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ABSTRACT

This research aims to determine the effect of job stress on deviant behavior in the workplace. Job stress is a condition of tension experienced by individuals due to work pressures that exceed their ability to cope. Deviant behavior in the workplace is an action taken by employees who violate organizational norms and rules, such as stealing, arriving late, or leaving work early. Data was collected through "library research" by comparing several relevant scientific journals. The results showed that job stress has a positive and significant effect on deviant behavior in the workplace. This means that the higher the level of work stress experienced by employees, the higher their tendency to engage in deviant behavior. This research provides implications for companies to pay attention to the factors that cause work stress and implement effective stress management strategies to minimize deviant behavior in the workplace.

Keywords: Deviant behavior; Employee Deviance; Job stress; Stress management; Workplace deviance

INTRODUCTION

The development of an increasingly dynamic and competitive world of work requires employees to always be adaptive and productive. These high demands and workloads often cause pressure that leads to work stress (Hermawan, 2022). Almost every employee experiences stress at work. This incident is common in big cities like Jakarta. Jakarta is a city of industrialists and urbanites who are busy with work and tasks and various problems, so the level of opportunity to be exposed to stress is high.

Work stress according to Triatna is a person's condition, where his physical and / or psychological conditions experience disturbances from within and outside himself, causing tension and causing unusual behavior (which is categorized as deviant) both physically, socially, and psychologically. Job stress can arise from various factors that make employees feel uncomfortable. Triatna explained that "Factors that cause stress are work factors, non-work factors, and factors from one's personality" (Wardani & Yousef, 2016).

Job stress can have a negative impact on a person's behavior. One of the negative impacts of job stress is the increased tendency of people to engage in deviant behavior. Deviant behavior is a deliberate action by someone who violates organizational norms and rules, and harms the organization and its members (Pasaribu et al., 2024). Deviant behavior in the workplace is a stress-related impact (Appelbaum et al., 2007). In addition, Irawan explained that deviance is a way to adjust to the culture of social transformation (Ivancevich & Matteson, 2014).

Employee deviance is a voluntary action taken by employees that is not in line with the rules and values that apply in the organization. This action can endanger the sustainability of the organization and the welfare of all its members. The organizational norms in question include the established corporate culture, as well as standards of behavior that are considered appropriate and acceptable in the work environment (Bennett & Robinson, 2000).

Based on research by Everton et al. found that deviant behavior in the workplace has a significant and negative impact on employees, one of which is due to increased stress (Irawan, 2021). The inability to manage stress well can lead to deviant behavior, such as conflicts with coworkers or superiors, which can worsen the work situation (Wibowo et al., 2024). Research tested using SEM analysis techniques by Deni Wardani, 3 (three) hypotheses tested (salary, injustice, and job stress) show that job stress has a positive effect on deviant behavior (Arianti & Irwanto, 2021). Another study reinforced that there is a positive and significant relationship between job stress and deviant behavior in the workplace by conducting a validity trial on employees at Muhammadiyah University of Yogyakarta (Prastowo, 2012).

This phenomenon confirms the importance for organizations to understand and manage employee work stress effectively. Organizations need to identify the factors that cause occupational stress in the work environment and implement appropriate intervention strategies to reduce its negative impact. By managing job stress effectively, organizations can minimize the possibility of deviant behavior in the workplace, increase employee productivity, and create a healthy and conducive work environment (Aldi & Susanti, 2019).

This research is expected to make a scientific contribution in developing an understanding of the relationship between job stress and deviant behavior in the workplace, the impact of deviant behavior on employees, and provide practical recommendations for organizations in an effort to prevent and deal with employee deviant behavior.

METHODS OF RESEARCH

The research method used is library research with a qualitative approach. This research was conducted by collecting data and information from various relevant literature sources, such as books, scientific journals, articles, research reports, and trusted online sources (Oktaviyanto, 2019). Prastowo explained that library research is a qualitative method conducted by examining various documents, archives, and other written sources available in the library to answer research questions. The data collection process is carried out through systematic searches in physical and digital libraries. The data collection process is carried out by searching for literature through scientific journal platforms such as, Google Scholar, Crossef, and Harzing Academic (Resiana & Widyarini, 2020).

The collected data is then critically and systematically analyzed to identify, review, and interpret information related to the influence of work stress on employee deviant behavior in the workplace. This interpretation process includes determining the main themes, emerging patterns, and information gaps in the reviewed literature. The synthesized results are then used to formulate comprehensive conclusions about the impact of work stress on employee deviant behavior, as well as strategies for handling it. The results of data analysis are then presented descriptively and narratively to answer the formulation of research problems (Robbins & Judge, 2016).

RESULT AND DISCUSSION

Research shown by Wardani regarding the effect of job stress on employee deviant behavior in the workplace shows a close and complex relationship. This research was conducted using convenience random sampling technique method with a total of 149 employees at PT XYZ and Structural Equation Modeling (SEM) data analysis (Arianti & Irwanto, 2021).

There is a strong influence between job stress and employee deviant behavior. This is evidenced by the results of the sample test that has been carried out, showing an estimated value of 1,441, factor loading $0.626 > 0.5$, and p-value 0.000. This value indicates the probability that the research results occurred by chance. The p-value of 0.000 means that it is very unlikely that these results occur by chance, so it can be concluded that there is a significant influence between work stress and deviant behavior (Arianti & Irwanto, 2021).

In a study conducted based on a trial sample of 88 employees at Muhammadiyah University of Yogyakarta, it showed a positive and significant relationship between work stress and deviant behavior in the workplace. The significance value (Sig. t) of 0.038 (smaller than 0.05) and a positive beta coefficient (β) of 0.217 indicate that an increase in job stress is associated with an increase in deviant behavior (Prastowo, 2012).

The higher the level of stress experienced by employees, the more likely they are to engage in behavior that violates organizational norms. This can occur because stress can affect the psychological and emotional state of employees, which in turn can encourage them to take actions that are not in accordance with organizational expectations. It is encouraged that work stress will appear when employees experience negative feelings about their work or work environment. This can be caused by various things, such as difficulty managing emotions, incompatibility with the work environment, or excessive external pressure.

On the other hand, workplace deviant behavior is an act that violates company rules and culture. This deviant behavior can be triggered by stress experienced by employees (Prastowo, 2012).

Stress factors affecting workplace deviance

Stress can be categorized into three sources, namely stress from the physical environment, stress from the individual level, and stress from groups and companies (Nazir, 2003). Quoted a more detailed explanation of the factors of stress factors on employee deviation from Ananda (Ananda, 2023):

1. Stress from the Physical Environment

These stressors are related to physical conditions in the work environment that require employees to adjust to maintain balance and comfort. Some examples of sources of stress from the physical environment include: lighting in the workspace, noise levels, and the size of the work area.

2. Stress from the Individual Level

Stress originating from individuals is related to the roles and responsibilities that a person must fulfill in their work. This stress arises because of the demands and expectations associated with one's position or position in the work environment. The following are examples of individual-level stress: work overload, role conflict, responsibility for people, role ambiguity, which can lead to deviant behavior.

3. Stress from Groups and Companies

Group-based stress arises from the interactions between individuals within the group. Differences, both social and psychological, can trigger tension and stress. Some examples of group-based stress include: lack of cohesiveness, lack of group support, and conflicts that occur both within the group itself and with other groups.

Impact of work stress on the organization

Based on the explanation above, it is undeniable that employees will experience stress and tend to show behavior such as theft, vandalism, abuse of authority, high absenteeism, delaying work, to aggressive behavior towards coworkers or superiors (Cendikiawaty, 2018). According to Robbins and Judge, the impact of stress can be seen from employee behavior in the workplace (Robinson & Bennett, 1995). Some symptoms are as follows:

1. Behavior Symptoms

Symptoms of work stress can have a significant impact on individuals and organizations. Employee productivity can drop dramatically as they struggle to concentrate and complete tasks. Stress can also increase absenteeism and truancy rates, with employees often taking sick leave or permits because they feel unable to cope with the pressures of work. In severe cases, stress can even trigger employees to resign. In addition to these impacts, symptoms of work stress are also apparent in behavioral and physical changes, such as rapid speech, restlessness, difficulty sleeping, as well as changes in diet, smoking habits, and alcohol consumption. For example, someone who normally eats regularly may lose their appetite or even overeat when stressed.

2. Physiologic symptoms

Job stress manifests itself in a variety of symptoms that affect employee performance and well-being. Because it is difficult to focus and feel overwhelmed, employee productivity will decrease.

The inability to cope with job pressures can cause employees to miss work more often, either due to illness or other reasons. At its peak, prolonged stress can encourage employees to leave their jobs. In addition, work stress also causes physical and behavioral symptoms, such as rapid speech that indicates anxiety, restlessness, sleep disturbances due to a constantly working mind, as well as changes in eating habits, smoking, and alcohol consumption as a form of escape from stress.

3. Psychologic Symptoms

Job stress not only affects the physical, but also has a significant impact on a person's psychological state. Dissatisfaction with work arises from excessive pressure, lack of appreciation, or conflict with coworkers. Prolonged stress can lead to emotional tension characterized by feelings of anxiety, worry, and irritability. Stressed individuals tend to be more reactive to stressful situations and exhibit excessive anger. Burnout is also one of the serious psychological effects of work stress. Employees who experience burnout will lose motivation, enthusiasm, and commitment to their work. This condition is exacerbated if the tasks assigned are unclear and responsibilities are not well-defined. Such vagueness creates uncertainty and doubt in the employee, thus increasing mental burden and triggering stress.

Stress management

Stress management is a set of strategies and techniques used to reduce, manage, and cope with stress experienced by individuals. The goal of stress management is to help individuals cope with pressure that comes from various sources, whether it is from the work environment, personal life, or other situations, so that they can function better emotionally, mentally, and physically (Robbins & Judge, 2016). There are several effective ways to deal with work stress, which are divided into two approaches: individual approach and organizational approach (Triatna, 2015).

1. Individual Approach

An individualized approach to stress management emphasizes self-empowerment efforts to increase mental and physical resilience to stress. Effective time management is an important foundation, allowing individuals to prioritize tasks, avoid work backlogs, and reduce deadline pressure. Regular physical exercise not only improves physical health, but also stimulates the release of endorphins, hormones that play a role in reducing stress and improving mood. Relaxation techniques such as meditation, yoga and deep breathing help calm the mind and body, and reduce muscle tension and anxiety. Building and maintaining a strong social support network provides individuals with a safe space to share feelings, get emotional support and feel understood. High self-awareness allows individuals to recognize the symptoms of stress early, so as to take appropriate preventive measures. Avoiding the use of harmful substances such as drugs and alcohol is essential, as they can exacerbate stress symptoms and lead to other health problems. Taking regular time off and ensuring adequate sleep gives the body and mind a chance to rest and recuperate. Finally, creating a balance between work and personal life and setting priorities in life helps individuals maintain a healthy perspective and reduce the negative impact of stress.

2. Organizational Approach

Organizational approaches to addressing work stress emphasize the importance of creating a healthy and supportive work environment. Effective employee selection and placement ensures

individuals are placed in positions that match their abilities and interests, preventing mismatches that can trigger stress. Providing *employee assistance* programs in the form of training and development equips employees with the skills needed to perform tasks efficiently, increasing self-confidence and reducing anxiety about failure. Setting realistic and achievable goals prevents employees from feeling overwhelmed and frustrated. Job redesign can increase motivation and job satisfaction by giving employees more autonomy, responsibility and variety of tasks.

Employee involvement in decision-making fosters a sense of ownership and control over their work, reducing stress caused by feelings of powerlessness. Open and effective communication between management and employees is essential to reduce uncertainty, prevent conflict, and create a transparent and harmonious work environment. By applying a comprehensive organizational approach, companies can proactively manage work stress, improve employee health and well-being, and increase overall organizational productivity and performance.

CONCLUSION

This research has revealed a close and significant relationship between job stress and employee deviant behavior. This finding confirms that stress experienced by employees, if left unchecked, can trigger actions that violate organizational norms and rules. This deviant behavior manifests in various forms, such as interpersonal conflicts with colleagues, abuse of authority, non-compliance with rules, theft, sabotage, and even workplace violence. The impact is not only detrimental to the individuals involved, but also causes losses to the organization as a whole, such as decreased productivity, damage to the company's image, and disruption of a harmonious work climate. Therefore, it is incumbent upon organizations to proactively understand and manage the factors that cause work stress in their environment. Appropriate intervention strategies need to be implemented to prevent and reduce work stress in employees. Some of the interventions include improving communication and transparency in the workplace, providing stress management skills training for employees, encouraging work-life balance, creating a supportive and inclusive work culture, providing effective grievance channels for employees to raise their complaints and concerns, and providing employee assistance programs that can help employees address personal and work issues.

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