THE EFFECT BETWEEN ETHICAL CLIMATE AND ORGANIZATIONAL CULTURE ON DEVIANT BEHAVIOR THROUGH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE

(STUDIES ON CIVIL SERVANTS AT THE REGIONAL SECRETARIAT MANOKWARI REGENCY GOVERNMENT)

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ABSTRACT

This study aims to examine the effect between ethical and organizational culture on deviant behavior through organizational commitment. This researchs study took a sample for 120 civil servant respondents at the Regional Secretariat in Manokwari Regency Government West Papua Province. For the data analysis are using SEM PLS and has been calculated with SmartPLS software. For quite contrast, the results were showed that organizational climate and culture have a direct influence on deviant behavior and indirectly through organizational commitment. In summary, The Manokwari Regency Government as a government organization in charge, which are providing a few services to the community must continue to grow into a professional institution in carrying out service tasks.

Key words: ethical climate, organizational culture, organizational commitment, deviant behavior

INTRODUCTION

Government institutions as a form on organization that can address for the role of human resources. The success and usefulness in an organization can be seen in one of the aspects contained therein, such as the quality of human resources. There is some performance organization as well as the best one to true by the most following source on the human. It also hoped that the State Civil Apparatus (ASN) can provide good services for humans who have work spirit, culture, and work ethic, high, and consistent motivation that can be carried out for the wider community.

As State Civil Servants (ASN) as an element about the human resources of state apparatus, which is a role to support government administration and development. Civil servants have very important duties in public service to society. It was steadily outdated society regarding the service quality, a function of the government as a public servant. There is to meet the needs of service recipients and to implement regulations. Local government was required to have a clear commitment through the vision and mission in the organization to carry out its service functions properly.

The various phenomena mentioned above, also indicated that these have been irregularities committed by Civil Servants both in the Regency Government and in West Papua Province. This also indicated that a performance of civil servants still does not meet any expectations in the community and greatly affects to the performance of public services. There are still many phenomena of deviant behavior that have not been described. There are not a few sanctions imposed on employees who commit deviant behavior, ranging from light sanctions, such reprimands, even to dismissal. It is not reduced the deviant behavior on government employee organizations.

Talking about deviant behavior, we often encounter government employees who commit deviant actions which we can found both at the top leadership as decision makers or department heads and even subordinates. Deviations that occur are caused by wrong management style and leader's behavior, low understanding of work due to wrong recruitment and placement jobs or responses to employee norms or code of ethics. It will have a harmful impact on employees. In general, a behavior that appears by civil servants is deliberately carried out by employees who deviate from organizations and threaten it.

In the view of Vardi and Weitz (2004) discussed that the concept on deviance provides a useful concept in analyzing dark and dysfunctional side of an organization. For some various studies have provided many examples of types of deviant behavior such as the practice on work irregularities by workers, theft by employees in organizations, unethical decisions from managers, deviant behavior from professionals, behavior of sabotage, incivility, lying and cheating, hiding information, workplace abuse, vandalism, and retaliation (Vardi and Weitz, 2004).

The ethical climate is very important because it can provide a means of orientation that felt by all members of the organization. Victor and Cullen (1987) said that organizational ethics is part of organizational culture. He postulated that in an organization, employees learn how to behave through formal and informal socialization. They learn about values that are held high and valued. Thus, work ethics also provides understanding and meaning as to what unit values with types of behavior are acceptable, which help individuals determine the right way to behave. Therefore, if strong ethical values are owned by employees, then employees will tend to produce ethical actions, but on the other hand, if ethical values are not created or not created, employees will tend to show deviant behavior. Organizations have a role in shaping ethical or unethical behavior of their employees.

Many factors theoretically lead to high employee deviant behavior. Wimbush and Shepard (1994) have suggested that the ethical climate of organizations can be linked not only to ethical behavior of employees, but also to a variety of behaviors including counterproductive behavior such as tardiness, absenteeism, and poor performance. This is supported by research by Bulutler and Oz (2009) said that the ethical climate is related to counterproductive or deviant behavior such as bullying. Research by Mayer et al. (2010) also stated that ethical climate has a negative relationship with negative employee behavior, and the ethical climate also mediates the ethical behavior of leaders with negative employee behavior. According to Martin and Cullen (2006) discussed that various research efforts were made to link the ethical climate to organizational achievements such as organizational commitment, job satisfaction, psychological well-being, and dysfunctional behavior.

Public servant behavior is also related to the norms and values believed in an organization. No less important factor influencing organizational performance besides organizational commitment is organizational culture. A good organizational culture will certainly affect to the quality of good public services as well. Organizational culture is a few values and attitudes that employees have believed, so it has become employee behavior in their daily lives. The attitudes and values have crystallized in this organization will guide employees. Organizational culture is formed from the subjective perceptions of organizational members on the values of innovation, risk tolerance, pressure on the team, and people support. For overall perception will shape the culture / personality in the organization. Furthermore, organizational culture will affect to employee performance and satisfaction, support / not support.

Organizational culture is also one of the most important factors for organizational change because organizational culture serves to help members understand the organizational environment. Research conducted by Prasetyono and Kompyurini (2008) concluded that organizational culture has an effect on organizational performance. Organizational culture affects to the organizational behavior members, so if the organizational culture is good, then some members are good people. Organizational culture is one very important factor because it is a habit that occurs in the organizational hierarchy with represents the norms of behavior followed by organizational members.

One of the most important factors for achieving a few vision and mission in organization, which is commitment each individual involved in running the operations. Basically, individual commitment will encourage organizational commitment. Commitment also plays an important role in an organization, especially in a person's performance at work, becomes a reference and encouragement that makes more responsible for their obligations. However, in reality the organization or government does not pay attention to the commitment / loyalty of employees or employees, then a performance is not optimal. Organizational commitment itself is an attitude shown by individuals with identification, involvement, and loyalty to the organization. As well as the desire to be in the organization and not leave an organization under any circumstances.

Robbins (2006) stated that organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. Furthermore, commitment to the organization is a feeling that employees must remain in the organization. This feeling results from internalizing the normative pressure imposed on individuals before or during their time in the organization (Allen and Meyer, 1990). If employees already have a strong work ethic and apply a high culture, the organizational commitment will be stronger, and deviant behaviors will be reduced.

As a Civil Servant, he should have a committed attitude towards the public, as stated in Law No. 5 of 2014 that ASN as a profession is based on principles including commitment, moral integrity and being responsible to the public. However, in reality, civil servants often show less commitment to work and organization. This can be seen with disciplinary actions that are carried out both on the tasks given or instructions from the leadership and direct superiors. Low commitment can be a cause of deviant behavior in the workplace. According to Dalal (2005) and Spector & Fox (2002) showed that a worker who has a strong commitment and a relatively small negative attitude, because will minimize the occurrence of deviant behavior.

Previous research has explained various phenomena that cause deviant behavior. Research conducted by Vardi et al. (2001), Peterson (2002a and 2002b), stated that there is a significant negative relationship between rules, instrumentality, independence, law, personal ethics, morality, self-interest, friendship, and responsibility with deviant behavior in the workplace. Other studies conducted by Desphande et al., (2000), Fritzsche (2000), and Trevino et al., (1998) suggested that organizational work ethics significantly affect to employee unethical behavior. However, this is in contrast to research conducted by Alias and Rasdi (2015) on 220 staff at three government hospitals in Malaysia, such as work ethics has a negative but insignificant relationship with individual deviations, while work ethics affects organizational deviations.

Another phenomenon is culture becomes an important element in employee behavior, redesigning social norms, attitudes, and values. There is an important thing an organization must do to overcome the problem of deviant workplace behavior (Appelbaum, 2007). Research conducted by Mariana D (2008), Lestari A.M (20016) and Giovanni et al. (2017) suggested that organizational culture has a significant effect on the behavior of public officials, counterproductive behavior, and deviant behavior at the workplace. However, it was contrary to the results of research conducted by Faikhotul (2002) that partially there is no significant effect between the power distance variable, collectivism / individualsm, masculinity / femininity, and deviant workspace behavior. Meanwhile, for the uncertainty avoidance variable, there is a significant partial influence on deviant work space behavior.

HYPOTHESIS DEVELOPMENT

The results have been supported by a research from Meyer et al., (2010) who founded that a significant negative relationship between ethical climate and bad behavior at work. This means for a higher ethical climate score, with lower bad behaviors in the workplace will be followed. Research by Wimbush & Shepard (1994) also founded that organizational ethical climate can be linked not only to ethical behavior of employees, but also to various behaviors including counterproductive behavior such as tardiness, absenteeism, and poor performance (Wimbush & Shepard, 1994). Another study conducted by Vardi (2001) on 97 supervisors and non-supervisor employees representing the production, production services, marketing and administration departments, in the Israeli metal production plant department, founded that there was a significant negative relationship between organizational climate and organizational miss behavior. Thus, the application of a good ethical climate in the Regional Apparatus Organizational, it will reduce deviant behavior better.

Ethical climate refers to a value, norm, an emotional condition and member behavior that is formed by social organizations. For ethical climate in the workplace is an important variable that greatly influences various types of organizational behavior. This is evident in research conducted by Alias and Rasdi (2014). This research study aims to examine the effect between organizational-related factors among 220 support staff in Malaysian government organizations. In particular, it seeks to determine the effect between perceived organizational support, organizational fairness, organizational ethical climate, and beliefs in organizations regarding interpersonal, and organizational bias. This study also used a cross-sectional survey involving a sample of 220 support staff. The findings highlighted that perceived organizational support and organizational ethical climate influence interpersonal drift in which organizational justice and perceived organizational supported influence on organizational bias among support staff. This research study advises human resource professionals to use their expertise in reducing deviation in the workplace.

While research conducted by Dane K. Peterson (2002) has investigated the effects between personal characteristics and interpersonal factors on certain types of deviant behavior. For instances, this can examine how organizational factors, or more specifically ethical climate in organizations, are related to different types of deviant behavior. The results were provided about a type of ethical climate related to certain types on deviant behavior. It also suggested that any causes of deviant behavior may depend on the specific types off. It was noted that the results have theoretical relevance and practical implications with respect to workplace deviations. Vardi (2001) also founded that there is a relationship between organizational ethical climate and bad behavior in the workplace.

Another empirical study also by Wimbush & Shepard, (1994) founded that organizational work ethics can be linked not only to ethical behavior of employees, but also to various behaviors including counterproductive behavior such as tardiness, absenteeism, and weak performance. This view has been supported by Wimbush and Shepard (1994) and Wimbush et al. (1997) who have suggested that there is a significant relationship between employee behavior and organizational climate. They also underline the fact that work ethics may be linked not only to ethical behavior of employees, but also to dysfunctional and counterproductive behavior. Therefore, apart from ethical behavior, deviance and counterproductive work behavior such as bullying may be closely related to the work ethic in organization. Based on the theoretical and empirical studies that have been put forward, the proposed hypothesis is:

H1: The ethical climate affects deviant behavior

Several previous studies have found a link between ethical climate and organizational commitment. Research studies by Cullen and Parboeteeah (2003), Cullen and Parboeteeah (2007), Kelly and Cullen (2006), Schwepker (2005) discussed that the effect between ethical climate and organizational commitment. From this case, it also rapidly increasing ethical climate will be followed by commitment to the organization like positive effect. Organizational commitment can be defined as the strength of an individual's identification and involvement in an organization (Mowday et al., 1979). When a person has a commitment to a certain organization, he accepts and believes in the values and goals of the organization, wants to work for the organization and wants to maintain organizational membership (Burud and Tumolo, 2004). Research on the relationship between ethical values and commitment was also conducted by Dheeraj Sharma et al., (2009) by taking a sample of 204 employees working in furniture stores in the southern part of the USA. There were founded that a positive relationship between ethical values company's and commitment, and between ethical values company's and performance.

H2: The ethical climate affects to organizational commitment

Organizational commitment is a person's commitment to the organization where he works. A person's commitment to the organization is one guarantee to maintain continuity. In their research, Porter and Steers (in Luthans, 1992: 125) shown that high commitment affects to the high level of performance. In addition, someone who has a high level of commitment to their organization tends to stay as a member for a relatively long time. There appears to be a positive relationship between organizational commitment and work productivity, but the relationship is very simple. As with job engagement, research evidence suggests a negative relationship between organizational commitment and employee absenteeism with turnover. In general, it appears that effective commitment is more closely related to organizational outcomes such as employee performance and turnover than the other two commitment dimensions. One study also founded that effective commitment was a predictor of multiple outcomes (perceived task characteristics, career satisfaction, intention to leave) in 72 percent of cases, compared with only 36 percent for normative commitment and 7 percent for ongoing commitment (Robbins, 2008).

Weak results for ongoing commitment make sense because it is not really a strong commitment. Compared to loyalty (effective commitment) or obligation (normative commitment) for an employer, an ongoing commitment describes an employee who is "stuck" with an employer simply because nothing else is better (Robbins, 2008). Based on the theoretical and empirical studies that have been put forward, the proposed hypothesis is:

H3: Organizational commitment affects to deviant behavior

Ethical climate is one of the factors that influence to various behaviors in organizations. An ethical climate also greatly impacts with deviant behavior at the workplace. The relationship between ethical climate and deviant behavior can be either a direct relationship or mediated by other variables. A variable can mediate by organizational commitment. For any assumption is ethical climates that correlated with organizational commitment at the workplace. Fu (2014) examined by the relationship between organizational commitment and ethical behavior. So, the results of these studies proved that there is a positive relationship between organizational commitment and ethical behavior. On the other hand, several research results also founded by a significant relationship between organizational commitment and deviant behavior at work. Based on the theoretical and empirical studied that have been put forward, the proposed hypothesis is:

H4: Organizational commitment mediates the effect between ethical climate and deviant behavior

Deviant behavior has become a focus in management studies such negative impact. Form any research on individual factors and organizational culture on employee performance has been conducted by several previous researchers including Nurzanah (2003) with founded that individual characteristics, job characteristics, and organizational characteristics on employee performance. Rashid (2003) also examined 202 managers in Malaysian companies, which is a significant relationship between organizational culture and commitment. Additionally, there is organizational culture and commitment have an impact to company performance.

Retnosari (2001) who conducted research on individual factors and organizational culture as forming employee work behavior and their effect on performance. Moreover, the results about individual factors and organizational culture are shapers of employee behavior with overall affect to employee performance.

Research by K Praven et al., (2005) stated that culture influences to absenteeism deviation behavior, while research by Catherine T. Kwantes (2009) stated that collectivity culture affects to employee normative commitment. Cultural dimensions, including power distance, individualism, uncertainty avoidance or feminism versus masculinity have a negative effect on absenteeism behavior. Meanwhile, the cultural dimension of collectivism has a positive influence on attendance behavior.

Dewi Faikhotul (2000) in her findings founded that cultures with high power distance tend to provide a clear distance between superiors and subordinates, put forward formal rules, clear instructions, and strict with disciplined leadership. This does not have an effect on the emergence of deviant behavior or deviant workplace because of formal rules and discipline. It can hinder the appearance of behaviors that are not in accordance with company norms. Meanwhile, for the individualism dimension, it turns out that it has a positive effect on deviant behavior, such as a higher individualism with the greater of deviant behavior.

H5: Organizational culture affects to deviant behavior

Culture also has a relationship with employee job satisfaction and organizational commitment. If the application of culture is good in the organization, it will result in job satisfaction in employees and will automatically affect to the employee's commitment in organization. Catherine T. Kwantes (2009) conducted by a study on the impact between culture on job satisfaction and commitment in 2 different countries, including the USA and India. The results were founded that collectivity culture influences normative commitment for employees in India and USA. Meanwhile, affective commitment absolutely influenced by collectivism culture in India and individualism culture in the USA. Meanwhile, sustainable commitment has been influenced by individualism culture and extrinsic job satisfaction. There is not influenced by individualism culture and intrinsic job satisfaction.

H6: Organizational culture affects to organizational commitment

Culture is an important element in employee behavior, redesigning social norms, attitudes, and values is an important thing an organization must do to overcome the problem of deviant workplace behavior (Appelbaum, 2006). In addition, Ranhawa and Kaur (2014) have had developed a conceptual framework which explains that cultural factors, especially organizational culture, greatly impact to organizational commitment. The reason is about a work environment and affect to members / workers. On the other hand, commitment also affects with deviant behavior in the workplace. Gill et al. (2011) founded that affective commitment was negatively correlated with deviant behavior, whereas ongoing commitment was positively and moderately correlated with deviant behavior at work.

H7: Organizational commitment mediates the influence of organizational culture on deviant behavior

METHODOLOGY

This research is an activity that is carried out in a planned and systematic manner to obtain problem-solving answers to certain phenomena. Based on the objectives of this research type is an explanatory research. This also to determine the role of organizational commitment in the relationship between ethical climate and organizational culture on deviant behavior. The location was conducted at the Regional Secretariat of the Manokwari Regency Government in West Papua Province.

The population also determined with all employees of the Regional Secretariat in Manokwari Regency Government who had worked for 5 years or more. The number of samples determined by the researcher in this study were 120 respondents. The study population also consisted by all employees, therefore it has an element that not homogeneous, in other words divided into sub-populations, where each work unit has a different number of employees. Therefore, the sampling technique was used by proportional random sampling.

In this study, Partial Least Square (PLS) was used as data analysis with two things using PLS analysis. Firstly, the outer model or measurement model is an assessment of reliability and validity in the research variables. There are three criteria for assessing the outer model, including convergent validity and composite reliability. Secondly, the testing of the inner model or structural model is carried out to see the relationship between some constructs, a significant value, and the R-square.

Outer model is a specification of the relationship between latent variables and their indicators, also known as the outer relation or measurement model. It was defined by some characteristics of construct with its manifest variables. A measurement model or outer model with reflexive indicators is evaluated with convergent and discriminant validity on the indicators and composite reliability for all indicators. Measurement model outer model with reflexive indicator each measured by Convergent validity, such as the correlation between any score of reflexive indicator and a score by latent variable. For this matter, loading 0.5 to 0.6 is considered sufficient, the number of indicators per construct is not large, ranging from 3 to 7 indicators. Discriminant validity for reflexive models based on cross loading with latent variables. If the cross loading value of each indicator on the relevant variable is the largest compared to the cross loading on other latent variables, it is said to be valid.

Inner model is the specification of the relationship between latent variables (structural model), which also called by the inner relation. It also described that the relationship between latent variables based on the substantive research theory. The structural model also measured using the R-square for dependent construct with the same interpretation as the regression. Q-Square predictive relevance for a structural model, measured by how well the observed value can generated by the model and also its parameter estimation. R-squares for each dependent latent variable were used to assess the model with PLS. In addition, it can also be measured by using the Q-square predictive relevance for the constructive model. Q-square assesses whether or not the observed value generated by the model and its parameter estimates. Testing the mediation or intervening hypothesis is carried out using a procedure developed by Sobel (1982) and is known as the Sobel test (Ghozali, 2011).

RESULTS

Respondents in this study were civil servants at the Regional Secretariat of the Manokwari Regency Government in West Papua Province. The characteristics of respondents aim to describe civil servants according to gender, education level, length of work, and education level. Most of the respondents (55%) were male compared to 45% female. Most of the respondents in this study (35.8%) were of productive age, such as 31 - 40 years, and the second highest was at the age of 41-50 years (28.3%), with rest were at the young age up to 30 years (25, 9%) or at old age, which is more than 50 years (10%). Apart from gender and age, the level of education is also a part of the character by civil servants, which also determines deviant behavior. The educational levels are most of civil servants (48.3%) such as undergraduate degrees, diplomas (28.3%), high school (14.2%), and at least have postgraduate education (9.2%). Moreover, the tenure is also another factor which for a civil servant and related to deviant behavior. Most of the civil servants' tenure was in the range of more than 6-15 years (76.6%), the rest were spread over 1-5 years (10%), and more than 15 years (13.3%).

Evaluate the Outer Model

The PLS model has two parts, such as some measurement model (outer model) and structural model (inner model), which is processed based on the indicator score. Testing the measurement model in this research aims to evaluate indicators that are reflective with construct. Moreover, some analysis of indicators was used by tested in order to give meaning with contribution made by the latent variable.

Empirical analysis aims to validate models and construct reliability that reflected by some parameters of latent variables or constructs built on theory and empirical studies. This study also used by four variables, including ethical climate, organizational culture, organizational commitment, and deviant behavior with reflective indicators. Outer model with reflective indicators was analyzed by looking at the convergent validity results of each indicator. PLS SEM model can be seen from the amount of outher loading of each indicator to its latent variable. For this, the loading factor of 0.5 to 0.6 is considered sufficient, the number of indicators per construct is not large, ranging from 3 to 7 indicators (Solimun, 2010).

Outer model or measurement model is an assessment of the validity and reliability on research variables. The results on the outer model that all loading factors are more than 0.50 with no items are discarded. Outer model has been explained that a construct validity of each indicator met the requirements. There are three criteria for assessing the outer model, such as discriminant validity, composite reliability, and convergent validity.

Table 1. Loading Factor and Cross loading

Indicators	Ethical Climate	Organizational Culture	Organization Commitment	Deviant Behavior
X11	0.826	0.683	0.613	-0.621
X12	0.889	0.714	0.562	-0.733
X13	0.793	0.486	0.367	-0.500
X14	0.811	0.543	0.536	-0.625
X15	0.741	0.534	0.453	-0.587
X21	0.539	0.822	0.529	-0.677
X22	0.735	0.915	0.648	-0.748
X23	0.651	0.884	0.531	-0.665
Y11	0.648	0.650	0.814	-0.586
Y12	0.405	0.451	0.770	-0.520
Y13	0.404	0.411	0.770	-0.607
Y21	-0.378	-0.400	-0.370	0.731
Y22	-0.807	-0.843	-0.766	0.946

Testing discriminant validity in research used with a value of cross loading and square root of average (AVE) for the aim of checking (testing) whether the indicator is valid in explaining or reflecting latent variables. Discriminant validity by using cross loading values. If the cross-loading value for each indicator can also relevant variable, which is greater than the cross-loading value of other variables, then the indicator is to be valid. Validation based on loading factors on all indicators is good, because it is worth more than 0.5. In addition, all indicators apart from the loading factor of more than 0.50 also have the highest value in their constructs when compared to cross loading on other constructs. Evaluation of the outer model based on loading factors and cross loading is in the good category. Discriminant validity also uses the square root of average extracted ($\sqrt{AVE}$). If the AVE root value of each latent variable, is greater than the correlation with other variables, then instrument has a good discriminant validity.

In addition to meeting convergent validity, a measurement model that is reflective must have discriminant validity. A measurement model fulfills discriminant validity if the AVE root of one construct is greater than the correlation coefficient with other constructs. The results show that the discriminant validity of a variable is higher than the correlation value between variables. Thus, it can be concluded that the outer model has good discriminant validity. The validity of the construct can also be seen from the results of the Heterotrait-Monotrait Ratio (HTMT), where it is expected that in the appropriate model the HTMT ratio must be below 1.0 (Garson, 2016). So, the HTMT ratio is a supporting or reinforcing value of the discriminant validity value. Between constructs will show a strong reable if the HTMT ratio value is less than 1.0. The results have been shown in Table 2 about ratio value between constructs has shown < 1.0. So, the five constructs have shown good validity based on the HTMT ratio values.

Table 2. Discriminant Validity dan HTMT Results

	Ethical Climate	Organization Culture	Organization Commitment	Deviant Behavior
Ethical Climate	(0.813)	0.844	0.783	0.915
Organization Culture	0.738	(0.874)	0.835	0.983

Organization Commitment	0.633	0.655	(0.785)	0.998
Deviant Behavior	-0.762	-0.799	-0.728	(0.846)
Cronbach's Alpha	0.872	0.845	0.691	0.640
Composite Reliability	0.907	0.907	0.828	0.832
Average Variance Extracted (AVE)	0.662	0.765	0.616	0.715

Noted: The coefficient on a diagonal part is root of AVE; The coefficient below a diagonal is also correlation coefficient between the constructs; The coefficient above the diagonal is HTMT value coefficient.

Composite reliability and average variance extracted (AVE) test is a reliability value between some indicators of constructs form. Some results are composite reliability said to be good if the value is above 0.70 and for AVE is more than 0.50. Reliability test results shown that all constructs have composite reliability coefficients ranging from 0.828 to 0.907 (more than 0.70) and AVE ranging from 0.616 to 0.765 (more than 0.50). Thus, the results for all outer models have been used in a high reliability. So, for further analysis can be carried out by examining the goodness of fit by evaluating the inner model.

Model Fit

Model fit can be measured by three model fit indices, such as SRMR, model determination (Rm2), and the Goodness of Fit coefficient (GoF). In the SEM model with the Partial Least Square or SEM-PLS approach, the standardized root mean square residual (SRMR) value will be used. SRMR is a fit model developed by Hu and Bentler (1999) for CB-SEM. SEM-PLS adoption with SRMR to determine the difference between a sample covariance and covariance produced by SEM-PLS. SRMR represents the mean value for all standardized residuals, and has a range from 0 to 1. A model has a good fit will have an SRMR value less than 0.08 and a poor fit if it is more than 0.10. The model has been proposed in this study has an SRMR value is 0.104, which means more than 0.10, it can be concluded the model is poor fit. The NFI value of 0.793 (more than 0.50) also explains the model fit is good.

Table 3. Model Fit Test Results with SRMR and NFI

Index	Statistict	Good Fit	Poor Fit
SRMR	0.104	Less than 0.08	More than 0.10
NFI	0.749	More than 0.50	Less than 0.50

Model fit can be assessed from the coefficient of model determination (Rm2). The coefficient of determination model has been calculated using with all the coefficient of determination (R2). R2 calculation results can be seen in Table 5.12. The R2 value for the organizational commitment variable is 0.478. This value shown that the contribution of ethical climate and organizational culture to organizational commitment is 47.8%, while the rest also explained by other variables. R2 value for the deviation behavior variable is 0.746. This value shown that any contribution of ethical climate, organizational culture, and organizational commitment is 74.6%, while the rest can explain by other variables.

Table 4. R-Square Measurement Results

Dependent Variables	R^2
Organization Commitment	0.478
Deviant Behavior	0.746

Hair et al., (2014) stated that in general the coefficient of determination is low if it is less than 0.20, for a while this model by both coefficients are worth more than 0.20. So, the model is quite good. Another way to calculate the fit of the model is to calculate the coefficient of model determination (Rm2). Calculating model fit with the following formula below:

Rm2 = 1 - (1 - R12) (1 - R22)
Rm2 = 1 - (1 - 0.478) (1 - 0.746)
Rm2 = 1 - 0.133
Rm2 = 0.867

The calculation result shown that the Rm2 value is 0.867, which means this research model has a high model fit. An accuracy is 86.7%, which explained that any contribution model to explain the structural relationship four variables studied is 86.7% and the rest was explained by other variables not involved in the model.

The fit of the structural model to the inner model uses the GoF (goodness of fit) value to measure how well the resulting model is. The amount of GoF has a value range between 0-1, the closer to 1, model would be better. A GoF value for more than 0.33 indicated that a good model fit. Model fit can also be calculated using goodness of fit index. The goodness of fit index (GoF) has been defined as the geometric mean or root and mean product on communality. This mean of R2 for all endogenous constructs (Tenenhaus et al. 2005). The GoF index shown that predictive power on overall model. GoF values have an interval between 0 to 1. GoF values are close to the number 1, at least 0.33 indicated by a good path model estimated (Akter, D'Ambra, and Ray, 2011). The GoF index for this research model is 0.650. Thus, the structural model explained that the relationship between four variables, which has a good predictive power (fit).

Inner Model Evaluation

This study uses a SEM PLS model and processed with SmartPLS version 3.2.7 to evaluate a research model. Hypothesis testing through two stages, such as testing the outer model and testing the inner model. Testing the outer model aims to determine the correlation value of latent variables, cross loadings, construct validity and reliability, and R-Square (R2). The inner model test aims to determine the path coefficient and the inner model T-statistic which shown some significance level of changes in the independent variable and dependent variable (Hartono and Abdillah, 2009).

Hypothesis testing is based on the analysis results from PLS SEM model, which contains for all supporting variables for hypothesis testing. In this hypothetical model, the path coefficients of ethical climate and organizational culture on deviant behavior through organizational commitment, such interesting because they are a mediating variable. Hypothesis models are calculated using SmartPLS version 3.2.7 to determine the significance in the path coefficients that exist in the model or the significance of hypothesis support (Hartono and Abdillah, 2009; Ghozali, 2008).
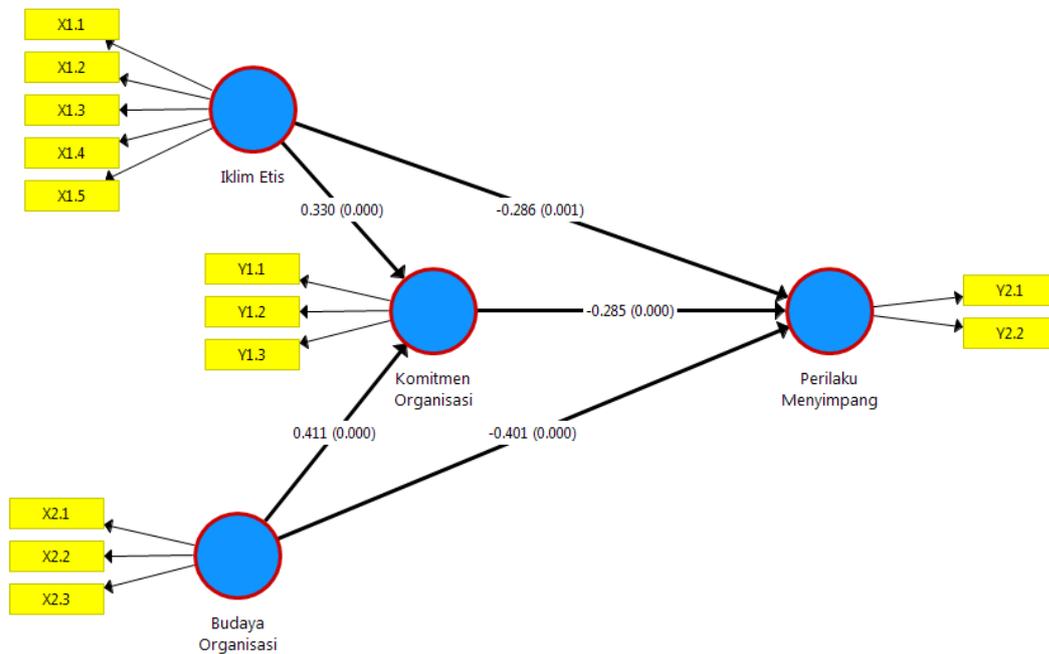
Figure 1. Inner Model

Figure 1 is a display about the results like a path coefficient test as part of inner model carried out by the bootstrapping procedure. Each path is shown the path coefficient and its significance level (number in parentheses or p-value). The p value equal to or less than 0.05 gives the decision. There is a significant influence on this coefficient can be used as a direction for describing some effect between two variables. However, if the p value is more than 0.05, it gives a decision that there is no significant effect on this path. For a loading factor for each variable provided that an overview of the outer model results is shown in Figure 1, Table 5 and Table 6.

An ethical climate has a significant effect between positive direction and organizational commitment (b = 0.330; p = 0.000). Organizational culture has a significant effect on organizational commitment in a positive direction (b = 0.411; p = 0.000). So, based on these results organizational culture contributes more (R2 = 47.8%) to organizational culture. According to Hair et al., (2016) stated that the contribution for more than 20%, which is classified as high. There are two determinants of organizational commitment, such as ethical climate and organizational culture.

The deviant behavior of lecturers was significantly influenced by three determinants, such as ethical climate (b =-0.286; p = 0.001), organizational culture (b =-0.401; p = 0.000), and organizational commitment (b =-0.285; p = 0.000). The results are provided by a description about civil servants who are in a good ethical climate, strong organizational culture, and high organizational commitment are civil servants that who have low deviant behavior. Overall, this hypothetical model concludes in order to spur low deviant behavior. In conclude, good ethical climate, strong organizational culture, and high organizational commitment are needed.

Table 5. Path Coefficient Test Results

Variables Impact	Path Analysis	Standard Error	Statistic t	P
Ethical Climate -> Organization Commitment	0.330	0.092	3.597	0.000
Organization Culture -> Organization Commitment	0.411	0.101	4.088	0.000
Ethical Climate -> Deviant Behavior	-0.286	0.081	3.548	0.000
Organization Culture -> Deviant Behavior	-0.401	0.075	5.352	0.000
Organization Commitment -> Deviant Behavior	-0.285	0.079	3.585	0.000

Noted: ns = p > 0.05; * = p < 0.05

The ethical climate on organizational commitment has a coefficient in a positive direction. The result was shown that a path coefficient is 0.330 with a t-statistic of 3.597 (p = 0.000), which gives any decision with ethical climate. It has a significant effect on organizational commitment. Organizational culture on organizational commitment has a coefficient in a positive direction. The results also shown that a path coefficient is 0.411 with a t-statistic of 4.088 (p = 0.000). There was giving some decision such organizational culture and has a significant effect on organizational commitment. The ethical climate on deviant behavior has a coefficient in a negative direction. From some results were shown that a path coefficient is-0.286 with a t-statistic of 3.548 (p = 0.000), which gives a decision about ethical climate. It has a significant effect on reducing or preventing deviant behavior.

Organizational culture towards deviant behavior has a coefficient in a negative direction. The results of the calculation showed that a path coefficient is-0.401 with a t-statistic of 5.352 (p = 0.000), giving any decision that organizational culture has a significant effect on reducing or preventing deviant behavior. Organizational commitment to deviant behavior has a coefficient in a negative direction. The results of the calculation shown that a path coefficient is-0.285 with a t-statistic of 3.585 (p = 0.000), which gives a decision of organizational commitment. It has a significant effect on reducing or preventing deviant behavior.

In modeling in this study, ethical climate and organizational culture on deviant behavior have an indirect effect through organizational commitment. The variables of ethical climate and organizational culture in the model are described as having an effect on organizational commitment. In this quite contrast, it was followed by the direct influence of the three variables on deviant behavior. Table 6 is a summary of the results of the indirect effect test.

Table 6. Indirect Effects Results

	Indirect Effect Coefficient	Standard Error	Statistic t	P
Ethical Climate -> Organization Commitment -> Deviant Behavior	-0.094	0.040	2.349	0.019
Organization Culture -> Organization Commitment -> Deviant Behavior	-0.117	0.045	2.585	0.010

The indirect effect on deviation behavior is amount of influence obtained from product of all paths passed. The indirect effect of ethical climate on deviant behavior through organizational commitment of-0.094 (p = 0.019), which is obtained from the product of 0.330 x (-0.285) and also significant. The contribution of this high indirect effect is interpreted that a low deviant behavior has been effect to high organizational commitment caused by the formation of a good ethical climate in the organization. The indirect effect of organizational culture on deviant behavior through organizational commitment of-0.117 (p = 0.010) is obtained from the product of 0.411 x (-0.285) and significant. The contribution of this high indirect influence can interpret, so a low deviant behavior also effect to high organizational commitment. It was caused by the formation of a good organizational culture in the organization.

DISCUSSION

The Effect Between Ethical Climate and Deviant Behavior

A good ethical climate will reduce deviant behavior in line with the research of Wimbush and Shepard (1994), Vardi (2001), Petterson (2002), Adnan et al. (2013), Norman (2008), Alias and Rasdi (2014), Hunt, et al. (1989), Meyer et al. (2010) and Borhani et al. (2014). Field facts based on descriptive studies of a small proportion of civil servants have not mainly implemented adherence to the regulations that have been made and established. Some civil servants have not prioritized their duties and work during active office hours. It means that civil servants carry out activities which are in their personal interests. Among the things that need to be improved, with ethics to respect any schedule or time at work, including civil servants pay more attention to entry hours, work break, and return hours. Even so, civil servants in the Manokwari Regency Government are based on the high proportion of positive responses. Civil servants have lived or carried out a good ethical climate characterized by high awareness, law, and ethical codes are well practiced. Rules are implemented well, prioritize organizational interests and while maintaining freedom of ethical principles.

Organizational ethics are a part of organizational culture (Victor and Cullen, 1987). If strong ethical values are owned by employees, it will tend to result in ethical actions, but on the other hand, if ethical values are not created or are not created, employees will tend to show deviant behavior. The organization has a role in shaping ethical or unethical behavior of existing employees. The formation of this ethical behavior can refer to the 5 components of Victor and Cullen (1988), namely carry, law and code, rules, facilities (instrumental), and independence.

Ethical climate refers to a value, norm, an emotional condition and member behavior, which is formed by the organization. The ethical climate in workplace is an important variable that greatly influences various types on organizational behavior. The support of the Manokwari Regency Government as a perceived organization and organizational ethical climate affects to interpersonal deviations. In which point, organizational justice and perceived organizational support affect to organizational deviation among civil servants. The results are suggested that stakeholders in the field of human resources to use their expertise in reducing deviations in the workplace.

The process of forming an ethical climate cannot be separated from attention to the effects between personal characteristics and interpersonal factors. These have a potential for deviant behavior (Peterson, 2002). Organizational work ethics can be linked not only to ethical behavior of employees, but also to various behaviors including counterproductive or deviant behavior (Wimbush and Shepard, 1994). Phenomena were cause deviant behavior and always appear in every organization (Vardi et al., 2001; Peterson, 2002a, 2002b). The ethical climate will relate rules, instrumentality, independence, law, personal ethics, morality, self-interest, friendship, and responsibility with deviant behavior in the workplace. In general, civil servants in the Manokwari Regency Government are less likely to commit or receive unethical treatment, so this condition is expected to be able to control the deviant behavior of civil servants.

The Effect Between Ethical Climate and Organizational Commitment

Ethical climate is a driving factor for organizational commitment in line with the research of Kelley and Cullen (2006), Deshpende (1996), Cullen et al. (2007), Schwepker (2001), Putranta (2010), Borhani (2014), Sharma et al., (2009) and Shafer (2008). Based on descriptive studies, a small proportion of civil servants have not mainly implemented adherence to the regulations, which have been made and established. Some civil servants have not prioritized their duties and work during active office hours, means that civil servants carry out activities which are in their personal interests. Among the things that need to be improved are ethics to respect some schedule or time at work, such as civil servants pay more attention to entry hours, work break, and return hours. However, civil servants in the Manokwari Regency Government are based on the high proportion of positive responses, so in general civil servants have lived or implemented a good ethical climate characterized by high awareness, laws and ethical codes.

There are well practiced, rules are implemented well, prioritize organizational interests, and for a while maintaining freedom on ethical principles. The irregularities committed by civil servants were provided with a useful concept in analyzing the dark and dysfunctional side on the Kabu government agency Manokwari patent. For another various studies, including Vardi and Weitz (2004) have provided many instances about various types of deviant behavior.

The increasing ethical climate will be followed by increased commitment to the organization (Cullen, 2003; Cullen and Parboeteeah, 2007; Kelly and Cullen, 2006; Schwepker, 2005). Organizational commitment is a description of individual strength and involvement in an organization (Mowday et al., 1979). Civil servants in the Manokwari Regency Government organization, will accept and believe in the values and goals in organization, wish to work for the organization, and want to maintain their position as civil servants, exactly.

The main need for an organization to overcome all the challenges, obstacles, and changes that exist lies in its human resources such as the employees performance. Human resources are one part of influences to get many successful an organization, by both governmental and non-governmental organizations. The need to obtain quality human resources is inevitable, given the very large role in the organization. Human resources are the most valuable and most important assets owned by an organization; therefore, the success of an organization is largely determined by the human element.

The success and usefulness of an organization can be seen in one of the aspects contained therein, likely the quality of human resources. To achieve this success, a good and correct organizational management in a government institution is dependent on human resources, such the apparatus. Civil Servants (PNS) are expected to be able to provide good service when they have work spirit, culture and work ethic, as well as high and consistent motivation that can be carried out for the wider community.

The Effect Between Organizational Commitment and Deviant Behavior
A strong organizational commitment will reduce the occurrence of deviant behavior in line with the research of Gill (2011), Fu (2014), Dallal (2005), Gill et al., (2009). Field facts based on descriptive studies, the advantage of organizational commitment is in affective commitment, while weakness is in ongoing commitment. Civil servants continue to aspire to be part of the Regional Government of Manokwari Regency, because of strong emotional ties to this organization. The portion of ongoing commitment also measures how high a civil servant remains as an employee in the Manokwari district government because they need a salary and other benefits, or because the civil servant does not find another job. The importance of affective commitment is in line with the research of Robbins (2008) which founded that the order of commitment indicators is affective, normative, and sustainable.

One of the most important factors in achieving the vision and mission on the Manokwari Regency Government is a few commitments for every civil servant involved in running the organization's operations. Basically, the individual commitment from civil servants will encourage any creation. Organizational commitment has an important role, especially in a person's performance at work, due to a commitment that becomes a reference and encouragement. These make them more responsible for their obligations. The reality in this field recommends that environmental stakeholders of Manokwari Regency Government pay more attention to the quality of employee commitment. However, in reality, civil servants often show less commitment to work and organization. This can be seen with disciplinary actions that are carried out both on the tasks given or instructions from the leadership and direct superiors.

As civil servants, civil servants should have a committed attitude towards the public, that staffs as a profession is based on principles including commitment, moral integrity and being responsible to the public. Low commitment can be a cause of deviant behavior in the workplace. Employees who have a strong commitment to an organization tend to minimize the occurrence of deviant behavior (Dalal, 2005; Spector and Fox, 2002).

Commitment to the organization is employee's feeling to remain it, this feeling results from internalizing normative pressure imposed on individuals before or during their time in the organization (Allen and Meyer, 1990). This commitment will be even stronger and grow if employees have a strong work ethic, and apply a high culture. So, it will also have an impact on reducing deviant behaviors. High organizational commitment is a picture situation in which a civil servant has a big side of the organization and has a strong desire to maintain membership in an institution (Robbins, 2006).

Deviant behavior is often found in civil servants, both at the top leaders as decision makers or at department heads and even among subordinates. Deviations that occur are caused by wrong management style and leader's behavior, low understanding for work due to wrong recruitment and placement or violation of employee norms or code on ethics, likely have a harmful impact on employees. In general, the deviant behavior faced by civil servants behavior, which is deliberately carried out by employees who deviate from organizational norms and threaten organizational members.

Mediating Organizational Commitment on the Effect Between Ethical Climate and Deviant Behavior
The mediating role of the strength of organizational commitment is to reduce deviant behavior after the local government of Manokwari Regency has succeeded in increasing awareness on the ethical climate for civil servants. The significant relationship between three variables is in line with the research of Deshpende (1996), Schwepker (2001), Dallar (2005), Kelley and Cullen (2006), Cullen et al. (2007), Shafer (2008), Sharma et al., (2009), Gill et al., (2009), Parnawa (2010), Gill (2011), Borhani (2014), and Fu (2014).

It is hoped that civil servants' deviant behavior will decrease from several time and would be easier if a large organizational commitment has been formed within them. Based on the modeling results, strongest explanation on organizational commitment is

affective commitment as a description, how much civil servants can become part of the organization because emotional ties will be a priority for the Regional Government of Manokwari Regency. On the other hand, it was increased by organizational commitment, which is carried out by strengthening practices of a good ethical climate. Civil servants carry out a good ethical climate with the characteristics of high awareness, law and ethical code are well practiced, rules are implemented well, prioritize organizational interests, then still maintain freedom of ethical principles.

The ethical climate is one of the factors that can be the initial causes to influence various behaviors in organizations. An ethical climate also greatly influences deviant behavior in the workplace. So, the influence between ethical climate and deviant behavior can be an indirect effect mediated by organizational commitment. It seems that Fu (2014) said that relationship between organizational commitment to ethical behavior, because organizational commitment is one of the determinants for deviant behavior in the workplace.

Some importance of paying attention to the issue of ethical climate becomes interesting, if it is in the context of government institutions in the regions, because it does not work optimally. However, if this ethical climate is not in a high-quality situation, there is a potential for intimidation and counterproductive behavior (Wimbush and Shepard, 1994; Martin and Cullen, 2006); Bulutler and Oz, 2009; Mayer et al., 2010). In conclude, some practices of a low ethical climate, such as tardiness, absences, and poor performance.

In fact, there are still disparities in the application of ethical climate for civil servants' work. Work attitudes related to service community and still contrary to some ethical standards of civil servants, as well as applicable employment regulations and laws. From the case, it greatly affected to the occurrence of irregularities in the workplace. Whereas as public servants, the function of civil servants is to meet the needs of service recipients and implementers of the provisions of laws with regulations. Apparently, any behavior of public servants is also closely related to the norms and values believed in an organization. Attention to ethical climate issues can follow the recommendations of Victor and Cullen (1988), including care, laws and codes, rules, facilities, and independence. The five components have been validated against various measures on organizational effectiveness.

Civil servants as the main element of human resources on State apparatus, which have a role in determining success of government administration and development. Civil servants have very important duties in public service to society. It would be increasing public demand for quality services. Another case, the function of the government as a public servant is to meet the needs of service recipients and implementation on statutory provisions. Local government has been required with a clear commitment through the vision and mission on the organization to carry out its service functions properly.

The Effect Between Organizational Culture and Deviant Behavior
Organizational culture as an inhibiting factor for deviant behavior is in line with the research of Himmah (2000) and Parboteeah et al. (2005). The characteristics of a good organizational culture are good work discipline, formed partnerships and excellent service. Field facts based on a descriptive study of the advantages any organizational culture lie in openness, while the weaknesses are in partnerships and excellent service. Among the forms of openness are well maintained in the Regional Government of Manokwari Regency include readiness to accept criticism and suggestions, pay attention to suggestions, and openness on the assessment system. The weakness in partnerships and excellent service is a pattern of cooperation between civil servants and superiors with subordinates in providing guidance and guidance to work programs. It also including civil servants must performent work and procedures set by the Manokwari Regency Government.

A number of facts on the ground reported by the media about the occurrence of deviant behavior provide a strong signal for the Manokawari Regency Government to continue various efforts and to reduce the intensity of an incident or prevent occurrence each event. One of them is based on the hypothetical model of this research is to fix and improve the quality of organizational culture that exists within the Manokwari Regency Government.

Irregularities committed by civil servants both in the district government and in West Papua Province. This indicated that a performance of civil servants still does not meet some expectations on the community and greatly affects the performance of public services. There are not a few sanctions given to employees who commit deviant behavior, ranging from light sanctions, such as reprimands, warnings, and even dismissal. It has not reduced the deviant behavior among government employees. Other factors are needed to accelerate the process of inhibiting deviant behavior, which is organizational culture.

Three indicators of organizational culture in the form of discipline, partnership, and openness in principle are another point of view in describing organizational culture. As in Faikhotul's (2000) research, his findings founded that cultures with high power distance tend to provide a clear distance between superiors and subordinates, put forward formal rules, clear instructions, and have strict with disciplined leadership. These have an effect on reducing deviant behavior or deviant workplace behavior. The term power distance has one meaning with the implementation between formal rules and discipline, which can hinder a bit emergence of behaviors. There are not only in accordance with organizational norms, but also in the Manokwari Regency Government.

Public servant behavior is also related to the norms and values believed in an organization. No less important factor influencing organizational performance besides organizational commitment is organizational culture. A good organizational culture will certainly affect to the quality of good public services, indeed. Organizational culture is values and attitudes with employees believed, so it has become a good behavior in their daily lives. Accordingly, to some attitudes and values, it have had crystallized by organization employee guides. Organizational culture was formed from subjective perceptions of organizational members on

the values of innovation, risk tolerance, pressure team's, and people supporting. So, overall perception will shape the culture / personality in organization.

The Effect Between Organizational Culture and Organizational Commitment
Organizational culture as a driving factor for organizational commitment is in line with Kwante's (2009) research. A good organizational culture is characterized by good work discipline, formed partnerships and excellent service, then also openness. The superiority of organizational culture apart from openness evident in work discipline. Openness is well maintained in the Regional Government of Manokwari Regency are includes readiness to accept criticism and suggestions, paying attention to suggestions, openness on the assessment system. In case, a high work discipline has been reflected in the high responsibility of civil servants for the results assigned by the superior, which is completed by teamwork according to assignments from the superior. The weakness in partnerships and excellent service is civil servants must improve working mechanism in accordance with the work procedures established by the Manokwari Regency Government.

A role of organizational culture with greatest contribution from partnership will increase the organizational commitment of civil servants. Even though, local government institutions have the same structure, the formation of an ideal organizational culture will be colored by local regional issues. Moreover, in reality not all civil servants in the Manokwari Regency Government come from local sons, some are from outside the region of West Papua.

Culture also has a relationship with employee job satisfaction and organizational commitment. The impact between organizational culture and organizational commitment based on research by Kwantes (2009) conducted in countries, such as the USA and India, stated that collectivity culture affects to normative commitment. Affective commitment was influenced by collectivism culture in India and individualism culture in USA. Meanwhile, sustainable commitment has influenced by a culture of individualism. In this study, organizational culture is raised from the point of different indicators, such as discipline, partnership, and openness, which in practice tends to be collectivism because it is in the organizational space of local government. A good application of culture within the organization will not only result in an increase in job satisfaction in employees and will automatically affect to the employee's commitment to the organization.

Mediation of Organizational Commitment on the Influence of Organizational Culture on Deviant Behavior
The mediating role of organizational commitment is to reduce deviant behavior after the local government of Manokwari Regency. It has succeeded in strengthening the organizational culture in various work units. The significant relationship between these three variables is in line with the research of Kwante (2009), Gill (2011), Fu (2014), Dallar (2005) and Gill et al. (2009). It also hoped that civil servants' deviant behavior at the place of work is expected to reduce over time. This will be easier if a large organizational commitment has been formed within them. Based on the modeling results, affective commitment as a description how much civil servants can become part for the organization. Because of emotional ties is a priority that must be affected by the Regional Government of Manokwari Regency.

The formation of a good commitment at the beginning is associated with personal factors (Porter and Steers in Supriyanto, 2000). Personal factors are including job satisfaction, psychological contracts, job choice factors, and personal characteristics. This will help form a lot of affective commitment that will increase the emotions of civil servants with the Manokwari Regency Government as the organization where they work. Secondly, it has related to organizational factors, including initial work experiences, job scope, supervision, goal consistency organizational. It will form or create a large responsibility for the assigned work. Third, there is non-organizational factors, which include the availability of alternative jobs, any civil servants feel that stage of becoming an employee in the district government. So, it is not an easy thing and also the availability of a number of civil servant facilities, materially fulfill their needs. So, a good sustainable commitment will be built, such as civil servants do not think of looking for other jobs and prefer to build a career in the Manokwari Regency Government.

Organizational culture plays a big role in shaping and realizing good organizational commitment in civil servants. The Manokwari Regency Government as a government organization in charge, which are providing a few services to the community must continue to grow into a professional institution in carrying out service tasks. Currently, the organizational culture is considered good, only a small proportion of civil servants find things that are not good in the organizational culture. How many of the following are parts on an organizational culture that need attention, so it can be carried out better. For instance, the punitive sanctions applied also affect to a good / bad on employee discipline, a job assigned to employees must be in accordance with the ability of the employee concerned, and perform work according to work procedures set by the organization. A work mechanism can provide an improvement in organizational culture, which is needed because it will affect to organizational commitment and the work environment is one of the factors affect workers (Ranhawa and Kaur, 2014).

Interpersonal problems with deviant behavior were more common than organizational in nature. Among the practices of interpersonal deviance are difficult to avoid including employees who commit violent / physical acts and in the work environment. There are employees who like to gossip about other people's personal ugliness. For a while, organizational irregularities were include some employees to get office property for personal use, employees commit financial abuse with the procedures for its use. The problem of deviant behavior is continuously scrutinized and efforts are made to reduce its intensity by improving organizational culture and strengthening organizational commitment.

These two factors are important elements in shaping employee behavior, redesigning social norms, attitudes, and values are important things that an organization must do to overcome the problem of deviant workplace behavior (Appelbaum, 2006). In particular, Gill et al., (2011) founded that affective commitment is negatively correlated with deviant behavior, which means the

formation of a strong emotional bond between civil servants and the Manokwari Regency Government as a place of work that must be built in an established and sustainable manner.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results, there are relationship to formulate for research problem, with several conclusions were generated. The ethical climate has a negative effect to deviant behavior, organizational culture has a negative effect to deviant behavior, an ethical climate has a positive effect to organizational commitment, organizational culture has a positive effect to organizational commitment, organizational commitment has a negative effect on deviant behavior, organizational commitment mediates the effect between ethical climate and deviant behavior, then organizational commitment mediates the effect between organizational culture and deviant behavior.

Several suggestions were given to the local government of Manokwari Regency and future researchers. A method on preventing deviant behavior analysis by identifying the driving factor (stimulus) for the occurrence of deviant behavior. In which point, the stimulus for deviant behavior can come from internal human factors, which are essential human nature, psychological, and biological factors. For another side, external factors are outside the human element, including the condition of the office or work environment and the social environment that open opportunities for people to take deviant behavior. I can merely, this deviant behavior stimulus factor should be the target of preventive measurement. Through the analysis of deviant behavior, several indicators on deviant behavior can also be identified that information about early warning signals for management to take deviant behavior prevention measurement.

These indicators also included for general indicators of deviant behavior such as individuals and in organizations. Through the introduction of deviant behavior stimuli and indicators, it has any recommended that stakeholders develop prevention strategies, so deviant behavior does not occur. There are several efforts that can be made by the top leadership to build a deviant behavior prevention system. Building and developing values or ethics and transforming the values / ethics of the organization into an organizational culture. In conclude, some evaluation and developing the Government's Internal Control System need to be better was affected by both government and individuals. Additionally, commitment, consistency, and exemplary leadership from the respective top leaders of organizations / government agencies are key success factors in the efforts to prevent deviant behavior.

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