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The influence of ethical leadership to deviant workplace behavior mediated by ethical climate and organizational commitment

1. Introduction

Today, the issue of ethics in organizations is an interesting topic to be discussed especially for the issue of unethical or deviant behavior. Therefore, this issue becomes a major concern in an organization and business field. Unethical or deviant behavior will produce a negative implication on individuals, groups, and organization in which it encourages practitioners and academicians to give more attention to the ethical management (Brown *et al.*, 2005).

Deviant behavior has a negative influence on an organization as stated by some researchers; unethical behavior seems to have a further impact on the evasion of customers (Babin *et al.*, 2000; Gilbert, 2003). Thomas *et al.* (2004) explained that unethical behavior will increase the financial risks and costs as well as decrease the value of the company which in turn will lower the return to the stakeholders. On the other hand, Henle (2005) in his research believed that unethical or deviant behavior has influenced the decrease of productivity and performance in an organization. In the long-term period, negative implications caused by this behavior will affect the competitive strength of the organization. This also affected the performance of the individual significantly and negatively (Muafi, 2011). Moreover, there is a surcharge that came up due to the negative effect on performance and productivity (Dunlop and Lee, 2004). Low quality of work, lost working time, high legal and health costs as well as the negative effect on public perception (Litzky *et al.*, 2006).

The researchers have a different term of deviant behavior such as workplace deviance (Robinson and Bennett, 1995), counterproductive behavior (Mangione and Quinn in Vardi and Weitz, 2004), antisocial behavior (Giacalone and Greenberg, 1997), misbehavior (Vardi and Weitz, 2004), and organizational misbehavior (Vardi and Weitz, 2004). Counterproductive work behavior and antisocial behavior are a different terminology which is also used for unethical work behavior. However, the point is that these activities have a common sense which is a significant violation of organizations or social norms. Thus, it has negative implications for the organization and its members (Robinson and Bennett, 1995).

Deviant behavior is caused by many things as it is in accordance with the research of Bamikole (2012). He showed that there is an extensive ground in deviant behavior which includes negative working cognition (Lee and Allen, 2002), acceptable injustice (Aquino *et al.*, 1999; Elias, 2013), anger, hostility, and revenge (Douglas and Martinko, 2001). In addition to that, Muafi (2011) revealed that deviant behavior in the workplace is caused by resign intention (intent to quit), dissatisfaction, and lack of appreciation. Nasir and Bashir (2012) also confirmed that the factors responsible for deviant behavior consist of financial pressure, low job satisfaction, inequality, working environment issue, and workers' perception. While according to Appelbaum *et al.* (2005), there are four main factors which could cause deviant behavior, namely, organizational issue, behavioral model, operational environment, and individual perspective.

In this organizational behavior study, organizational climate is considered as an important determinant of counterproductive behavior. Kanten and Ulker (2013) said that the dimensions of organizational climate could create a significant and negative effect on

counterproductive behavior. This implies that a positive, healthy, and respectful organizational climate will create employee's positive perception so that they would feel the organization confirms their personal objectives. Thus, unproductive and deviant behavior can be prevented or minimized. In addition, organizational climate cannot be separated from the leadership style applied in an organization. A leader is a crucial resource for ethical guidelines for the workers which also responsible for the moral development of the organization (Mendoca, 2001). A leader will largely determine the culture and ethics in the organization.

Several studies have examined the relationship between ethical leadership and diverse forms of unethical behavior comprising the organizational employee, employee misconduct and bullying (Avey *et al.*, 2010; Mayer *et al.*, 2009; Mayer *et al.*, 2011; Stouten *et al.*, 2010). The results of this study also indicate that when the leader's behavior is normative and in accordance with the business ethics, workers will be happier to get engaged and less likely to behave unethically and counterproductively.

Based on some previous research, the relationship between leadership and employee behavior has not shown any solid evidence that unethical and ethical behavior is generated as a result of an ethical leadership pattern. Several empirical studies which discuss the effect of ethical leadership against deviant behavior has revealed that there are inconsistencies within the study so that the research gap is interesting to be revealed. Thus, as an innovation in this study, we incorporate the ethical climate and organizational commitment as a mediating variable in the relationship between ethical leadership and deviant behavior in the workplace as well as making organizational commitment as a mediating variable in the relationship between the ethical climate and deviant behavior in the workplace. In other words, this study reconstructs the previous model by using 4 variables such as ethical leadership, ethical climate, organizational commitment, and deviant behavior. Those 4 variables were used in order to know the causal relationship between ethical leadership and deviant behavior in the interpersonal and organizational workplace either directly or indirectly through an ethical climate as well as organizational commitment undertaken to public organizations.

This study was conducted in Malang, East Java, Indonesia. The Government at this time is in a reformation of bureaucracy to overcome or to minimize the deviations. Therefore, based on the observations, the attempt to overcome the tendency towards deviant behavior has been done by the government by various rules and law enforcement agencies. However, many people consider that the bureaucracy reformation has a significant influence on the efforts of good and fair governance for the society.

the Government always tried to prevent corruption, collusion, and nepotism by stipulating various rules that are intended to stop the issues as well as to improve employee discipline. As for an example, the seminar that talks about good governance and good authoritative system have been widely deployed. Other than that, several law enforcement institutions and supervisory agencies also have been considerably established even though some state officials are still frequently reported to commit various acts of corruption, collusion, nepotism, and other deviant behavior.

2. Empirical Study

Several studies have addressed the relationship between ethical leadership and diverse forms of unethical behavior which includes organizational employee, employee misconduct, and bullying (Avey *et al.*, 2010; Mayer *et al.*, 2009; Mayer *et al.*, 2011; Stouten *et al.*, 2010). The results of this study showed that if the leader applied an appropriate normative and ethical behavior in its business function, the workers will feel happier to be involved in the work and will reduce the intention to behave unethically or counterproductive. In the past

decade, some researchers that discussed the relationship between ethical leadership and deviant behavior have revealed diverse results. Some researchers claimed that ethical leadership is able to affect deviant behavior directly and significantly (Avey *et al.*, 2010; Borchet, 2011; Erkutlu and Chafra, 2014; Mayer *et al.*, 2012; Mayer *et al.*, 2009), otherwise, Detert *et al.* (2007) found that there is no significant relationship between ethical leadership with counterproductive behavior, Goodenough (2008) also believed that ethical leadership had no significant effect on interpersonal and organizational deviant behavior. Furthermore, there was a research that reported if ethical leadership has no direct influence on deviant behavior as in the case of ethical leadership with employee misconduct mediated by ethical climate (Mayer *et al.*, 2011); the effect of ethical leadership towards antisocial behavior mediated by ethical climate (Elci *et al.*, 2013).

On the other hand, ethical leadership is seen to has a positive effect on ethical climate in an organization; the more ethical leader, the more ethical climate. This is consistent with the research that proved ethical leadership is positively and significantly affected ethical climate (Mayer, *et al.,* 2011; Elci *et al.*, 2013; Lu and Lin, 2014; Shin, 2012).

Based on the opinion of Appelbaum (2005), the relationship between ethical climate and deviant behavior is that ethical climate delivers a negative influence on deviant behavior. From here, we can identify that ethical climate is affected deviant behavior negatively (Mayer *et al.,* 2011; Elci *et al.,* 2013; Kanten and Ulker, 2013). Alias (2015) suggested that there is a negative and weak relationship between ethical climate and interpersonal deviance as well as organizational deviance.

As what have been mentioned before, the results of previous studies could not show any solid evidence about the ethical and undistorted behavior produced as a result of ethical leadership pattern. By that, it is actually a research gap that is interesting to be revealed.

3. Literature and Hypotheses

The concept of deviant behavior was expressed by Kaplan (1975) who argued that deviant behavior arose because of a lack of motivation to conform to organizational rules so as to be motivated to violate the rule. The concept was then developed by Lewis (1985) in his research on deviant behavior which focused on the "right" or "wrong" behavior established in the form of justice, law, or other social guidelines that determine morality. Then, Robinson and Bennett (1995) added the argument of deviant behavior in the workplace with a more comprehensive concept that the behavior which violates the norms and interferes the survival of the organization is shared on the multi-dimensional scale of both interpersonal and organizational.

The relationship between leadership and employee behavior refers to the opinion of Yukl (2012) that leader is certainly affecting its subordinates. The appropriate theory to underline the influence of ethical leadership and deviant behavior in the workplace is Social Learning Theory expressed by Bandura (1977), he explains the influence of ethical leadership towards the subordinates to learn the appropriate behavior through the process of role modelling by observing the behavior of others. In this case, leader acts as a role model that is credible and, at the same time, is attractive due to its authority to punish and reward. In addition to Social Learning Theory, the relationship between ethical leadership with deviant behavior can be explained by the Social Exchange Theory from Blau (1964) which describes that social exchange is based on both transactional (economic exchange) or socioemotional (interpersonal behavior exchange). These two foundations are essential to understand the process of social exchange that is relevant to ethical leadership.

3.1. Ethical Leadership and Deviant Behavior in the Workplace

Ethical leadership is effective in preventing deviant behavior while at the same time the leader is able to create a good organizational life. According to Social Learning Theory (Bandura, 1977), explaining the effect of ethical leadership to subordinates by learning the appropriate behavior through role modeling process as well as by observing others' behavior in this case is the leader who acts as a role model that is credible and attractive while at the same time it has the authority to punish or to rewards. In addition to that, the relation between ethical leadership with deviant behavior can be explained by Social Exchange Theory from Blau (1964) which describes the social exchange that is based on two aspects such as transactional (based on economic exchange) and socioemotional (based on interpersonal behavior exchange). Both of these aspects are important to be understood if we want to know the relevant process of social exchange to ethical leadership.

Several studies have significantly examined the relationship between ethical leadership with various forms of unethical behavior, including deviant behavior, employee misconduct and bullying (Avey et al., 2010; Erkutlu and Chafra, 2014; Mayer et al., 2012). Those studies also revealed that the increased ethical leadership will reduce employee's deviant behavior in the workplace, whereby when leaders behave ethically and normatively in line with ethical behavior, the workers will also pleasantly involve in work and less likely to engage deviant behavior. Based on the results above, the hypothesis of this study is proposed as follows:

 H1 = Ethical leadership negatively influenced deviant behavior in the workplace

3.2. Ethical Leadership and Ethical Climate

The presence of ethical leadership is able to improve ethical climate in an organization. If the leader has more ethical leadership, the ethical climate within the organization will also be increased. This statement is in accordance with the research of Mayer et al. (2009); Elci et al. (2013); Neubert et al. (2009). Ethical climate leads to the collective suppression of employees on ethical policy, ethical practices, and ethical procedures in the organization (Mayer et al., 2009; Victor and Cullen, 1988). Mayer (2009) also added that a leader will directly affect the perception of workers on ethical climate so that it could reduce the deviant behavior in the workplace. From there, we can see the hypothesis as stated below:

H2 = Ethical leadership has a positive impact on ethical climate

3.3. Ethical Climate and Deviant Behavior in the Workplace

In an organization, employee's ethical behavior is strongly influenced by leader while ethical climate reflects the climate that is adopted by the management. Wimbush and Shepard (1994) proposed that ethical climate not only acts as a predictor for unethical behavior but also for counterproductive behavior. Moreover, Peterson (2002) in his research confirmed that ethical climate is a predictor of behavior in the workplace. The higher the ethical climate in the organization, the lower the engagement of employee deviant behavior (Mayer et al. (2011); Elci et al. (2013). Bulutlar (2009) addressed that there is a relationship between employee behavior and the climate in an organization in which the ethical climate not only related to ethical behavior but also to deviant or counterproductive behavior. Based on the statement above, the hypothesis can be proposed as follows:

H3 = Ethical climate is able to influence workplace deviant behavior negatively

The effectiveness of ethical leadership in preventing deviant behavior is realized through an increase in the organization's ethical climate (Mayer, 2011; Neubert et al. (2013); Carlson et al., 2009). In accordance with that fact, ethical leadership is expected to form ethical climate and to reduce the deviant behavior, by that, the proposed hypothesis of this study is:

H4 = Ethical climate has a role as mediating variable that affected ethical leadership to deviant behavior in the workplace

3.4. Ethical Leadership and Organizational Commitment

Leaders who practice ethical behavior such as trust, power distribution and an awareness of leadership responsibilities will certainly give a significant effect on employees' organizational commitment Ghamrawi (2011) (in Ismail, 2014). Besides that, Brown and Trevino (2006) implied that ethical leadership is directly related to employees' work and organizational commitment. Neubert *et al.* (2009) also stated that ethical leadership is, either directly or indirectly, related to employee's organizational commitment. By that, we can draw the hypothesis as follows:

H5 = Ethical leadership is positively impacted organizational commitment

3.5. Organizational Commitment and Deviant Behavior in the Workplace

Organizational commitment is a factor that can affect an individual's involvement in deviant behavior (Hirshi, 1969 in Appelbaum *et al.,* 2007). The employee that is more loyal and passionate in work will less likely to abandon his duties, and as a result, they will prevent themselves to get engaged with a deviant business practice that is contrary to laws and rules. In addition, the improvement of organizational commitment generates a negative effect both on the interpersonal and organizational behavior as expressed by Rogojan (2009) and Wilks (2011). Furthermore, it is believed that a high organizational commitment could reduce the tendency of deviant behavior. So, in line with the description above, there are two research hypotheses as shown below:

H6 = Organizational commitment gives a negative effect to deviant behavior in the workplace

H7 = Organizational commitment is able to mediate the effect of ethical leadership on deviant behavior in the workplace

3.6. Ethical Climate, Organizational Commitment, and Deviant Behavior

Hairunnisa (2012), Cullen *et al.* (2004) mentioned that ethical climate is correlated with a number of organizational commitments. Furtherly, organizational commitment is negatively affected both interpersonal and organizational deviant behavior (Rogojan, 2009). Hence, the hypotheses of this study are:

H8 = Ethical climate could bring a positive influence in organizational commitment

H9 = Organizational commitment mediated the impact of ethical climate and deviant behavior in the workplace

4. Methods

The study was conducted in Malang Regency Government with Civil Servant as the research object. The population of this study was the Civil Servant in Local Government Agency (*Satuan Kerja Perangkat Daerah* or SKPD) which consists of general functional groups and structural groups, except the chairman, as many as 3,274 people. The sample was selected by using Slovin formula with a percentage of allowance and inaccuracy due to the error rates that were still tolerated or accepted by 10%. By that, the result of the calculation was by 97,1. In order to keep the risk from happening (the answers are still incomplete and inconclusive), then, the amount of the sample was added by 20% so that it is rounded up to 120 people.

This study used a GeSCA analytical tool because the conceptual framework of this study indicated a causal relationship, such as: ethical leadership and ethical climate;

organizational commitment and deviant behavior; ethical leadership and deviant behavior through ethical climate and organizational commitment. This analytical tool is deemed to be suitable for the model development with the largest *goodness of fit* (AFIT) and is considered to be easily operated for both formative and reflective latent variables.

4.1. Measurement

Ethical leadership was measured in two dimensions such as moral person and moral manager that refers to the opinion of Brown *et al.* (2005) and carried out by using Ethical Leadership Scale with 11 items of questions. On the other hand, the variable of ethical climate was measured by using 5 dimensions of Victor and Cullen (1988) with 10 questions while organizational commitment was measured by the dimension which refers to the opinion of Meyer and Allen (1991) and developed by using 12 questions. Likewise, the deviant behavior in the workplace was measured by the dimensions of Robinson and Bennett (1995) with 15 items of questions.

5. Result and Discussion
5.1. Descriptive Findings

We found that the majority of the respondents is 55,83% women; 48 people or 40% of the respondents are 41-50 years old and in the category of productive age. Moreover, 98,33% of the respondents are Moslem people which have a recent education of undergraduate and postgraduate degree by 84,2%. Most of them also have a long period of working which is over 5 years (91,8%). Besides that, we can see the characteristics of the respondents by the fact that 52,5% of them served as echelon IV A/B or echelon III A/B, and are already married (91,67%).

5.2. Model Measurement

A variable is said to have a good validity for its constructs or latent variables if the t-value is greater than the critical value (≥1,96) and/or the standard load factor is ≥ 0,50. Afterward, the reliability evaluation of the measurement model in GeSCA can be performed with the help of Constuct Reliability with composite reliability that is ≥ 0,6 and AverageVariance Extracted (AVE ≥ 0,50). In the second stage of model measurement, it can be seen that all the critical ratio value is ≥ 1,96, thus, it can be concluded that the validity of all manifest variables to latent variables has a good rate.

Hypothesis Testing**: Ethical leadership negatively influenced deviant behavior in the workplace**

Table 1. Path Coefficient for Ethical Leadership and Deviant Behavior in the Workplace

Proposed Hypothesis	Hypothesis	Estimate	c-value	Rejected/Supported
Ethical Leadership → Deviant Behavior in the Workplace (-) X→Y₃ (-)	H1	-0,19	2,19 > 1,96	Supported

Hypothesis Testing: **Ethical leadership has a positive impact on ethical climate**

Table 2. Path Coefficient for Ethical Leadership and Ethical Climate

Proposed Hypothesis	Hypothesis	Estimate	c-value	Rejected/Supported
Ethical Leadership → Ethical	H2	0,410	5,53 >	Supported

			1,96	
Climate (+) $X{\rightarrow}Y_1$ (+)				

Hypothesis Testing: **Ethical climate is able to influence workplace deviant behavior negatively**

Table 3. Path Coefficient for Ethical Climate and Workplace Deviant Behavior

Proposed Hypothesis	Hypothesis	Estimate	c-value	Rejected/Supported
Ethical Climate → Workplace Deviant Behavior (-) $Y_1{\rightarrow}Y_3$ (-)	H3	-0,435	3,85 > 1,96	Supported

Hypothesis Testing: **Ethical leadership is positively impacted organizational commitment**

Table 4. Path Coefficient for Ethical Leadership and Organizational Commitment

Proposed Hypothesis	Hypothesis	Estimate	c-value	Rejected/Supported
Ethical Leadership → Organizational Commitment (+) $X{\rightarrow}Y_2$ (+)	H5	0,168	1,62 < 1,96	**Rejected**

Hypothesis Testing: **Organizational commitment gives a negative effect to deviant behavior in the workplace**

Table 5. Path Coefficient for Organizational Commitment and Deviant Behavior in the Workplace

Proposed Hypothesis	Hypothesis	Estimate	c-value	Rejected/Supported
Organizational Commitment → Deviant Behavior in the Workplace (-) $Y_2 \rightarrow Y_3$ (-)	H6	-0,232	2,81 > 1,96	Supported

Hypothesis Testing: **Ethical climate could bring a positive influence in organizational commitment**

Table 6. Path coefficient for Ethical Climate and Organizational Commitment

Proposed Hypothesis	Hypothesis	Estimate	c-value	Rejected/Supported
Ethical Climate → Organizational Commitment (+) $Y_1 \rightarrow Y_2$ (+)	H8	0,480	6,47 > 1,96	Supported

The pathway diagram of each variable can be described as follows:

>>Figure 1. Results of Hypothesis Testing<<

The mediation influence of ethical climate variable and organizational commitment variable on ethical leadership and deviant behavior in the workplace is illustrated in this following Table 7:

Table 7. The Detection of Mediation Variable

Mediator	Pathway	Coefficient	Significance	Conclusion
Ethical Climate (between ethical leadership and deviant behavior)	(a)	-0,190	Significant	Partial Mediation
	(b)	-0,442	Significant	
	(c)	0,410	Significant	
	(d)	-0,435	Significant	
Organizational Commitment (between ethical leadership and deviant behavior)	(a)	-0,190	Significant	Not a Mediation
	(b)	-0.499	Significant	
	(c)	0,168	Not significant	
	(d)	-0,232	Significant	
Organizational Commitment (between ethical climate and deviant behavior)	(a)	-0,435	Significant	Partial Mediation
	(b)	-0.595	Significant	
	(c)	0,480	Significant	
	(d)	-0,232	Significant	

Source: Processed primary data, 2016.

Hypothesis Testing: **Ethical climate has a role as mediating variable that affected ethical leadership to deviant behavior in the workplace**

Table 8. Path Coefficient for Ethical Climate Mediation on Ethical Leadership and Deviant Behavior in the Workplace

Proposed Hypothesis	Hypothesis	Coefficient	Significance	Rejected/Supported
Ethical Climate as a Mediation of Ethical Leadership → Deviant Behavior in the Workplace (+) $X*Y_1 \to Y_3$ (+)	H4	-0,368	significant	supported

Hypothesis Testing: **Organizational commitment is able to mediate the effect of ethical leadership on deviant behavior in the workplace**

Table 9. Path Coefficient for Organizational Commitment Mediation on Ethical Leadership and Deviant Behavior in the Workplace

Proposed Hypothesis	Hypothesis	Coefficient	Significance	Rejected/Supported
Organizational Commitment as a Mediation of Ethical Leadership → Deviant Behavior in the Workplace (+) $X*Y_2 \to Y_3$ (+)	H7	-	Not significant	rejected

Hypothesis Testing: **Organizational commitment mediated the impact of ethical climate and deviant behavior in the workplace**

Table 10. Path coefficient for Organizational Commitment Mediation on Ethical Climate and Deviant Behavior in the Workplace

Proposed Hypothesis	Hypothesis	Coefficient	Significance	Rejected/Supported
Organizational Commitment as a Mediation of → Ethical Climate and Deviant Behavior in the Workplace (+) $Y_2 \to Y_1*Y_3$ (+)	H9	-0,546	significant	**Supported**

5.3. Discussion

This study is aimed to analyze the relationship between ethical leadership, ethical climate, organizational commitment, and deviant behavior in the workplace. Furthermore, this study examines the effect of mediation on ethical climate and organizational commitment on the relationship between ethical leadership and deviant behavior in the workplace. The relationship analysis of ethical leadership and deviant behavior in the workplace showed a negative and significant effect. By that, this result indicates and provides an empirical evidence that the higher the application of ethical leadership, the lower the intention to do the deviant behavior.

Theoretically, the results of this study are consistent with the statement of Yukl (2006) that leaders influence followers. The Social Learning Theory of Bandura (1977) also said that someone's behavior is influenced by direct experience or by observing the behavior of others. Subordinates learn to observe others as well as to care and to explore attitudes, values, and behavior of credible and attractive models as it is found in leadership figure.

The results of this study also in line with the research of Mayer *et al.* (2009); Mayer *et al.* (2012), Elci *et al.* (2013). Ethical leadership is associated with various worker's outcomes; therefore, the leader is actually an important factor in shaping employee's ethical behavior (Brown *et al.*, 2005). Leaders who behave with integrity, are seemingly strengthened the system with reward or penalty, build effective communication with employees, and working with ethical orientation will influence employee's attitude and behavior as well as lower employee's involvement in deviant behavior ultimately.

Interestingly, the study confirms that ethical leadership has a positive effect on ethical climate. This is equal with the result that ethical leadership plays an important role in shaping perceptions of ethical climate (Brown and Trevino, 2006; Schminke *et al.,* 2005, Trevino *et al.,* 2000), This also supported the previous findings of Mayer *et al.,* (2011); Elci *et al.,* (2003) which stated that ethical leadership is positively and significantly correlated to ethical climate. Trevino *et al.* (2003) said that ethical leadership could reduce anxiety, solve uncertainty in the ethical situation by giving attention, openness, trust, and honesty as well as emphasize the importance of high adherence to ethical principles.

However, the effect of ethical leadership on organizational commitment in this study has no significant result. These findings are in contradiction with the results of Mahdi *et al.* (2014); Ismail, (2014); Ponnu and Tennakoon (2010); Sutherland (2010) and Siegel (2013) which proved that ethical leadership has a significant and positive effect on organizational commitment. This insignificant relationship between ethical leadership with organizational commitment can be understood by the leadership system that is still unethical, thus, it will not able to increase the employee's commitment. As this study captures and confirms, the dimension of moral person and the moral manager has a major role in reflecting the ethical leadership in an organization. Nevertheless, the perception of the respondents is at an average level to high level. At the lowest level, the respondents thought that there is no optimal awarding to the employees who adhere ethical standards. By that, it definitely needs to be improved in an effort to increase the organizational commitment which is still at the average level, especially for the sustainability commitment that is still low. (Blau, 1964) argued in his Social Exchange Theory analysis that in addition to the exchange of transactional (based on economic exchange) and socioemotional (based on interpersonal behavior exchange), if the award that is in concern with ethical behavior is still low, then, it will affect the employee's outcome whereas in this study the organizational commitment of the employee is also considered to be weak.

The effort to improve organizational commitment can be associated with the research of Flynn (2008) which affirms that the manager who engages ethical leadership should also act as an individual who is virtuous in improving the ethical climate. The ethical organization is not sufficiently formed by the leader's ethical behavior but also by the establishment of ethical climate that can influence individual attitudes toward its work. The perception of the respondents towards an ethical climate in the organization has been at a high level so that it can increase the employee commitment that is still at an average level.

On the other hand, the influence of ethical climate to deviant behavior in the workplace shows a negative and significant result. This result is in line with the social information processing theory (Salancik and Pfeffer, 1987) which is the theory of social information process that describes on how people see the environment as a gesture of

information that gives characteristics to their work environment and as an attempt to understand the behavior. In other words, ethical climate provides information for the individuals to behave in accordance with their working environment.

The result of ethical climate analysis to organizational commitment indicates a positive and significant result which is also consistent with the study of Schwepker (2001). He pointed out that ethical climate becomes one of the important variables that affects employee's outcome in which employee will become more committed because they have the sense to the organizational ethical climate. Trevino *et al.* (1998) also underlined that ethical climate and culture are significantly correlated and influenced the organizational commitment. It is fundamental to note that this result is also similar with the results of Hairunnisa (2012); Cullen *et al.,* (2004); Schwepker (2001) in which the ethical values that exist within an organization can enhance the commitment of the workers so that they will be more committed to the company.

Furthermore, we found that the influence of organizational commitment to deviant behavior is significant and negative; it brings the sense that the higher the level of organizational commitment, the lower the deviant behavior in the workplace. This result is in a good agreement with the research of Wilks (2011) and Rogojan (2009) that a high level of organizational commitment will reduce the employee's tendency to perform the deviant behavior. Other than that, according to Mathieu and Zajac (1990) (in Schwepker, 2001), low organizational commitment could become a dysfunctional issue either for the organization or for the individual. Organizational commitment is able to form a loyal and passionate employee, therefore, the employee who has strong commitment will less likely to resign and does not like to engage in actions that do not reflect the commitment (deviant behavior). Organizational commitment has a negative correlation both on the interpersonal deviant behavior and organizational deviant behavior (Appelbaum *et al.,* 2007).

5.4. Indirect Influence

Based on the results, we can see that besides the direct influence, there must be the indirect influence of ethical leadership to deviant behavior in the workplace through an ethical climate which has considerable value (-0,164). This means that workplace deviant behavior is not only influenced directly by ethical leadership but also important to improve the ethical climate in work environment. It is interesting that our result supports the research of Avey *et al.*, 2010; Mayer *et al.,* 2009; Mayer *et al.*, 2011; Elci, *et al.,* 2013, ethical leadership influences deviant behavior by entering a mediating variable.

The path coefficient of ethical leadership on workplace deviant behavior mediated by organizational commitment shows that organizational commitment is not a mediation for ethical leadership and workplace deviant behavior. This is shown by the fact that the influence of ethical leadership on organizational commitment is not significant. Otherwise, the impact of organizational commitment to deviant behavior is proved significantly. In this study, ethical leadership demonstrates a high standard of a moral person with integrity, trust, and encouragement through role modeling, communication, and formal reward. However, that effort still could not affect the increase of organizational commitment significantly.

The pathway analysis of ethical climate on deviant behavior that is mediated by organizational commitment explains that organizational commitment is a mediating variable between ethical climate and deviant behavior. Similar with Shepard Wimbush and Shepard (1994), the ethical climate is expected to affect both organizational commitment and workplace deviant behavior.

5.5. study implication

We believe that the results of this study can provide more comprehensive effect than the previous studies that are in concern with ethical leadership, ethical climate, organizational commitment, and employee deviant behavior. Additionally, this study confirms the theory of social learning theory (Bandura, 1977) and social exchange theory (Blau, 1964). This also affirms the findings of previous studies that deviant behavior in the workplace can be reduced with the application of high ethical leadership, and is supported by the implementation of good ethical climate and high organizational commitment.

Whereas for its practical contribution, particularly, to the Government in order to realize a good governance, the results of this study reveal the attempts to reduce deviant behavior in the workplace, which are:

1. Apply ethical leadership by promoting the moral field competence in the process of structural leadership selection and by strengthening the ethical leadership through a variety of trainings that can improve the leader's role as a moral person who is honest, trustworthy, care, ideal, thoughtful, ethically behave, fair, and act as a moral manager. This can be seen through the ability to communicate the values and ethics, apply reward and punishment, pay attention to the code of ethics and the ability to be a role model (of ethical behavior) for employees. The main concern of the leader is to enhance its intensive communication with subordinates to discuss the values that exist within the organization, to perform the control function by optimizing the system of punishment for employees who violate the rules and rewards for employees who adhere to ethical standards, and lastly, to make leader as a role model of good behavior.

2. Internalization of ethical values in work culture is an effort to create an ethical climate within an organization that is able to create a perception on the members of the organization; on how to behave properly and ethically in the organization, and how the organization addressed ethical issues reflected in the climate conditions. Furthermore, it is also necessary to conduct law and code of ethics in the work implementation also to enforce compliance with applicable rules. Not to forget, we also need to prioritize the interests of the organization as well as to carry a flexibility in the ethical principles.

3. Improve the organizational commitment for employees to increase the psychological bonds in organization with several programs and activities that can generate motivation and employee commitment to the organization.

It is expected that our study could give a practical contribution in order to realize good governance for the object of the research. This work has revealed that deviant behavior can be reduced by applying and strengthening ethical leadership through various training programs, thus, it can enhance the role of the leader as a moral person and moral manager. This also can be done by realizing the ethical climate that is able to create individual's perception on how they should behave ethically and correctly as well as to increase the organizational commitment that can improve their psychological bonds in the organization.

6. Conclusion

The results of this study indicate that ethical leadership, either directly or indirectly, has affected deviant behavior in the workplace. Increasingly, leader's ethical behavior could reduce deviant behavior. In this case, ethical leadership is a manifestation of honesty and credibility, concern, doing the right thing, openness of communication, personal life based on morality standards, being fair in decision making, values and ethics communicating, punishment and reward application, ethics, role modeling.

Reducing deviant behavior in the workplace can be done by realizing an ethical climate formed through conditions that prioritize the interests of the organization rather than personal interests as well as by holding and implementing ethical principles in the organization. By increasing organizational commitment, employee who are loyal and have a psychological bond on the organization are likely to have higher commitment so that the possibility of their deviant behavior is low.

Ethical leadership has not been strong enough to make a real contribution to the improvement of organizational commitment. Organizational commitment does not play a role in mediating the influence of ethical leadership on deviant behavior because ethical leadership has no significant effect on organizational commitment. Nevertheless, we found that organizational commitment has significant influence on deviant behavior in the workplace.

Ethical climate is able to affect organizational commitment for a strong emotional attachment, for a moral obligation to remain in the organization (loyalty), and for a commitment of career sustainability within the organization. Organizational commitment acts as a partial mediation on the influence of the ethical climate on deviant behavior in the workplace. This result also suggests that ethical climate can affect the behavior in the workplace either directly or indirectly.

The results of this study have provided a number of findings while there are some fields that still need to be studied at a wider level. This condition is influenced by several things which, indirectly, becomes the limitation to the study. For an instance, the limitation of research subjects including the civil servants at the structural level and general functional (technical) level so that we can not obtain an overview of deviant behavior as a whole. Then, there is a difficulty in the measurement of ethical behavior as an indicator of ethical leadership because it was led by the respondent which in fact is a subordinate. So, we propose that further research should expand the research object and develop the research instruments.

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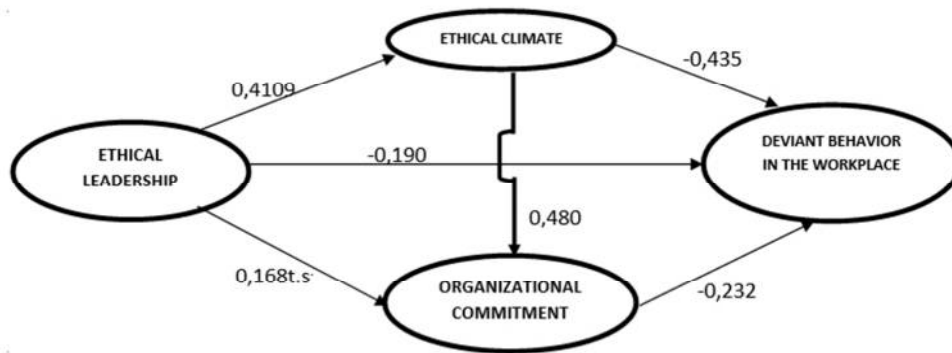Yukl, G. (2006). *Leadership in Organization* (6 th ed). Upper Saddle River.NJ: Prentice Hall.

Figure 1