).

This test aims to determine the correlation between the independent variables and to detect the presence or absence of multicollinearity in the regression model by looking at the tolerance value and its opponent, namely the variance inflation factor (VIF). These two measures indicate that the other independent variables explain each independent variable. Tolerance measures the variability of the selected independent variables that are not explained by other independent variables. So, a low tolerance value equals a high VIF value (because $VIF = 1/tolerance$). The commonly used cutoff value to indicate multicollinearity is the tolerance value 0.10 or equal to the VIF value 10. If the regression model does not find the detection assumption above, then the regression model used in this study is free from multicollinearity

and vice versa. More details can be seen in the following table:

Table 10. *Multicollinearity Test*

Variable	Tolerance	Variance Inflation Factor
<i>Toxic Leadership</i>	.461	2.171
<i>Workplace Deviant Behavior</i>	.461	2.171
<i>Perceived Value</i>	.461	2.171

The table above shows that this study does not have symptoms of multicollinearity because all the considerations and research requirements of the multicollinearity test have been met.

This test aims to test whether the regression model, confounding variables, or residuals have a normal distribution as it is known that the t-test and F test assume that the residual value follows a normal distribution. The One Sample Kolmogorov Smirnov Test was performed statistically to test whether the data is normally distributed or not. The residual is generally distributed if it has a significance > 0.05 (Sugiyono, 2015). This normality test aims to test whether the regression model occurs and if there is a correlation/relationship between the independent (independent) variables. To find out, it is done using the One-Sample Kolmogorov-Smirnov Test from the SPSS output results as follows:

Table 11. *One-Sample Kolmogorov-Smirnov Test Results*

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.99148202
Most EXtreme Differences	Absolute	.060
	Positive	.057
	Negative	-.060
Kolmogorov-Smirnov Z		.596
Asymp. Sig. (2-tailed)		.869

Based on the significant value shown in the SPSS output of 0.869, it can be stated that the data is normally distributed, because it has a value greater than the significant level of 0.05 (Sujarweni, 2014).

This test aims to determine the correlation between the independent variables and to detect the presence or absence of multicollinearity in

the regression model, namely by looking at the tolerance value and its opponent, namely the variance inflation factor (VIF). If the regression model does not find detection assumptions as above, then the regression model used in this study is free from multicollinearity, and vice versa. More details can be seen in the following table:

Table 12. Multicollinearity Test

Variable	Tolerance	Variance Inflation Factor
Toxic Leadership	1.000	1.000

Based on the table above, it shows that this study does not have symptoms of multicollinearity. Because all the considerations and research requirements of the multicollinearity test have been met.

The F statistical test is intended to test whether the independent variables X and Z simultaneously have an influence on the dependent variable Y. The results of the test significance value (Sig. F) are as follows:

Table 14. T-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.335	1.892		4.406	.000
	X	.454	.115	.454	3.956	.000
	Z	.422	.213	.228	1.984	.050

Regression Equation:

$$Y = 8.335 + 0,454X + 0,422 Z + e$$

Based on the results of the t-test listed in the table above, it can be seen that: (1) The XToxic Leadership variable obtained a sig value. 0.000 is smaller than 0.05, thus it can be seen that the Toxic Leadership variable partially has a significant effect on the Organizational Performance variable; (2) Variable ZWorkplace Deviant Behavior obtained sig value. 0.050 is smaller than or equal to 0.05, thus it can be seen that the Workplace Deviant Behavior variable has a partial but not significant effect on the Organizational Performance variable.

The F statistical test is intended to test whether the independent variable X simultaneously has an influence on the

Table 13. F-Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	297.477	2	148.739	33.779	.000 ^b
	Residual	427.113	97	4.403		
	Total	724.590	99			

From the ANOVA test or Analysis of Variance test, the Sig. F is smaller than (0.000 < 0.05), in other words Toxic Leadership, Workplace Deviant Behavior has a significant simultaneous effect on organizational performance at the Social Service of South Kalimantan Province.

This t-test aims to determine whether there is an effect of X, Z partially on Y. Decision-making is based on the comparison of the t-value of each coefficient with a t-table, with a significant level of 5%, with this, the independent variable has an effect on the dependent variable.

dependent variable Y. The results of the test significance value (Sig. F) are as follows:

Table 15. F-Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	113.989	1	113.989	114.785	.000 ^b
	Residual	97.321	98	.993		
	Total	211.310	99			

From the ANOVA test or F test, the Sig value is obtained. F is smaller than (0.000 < 0.05), then the regression model can be used to determine the simultaneous effect on Workplace Deviant Behavior, in other words, Toxic Leadership has a significant effect on

Workplace Deviant Behavior in the Social Service of South Kalimantan Province.

This t-test aims to determine whether there is a partial effect of X on Z, with a significance

level of 5%, with this the independent variable affects the dependent variable, it can be seen in the following table:

Table 16. T-test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.069	.874		2.367	.020
	X	.396	.037	.734	10.714	.000

Regression Equation:

$$Z = 2.069 + 0,396X + e$$

The regression coefficient value of the Toxic Leadership (X) variable of 0.396 is positive, which means that there is a unidirectional relationship between the independent variable and the dependent variable, the higher the coefficient value (Sig value) in Toxic Leadership, then the relationship to Workplace Deviant Behavior will also increase by 0.396.

Based on the results of the t-test listed in the table above, it can be seen that: The XToxic Leadership variable obtained a sig value. 0.00 is smaller than 0.05, thus it can be seen that the Toxic Leadership variable partially has a significant effect on the Workplace Deviant Behavior variable.

Analysis of the influence of X through Z on Y: it is known that the direct effect given by X to Z is 0.734. Then the indirect effect of X through Z on Y is multiplied between the value of Beta X against Z, with the value of Beta Z on Y, namely: $0.734 \times 0.228 = 0.167$. Then the total effect given by X to Y is the direct effect plus the indirect effect, namely: $0.734 + 0.167 = 0.901$. Based on the calculation results above, it is known that the direct influence value is 0.734 and the indirect effect is 0.901, which means that the indirect effect value is greater than the direct influence value, these results indicate that indirectly X through Z has a significant influence on Y.

5. CONCLUSION

The results of this study indicate that Toxic Leadership reduces employee motivation, creativity, satisfaction, productivity, commitment, health problems, and stress will then have an impact on Organizational Performance. Leaders (supervisors) who have toxic/authoritarian traits, then harm their subordinates will affect Employee Workplace Deviant Behavior. if the level of Workplace Deviant Behavior increases, it will have a significant impact on Organizational Performance, thus indirectly Toxic Leadership through Workplace Deviant Behavior has a significant effect on Organizational Performance. Toxic Leadership through Workplace Deviant Behavior has a significant influence on Organizational Performance. In other words, Toxic Leadership mediates Workplace Deviant Behavior which has a significant influence on Organizational Performance.

The thing that must be done is that the management of the South Kalimantan Provincial Social Service needs to maintain and increase the role of leadership so that it can improve organizational performance, for example by becoming an effective communicator, motivating subordinates, providing timely compensation, providing regular training and building an environment. good work, so that employee performance becomes better and continues to increase.

In addition, it is necessary for the Social Service of South Kalimantan Province to take steps to prevent Workplace Deviant Behavior. The recommended preventive measures are for employees with a minor deviant level, counseling can be given with the aim that

deviant behaviour in the workplace can be overcome and employees are also expected to know the impact of a minor deviant on the organization in the long term, which will harm the organization.

Employees with a serious deviant level need to be reviewed whether they are still eligible to work at the South Kalimantan

Provincial Social Service. If it is considered feasible, it is necessary to give strict sanctions to employees who commit serious deviants so as not to repeat the act. However, if it is deemed inappropriate, the organization can lay off the employee so as not to influence other employees to behave seriously deviant.

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