



## The Role of Job Satisfaction as a Mediation of Perceived External Prestige and Deviant Behavior

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### ABSTRACT

This study aims to explain the influence of external perceptions of prestige on deviant behavior and the role of job satisfaction as a mediating variable for employees of PT. Ambon Branch Telecommunications. The type of research used in this study is explanatory with a quantitative approach. The population in this study were employees of PT. Telkom Indonesia Ambon Branch. The sample of this research was taken as many as 42 respondents. Hypothesis testing using SEM-PLS analysis with the help of SmartPLS 3 software. The results showed that external perception of prestige had a significant effect on deviant behavior, external perception of prestige had a significant effect on job satisfaction. Job satisfaction has a significant effect on deviant behavior,

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## INTRODUCTION

Human resources are understood as the power that comes from the human potential that exists in the organization and becomes the basic capital of the organization. For this reason, the management or development of the organization's human resources is important, the Company is continuously required to be able to improve the quality of its operations to be able to compete in the era of change. In addition, a large company must have a good image in the eyes of the public. *Perceived external prestige* is an employee's assessment of the image of the organization where they work based on the point of view of other people who do not work in the company. Perceived external prestige reflects an employee's assessment of all images related to the organization based on the views of people outside the organization Tuna et al., (2016). Perception of external prestige is also an evaluation of each individual in the organization based on the information they get from the customer in maintaining the dignity of the organization in order to achieve organizational goals (Smidts et al, 2011).

For some employees, the work environment in a company is very important, the work environment has a direct influence on the employees who carry out the work. They will feel happier to work with good working conditions. However, the company's image is also another factor to support their job satisfaction. Companies or organizations that have a good image in the eyes of the

public will always demand their employees to maintain the good name of the organization, thus employees will assume great responsibility as employees of the organization. Employees will have much greater pressure not to engage in deviant activities, both inside and outside the workplace. Deviant behavior is behavior that a large number of people consider to be despicable and beyond the limits of tolerance. Deviant behavior is an act of violation of the norms applied by the company, while those norms are the most mandatory and must be obeyed (Robbins and Bennet 1995). Companies whose employees have a good level of job satisfaction at work will affect their deviant behavior at work. When someone is satisfied with what the company provides, they will be willing to take on their responsibilities and can reduce the impact of deviant behavior. Thus it can be seen from these factors, that job satisfaction can reduce a person's deviant behavior at work. Therefore, job satisfaction has an important meaning.

Job satisfaction reflects a person's feelings towards his work which can be seen from the attitude of employees towards work and everything in the work environment. Thus, job satisfaction will be a very good strength for employees not to make deviant behavior at work.

The largest company in Indonesia engaged in IT (Information and technology), namely PT. Telekomunikasi Indonesia, Tbk. has a very good image, starting from service and organizational management. PT. Telkom is known as a State-Owned Enterprise (BUMN) which is engaged in providing telecommunications services. Having good prestige in the eyes of the community, this company still maintains its good name by providing 3 good services, and the demands that the company gives to employees in order to maintain service performance to consumers. PT. Telkom has a vision, "To Become a Leading InfoCom Player in The Region". To achieve this vision, PT. Telkom has established a corporate culture known as 5C, one of which is the caring meritocracy which expresses the desire of PT. Telkom to provide rewards and consequences in accordance with the performance of its employees. Besides that, PT. Telkom also wants to provide comfort to its employees in order to achieve better performance, therefore establishing a good working environment is also one of the ways of PT. Telkom to achieve these goals.

Many studies have focused on examining the effect of external perception of prestige on organizational identification, which states that an employee who feels at home or feels satisfied based on his high organizational identification, thus their commitment will increase and they will reduce the effect of negative behavior on him. (Smidts et al, 2010). The very existence of a company depends on customer support, just as the human body depends on a beating heart. Likewise with PT. Telekomunikasi which fell 17.4% to 111.2 million subscribers in the first semester of 2019 from the first semester of 2018 which was 134.7 million subscribers. In addition to Leading in Customer Base and Leading in Network Coverage in Indonesia, Telkomsel also strives to be a leader in service (Leading in Service).

Companies or organizations that have a good image in the eyes of the public will always demand their employees to maintain the good name of the organization, thus employees will assume great responsibility as employees of the organization. Employees will have much greater pressure not to engage in deviant activities, both at work and in public places. Employee deviant behavior can occur in various company organizations, including at PT. Indonesian telecommunications, Ambon branch. There are several cases of irregularities that occur in employees, including negligence in work, delays in work, chatting during working hours, and taking breaks that exceed the proper time so that it can have an impact on decreasing employee performance which in turn can decrease the organizational performance of PT. Indonesian telecommunications Ambon branch. Therefore, an employee has the potential to take actions that are not in accordance with the norms or regulations that have been set by the company. This inappropriate action is a deviant behavior from an employee (Robinson & Bennett, 1995)

### **Hypothesis**

**H1:** External Perception Prestige has a significant effect on Deviant Behavior

**H2:** External Perception Prestige has a significant effect on Job Satisfaction  
**H3 :** Job satisfaction has a significant effect on employee deviant behavior  
**H4:** Job Satisfaction mediates the effect of External Perception of Prestige on Employee Deviant Behavior.

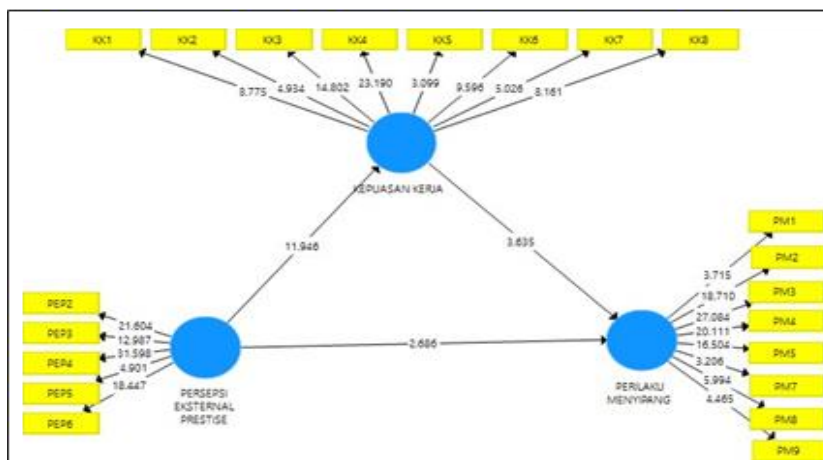
## RESEARCH METHOD

This research is a type of research that is explanatory research. The study involved employees t PT. Indonesian Telecommunications Ambon Branch. Based on the data of permanent employees of PT. There are 42 people in the Ambon Branch of Indonesia Telkominikasi. By using the census sampling technique and the sample of this study were 42 respondents. The inferential statistical method used in this study is Partial Least Square (PLS).

## RESULTS AND DISCUSSIONS

The feasibility of the model of the influence of External Perception of Prestige (X), with Deviant Behavior (Y) and the influence of Perception of Esternal Prestige on Deviant Behavior through Mediation of Job Satisfaction (Z), analysis using Warp PLS 5.0 is needed. Hypothesis testing based on the results of the analysis of the PLS SEM Model contains all the variables supporting the hypothesis.

Structural model testing can be presented in the image below.



**Figure 1.** Results of Structural Model

Hypothesis testing is based on the results of the analysis of the PLS SEM model containing all supporting variables to be tested for the hypothesis. The PLS model with the addition of the external perception variable of prestige, job satisfaction, as a mediating variable explains that this addition provides an additional contribution as an explanation of deviant behavior. Therefore, it can be interpreted that the relationship between variables can be explained in the table below:

**Table 1.** Relationship between Variables

	T Statistics	P Values
<b>JOB SATISFACTION -&gt; WEALTH BEHAVIOR</b>	3,758	<b>0.000</b>
<b>PRESTIGE EXTERNAL PERCEPTION -&gt; JOB SATISFACTION</b>	11,588	<b>0.000</b>
<b>PRESTIGE EXTERNAL PERCEPTION -&gt; WEALTH BEHAVIOR</b>	2,637	<b>0.007</b>
<b>PRESTIGE EXTERNAL PERCEPTION -&gt; JOB SATISFACTION -&gt; PANG PONG BEHAVIOR</b>	3,159	<b>0.002</b>

Based on table 1, the results of the direct influence of each variable can be explained as follows.

**H1: External Perception Prestige affects deviant behavior**

The results of testing the external perception of prestige on deviant behavior show a P-value of 0.007 considering that the p-value of 0.009 is smaller than the level of significance ( $\alpha=0.05$ ). then there is evidence that there is an influence of external perception of prestige on deviant behavior. Thus, it can be concluded that the external perception of prestige has a significant effect on deviant behavior. That means Hypothesis 1 is accepted

**H2: External Perception of Prestige has an effect on Job Satisfaction.**

The results of testing the influence of external perception of prestige on job satisfaction show a P-value of 0.000. considering that the p-value of 0.000 is smaller than the level of significance ( $\alpha=0.05$ ). then there is evidence that there is an influence of external perception of prestige on job satisfaction. Thus it can be concluded that the external perception of prestige has an effect on job satisfaction. It means that Hypothesis2 is accepted.

**H3: Job satisfaction has an effect on deviant behavior.**

The results of testing the effect of job satisfaction on deviant behavior show a P-value of 0.000. considering that the p-value of 0.000 is smaller than the level of significance ( $\alpha=0.05$ ). then there is evidence that there is an effect of job satisfaction on deviant behavior. Thus it can be concluded that job satisfaction has an effect on deviant behavior. That means Hypothesis 3 is accepted

**H4: Job Satisfaction Mediates External Perceptions of Prestige on Deviant Behavior**

Job Satisfaction mediates External Perceptions of Prestige on Deviant Behavior, a P-value of 0.002 is obtained considering that the p-value is smaller than the level of significance of 0.05. This shows that there is an influence of external perception of prestige on deviant behavior through job satisfaction. Therefore, job satisfaction is able to mediate external perceptions of prestige on deviant behavior. That means hypothesis 4 is accepted.

**Discussion**

**a. Effect of External Perception of Prestige on Deviant Behavior**

Acceptance of hypothesis 1 (H1) indicates that the external perception of prestige has a significant effect on the deviant behavior of employees of PT. Telkom Indonesia Ambon Branch. For employees of PT Telekomunikasi Indonesia Ambon Branch, the external perception of perceived prestige based on external responses is that the community has built the pride and image of PT Telekomunikasi's employees towards the company. Personality or personality that is already good where employees must maintain good relations with customers, through ways of thinking, behavior, the aim of which is to provide an assessment of the work and company where they work.

The results of this study support the results of the studyUlfa & Idris, (2019)which states that when the external perception of prestige has a positive and significant effect on deviant behavior. then it has a high impact on employee behavior in the workplace and increases employee service to the organization Soapcuoglu, (2011).

**b. The Effect of External Perception of Prestige on Job Satisfaction**

Acceptance of the second hypothesis (H2) indicates that external perceptions are able to make job satisfaction run well. This study shows that external perceptions have a positive effect on job satisfaction for employees of PT. Telkom Indonesia Branch Ambon. This means that the better the external perception of prestige about PT Telkom Ambin, it will be followed by job satisfaction or in other words, high personality, social development and career training will determine employee job satisfaction, all of which aim to improve the overall performance of PT Telekomunikasi Indonesia Ambon branch, as well as increasing employee loyalty and motivation.

This research supports the research resultsUlfa & Idris, (2019)which states that the external perception of prestige has a positive and significant effect on job satisfaction.

**c. The Effect of Job Satisfaction on Deviant Behavior**

Based on the results of stati tical calculations that have been carried out, it is known that the third hypothesis is accepted. The results of this study indicate that job satisfaction has a significant

effect on deviant behavior in employees of PT. Telkom Indonesia Ambon Branch. These results mean that the better job satisfaction will reduce employee deviant behavior. This is indicated by the decrease in deviant behavior in the employees of PT. Telkom Indonesia Ambon Branch. Job satisfaction is a psychological atmosphere of pleasant or unpleasant feelings about their work. Meanwhile Porter and Lawler in Bavendam (2000) explain that job satisfaction is a unidimensional construct, where a person has general satisfaction or dissatisfaction with his job. In other words, job satisfaction which is reflected in salary, promotion, leadership, compensation, non-material rewards, operating conditions, co-workers, nature of work and communication is an important variable in encouraging the decrease in the process of deviant behavior in employees at PT. Telkom Indonesia Ambon Branch.

The results of this study support the results of the study Ulfa & Idris, (2019) which states that satisfaction has a positive and significant effect on deviant behavior.

**d. Effect of External Perception of Prestige on Deviant Behavior through Job Satisfaction Mediation**

Based on the results of statistical calculations that have been carried out on indirect relationship testing, it shows that job satisfaction can mediate external perceptions of prestige on deviant behavior. Job satisfaction acts as a partial mediation, which means that external perceptions of prestige can influence deviant behavior directly and through job satisfaction mediation. Empirically the results of this analysis prove that job satisfaction can be an intervening variable that acts as a mediation on the relationship between external perceptions of prestige and on deviant behavior in employees of PT. Telkom Indonesia Ambon Branch. The study states that the external perception of prestige shows that it is positively correlated to employee attitudes. When the external perception of prestige is positive, then the influence of employees on the organization is also positive (Bartels et al., 2007; Mishra et al., 2012). It can be assumed that the more positive actions an organization takes towards organizational stakeholders, the more positive attitudes are given to their organization. On the other hand, Riordan et al. (1997) stated that a decrease in external perception of prestige has a positive effect, so individuals can trigger deviant behavior that leads to certain actions. Bhattacharya and Elsbach (2002) conclude that negative external perceptions of prestige lead to divisions within the organization. If they behave in this way, then the goals of the organization will not be achieved properly. The impact of the organization's external perception of good prestige, it will increase the level of job satisfaction in each individual. Empirically the results of this study support the results of the study. Ulfa & Idris, (2019) which states that job satisfaction is able to mediate external perceptions of prestige and deviant behavior.

**e. Theory Implications and Managerial Implications**

**Theory Implication**

This study enriches references in building concepts to reduce deviant behavior in the workplace. This study also provides a theoretical explanation of how the external perception of prestige directly influences deviant behavior either directly or through job satisfaction as a mediating variable. The results of the research and discussion in this study also provide a theoretical contribution to the development of the science of organizational behavior (Organizational Behavior) whose units of analysis are individuals, groups, organizational systems by involving contributions from psychology, sociology and social psychology. This study also supports the explanation of several theories such as the Social Exchange Theory (Cropanzo and Mitchel,

## CONCLUSION

External Perception Prestige has a significant effect on deviant behavior in employees of PT. Telkom Indonesia Ambon Branch. External Perception of Prestige has a significant effect on Job Satisfaction on employees of PT. Telkom Indonesia Ambon Branch. Job Satisfaction has a significant effect on Deviant Behavior on employees of PT. Telkom Indonesia Ambon Branch. Job Satisfaction is able to

partially mediate External Perceptions of Prestige on Deviant Behavior on employees of PT. Telkom Indonesia Ambon Branch.

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