

## The Effect of Toxic Leadership, Teamwork, and Job Stress on Employee Performance with Workplace Deviant Behavior as Mediation

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**Abstract:** This study aims to empirically examine the effect of toxic leadership, teamwork, and job stress on employee performance with workplace deviant behavior as a mediating variable at the Central Bureau of Statistics (BPS) of East Kalimantan Province. This research uses quantitative methods with SEM-PLS analysis tools. The test results show that toxic leadership (X1) shows a negative influence (coefficient value -0.012) on employee performance (Y1) but is not significant (t-statistic 0.071). Teamwork (X2) has a positive and significant effect on employee performance (Y1) with a coefficient value of 0.282 and t-statistic 2.246. Job stress (X3) has a negative and significant effect on employee performance (Y1) with a coefficient value of -0.302 and a t-statistic of 1.986. Toxic leadership (X1) has a positive and significant effect on workplace deviant behavior (Y2) with a coefficient value of 0.550 and a t-statistic of 8.106. Workplace deviant behavior (Y2) has a negative and significant effect on employee performance (Y1) with a coefficient value of 0.282 and a t-statistic of 2.664. Toxic leadership (X1) has a negative and significant effect on Employee Performance (Y1) through workplace deviant behavior (Y2) with a coefficient value of 0.155 and a t-statistic result of 2.270.

**Key Word:** Toxic Leadership, Teamwork, Job Stress, Employee Performance, Workplace Deviant Behavior

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### I. Introduction And Literature Review

In the current era of globalization, issues related to human resources are a major concern for organizations in an effort to maintain their existence. Although various facilities and infrastructure are available, without the support of qualified human resources, organizational activities will not be able to run optimally. Therefore, human resources play a key role in determining the successful implementation of organizational activities (Megawaty, D. A., et al., 2020).

Both organizations in the government and private sectors, in an effort to achieve predetermined goals, require a container in the form of an organization run by a group of individuals who play an active role as the main driving force in realizing these goals. One of the factors affecting a government organization is employee performance. Employee performance reflects the end result of work activities carried out in an organization, which can be seen from the output produced, both in terms of quantity and quality (Fauzi and Hidayat, 2020). According to Afandi, P. (2018), employee performance is the result achieved by individuals or groups in a company, in accordance with the duties and responsibilities given, in an effort to realize organizational goals legally, without violating regulations, and adhering to moral and ethical norms.

Recent research shows that internal factors, such as leadership and work motivation and external factors, such as work environment and team support, have a significant influence on employee performance (Dahlan, et al., 2024). Leadership is a key element in an organization that plays a role in determining direction, influencing performance, and shaping work culture. (Einarsen & Nielsen, 2019). The challenges faced by modern organizations further emphasize the importance of a leader's role in building an inclusive, productive, and results- oriented work culture (Nielsen & Einarsen, 2018). However, in carrying out their roles, some leaders may fall into unhealthy behaviors, such as manipulating, intimidating, or exploiting team members (Schyns & Schilling, 2018). Unhealthy and harmful leadership can develop, which is often referred to as toxic leadership (Wahyudi, 2018).

Toxic leadership is a term that is becoming more widely recognized, referring to a leadership style that is destructive, negatively impacts the individuals around it, and inhibits overall organizational effectiveness (Sutanto & Rachmawati, 2020). and inhibits the effectiveness of the organization as a whole (Sutanto & Rachmawati, 2020). In the context of dynamic change and increasingly complex demands in the work environment, an in-depth understanding of the factors that trigger the emergence of toxic leadership and its impact is very important (Utami & Aisyah, 2021).

According to research by Khan, Siddique, and Mughal (2024), toxic leadership can reduce employee loyalty and engagement, which in turn reduces the quality and quantity of work output. Therefore, it is very important for organizations to not only pay attention to aspects of technical competence, but also ensure a work environment that supports psychological well-being so that employee performance remains optimal.

One of the factors that influence employee performance is teamwork (Kumoro, 2023). Teamwork has a significant impact on the achievement of employee performance. A job in the organization will not be carried out properly if the members in it do not work harmoniously. Teamwork comes from the words "team" and "work", which refer to a group of individuals, usually consisting of 2 to 20 people, who have a common understanding and create synergy in carrying out various activities.

Problems that arise in teamwork include a lack of interaction between team members, frequent differences of opinion, and a lack of cohesiveness in teamwork. For example, team members do not help each other complete work, some dislike each other, the workload is not shared to achieve common goals, lack of mutual understanding, and lack of support between members. These problems cause delays in the execution of work, making it difficult to achieve the target of completing the task. If the organization does not have strong cooperation between divisions, the work results will be unsatisfactory and inefficient (not on time).

Meanwhile, Bakri, F. F, et al. (2022) revealed that job stress has a negative influence on employee performance. Stress is an individual adaptive response that is influenced by certain personal factors and/or psychological processes. This condition arises as a result of various activities, situations, or external events that put excessive pressure on a person's psychological and physical aspects. Factors that cause stress can come from the individual themselves or from the environment, both at work and outside of work. Job stress is a state of tension that causes physical and mental imbalance, thus affecting emotions, thought processes, and the overall condition of an employee (Zainal, et al., 2015).

Efandi, et al. (2023) explained that high job stress can affect employees' physical and mental health, increase the risk of burnout, and reduce employees' ability to work productively. In addition, excessive job stress is often the main trigger for workplace deviant behavior. Baharom, et al. (2017) pointed out that deviant behavior, such as sabotage, task avoidance, or open conflict, is often a response to poorly managed stress. These behaviors are not only detrimental to the individual, but also to the organization as a whole, especially in terms of operational efficiency, reputation, and morale of other employees.

Conceptually, workplace deviance can be defined as actions that are carried out deliberately and contrary to the norms that apply in the organization, which have the potential to threaten the continuity of the organization and its members (Bennett and Robinson, 2000). This deviant behavior is divided into two main forms based on its causes, namely (1) interpersonal deviation and (2) organizational deviation. Interpersonal deviance arises due to differences in individual characteristics within the organization, while organizational deviance is triggered by factors internal to the organization or its environment.

In the context of this study, workplace deviant behavior was chosen as a mediating variable because this behavior plays an important role in bridging the relationship between toxic leadership, teamwork, and job stress with employee performance. Toxic leadership tends to create an unhealthy work environment, trigger emotional distress, and increase the risk of deviant behavior such as sabotage or conflict between employees. Similarly, high job stress is often a triggering factor for deviant behavior due to the psychological and physical imbalance experienced by employees. In addition, poor teamwork, such as a lack of support between members or unresolved differences of opinion, also encourages deviant behavior. All of this suggests that deviant behavior in the workplace impacts not only the individual, but also the organization as a whole, mainly through decreased employee performance. Therefore, this study proposes workplace deviant behavior as a mechanism that explains how these factors affect employee performance, while providing theoretical and practical insights on strategies to improve work quality and organizational productivity.

This research will be carried out within the Central Bureau of Statistics of East Kalimantan Province. Based on pre-observation and observation, the performance of employees of the Central Bureau of Statistics of East Kalimantan Province can be influenced by toxic leadership, teamwork, job stress and workplace deviant behavior. Employee comfort in the world of organizations is very influential on the running of various jobs where leaders are very important to see employee performance to ensure that employees carry out tasks according to organizational goals and predetermined performance standards. Given the importance of the above problems, it is necessary to conduct research entitled "The Effect of Toxic Leadership, Teamwork, and Job Stress on Employee Performance with Workplace Deviant Behavior as Mediation".

## **II. Research Objectives**

Based on the background above, the problems that will be examined in this study include the following:

- 1) Does toxic leadership have a negative and significant effect on employee performance at the Central Bureau of Statistics of East Kalimantan Province?

- 2) Does teamwork have a positive and significant effect on employee performance at the Central Bureau of Statistics of East Kalimantan Province?
- 3) Does job stress have a negative and significant effect on employee performance at the Central Bureau of Statistics of East Kalimantan Province?
- 4) Does workplace deviant behavior mediate the effect of toxic leadership on employee performance at the Central Bureau of Statistics of East Kalimantan Province?
- 5) Does workplace deviant behavior have a negative and significant effect on employee performance at the Central Bureau of Statistics of East Kalimantan Province?

### III. Research Methodology

This research is included in the type of quantitative research, which is research that aims to test objective theories by analyzing the relationship between variables (Creswell, 2014). In this study, the variables used are independent variables, dependent variables and mediating variables. The population and sample in this study were employees of the Central Bureau of Statistics of East Kalimantan Province totaling 48 people. The data analysis method uses SEM PLS, which is one of the statistical focus studies that calculates the framework of relationships that are difficult to measure simultaneously. This method is multivariate analysis, which combines factor analysis with regression analysis (correlation). This research was conducted at the Central Bureau of Statistics (BPS) of East Kalimantan Province. This research was conducted from January 2025 to February 2025.

### IV. Result

#### 4.1 Descriptive Analysis of Variables

##### A. Description of Toxic Leadership Variables (X1)

The description of the descriptive analysis results of these variables can be seen in the following table:

**Table 1:Description of Toxic Leadership Variables (X1)**

Item	Questions	Score					Total	Index Number	Criteria
		1	2	3	4	5			
X1.1	Leaders often give inconsistent expectations	0	7	14	15	12	48	35.20	Medium
		0	14	42	60	60	176		
X1.2	Leaders do not listen to feedback from employees	0	3	6	22	17	48	39.40	High
		0	6	18	88	85	197		
X1.3	Leaders show arrogance in their behavior	0	2	7	20	19	48	40.00	High
		0	4	21	80	95	200		
X1.4	Leaders discriminate against employees	1	2	6	21	18	48	37.40	High
		1	4	18	84	90	197		
X1.5	Leaders are more concerned with personal interests than the organization	0	0	6	25	17	48	40.60	High
		0	0	18	100	85	203		
Total Index Number								194.60	High
Average number of Index Numbers								38.92	

Source: Primary data processed, 2025

##### B. Description of Teamwork Variables (X2)

The description of the descriptive analysis results of these variables can be seen in the following table:

**Table 2:Description of Teamwork Variables (X2)**

Item	Questions	Score					Total	Index Number	Criteria
		1	2	3	4	5			
X2.1	I am willing to cooperate with coworkers to achieve team goals	0	0	7	12	29	48	42.80	High
		0	0	21	48	145	214		
X2.2	I feel optimistic that my team can achieve the vision and mission of the organization	0	0	5	15	28	48	43.00	High
		0	0	15	60	140	215		
X2.3	I always appreciate input from coworkers for mutual improvement	0	1	8	18	21	48	40.60	High
		0	2	24	72	105	203		
X2.4	I provide encouragement to coworkers who need motivation	0	0	5	19	24	48	42.20	High
		0	0	15	76	120	211		
Total Index Number								168.60	High
Average number of Index Numbers								42.15	

Source: Primary data processed, 2025

### C. Description of Job Stress Variables (X3)

The description of the descriptive analysis results of these variables can be seen in the following table:

**Table 3:Description of Job Stress Variables (X3)**

Item	Questions	Score					Total	Index Number	Criteria
		1	2	3	4	5			
X3.1	I feel that the workload exceeds my ability to complete it	0	2	7	22	17	48	39.60	High
		0	4	21	88	85	198		
X3.2	Leaders give directions that are not helpful in my work	0	0	6	24	18	48	40.80	High
		0	0	18	96	90	204		
X3.3	I often experience conflicts with coworkers or superiors	0	0	10	11	27	48	41.80	High
		0	0	30	44	135	209		
X3.4	Communication at work is often ineffective	0	1	6	25	16	48	40.00	High
		0	0	15	76	120	211		
X3.5	I feel my work authority often does not match my responsibilities	0	0	4	29	15	48	40.60	High
		0	0	12	116	75	203		
Total Index Number								202.80	High
Average number of Index Numbers								40.56	

Source: Primary data processed, 2025

### D. Description of Workplace Deviant Behavior Variables (Y2)

The description of the descriptive analysis results of these variables can be seen in the following table:

**Table 4:Description of Workplace Deviant Behavior Variables (Y2)**

Table 4: Description of Workplace Deviant Behavior Variables (12)									
Item	Questions	Score					Total	Index Number	Criteria
		1	2	3	4	5			
Y2.1	I have left before the end of work time without permission	0	1	6	14	27	48	42.20	High
		0	2	18	56	135	211		
Y2.2	I have used office items for personal use without permission	0	4	7	24	13	48	38.00	High
		0	8	21	96	65	190		
Y2.3	I have spread negative gossip about coworkers or superiors in the workplace	0	0	6	23	19	48	41.00	High
		0	0	18	92	95	205		
Y2.4	I have made negative or disrespectful remarks about coworkers or superiors	1	0	6	17	24	48	41.40	High
		1	0	18	68	120	207		
Total Index Number								162.60	High
Average number of Index Numbers								40.65	

Source: Primary data processed, 2025

### E. Description of Employee Performance Variables (Y1)

The description of the descriptive analysis results of these variables can be seen in the following table:

**Table 5:Description of Employee Performance Variables (Y1)**

Item	Questions	Score					Total	Index Number	Criteria
		1	2	3	4	5			
Y1.1	The amount of work I handle always meets the target that has been set	0	0	4	19	25	48	42.60	High
		0	0	12	76	125	213		
Y1.2	I always try to produce the best quality of work	0	0	1	27	20	48	42.20	High
		0	0	3	108	100	211		
Y1.3	I always complete the work that has become my responsibility within a certain period of time well	0	0	4	29	15	48	40.60	High
		0	0	12	116	75	203		
Y1.4	I always show up on time at work	0	2	0	20	26	48	42.80	High
		0	4	0	80	130	214		
Y1.5	I am able to work together with the team to achieve organizational goals	0	0	0	26	22	48	42.80	High
		0	0	0	104	110	214		
Total Index Number								211.00	High
Average number of Index Numbers								42.20	

Source: Primary data processed, 2025

## 4.2 Structural Equation Modeling (SEM-PLS)

The data analysis used in this study with SmartPLS 3.0 is presented here. They are divided into three outer models, inner models, and hypothesis tests.

## A. Outer Model Analysis (Indicator Test)

### 1. Convergent Validity

Convergent validity is used to test each construct using the outer loading parameter as the test indicator. An indicator that is tested can be said to have good reliability if its value is greater than 0.7. Outer loading greater than 0.7 is an indicator that the item can make a meaningful contribution to the measured construct, supporting convergent validity in the SEM model. The outer loading value of each indicator in this study can be seen in the following table

**Table 6: Convergent Validity Test Results with Outer Loading**

Construct/Variable	Item	Outer Loading
<b>Toxic Leadership (X1)</b>	X1.1	0.752
	X1.2	0.824
	X1.3	0.842
	X1.4	0.801
	X1.5	0.790
<b>Teamwork (X2)</b>	X2.1	0.925
	X2.2	0.720
	X2.3	0.835
<b>Job Stress (X3)</b>	X3.1	0.860
	X3.2	0.772
	X3.3	0.716
	X3.4	0.792
	X3.5	0.846
<b>Employee Performance (Y1)</b>	Y1.1	0.867
	Y1.2	0.710
	Y1.3	0.756
	Y1.4	0.812
	Y1.5	0.762
<b>Workplace Deviant Behavior (Y2)</b>	Y2.1	0.805
	Y2.2	0.803
	Y2.3	0.838
	Y2.4	0.836

Source: SmartPLS 3.0, processed by the author in 2025

All items have an Outer loading value above 0.7, in accordance with checking the research data, as shown in the results of table 6 above. In other words, the indicators used in this study are valid or have reached convergence.

### 2. Discriminant Validity

Discriminant validity is a form of analysis to determine the validity of a construct that refers to the outer loading value with the aim of knowing whether the construct has sufficient discriminant value. The criterion for this test is to see the correlation value of cross loading with the latent variable must be greater than the correlation with other latent variables. The cross loading value of each indicator in this study can be seen in the following table.

**Table 7: Discriminant Validity Results**

Item	Toxic Leadership (X1)	Teamwork (X2)	Job Stress (X3)	Employee Performance (Y1)	Workplace Deviant Behavior (Y2)
X1.1	0.752	-0.518	0.445	-0.328	0.388
X1.2	0.824	-0.399	0.547	-0.516	0.302
X1.3	0.842	-0.416	0.530	-0.519	0.575
X1.4	0.801	-0.293	0.480	-0.262	0.392
X1.5	0.790	-0.325	0.321	-0.227	0.500
X2.1	-0.504	0.925	-0.379	0.620	-0.538
X2.2	-0.222	0.720	-0.171	0.299	-0.393
X2.3	-0.422	0.835	-0.551	0.454	-0.426
X3.1	0.406	-0.385	0.860	-0.508	0.362
X3.2	0.508	-0.320	0.772	-0.460	0.278
X3.3	0.485	-0.500	0.716	-0.565	0.616
X3.4	0.552	-0.289	0.792	-0.289	0.470
X3.5	0.401	-0.258	0.846	-0.422	0.373
Y1.1	-0.547	0.595	-0.543	0.867	-0.632
Y1.2	-0.320	0.372	-0.378	0.710	-0.360
Y1.3	-0.325	0.443	-0.555	0.756	-0.440

<b>Y1.4</b>	-0.334	0.434	-0.434	0.812	-0.423
<b>Y1.5</b>	-0.305	0.383	-0.356	0.762	-0.465
<b>Y2.1</b>	0.341	-0.501	0.255	-0.520	0.805
<b>Y2.2</b>	0.354	-0.417	0.375	-0.393	0.803
<b>Y2.3</b>	0.509	-0.459	0.653	-0.549	0.838
<b>Y2.4</b>	0.557	-0.435	0.424	-0.503	0.836

Source: SmartPLS 3.0, processed by the author in 2025

The table represents that the cross loading value on each latent variable is greater than the other latent variables and meets the test requirements. Therefore, it can be concluded that each construct or latent variable has good or high discriminant validity where the indicators in the construct indicator block are better than the indicators in other blocks..

### 3. Average Variance Extracted (AVE)

In this study, the AVE threshold value refers to Fornell-Larcker who suggests that the AVE value should be greater than 0.5 to indicate that the construct has good validity. This shows that the construct explains more than 50 percent of the indicator variance. The AVE test value in this study can be seen in the following table.

**Table8: Average Variance Extracted (AVE) Results**

<b>Variables</b>	<b>AVE</b>	<b>Description</b>
Toxic Leadership ( $X_1$ )	0.643	Valid
Teamwork ( $X_2$ )	0.690	Valid
Job Stress ( $X_3$ )	0.638	Valid
Employee Performance ( $Y_1$ )	0.614	Valid
Workplace Deviant Behavior ( $Y_2$ )	0.673	Valid

Source: SmartPLS 3.0, processed by the author in 2025

### 4. Reliability Test

Reliability test is a form of testing that aims to measure the consistency of the instrument in testing a concept or research variable. The reliability test criteria in this study are the composite reliability value above 0.7 and the Cronbach's alpha value above 0.6. The results of this research reliability test can be seen in the following table.

**Table9: Consistency Reliability Results**

<b>Variables</b>	<b>Composite Reliability</b>	<b>Cronbach's Alpha</b>	<b>Description</b>
Toxic Leadership ( $X_1$ )	0.900	0.863	Reliable
Teamwork ( $X_2$ )	0.869	0.780	Reliable
Job Stress ( $X_3$ )	0.898	0.859	Reliable
Employee Performance ( $Y_1$ )	0.888	0.842	Reliable
Workplace Deviant Behavior ( $Y_2$ )	0.892	0.839	Reliable

Source: SmartPLS 3.0, processed by the author in 2025

## B. Inner Model Analysis

### 1. R-Square ( $R^2$ )

The inner model evaluation begins by looking at the r-square value of each exogenous variable as the predictive power of the inner model test. The r-square value is used to measure how well the independent variable explains the variance of the dependent variable. The criteria for the r-square value are divided into three classifications, namely the values of 0.67; 0.33; and 0.19 which indicate that the model is good, moderate and weak. The r-square value can be seen in the following table.

**Table10:R-Square ( $R^2$ ) Results**

<b>Variables</b>	<b>R Square</b>	<b>R Square Adjusted</b>	<b>Kriteria</b>
Employee Performance ( $Y_1$ )	0.519	0.474	Moderate
Workplace Deviant Behavior ( $Y_2$ )	0.302	0.287	Weak

Source: SmartPLS 3.0, processed by the author in 2025

The table represents that the model value of the influence of toxic leadership, teamwork, and job stress on employee performance provides a variability value of 0.519 or 51.9% and has a moderate influence. While

the effect of toxic leadership, teamwork, and job stress on workplace deviant behavior provides a variability value of 0.302 or 30.2% and has a weak influence.

## 2. Goodness of Fit (GoF) Evaluation

A Q-square value greater than 0 (zero) indicates that the model has predictive relevance, while a Q-square value of less than 0 (zero) indicates that the model has less predictive relevance. The magnitude of  $Q^2$  has a value with a range of  $0 < Q^2 < 1$ , where the closer to 1 means the better the model. The Q-square value can be seen in the following table.

**Table11: Q-Square ( $Q^2$ ) Results**

Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Toxic Leadership ( $X_1$ )	240,000	240,000	
Teamwork ( $X_2$ )	144,000	144,000	
Job Stress ( $X_3$ )	240,000	240,000	
Employee Performance ( $Y_1$ )	240,000	172,936	0.279
Workplace Deviant Behavior ( $Y_2$ )	192,000	156,746	0.184

Source: SmartPLS 3.0, processed by the author in 2025

Q-square values that exceed 0 (zero) show that the model is good enough, while Q-square values smaller than 0 (zero) show that the model does not have predictive relevance. In the results of this study, endogenous latent variables or constructs have Q-square values  $> 0$ . Therefore, the predictions made by the model are considered relevant. Table 8 represents that the Q-square values of 0.279 and 0.184 on the dependent variable are above 0. This indicates that the variable is predictive. Employee performance and workplace deviant behavior variables have been predicted by toxic leadership, teamwork and job stress variables by having good predictive relevance in the model.

## C. Hypothesis Test (Bootstrapping)

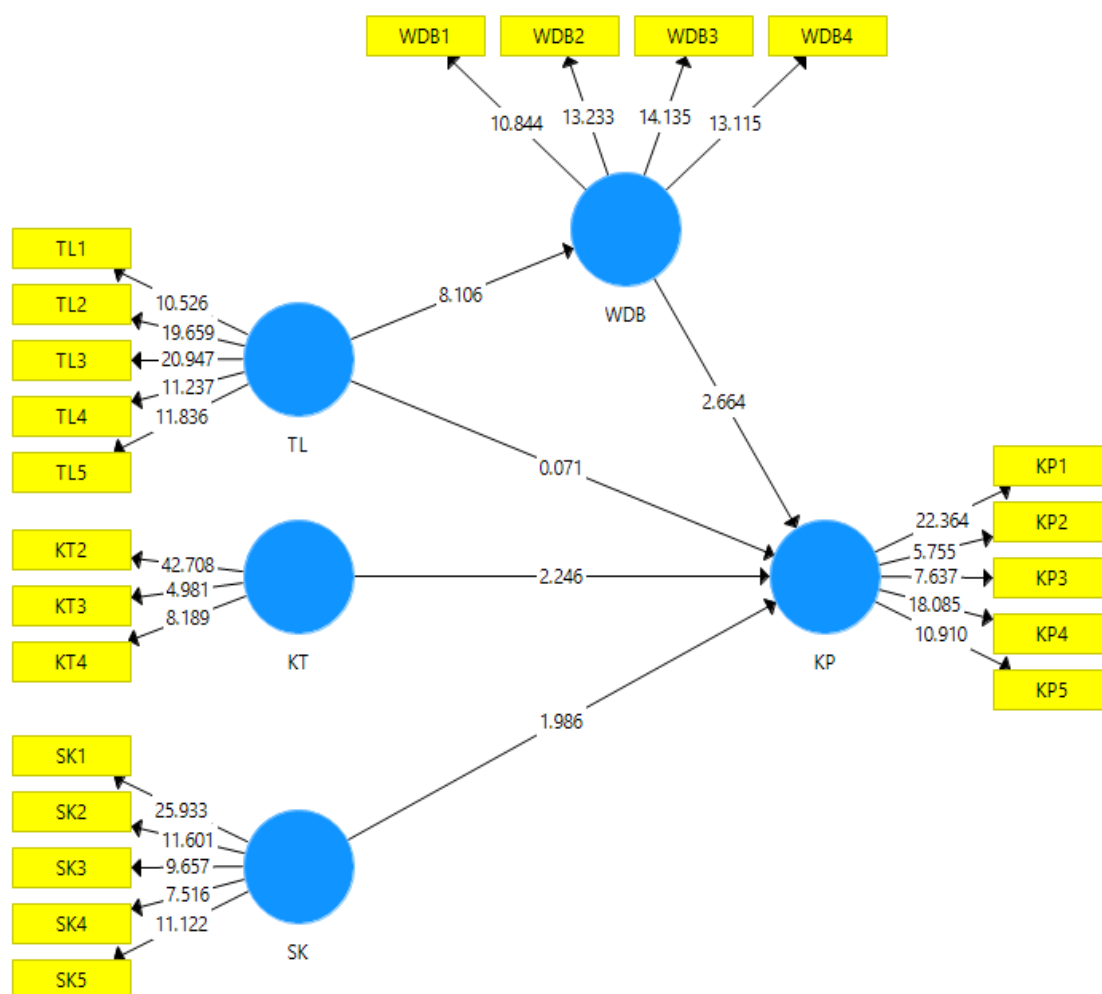
Partial testing is used to see the influence between all independent variables on the dependent variable. The test rules for this study are if T-statistics  $> 1.96$  or P-values  $< 0.05$ , it means that the hypothesis is accepted and the independent variable has a significant effect on the dependent variable. The results of testing partial direct and indirect effects can be seen in the following table.

**Table 12:Hypothesis Testing Results**

Influence	Original. .Sample.(O)	.T.Statistic .( O/STDEV ).	P-Values	Description
<b>Direct Effect</b>				
Toxic Leadership ( $X_1$ ) ->Employee Performance ( $Y_1$ )	-0.012	0.071	0.943	Not Significant
Teamwork ( $X_2$ ) ->Employee Performance ( $Y_1$ )	0.282	2.246	0.025	Significant
Job Stress( $X_3$ ) ->Employee Performance( $Y_1$ )	-0.302	1.986	0.048	Significant
Toxic Leadership ( $X_1$ ) ->Workplace Deviant Behavior ( $Y_2$ )	0.550	8.106	0.000	Significant
Workplace Deviant Behavior ( $Y_2$ ) ->Employee Performance( $Y_1$ )	-0.282	2.664	0.008	Significant
<b>Indirect Effect</b>				
Toxic Leadership ( $X_1$ ) ->Workplace Deviant Behavior ( $Y_2$ )->Employee Performance ( $Y_1$ )	-0.155	2.270	0.024	Significant

Source: Smart PLS 3.0, processed by the author in 2025

**Figure 1: t-value of Bootstrapping Results**



Source: SmartPLS 3.0, processed by the author in 2025

The results of hypothesis testing show the influence between variables, as shown in table 10. We can understand the results of hypothesis testing as follows after analyzing the coefficients of the structural model with the t-statistic and p-value:

1. Toxic leadership has a negative but in significant effect on employee performance.

The results of this hypothesis test show that there is a negative but in significant effect on Toxic leadership on employee performance. This is due to the t-statistic test result of 0.071, this value is smaller than the t-table value(1.96) and the p-value of 0.943 is greater than(0.05) with a coefficient value of 0.012 which is a negative value. The negative coefficient value indicates that the relationship between toxic leadership and employee performance is unidirectional. This means that employee performance will increase as the level of toxic leadership decreases.

2. Team work has a positive and significant effect on employee performance.

The results of this hypothesis test show that there is a positive and significant effect on teamwork on employee performance. This is due to the t-statistic result of 2.246, this value is greater than the t table value(1.96)and the p-value of 0.025 is less than 0.05 with a coefficient value of 0.282which is a positive value. The coefficient value is positive, which indicates that the relationship between team work and employee performance runs in the same direction. That is, employee performance will increase with a higher value of teamwork.

3. Job stress has a negative and significant effect on employee performance.

The results of hypothesis testing show that there is a negative and significant effect on job stress on employee performance. This is due to the t-statistic result of 1.986, this value exceeds the t-table value (1.96)

and the p-value of 0.048 is less than 0.05 with a coefficient value of 0.302 which is a negative value. The coefficient value is negative, which indicates that the relationship between job stress and employee performance runs in an unidirectional direction. This means that employee performance will increase as job stress decreases.

4. Toxic leadership has a positive and significant effect on workplace deviant behavior.

The results of hypothesis testing show that there is a positive and significant effect on toxic leadership on workplace deviant behavior. This is due to the t-statistic result of 8.106, this value exceeds the t-table value (1.96) and a p-value of 0.000 less than 0.05 with a coefficient value of 0.550 which is a positive value. The coefficient value is positive, indicating that the relationship between toxic leadership and workplace deviant behavior is unidirectional. This means that workplace deviant behavior will increase as the value of toxic leadership increases.

5. Workplace deviant behaviour has a negative and significant effect on employee performance.

The results of hypothesis testing show that there is a negative and significant effect on workplace deviant behaviour on employee performance. This is due to the t-statistic result of 2.664, this value exceeds the t-table value (1.96) and the p-value of 0.008 is less than 0.05 with a coefficient value of 0.282 which is a negative value. The negative coefficient value indicates that the relationship between workplace deviant behaviour and employee performance is unidirectional. This means that the level of employee performance will increase as workplace deviant behavior decreases.

6. Toxic leadership has a negative and significant effect on employee performance through workplace deviant behavior.

The results of hypothesis testing show that there is an indirect effect of toxic leadership on employee performance with mediation of workplace deviant behavior. This is due to the t-statistic result of 2.270, this value exceeds the t-table value (1.96) and the p-value of 0.024 is less than 0.05 with a coefficient value of 0.155 which is a negative value. The negative value indicates that the relationship between toxic leadership on employee performance and mediation of workplace deviant behaviour is unidirectional. A higher level of toxic leadership causes employee performance to decrease with the mediation of workplace deviant behavior.

## **V. Discussion**

### **5.1 The Effect of Toxic Leadership on Employee Performance at BPS East Kalimantan Province**

Hypothesis testing results show that toxic leadership has a negative but insignificant effect on employee performance. Although toxic leadership can have a negative impact on the work environment, the results of this study indicate that its direct effect on employee performance at BPS East Kalimantan Province is not strong enough to be considered significant.

The indicator that has the highest outer loading value is that the leader shows arrogance in his behavior (X1.3). This shows that the arrogance aspect of the leader is the characteristic of toxic leadership that is most felt by employees. According to Lipman-Blumen (2010), arrogant leaders often create a less conducive work environment, reduce employee engagement, and increase stress levels in the workplace. Schyns & Schilling (2018) also explained that leaders who show arrogance tend to be less responsive to employee needs, which can lead to demoralization and reduced work motivation.

Meanwhile, the indicator that has the lowest outer loading value is that leaders often give inconsistent expectations (X1.1). This means that although inconsistency in giving directions or promises is part of toxic leadership, its impact on employee performance at BPS East Kalimantan is lower than the arrogance aspect of the leader. This is in accordance with research by Paltu & Brouwers (2020) which shows that leaders who are inconsistent in their communication tend to reduce employee trust, but do not always have a direct impact on performance if employees still have an adaptation mechanism to the situation.

Although toxic leadership does not have a significant effect on employee performance directly, arrogant and unsupportive leader behavior can still have an impact on employee motivation. In the long run, if this toxic leadership factor is not controlled, it can lead to an increase in workplace deviant behavior, such as apathy, non-compliance with rules, or even a decrease in the quality of public services.

### **5.2 The Effect of Teamwork on Employee Performance at BPS East Kalimantan Province**

The results of hypothesis testing show that teamwork has a positive and significant effect on employee performance at BPS East Kalimantan Province. This means that the better the cooperation between employees, the higher the resulting performance. This finding is in line with Phulpoto's research (2023) which states that teamwork contributes to improving employee performance through increased job satisfaction and synergy between team members.

The indicator that has the highest outer loading value is I feel optimistic that my team can achieve the vision and mission of the organization (X2.2). This shows that the aspect of optimism in achieving common goals is the most dominant factor in forming a positive relationship between teamwork and employee performance. Shane & Von Glinow (2012) explain that optimism in a team increases member confidence, strengthens collaboration, and creates a more productive work environment. In addition, research by Farica, et al. (2022) also confirmed that belief in team success is one of the main factors in building effective cooperation, which ultimately has an impact on improving individual and organizational performance.

While the indicator that has the lowest outer loading value is I always appreciate input from coworkers for mutual improvement (X2.3). Although this indicator still contributes to teamwork, its lower value indicates that the aspect of openness to input has not become a major factor in supporting the improvement of employee performance at BPS East Kalimantan. Sibarani (2018) mentioned that although respect for input is important in building a collaborative work culture, its effectiveness depends on communication patterns and the level of trust between team members. If communication does not run optimally or there is a strong hierarchy in the organization, then respect for input from colleagues may not be fully implemented effectively.

Optimism in achieving common goals plays a greater role in improving performance than openness to feedback. This indicates that employees who have confidence in the success of the team will be more encouraged to work optimally, while respect for input has not been a very decisive factor in this organizational context.

However, in the long run, increasing openness to feedback can strengthen collaboration and innovation in teams. Nugrahaningsih (2022) suggested that organizations that encourage a feedback culture will be more adaptive to change and more effective in solving internal problems. Therefore, although this factor has a smaller contribution in this model, improving two-way communication and respect for feedback remains a strategy to consider for strengthening teamwork in the future.

### **5.3 The Effect of Job Stress on Employee Performance at BPS East Kalimantan Province**

The results showed that job stress has a negative and significant effect on employee performance. This means that the higher the level of job stress experienced by employees, the lower their performance. Conversely, if job stress can be reduced, then employee performance will increase. This result is in line with the research of Bakri, et al. (2022) which found that excessive job stress reduces employee productivity and quality of work, and increases the risk of burnout.

Excessive job stress can cause mental and physical fatigue, reduce concentration, and reduce effectiveness in completing tasks. According to Efandi, et al. (2023), high job stress can also increase the tendency of workplace deviant behavior, such as non-compliance with work rules and lack of involvement in organizational tasks. Therefore, job stress management is an important factor in maintaining and improving employee performance.

The indicator that has the highest outer loading value is I feel the workload exceeds my ability to complete it (X3.1). This shows that the excessive workload factor is the main cause of job stress at BPS East Kalimantan. This is in accordance with the research of Zainal et al. (2015) which states that the imbalance between the tasks assigned and the individual's capacity to complete them is the main trigger of job stress. When employees feel that the tasks they carry are too much or too difficult, this can lead to excessive stress and have a negative impact on their performance.

The indicator that has the lowest outer loading value is I often experience conflicts with coworkers or superiors (X3.3). This suggests that interpersonal conflicts at work have less influence on job stress than excessive workload. Nevertheless, research by Ciamas, et al. (2019) shows that conflicts with coworkers or superiors can still affect employees' psychological well-being, especially in the long term. However, in the context of BPS East Kalimantan, job stress seems to be more influenced by job demand factors compared to aspects of social relationships in the workplace..

### **5.4 The Effect of Toxic Leadership on Workplace Deviant Behavior at BPS East Kalimantan Province**

The results showed that the direct effect of toxic leadership on workplace deviant behavior is positive and significant. The coefficient value is positive, indicating that the relationship between toxic leadership and workplace deviant behavior is unidirectional. This means that workplace deviant behavior will increase as the value of toxic leadership increases.

The indicator that has the highest outer loading value is that the leader shows arrogance in his behavior (X1.3). This shows that leader arrogance is the main factor that drives the emergence of workplace deviant behavior. According to Lipman-Blumen (2010), arrogant and narcissistic leaders often create stressful work environments, worsen interpersonal relationships, and trigger resistance among subordinates. Schyns & Schilling (2018) also mentioned that arrogant leaders tend to be unwilling to accept criticism and often make decisions that harm employees. In this situation, employees feel unappreciated and unfairly treated, thus

encouraging them to take deviant compensatory actions such as decreased work discipline (arriving late, leaving the office prematurely), job sabotage, and responsibility avoidance and uncooperative behavior in teamwork. Research by Tuna, et al. (2016) also shows that arrogance in leadership leads to deviant behavior that is interpersonal in nature, such as aggressive behavior towards colleagues, spreading gossip, and creating internal conflicts.

While the indicator that has the lowest outer loading value is that leaders often provide inconsistent expectations (X1.1) Although inconsistency in providing direction or expectations is considered a form of toxic leadership, its influence on workplace deviant behavior tends to be lower than that of leader arrogance. According to Paltu & Brouwers (2020), inconsistency in communication can lead to unclear tasks, confusion in completing work, and decreased motivation. However, its effect on behavioral deviation is not as great as the impact of arrogant or intimidating behavior from leaders. If employees still have a good adaptation mechanism and a clear work structure, then the negative impact of this lack of clarity can be minimized. Johnson (2011) mentioned that employees who face unclear instructions tend to show a response in the form of decreased motivation or productivity, but it does not always lead to deviant behavior such as sabotage or aggressive behavior in the workplace.

### **5.5 The Effect of Workplace Deviant Behavior on Employee Performance at BPS East Kalimantan Province**

Hypothesis testing results show that the effect of workplace deviant behavior on employee performance is negative and significant. This means that the higher the level of workplace deviant behavior that occurs in the work environment, the lower the performance of employees at BPS East Kalimantan Province. This finding is in line with the research of Astuti, et al. (2020) which states that workplace deviant behavior directly contributes to a decrease in work effectiveness, output quality, and employee productivity. Research by Johnson (2011) also shows that workplace deviant behavior creates a non-conducive work environment, increases the level of conflict, and reduces employee involvement in completing organizational tasks. According to Robinson & Bennett (1995), workplace deviant behavior is intentional behavior that goes against organizational norms, which can harm individuals, teams, and the organization as a whole. An increase in this deviant behavior can trigger a detrimental domino effect, such as decreased trust between employees, increased turnover, and reduced employee commitment to the organization.

The indicator that has the highest outer loading value is I have spread negative gossip about coworkers or superiors at work (Y2.3). This shows that spreading negative gossip is a form of deviant behavior that has the most influence on reducing employee performance at BPS East Kalimantan. Research by Tuna, et al. (2016) confirmed that negative gossip can create a work environment full of distrust, increase tension between employees, and worsen teamwork dynamics. Negative gossip can trigger interpersonal conflicts, worsen relationships between employees, and create instability in communication and decision-making. According to Shamsudin, et al. (2014), negative gossip often stems from employee dissatisfaction with organizational policies or treatment from superiors. This dissatisfaction can encourage employees to take compensatory actions in the form of spreading negative information as a way to vent their dissatisfaction. The impact of negative gossip on employee performance can be seen in several aspects, such as decreasing the level of trust between employees and superiors, increasing interpersonal conflicts within the team, decreasing employee motivation and morale, and hampering coordination and effectiveness in carrying out tasks.

Meanwhile, the indicator that has the lowest outer loading value is I have used office items for personal use without permission (Y2.2). This indicates that deviant behavior in the form of using office assets for personal gain has less influence on performance degradation compared to negative gossip or other interpersonal deviant behavior. According to Bennett & Robinson (2000), deviance in the form of using office assets for personal use falls into the category of "property deviance" which has a direct impact on organizational financial losses, but does not always significantly affect employee performance in the short term. Research by Chirasha & Mahapa (2012) states that property deviance tends to be easier to control through strengthening internal policies and supervision compared to interpersonal deviations such as gossip or sabotage. Therefore, the negative impact of property deviance on employee performance is relatively smaller than behavioral deviations that affect social and psychological dynamics in the workplace. However, if such behavior is left unchecked and without clear sanctions, it can create a culture of permissiveness where employees feel free to break organizational rules, which in turn can increase behavioral deviations on a larger scale and undermine organizational effectiveness.

### **5.6 The Effect of Toxic Leadership on Employee Performance through Workplace Deviant Behavior at BPS East Kalimantan Province**

The results of hypothesis testing show that toxic leadership has no significant effect on employee performance at BPS East Kalimantan Province when viewed directly. However, when workplace deviant behavior acts as a mediating variable, toxic leadership shows an indirect effect on employee performance. The

relationship between toxic leadership and employee performance through workplace deviant behavior is unidirectional, which means that although toxic leadership does not directly affect employee performance, the emergence of workplace deviant behavior due to toxic leadership can actually significantly reduce employee performance. This result is in line with the research of Rizani, et al. (2021) which found that toxic leadership has a significant influence on workplace deviant behavior, which in turn has a negative impact on employee performance. In addition, Hui & Lee's (2020) research also states that toxic leadership triggers deviant behavior in the workplace, such as sabotage, task avoidance, and interpersonal conflict, which ultimately reduces employee productivity and organizational work effectiveness. According to Schyns & Schilling (2018), toxic leadership does not always have a direct influence on employee performance because employees may have coping mechanisms to deal with toxic leadership styles. However, when toxic leadership leads to increased workplace deviant behaviors, the negative influence on employee performance becomes significant as these behavioral deviations can damage working relationships, team coordination, and overall organizational effectiveness.

## **VI. Conclusion**

Based on the results of the analysis and hypothesis testing and discussion that has been described, several things can be concluded, namely:

1. This study shows that toxic leadership has a significant impact on employee performance at the Central Bureau of Statistics (BPS) of East Kalimantan Province, although the effect is indirect. Toxic leadership, which is characterized by destructive behaviors such as manipulation, intimidation, and inability to provide clear direction, creates an unhealthy work environment. In the context of BPS, a toxic leadership style can demotivate employees and worsen their performance. Although toxic leadership does not always directly reduce employee performance, the effects of deviant behavior arising from toxic leadership, such as sabotage and internal conflict, can worsen the quality and quantity of work produced by BPS employees.
2. Teamwork at BPS East Kalimantan Province is proven to have a positive effect on employee performance. This research shows that increased cooperation between employees can create stronger synergy, increase effectiveness and productivity in achieving their tasks. Employees who work in a solid team are better able to face challenges, complete tasks more efficiently, and reduce tension between employees. Therefore, good teamwork is one of the key factors in supporting the achievement of optimal performance at BPS East Kalimantan Province.
3. Job stress at BPS East Kalimantan Province has a significant negative impact on employee performance. Employees who experience high stress tend to have difficulty in completing their task effectively, which results in a decrease in work quality. Stress-causing factors, such as excessive workload, task vagueness, and lack of support from superiors, play an important role in creating stress in the workplace. Prolonged stress can affect employees' physical and psychological well-being, leading to a decline in their motivation, productivity and quality of work output. Therefore, effective stress management is needed to maintain employee performance at BPS.
4. Workplace deviant behavior plays an important role as a mediating variable between toxic leadership and employee performance at BPS East Kalimantan Province. This study found that although toxic leadership does not necessarily have a direct impact on employee performance, workplace deviant behaviors that arise as a result of toxic leadership, such as task avoidance and sabotage, can worsen performance. Therefore, although there are factors that contribute to the decline in employee performance, deviant behavior in the workplace is the main obstacle in improving employee productivity and effectiveness in BPS.

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