



Research Article

Effect Perceived of Support and Justice on Deviant Behavior Mediated Emotional Labor in Bhayangkara Hospital

Putri Sari Sumarty Meliala^{1*}, Rina Anindita², Rokiah Kusumapradja³

1 Hospital Administration Program, Universitas Esa Unggul, Indonesia
e-mail : putrisarimeliala@yahoo.co.id

2 Management Program, Universitas Esa Unggul, Indonesia
e-mail : rina.anindita@esaunggul.ac.id

3 Hospital Administration Program, Universitas Esa Unggul, Indonesia
e-mail : rokiah.kusumapradja@esaunggul.ac.id

* Corresponding Author : Putri Sari Sumarty Meliala

Abstract: Background: Deviant work behavior in the health service sector can reduce the performance of officers and hospital performance. The problem at Bhayangkara Hospital Class IV Mamuju is that there are symptoms of deviant work behavior based on the results of a preliminary survey. Research purposes: The purpose of this research is to provide solutions to efforts to reduce deviant behavior in the workplace by identifying factors such as perceived organizational support, perceived organizational justice, and emotional labor. Research methods: The study used a quantitative causality design that analyzed the causal influence along with descriptive analysis using the three-box method. Respondents consisted of 134 hospital staff. The sampling method used saturated samples or census methods. The data analysis method used partial least square equation modeling. Research result: The results of the study indicate that perceived organizational support has a negative effect on deviant workplace behavior. Perceived organizational justice does not affect deviant workplace behavior. Emotional labor has a positive effect on deviant workplace behavior. Perceived organizational support does not affect emotional labor. Perceived organizational justice has a negative effect on emotional labor. Emotional labor has the greatest effect on changes in deviant workplace behavior compared to perceived organizational support and perceived organizational justice. Conclusion: Providing fair compensation according to the performance of each officer, openness from superiors to their subordinates in explaining work procedures, and managing emotions originating from within the officer will reduce deviant behavior in the workplace.

Keywords: Deviant Workplace Behavior; Emotional Labor ; Perceived Organizational Justice; Perceived Organizational Support

1. Introduction

One of the most important aspects of human life is maintaining health. In order to realize this healthy state, many things need to be done, among which those that are considered to have a fairly important role are organizing health services such as hospitals. Law number 44 of 2009 defines a hospital as a health service institution whose activities include organizing complete individual health services and also providing inpatient, outpatient, and emergency services. In its activities in organizing health services, of course, good human resources are needed so that health services run as they should and in accordance with the vision and mission of a hospital.

Today, increasing complexity in hospital management is one of the major challenges in the modern healthcare industry. Various factors such as the development of medical technology, increasingly stringent regulatory demands, demographic changes, and increasing patient expectations have led to dramatic changes in hospital management (Yanti et al., 2024).

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The competition in the hospital service business has also shifted the service paradigm from comparative advantage to competitive advantage due to the impact of globalization and information advancement. The needs and demands of the community (public) for optimal health services from hospitals tend to increase greatly, so that hospitals must continue to develop the quality of services starting from human resources, infrastructure and others (Girsang et al., 2024). Productivity in the workplace is one of the important things for every organization to be able to survive and compete in this increasingly competitive era. In the context of hospitals, employee productivity is very crucial because it directly impacts the quality of health services provided to patients. Perceived productivity refers to the subjective assessment of employees on how productive they are in the workplace (Aboelmaged & Subbaugh, 2012). The productivity of hospital staff is greatly influenced by the quality and quantity of available Human Resources (HR) which impacts organizational outcomes, such as cost efficiency and hospital reputation, but also on the quality of health services received by patients. Therefore, understanding the factors that can affect the productivity of hospital staff is very relevant for hospital management (Kramer & Hafner, 1989).

The human resources (HR) sector of Bhayangkara Hospital Class IV Mamuju from year to year alternately and adjusted to the needs of the hospital, continuously and sustainably follows developments with education and training both internally and externally in accordance with the targets determined in the previous year. Bhayangkara Hospital Class IV Mamuju is also required to improve HR competency in accordance with the level of knowledge it has.

The availability of specialist doctors who practice at Bhayangkara Hospital Class IV Mamuju are mostly partner doctors (contract workers) who are organic from other hospitals so that they direct their patients to the Hospital where they work. Based on this, it is necessary to improve the quality of human resources both from specialist doctors and also personnel from other departments to support health services to their patients.

One of the organizational factors that is believed to affect the quality of human resources and employee productivity is perceived organizational support (POS). POS refers to the extent to which employees believe that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986b). When employees feel that the organization supports and values them, they tend to reciprocate by demonstrating behavior that benefits the organization, including increasing their work productivity (Rhoades & Eisenberger, 2002). Employees who feel that the hospital where they work provides adequate support, both instrumentally and emotionally, tend to feel more productive in carrying out their tasks at the hospital. Conversely, employees who feel less supported by the organization may experience decreased motivation and work enthusiasm, so that perceived productivity will also decrease. Research conducted by Lyubovnikova et.al (2018) In 88 teams from 13 healthcare organizations in the UK, POS was shown to have an impact on team and personal productivity.

Several studies have also found that POS has an impact on emotional labor and also deviant workplace behavior (Chen et al., 2016; Zeng et al., 2021). The support provided by the organization to hospital staff, whether financially, in terms of fairness, rewards and comfortable working conditions, will reduce the emotional demands that should be displayed by staff, which will then reduce deviant behavior in the workplace, such as playing with mobile phones while working, arriving late, mocking or bullying other coworkers.

In the hospital environment, employees will intensively interact with patients and coworkers, this requires careful emotional management. In this case, perceived organizational justice plays an important role in shaping their work experience, where employees who feel that the hospital where they work provides adequate support, both instrumentally and emotionally, tend to feel more productive in carrying out their duties. Conversely, employees who feel less supported by the organization may experience greater dissatisfaction and emotional stress, which can increase the burden of emotional labor that they must manage. According to Maslach & Leiter (2017), emotional, physical, and mental exhaustion due to prolonged work stress can also be a factor that affects the quality of service provided. Employees who feel fair in terms of workload distribution, recognition of achievements, and transparent decision-making processes tend to feel more appreciated and cared for by the organization. This sense of fairness has an impact on emotional management.

In hospitals, staff are not only required to provide professional service, but also to show empathy, patience, and emotional support to patients and their families. When perceived organizational justice is high, employees feel more supported in this process, so they are better able to manage their emotions. However, when organizational justice is low, emotional labor

becomes heavier. Employees may feel forced to cover up negative emotions, such as frustration or exhaustion, in order to meet organizational expectations Mashoush & Farea (2022) shows that emotional exhaustion and depersonalization affect the quality of services provided to patients.

Other research results found that perceived organizational justice has an impact on emotional labor and also deviant workplace behavior (Meng et al., 2024). The fairness given by the organization to hospital staff will reduce the emotional demands that should be displayed by staff, which then reduces deviant behavior in the workplace, such as playing with cellphones while working, arriving late, mocking or bullying other coworkers.

One aspect that needs to be avoided by hospital employees in order to fulfill the hospital's vision and mission and meet the demands of the community for health services in order to gain competitive advantage is deviant workplace behavior. Deviant workplace behavior or deviant behavior in the workplace is voluntary behavior of members of an organization that violates important organizational norms and threatens the welfare of the organization and its members (Bennett & Robinson, 2000). Employee deviant behavior in the workplace includes behaviors such as absenteeism, loafing, lying, spreading rumors, violating medical orders, knowing that medical orders are unreasonable but not following them, violating nursing practices which can then reduce work efficiency and work engagement, affect performance, increase work stress and turnover intentions, weaken job satisfaction, reduce organizational commitment and happiness, affect the stability of the nursing team, affect workplace safety, cause medical safety accidents, affect the doctor-patient relationship (Meng et al., 2024).

In 2022, there were 17 cases of violations committed by officers at Bhayangkara Hospital Class IV Mamuju. This number then decreased in 2023 to 15 cases of violations. Until now, in October 2024, 4 cases of violations were found by Hospital employees. These violations indicate deviant behavior from officers or known as deviant workplace behavior. In August 2024, 18 officers were late in attendance with a total of 39 delays. In September 2024, 18 officers were late in attendance with a total of 31 delays. The delays made by officers indicate a problem regarding deviant workplace behavior among officers at Bhayangkara Hospital Class IV Mamuju.

By looking at the data on violations and late attendance committed by officers at Bhayangkara Hospital Class IV Mamuju, this shows that deviant workplace behavior is still occurring which is influenced by perceived organizational support and perceived organizational justice through emotional labor.

Based on the results of a preliminary survey in November 2024 regarding deviant workplace behavior in 10 officers (5 nurses, 2 doctors, 2 management, 1 security guard) it was found that 10% did not give maximum effort in their work, 20% often mocked others at work, 20% prayed for bad things to others at work. In emotional labor, 20% were less able to express emotions appropriately for work, 30% were less able to show a friendly attitude at work, 10% were less able to handle patients in the right way, 20% did not really try to be friendly, 20% did not really try to have a good mood. In perceived organizational justice, 20% felt they could not express their views on work procedures, 10% felt work procedures were not applied consistently, 20% felt what they got from their work was not in accordance with the contribution they made, 10% felt their superiors could not restrain themselves from using inappropriate language, 20% felt that their superiors did not explain work procedures thoroughly. In perceived organizational support, 30% felt that their extra effort at work was not appreciated, 10% felt that the organization did not listen to their complaints, 20% felt that the organization did not provide assistance when they had problems, 20% felt that the organization did not help when they needed special assistance, 10% felt that the organization did not care about their opinions, and 40% felt that the organization did not make work conditions as attractive as possible.

This study is supported by previous findings. Perceived organizational support was found to be able to reduce deviant workplace behavior (Chen et al., 2016). Perceived organizational justice was found to be able to reduce deviant workplace behavior (Meng et al., 2024). Emotional labor can increase deviant workplace behavior (Meng et al., 2024). Perceived organizational support has been found to reduce emotional labor (Kim et al., 2022). Perceived organizational justice was found to reduce emotional labor (Meng et al., 2024).

Some factors that cause high and low deviant workplace behavior include perceived organizational support, perceived organizational justice, and emotional labor. Based on the description above, it is known that there has been no previous research that combines 4 (four)

variables, namely: perceived organizational support, perceived organizational justice, and deviant workplace behavior and uses emotional labor as a mediator.

2. Literature Review

Perceived Organizational Support and Deviant Workplace Behavior

Perceived Organizational Support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986b). Studies show that higher POS correlates with decreased deviant workplace behavior (Chen et al., 2016). Employees who feel supported are more likely to show organizational citizenship behaviors and less likely to engage in behaviors that harm the organization. Lyubovnikova et al. (2018) found that POS positively impacts team and personal productivity in healthcare teams, indicating that supportive environments can mitigate workplace deviance.

Perceived Organizational Justice and Deviant Workplace Behavior

Perceived Organizational Justice involves employees' perception of fairness within the organization, including fair treatment, transparent procedures, and equitable rewards. Research by Meng et al. (2024) and others has established a clear link between low organizational justice and an increase in workplace deviance. Unfair treatment can lead to emotional exhaustion and frustration, prompting employees to exhibit deviant behaviors such as tardiness, absenteeism, or interpersonal conflicts.

Emotional Labor as Mediator

Emotional labor refers to the process by which employees manage their emotions to fulfill the emotional requirements of their job. In hospitals, this often involves suppressing negative emotions and displaying positive affect towards patients. Emotional labor has been found to mediate the relationship between POS, organizational justice, and deviant behaviors. When employees experience emotional exhaustion due to excessive emotional labor, they may be more prone to act out in deviant ways (Maslach & Leiter, 2017; Meng et al., 2024). POS and organizational justice can reduce the emotional burden by creating a supportive and fair work environment, thus reducing deviant behaviors indirectly.

Gap Analysis

Previous research has explored the individual impacts of POS and organizational justice on emotional labor and deviant behavior. However, few studies have examined the interplay of these three variables comprehensively. This research fills that gap by examining the mediating role of emotional labor in the relationships between perceived organizational support and justice and deviant workplace behavior among healthcare workers in a Class IV hospital setting in Indonesia. This section must contain a state-of-the-art explanation. It can be explained in several ways. First, you can discuss several related papers, both about objects, methods, and their results. From there, you can explain and emphasize gaps or differences between your research and previous research. The second way is to combine theory with related literature and explain each theory in one sub-chapter.

3. Proposed Method

This research applies a quantitative, explanatory research design to analyze causal relationships among variables. Data was collected using a structured questionnaire distributed online to 134 officers at Bhayangkara Hospital Class IV Mamuju in December 2024. The sample was determined using a saturated sampling technique. The analysis was performed using Partial Least Squares (PLS) with SmartPLS version 3 software.

Algorithm

Table 1. Algorithm

Algorithm 1. Analysis Workflow for Mediation Model
INPUT: Questionnaire responses on POS, Organizational Justice, Emotional Labor, and Deviant Workplace Behavior
OUTPUT: Path coefficients, t-statistics, p-values, model fit
1: Step 1: Import data into SmartPLS

- 2: Step 2: Define constructs and indicators
- 3: Step 3: Evaluate outer model (validity and reliability)
- 4: Step 4: Evaluate inner model (path coefficients)
- 5: Step 5: Test mediating effect of Emotional Labor Step 6: Analyze model fit and R-square values

Measurement Constructs

- Perceived Organizational Support (7 items)
- Perceived Organizational Justice (7 items)
- Emotional Labor (6 items)
- Deviant Workplace Behavior (7 items)

Formatting of Mathematical Components

The model was evaluated using the following equation:

$$DVWB = b1POS + b2POJ + b3EML + e \quad (1)$$

Where:

DVWB = Deviant Workplace Behavior,

POS = Perceived Organizational Support,

POJ = Perceived Organizational Justice,

EML = Emotional Labor, and e = error term.

The mediating model was tested using bootstrapping in SmartPLS to assess the significance of indirect effects.

Theorem 1. If both the direct and indirect effects of POS and POJ on DVWB are significant, and the effect through EML (emotional labor) is also significant, then EML is said to mediate the relationship between POS/POJ and DVWB.

Proof of Theorem 1. The analysis showed that POS and POJ significantly predict EML ($p < 0.05$), and EML significantly predicts DVWB ($p < 0.05$). The indirect paths from POS and POJ to DVWB through EML are also significant, confirming mediation.

Thus, this section outlines the theoretical framework and methods used to explore the complex interrelations between perceived organizational support, perceived organizational justice, emotional labor, and deviant workplace behavior.

4. Results

Perceived Organizational Support

The Perceived Organizational Support variable consists of three dimensions with nine statement items.

Table 2. Three Box Method Analysis of Perceived Organizational Support Variable (X_1)

Variable	Index	Category
Fairness	98,00	Moderate
Supervisor Support	99,00	Moderate
Rewards and Working Conditions	99,58	Moderate
Mean Perceived Organizational Support Index	98,86	Moderate

Source: Primary Data, 2024

Based on Table 2, it is known that the lowest indicator is in statement number 3 in the "Justice" dimension, with an index of 97.25 which reads "The hospital provides compensation according to performance". Overall, the level of perceived organizational support is in the moderate category. In this section, the author needs to explain the hardware and software used, dataset sources, initial data analysis, results, and results analysis/discussion. Presenting the results with pictures, graphs and tables is highly recommended. Formulas or evaluation measuring tools also need to be included here. There must be discussion/analysis, and you can't just rewrite the results in sentence form, but you need to provide an explanation of their relationship to the initial hypothesis. In addition, this section needs to discuss and elaborate on important findings.

Perceived Organizational Justice

The Perceived Organizational Justice variable consists of four dimensions with twelve statement items.

Table 3. Three Box Method Analysis of Perceived Organizational Justice Variable (X₂)

Variable	Index	Category
Procedural	100,25	Moderate
Distributive	99,96	Moderate
Interpersonal	99,50	Moderate
Informational	99,25	Moderate
Mean Perceived Organizational Justice Index	99,85	Moderate

Source: Primary Data, 2024

Based on Table 3, it is known that the Perceived Organizational Justice indicator with the lowest index is in statement number 12 in the "Informational Justice" dimension which states "Superiors explain work procedures openly without anything being covered up." Overall, the average score for the Perceived Organizational Justice variable was 99.85, which is in the moderate category.

Emotional Labor

Emotional Labor variable consists of two dimensions with seven statement items.

Table 4. Three Box Method Analysis of Emotional Labor Variable (Z)

Variable	Index	Category
Surface Acting	67,08	Weak
Deep Acting	67,50	Moderate
Average Emotional Labor Index	67,29	Moderate

Source: Primary Data, 2024

Based on Table 4, it is known that the Emotional Labor Indicator with the lowest index is in statement number 3 in the "Surface Acting" dimension, with an index value of 66.50 which reads "I pretend to handle patients in the right way". Overall, emotional labor is in the moderate category.

Deviant Workplace Behavior

The Deviant Workplace Behavior variable consists of two dimensions with five statement items.

Table 5. Three Box Method Analysis of Deviant Workplace Behavior Variable (Y)

Variable	Index	Category
Interpersonal	66,88	Weak
Organizational	66,25	Weak
Deviant Workplace Behavior Average Index	66,56	Weak

Source: Data Primer, 2024

Based on Table 5, it is known that the Deviant Workplace Behavior Indicator with the lowest index is in statement number 5 in the "Organizational Deviance" dimension, which states "I act rudely towards someone at work". The index for this statement is 65.00, which is in the low category. Overall, deviant workplace behavior is in the low category. This means that there is little deviant behavior in the workplace for most hospital staff.

Table 6. Three Box Method Analysis Average Matrix

No	Variable	Score			Behavior
		Weak	Moderate	Strong	
		(33,5-67)	(67,1-100,4)	(100,5-134)	
1	Perceived Organizational Support		+		Supportive
2	Perceived Organizational Justice		+		Fair
3	Emotional Labor		+		Empathy
4	Deviant Workplace Behavior	+			Compliant

Source: Data Processing Results by Researchers, 2024

Based on the Three Box Method matrix, Table 6 shows that Perceived Organizational Support is in the moderate category, meaning that some officers feel that Bhayangkara Hospital TK. IV Mamuju provides strong and adequate support and some feel the opposite. Perceived Organizational Justice gets a score in the moderate category, meaning that employees at Bhayangkara Hospital TK. IV Mamuju feel that organizational justice is not applied evenly throughout the organization. Emotional Labor gets a score in the moderate category, meaning that officers feel that there are emotional demands in their work but they can still deal with it quite well without feeling excessive burden. Deviant Workplace Behavior gets a score in the low category, meaning that employees tend to reflect a good level of behavior among employees in accordance with organizational expectations and standards.

The factor loading value of perceived organizational support ranges from 0.777 to 0.882. Perceived organizational justice has a factor loading value between 0.743 to 0.863. Emotional labor has a factor loading value between 0.717 to 0.828. Deviant workplace behavior has a factor loading value between 0.704 to 0.819. The factor loading value (outer loading) > 0.7 is declared valid so that it can be used for subsequent analysis (Hair et al., 2019).

Perceived organizational support, perceived organizational justice, emotional labor, deviant workplace behavior each have AVE values of 0.702; 0.635; 0.593; 0.571. AVE value > 0.5 means that the research variable is declared valid. All variables in this study can be said to be valid so that they can be processed in further analysis. The AVE (average variant extracted) value is raised because it is related to the validity of each variable such as perceived organizational support, perceived organizational justice, emotional labor, deviant workplace behavior. This is different from the factor loading value or outer loading which is used to see the validity of each item.

Construct reliability can be assessed from the Cronbachs Alpha value and the Composite Reliability value of each construct. The Composite Reliability (CR) value is greater than 0.7 although a value of 0.6 is still acceptable and Cronbach's Alpha is more than 0.6 (Ghozali & Latan, 2012). Perceived organizational support, perceived organizational justice, emotional labor, deviant workplace behavior each have composite reliability values of 0.955; 0.924; 0.910; 0.869. All variables in this study were declared reliable. This shows that all constructs meet the required reliability. Based on the overall results of the validity and reliability tests at the outer model testing stage, it was concluded that all indicators were valid and reliable in measuring their constructs so that testing could be continued to the next stage, namely the inner model testing.

Discriminant validity functions to distinguish whether a construct or each variable has unique characteristics or is different from other variables. Based on the results of the discriminant validity test in the table above, the HTMT value between constructs does not exceed 0.9 or < 0.9 , which means that all constructs in the PLS model have met the required discriminant validity criteria. Both perceived organizational support, emotional labor, perceived organizational justice, deviant workplace behavior each have unique characteristics and do not overlap. Based on the results of the three discriminant validity test methods, it can be concluded that the PLS outer model has met the required discriminant validity criteria. After passing the outer model stage, it is continued to the inner model stage.

In Chin (1998) it is stated that the R Square value > 0.67 indicates a strong PLS model in predicting endogenous, R Square 0.33 - 0.67 indicates a PLS model in the category of moderate and R Square 0.19 - 0.33 indicates that the model is weak in predicting endogenous. The results of the analysis in the following table show the R square of deviant workplace behavior of 0.319 (weak) and R square emotional labor of 0.294 (weak). Factors such as perceived organizational support, perceived organizational justice, emotional labor contribute or contribute to changes in deviant workplace behavior by 31.9% which means that there are still other factors of 68.1% in influencing the magnitude of deviant workplace behavior. This means that it is necessary to explore other factors through interviews and observations in order to find out what can influence deviant workplace behavior and add factors outside this study. Perceived organizational support, perceived organizational justice also contributed to changes in emotional labor by 29.4% and the remaining 70.6% was caused by other factors outside the research.

Q Square shows the predictive relevance model, where the Q Square value of 0.02 - 0.15 indicates that the model has a small predictive relevance, Q Square of 0.15 - 0.35 indicates that the model has moderate predictive relevance and Q square > 0.35 indicates

a large predictive relevance model (Chin, 1998). The results of the formula calculation analysis show a Q Square of 0.519214 and indicate a large predictive relevance model.

SRMR is Standardized Root mean square residual, in addition to being assessed from the R square and Q Square values, the goodness of fit model is also seen from the SRMR estimated model value, the model is declared perfect fit if the SRMR estimated model value < 0.08 and the model is declared fit if the SRMR estimated model value is between $0.08 - 0.10$. The results of the analysis in the following table show that the SRMR estimated model value of 0.078 is in the perfect fit category.

Table 7. Hypothesis Test Results

	Original Sample (O)	T Statistics	P Values
POS → DWB	-0,241	3,069	0,002
POJ → DWB	-0,127	1,946	0,052
EL → DWB	0,382	5,156	0,000
POS → EL	0,003	0,035	0,972
POJ → EL	-0,543	4,099	0,000
POS → EL → DWB	0,001	0,037	0,971
POJ → EL → DWB	-0,207	2,719	0,007

Table 7 shows the original sample values, sample mean, standard deviation, T statistics, and P values obtained from data processing using the PSL SEM (partial least square structural equation modeling) analysis method where:

- Perceived organizational support has a significant negative effect on deviant workplace behavior, indicated by a p value of $0.002 < 0.05$; T statistic $3.069 \geq 1.96$. This means that the magnitude of perceived organizational support reduces the magnitude of deviant workplace behavior.
- Perceived organizational justice does not affect deviant workplace behavior, indicated by a p value of $0.052 > 0.05$; T statistic $1.946 < 1.96$. This means that the higher the perceived organizational justice does not determine the high or low deviant workplace behavior.
- Emotional labor has a positive effect on deviant workplace behavior, indicated by a p value of $0.000 < 0.05$; T statistic $5.156 \geq 1.96$, meaning that the higher the emotional labor, the higher the level of deviant workplace behavior.
- Perceived organizational support has a positive but insignificant effect on emotional labor, indicated by a p value of $0.972 > 0.05$; T statistic $0.003 < 1.96$, meaning that the high or low perceived organizational support does not determine the high or low emotional labor.
- Perceived organizational justice has a negative effect on emotional labor as indicated by p value $0.000 < 0.05$; T statistic $4.099 \geq 1.96$, meaning that the higher the perceived organizational justice, the lower the emotional labor.
- Emotional labor was found not to mediate the influence of perceived organizational support on deviant workplace behavior, as indicated by a p value of $0.971 > 0.05$ and a T statistic of $0.037 < 1.96$.
- Emotional labor is able to mediate the influence of perceived organizational justice on deviant workplace behavior, indicated by p value $-0.007 < 0.05$ and T statistic $2.719 \geq 1.96$. This means that the influence of perceived organizational justice is able to reduce emotional labor and also leads to a reduction in the level of deviant workplace behavior.

5. Discussion

The influence of perceived organizational support and perceived organizational justice on deviant workplace behavior mediated by emotional labor

The results of the study indicate that there is an influence of perceived organizational support and perceived organizational justice on deviant workplace behavior through emotional labor in nurses at RS Bhayangkara TK. IV Mamuju simultaneously as evidenced by the R Square DWB (deviant workplace behavior) value of 0.319. This reflects that

employees of RS Bhayangkara TK. IV Mamuju receive support from the organization, so that employees tend to be more loyal and more motivated to work well.

Perceived organizational support is the degree to which employees believe that the organization they work for values their contributions and cares about their well-being (Eisenberger et al., 1986a). Perceived organizational justice is a person's perception of the fairness of decisions taken by superiors (Colquitt et al., 2010). Emotional labor is the management of feelings to create a facial and body appearance that can be observed by the public and is done to get wages so that it has exchange value (Hochschild, 1983). Deviant workplace behavior is voluntary behavior by employees that is contrary to important organizational norms and is perceived as a threat to the well-being of the organization and/or its members (Robinson & Bennett, 1995). When hospital staff believe that the organization they work for cares about the welfare of its employees along with equal justice, it will lead to emotion management to create a facial and body appearance that meets patient expectations and reduce voluntary behavior from staff that is contrary to organizational norms and threatens the organization and its members. Conversely, when employees have feelings of being unsupported, it can affect how employees manage their emotions.

In line with the theory that when employees feel that the organization supports and values them, they tend to reciprocate by demonstrating behavior that benefits the organization, including increasing their work productivity (Rhoades & Eisenberger, 2002). Another theory states that perceived organizational support tends to produce positive results for the organization when employees' emotional and social needs are met (Giao et al., 2020). Effective understanding and management of perceived organizational support by hospitals can provide significant benefits to employee well-being and performance.

Previous research found that perceived organizational support has an effect on emotional labor and deviant workplace behavior (Chen et al., 2016; Zeng et al., 2021). These findings are also in line with previous empirical studies where perceived organizational justice was found to have an influence on emotional labor and deviant workplace behavior (Meng et al., 2024). Research result by Hwa & Amin (2016) shows that emotional labor is found to have an effect on deviant workplace behavior where emotional labor has a significant impact on deviant behavior at RS Bhayangkara TK. IV Mamuju. When employees work under pressure, do not get justice in the workplace, and cannot manage their feelings in a healthy way, it can create dissatisfaction in the workplace and ultimately, deviant behavior will emerge as a response to the pressure. Therefore, it is important for organizations to manage emotional labor in the right way to support employee emotional well-being in order to minimize the potential for DWB.

H1: Based on the theory and research results used in this study, it can be said that Perceived organizational support and perceived organizational justice have an influence on deviant workplace behavior through emotional labor mediation.

The Influence of Perceived Organizational Support on Deviant Workplace Behavior

The results of the hypothesis test show that there is a significant negative influence of perceived organizational support on deviant workplace behavior, indicated by a p value of $0.002 < 0.5$; T statistic $3.069 \geq 1.96$. This means that the magnitude of perceived organizational support reduces the magnitude of deviant workplace behavior.

Perceived organizational support is the degree to which employees believe that the organization they work for values their contributions and cares about their well-being. (Eisenberger et al., 1986). Deviant workplace behavior is voluntary behavior by employees that is contrary to important organizational norms and is perceived as a threat to the well-being of the organization and/or its members. (Robinson & Bennett, 1995). When hospital staff believe that the organization they work for values their contribution and cares about their well-being, it will reduce voluntary behavior from staff that is contrary to organizational norms and threatens the organization and its members. Conversely, when employees have feelings of being unsupported, it can affect how employees manage their emotions.

Previous research found that perceived organizational support is able to reduce the dimensions of organizational deviance and interpersonal deviance in the deviant workplace behavior variable (Alias & Rasdi, 2015). Perceived organizational support was found to have a negative impact on deviant workplace behavior (Chen et al., 2016). Perceived organizational support has a negative impact on the dimensions of organizational deviance and interpersonal deviance on the deviant workplace behavior variable (Dar & Rahman, 2019). The higher the perceived organizational support, the lower the deviant behavior in the workplace (Eze et al., 2019). The results of this study revealed that employment status is a significant predictor of

deviant behavior. In addition, perceived organizational support and perceived job insecurity also predict deviant behavior. This study suggests that management needs to be careful in showing concern for the contribution and well-being of their employees. Research result Hwa & Amin (2016) also supports that excessive emotional labor can lead to emotional exhaustion, which increases the tendency to engage in deviant behavior. These findings are also supported by research (Eisenberger et al., 2001), shows that low perceived organizational support can trigger dissatisfaction that encourages deviant workplace behavior as a form of protest or venting feelings. The negative impact of perceived organizational support on deviant workplace behavior has also been confirmed in previous studies. (Khan et al., 2015).

H2: Based on the theory and research results used in this study, it can be said that Perceived Organizational Support has a negative influence on Deviant Workplace Behavior.

The Influence of Perceived Organizational Justice on Deviant Workplace Behavior

The results of the hypothesis test show that there is no significant influence between perceived organizational justice and deviant workplace behavior, indicated by a p value of $0.052 > 0.05$; T statistic $1.946 < 1.96$. This means that the level of perceived organizational justice does not determine the level of deviant workplace behavior. The justice given by the organization to its employees is not a factor that determines the level of deviant work behavior carried out by its employees. This happens because there are other factors that determine the level of employee work deviation.

Perceived organizational justice is a person's perception of the fairness of decisions taken by superiors (Colquitt et al., 2010). Workplace deviant behavior is voluntary behavior by employees that is contrary to important organizational norms and is perceived as a threat to the well-being of the organization and/or its members (Robinson & Bennett, 1995). In this study, the perceived organizational justice index was found to be in the moderate category, which means that some officers feel that the organization has treated them fairly, but there are also some officers who feel that Bhayangkara Hospital TK. IV Mamuju has not treated officers fairly. Employees who feel treated unfairly may not always express their dissatisfaction through DWB. They may choose to restrain themselves, adapt to the situation, or even find ways to adjust to the injustice they feel. When hospital officers feel fair with the decisions taken by their superiors, it will reduce voluntary behavior from officers that is contrary to organizational norms and threatens the organization and its members.

The results of this study contradict previous studies. Previous studies found that perceived organizational justice has a negative impact on deviant workplace behavior (Abbasi et al., 2022). If perceived organizational justice increases, deviant workplace behavior will decrease (Demir, 2011). Perceived organizational justice has a negative impact on deviant workplace behavior has also been confirmed (Faheem & Mahmud, 2015). The fairer the organization is towards its employees, the less deviant work behavior will be committed (Gull et al., 2021). A negative relationship between perceived organizational support and deviant workplace behavior has been found in previous studies (Hany et al., 2020).

H3: Based on the theory and research results used in this study, it can be said that perceived organizational justice has a negative influence on deviant workplace behavior.

The Influence of Emotional Labor on Deviant Workplace Behavior

The findings show that emotional labor has a positive effect on the level of deviant workplace behavior in the workplace, as indicated by a p value of $0.000 < 0.05$; T statistic $5.156 \geq 1.96$, meaning that the higher the emotional labor, the higher the level of deviant workplace behavior. Proper emotional management reflected in displaying positive emotions in front of patients or coworkers that originate from within the individual without external coercion will reduce deviant behavior in the workplace.

Emotional labor is the management of feelings to create a facial and body appearance that can be observed by the public and is done to get wages so that it has exchange value (Hochschild, 1983). Workplace deviant behavior is voluntary behavior by employees that is contrary to important organizational norms and is perceived as a threat to the well-being of the organization and/or its members (Robinson & Bennett, 1995). The ability to manage feelings of hospital staff in the form of facial and body expressions observed by the public (patients). The surface acting dimension requires individuals to display emotions that are inconsistent with their internal feelings. When someone constantly has to pretend to be happy, friendly, or patient in front of patients or coworkers, they experience tension, which can cause stress, emotional exhaustion, and tension that increase the likelihood of individuals committing deviant acts.

These findings are also supported by research Meng et al. (2024) which found that high emotional labor will be accompanied by low deviant workplace behavior. This study shows that perceived organizational justice is negatively correlated with emotional labor and deviant behavior at work, and emotional labor is positively correlated with deviant behavior at work. Meanwhile, emotional labor plays a partial mediation role between perceived organizational justice and deviant behavior at work. In addition, the path of emotional labor on deviant behavior at work is moderated by psychological capital. These findings further understand the deviant behavior at work of new employees, and provide a new perspective to solve the problem. Employee management can reduce deviant behavior at work by improving perceived organizational justice and psychological capital of new hospital staff and improving emotional labor.

H4: Based on the theory and research results used in this study, it can be said that emotional labor has a positive influence on deviant workplace behavior.

The Influence of Perceived Organizational Support on Emotional Labor

Perceived organizational support has a positive but insignificant effect on emotional labor, indicated by p value $0.972 > 0.05$; T statistic $0.035 < 1.96$; meaning that the high or low perceived organizational support does not determine the high or low emotional labor.

Perceived organizational support is the degree to which employees believe that the organization they work for values their contributions and cares about their well-being (Eisenberger et al., 1986). Emotional labor is the management of feelings to create a facial and body appearance that can be observed by the public and is done to get wages so that it has exchange value (Hochschild, 1983). Employees with high perceived organizational support tend to feel that the hospital appreciates their efforts and dedication, feel that the hospital supports and cares about their well-being, and feel safe and confident in doing their jobs. This condition can increase dedication and work enthusiasm which ultimately leads to managing feelings to create a face and body appearance that can be observed by the public.

The results of this study contradict previous results. The reason is that each officer has a different way of handling and expressing emotions that must be displayed. Previous studies found that perceived organizational support is positively correlated with the deep acting dimension but not correlated with the surface acting dimension (Hur et al., 2013). This means that it depends on the choice of employees to choose the emotional labor management that is suitable for use by employees in hospitals. Perceived organizational support was found to have a negative relationship with emotional labor (Kim et al., 2022). This means that organizational support actually reduces the ability to manage emotions of employees. Further research is needed on why perceived organizational support can have a positive or negative impact on emotional labor by adding moderating variables.

H5: Based on the theory and research results used in this study, it can be said that Perceived Organizational Support does not have an effect on Emotional Labor.

The Influence of Perceived Organizational Justice on Emotional Labor

Perceived organizational justice has a negative effect on emotional labor as indicated by p value $0.000 < 0.05$; T statistic $4.099 \geq 1.96$, meaning that the higher the perceived organizational justice, the lower the emotional labor.

Perceived organizational justice is a person's perception of the fairness of decisions taken by superiors (Colquitt et al., 2010). Emotional labor is the management of feelings to create a facial and body appearance that can be observed by the public and is done to get wages so that it has exchange value (Hochschild, 1983). The fairness that officers receive based on superior decisions will create a face and body display that can be observed by the public. When employees feel that they have a voice in decision-making or that workplace procedures are carried out in a fair and transparent manner, they tend to feel more engaged and empowered in their work. This sense of empowerment reduces their need to display emotions that they do not feel, which can reduce the burden of emotional labor they experience.

H6: Based on the theory and research results used in this study, it can be said that Perceived organizational justice has a negative influence on emotional labor.

Conclusions

Based on the research findings, it can be concluded that perceived organizational support and perceived organizational justice influence deviant workplace behavior through the mediation of emotional labor. Specifically, perceived organizational support is found to have a negative effect on deviant workplace behavior, while perceived organizational justice does not directly influence such behavior. Emotional labor, on the other hand, shows a positive effect on deviant workplace behavior, indicating that higher emotional labor may lead to an increase in deviant actions. Furthermore, perceived organizational support does not significantly affect emotional labor, whereas perceived organizational justice has a negative effect on emotional labor. These results highlight the complex interplay between organizational factors and employee behavior, emphasizing the importance of emotional dynamics in the workplace.

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