Predictors of Reducing Workplace Deviant Behavior Among Employees of Islamic Educational Institutions

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Abstract

This study uses a range of variables that can affect the likelihood of deviant conduct among employees in the workplace to contribute to workplace deviance. This study aims to investigate, using Social Exchange Theory as a framework, the effects of Workplace Deviant Behavior on Organizational Commitment, Workplace Spirituality, Ethical Leadership, Organizational Justice, and Job Satisfaction. This research is a quantitative research using the sample quota technique used as a non-random sample method based on the quota set by the researcher. This study had 432 respondents, with 216 employees from 3 Islamic Universities in Purwokerto City calculated with regard to a 5% margin of error when applying the Slovin formulaand the results reached 208 people. In this study, hardfile and softfile questionnaire questionnaires (Google fromulir) were used in research sampling. Data collection using Likert scale-based questionnaire, then data tested using Smart PLS Application. The results showed that although Organizational Commitment and Woekplace Spirituality showed a direct negative influence, it was not significant on Workplace Deviant Behavior. Conversely, Workplace Deviant Behavior is negatively but significantly influenced by Organizational Justice and Job Satisfaction. Furthermore, there is a minor but favorable correlation between ethical leadership and workplace deviant behavior.

Keywords: *Workplace Deviance Behavior, Islamic Institution, Workplace Spirituality, Ethical Leadership.*

INTRODUCTION

Workplace deviant behavior has been the subject of numerous research studies. Researchers have connected workplace deviant behavior and organizational justice in a number of studies (Abbasi et al., 2022; Alotaibi et al., 2022; H. Hany et al., 2020; Hashish, 2020; Ilyas Chaudhary et al., 2022; Mashi, 2018; Obalade & Mtembu, 2023; Rosid et al., 2020; Tufan et al., 2023). In addition, there are several researchers who associate with Workplace Spirituality (Haldorai et al., 2020; Ilyas Chaudhary et al., 2022; Pariyanti et al., 2022; Rosid et al., 2020; Shaheen & Ghayas, 2022; Sony & Mekoth, 2019; Walt, 2017). Ethical leadership is also associated with workplace deviant behavior in several studies that have been studied (Bian, 2021; Mohammed Sayed Mostafa & Shen, 2020; Nasim & Siddiqui, 2021; Sadaf & Yasmin, 2021; Yasir & Khan, 2020).

The role of mediation or moderation is also examined by linking workplace deviant behavior variables between job satisfaction (Salsabil et al., 2023) and organizational commitment (Gamasiwi et al., 2023). According to some studies, job satisfaction serves as a mediator to help management to prevent workplace deviant behavior, but there are some studies that find that low levels of satisfaction do not guarantee that It will result in abnormal conduct at work (Czarnota-Bojarska, 2015). Numerous locations, including Malaysian SMEs, have explored the mediating influence of job satisfaction on workplace deviant behavior (Abbasi & Baradari, 2020), Several Companies Companies (Anis & Emil, 2022; Bagis et al., 2021; Ibrahim et al., 2022; Memon et al., 2021), Private Hospitals (Ekingen, 2023; Rosid et al., 2020).

State Government Staff (Mashi, 2018), Media sector (Woldearegay, 2021), and several higher education institutions (Harouni et al., 2022) dan (Salsabil et al., 2023). In addition, Organizational commitment also has a mediating or moderating role in several studies that have been conducted in several academic institutions (Rajput et al., 2020), the service sector (Amin et al., 2021; Bagis et al., 2023; Cindra & Artha, 2021; Fuji Hakiki & Putri Senjani, 2022; Labetubun & Dewi, 2022; Lee et al., 2019; Mansoara & Armanu, 2021).

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Education has a crucial role in enhancing human potential, which is anticipated to aid in development initiatives. The history demonstrates that a country's success in development depends largely on the quality, quantity, and type of education available (Gamasiwi et al., 2023). Almost all countries consider development and education as top priorities on their development agenda. Thus, one of the key strategies for enhancing human capability and independence is education (Utami et al., 2023). Many university employee unions collude with various management or administrators due to deviant behavior in the workplace, such as arbitrariness an dictatorship (Onyeizugbe et al., 2021). The development and standards of the university system are negatively impacted by deviant or nonconformist behavior (Gamasiwi et al., 2023).

Many organizations have realized the impact of deviance on their results and know that to remain competitive, they must reduce deviance in the workplace (Abbasi et al., 2018). Baig and Ullah (2017) found that in an effort to gain a competitive advantage, modern organizations often rely on the strength of human resources. However, in reality, employees are engaged in deviant activity at different levels of the organization. These workplace irregularities pose a serious threat that can disrupt organizational efficiency (Salsabil et al., 2023). This includes behaviors directed at the organization (example as using corporate resources for convenience or arriving late and departing early), as well as behaviors toward other coworkers (such as being arrogant, rude, and contemptuous) (Zappala et al., 2022). Most of these deviant behaviors are caused by inequities that occur within the organization, which in turn can reduce employee satisfaction. This result is consistent with the study that was done (Norsilan et al., 2016; Abdullah and Marican, 2017; Kim et al., 2021; Eze, 2023) which affirms that deviant behavior includes practices that violate applicable norms in organizations.

Deviant behavior in the workplace, such as breaking rules and lack of involvement in group tasks, is often associated with a lack of sense of responsibility towards the company and a lack of commitment to colleagues (Pathak & Srivastava, 2020). Organizational commitment shows the level of employee engagement and identification with the company they work for (Bagis et al., 2020). This reflects employees' loyalty to their company (Bagis, 2022). This condition is in line with research that has been conducted by (Pathak & Srivastava, 2020), (Rajput et al., 2020), (Baek et al., 2019), (Lee et al., 2019), (Amin et al., 2021), (Mansoara & Armanu, 2021), (Cindra & Artha, 2021), (Labetubun & Dewi, 2022), (Hakiki & Senjani, 2022), and (Bagis & Adawiyah et al., 2023). However, it is different from the findings of (Promsri, 2018), (Nasrullah et al., 2022) and (Amin et al., 2021), which show that organizational commitment has a negative and significant influence on deviant behavior in the workplace.

In addition to organizational commitment, Workplace Spirituality is also associated as one of the factors influencing deviant behavior in the workplace. Reducing deviant behavior in the workplace is significantly influenced by increased spirituality and dedication to the company (Gamasiwi et al., 2023). Therefore, an improved relationship between spirituality in the workplace and commitment to organizations can correct ignorance that contributes to the reduction of deviant behavior in the workplace (Amin et al., 2021). This result is consistent with the results of (Walt, 2018), (Sony & Mekoth, 2019), (Rosid et al., 2020), (Astuti et al., 2020), (Pariyanti et al., 2022), (Haldorai et al., 2020), (Chaudhary et al., 2022), and (Amin et al., 2021) which show a positive and significant influence on deviant behavior. However, in contrast to the findings of (Rosid et al., 2020) and (Shaheen & Ghayas, 2022) which demonstrate that people's behavior at work is not significantly impacted by their faith. In addition to workplace spirituality, Ethical leadership is also associated with workplace deviant behavior (Gamasiwi et al., 2023).

A moral leader will continue to display ethical behavior and be a positive role model for those who follow his leadership. Positive experience in Leadership is closely related to the efficiency of the organization's work processes. It encourages employees to enhance and deepen their emotional connection to the organization when morally and ethically sound leadership practices are maintained (Lee et al., 2019). This is consistent with findings from (Aryanti et al., 2018), (Mostafa & Shen, 2020), (Nasim & Siddiqui, 2021), and (Bian, 2021) This demonstrates that deviant behavior in the workplace is positively and significantly impacted by ethical leadership. However, it is different from the findings of (Sadaf & Yasmin, 2021), (Yasir & Khan, 2020) which found that ethical leadership has a negative and significant effect. Deviations in the work environment are

considered one of the most detrimental behaviors for employee productivity and efficiency, and organizational fairness has an important role to play in reducing or preventing them (Abbasi et al., 2020).

To increase employee productivity and efficiency, Distributive, procedural, and interactional justice users are the three categories of users of organizational justice (Greenberg, 1990). By improving the level of fairness and fairness within the organization, There will be a lower chance of employees engaging in abnormal behavior (Ali Abbasi, Baradari & Hashim, 2020). This is in line with research from (Rosid et al., 2020), (Obalade & Mtembu, 2023), (Sabokro et al., 2020), (Mashi, 2018), (Ilyas Chaudhary et al., 2022), (Alotaibi et al., 2022), and (Obalade & Mtembu, 2023) establishing that aberrant behavior in the workplace is directly and significantly impacted by organizational fairness. Unlike the results of (Ali Abbasi et al., 2020), (H. Hany et al., 2020), (Hashish, 2020), and (Tufan et al., 2023) which show a negative and significant influence on deviant behavior in the workplace. To achieve organizational efficiency and optimal employee performance in a competitive work environment, various factors are needed that affect the improvement of employee performance and job satisfaction (Ali Abbasi, Baradari & Hashim, 2020).

Job satisfaction is a precursor factor of counterproductive work behavior, and the relationship tends to be stronger in the context of counterproductive work behavior in organizations (Chen & Spector, 1992; Fox & Spector, 1999; Penney & Spector, 2002). Job satisfaction is influenced by dispositional factors such as perceptions and attitudes, as well as situational factors such as organizational factors at the macro level (Malik et al., 2021). Therefore, the linkage between organizational fairness and job satisfaction is particularly relevant to counterproductive work behavior, as has been shown in several previous studies (Permata & Soeling, 2021). The results of this study are in line with (Ali Abbasi et al., 2020), (Memon et al., 2021), (Bagis et al., 2021), (Anis & Emil, 2022), (Ibrahim et al., 2022), (Rosid et al., 2020), (Ekingen, 2023) which results that job satisfaction has a positive and significant effect on deviant behavior in the workplace. In contrast to the results of research conducted by (Mashi, 2018), (Woldearegay, 2021), (Harouni et al., 2022) and (Salsabil et al., 2023) which resulted in that job satisfaction has a negative and significant effect on deviant behavior in the workplace.

LITERATUR RIVIEW

Social Exchange Theory

This research is based on using Social Exchange Theory proposed by Homans (1958), namely the exchange of activities both tangible and intangible between two parties that are useful or less useful and require costs. (Bajaba et al., 2022) claims that solely economic interaction has no analogous effect to social exchange, which tends to elicit feelings of personal obligation, gratitude, and trust. Theoretically, reciprocal exchange between workers and employers is based on Social Exchange Theory (Cropanzano & Mitchell, 2005). Shore et al. (2009) argue that Social Exchange Theory can describe individual behavior and motivation in a variety of contexts, including obedience to duties, relationships with supervisory authorities, organizational structure, interactions between individuals, and efforts to achieve a balance between work life and personal life (Abbasi, 2020). Chaudhary et al., (2022) in reciprocal exchange is the relationship between workers and employers, which develops from time and loyalty, and mutual commitment. According to Chaudhary et al., (2022), The basic idea of reciprocal exchange is the basis of the relationship between employers and employees. Social Exchange Theory argues that relationships evolve over time, becoming shared responsibility, loyalty, and committee, which requires both parties to understand specific "rules" in the relationship (Cropanzano & Mitchell, 2005). (Cropanzano & Mitchell, 2005) in ideological exchange increase the influence of similar opportunities and attitudes (Witt & Beorkrem, 1991), and the sensitivity of individuals to organizations, which influences their intention to be in organizations (Andrews et al., 2003).

Social Exchange Theory suggests that work-life balance can also be influenced by work-life spirituality, where employees approach work positively with a positive attitude and commitment. This spirituality is not only work ethic, but also individual motivation to contribute positively to the company (Gamasiwi et al., 2023). In research conducted by Chaudhary et al., (2022) Social Exchange Theory states that the relationship between workers and employers is based on the mutual influence between the behavior of the two (Blau, 1964; Guay et al., 2016). When an employee feels that his or her efforts are not well appreciated by the employer, they may exhibit

abusive behavior and tend to commit deviant actions (Loi et al., 2020). Sheraz, (2020) and Cindra & Artha, (2021) cite social interchange as evidence that workers are often impacted by a leader's moral example and form relationships based on trust through it, which strengthens organizational commitment. According to Atkinson et al., (2018), when employees feel that promises given to them are broken, they may tend to engage in deviant behavior to correct the imbalance. The relationship between workers and employers is complex and involves various aspects, such as the level of violations and the spiral of violations, which may result in staff members not engaging in preventive actions, such as taking initiative (Chaudhary et al., 2022).

Findings by Chaudhary et al., (2022) is also listed in Estreder and his colleagues (2020), which indicates that Social Exchange Theory the perspective of justice are related. According to the study, employees who are confident that the company will fulfill their commitments to them feel grateful and encouraged to give appropriate replies. Rewards and punishments in an organization are the beginning of organizational concepts of justice, rules and processes, human interaction and relations (H. Hany et al., 2020). If employees feel their promises are broken, they diverge to turn things around. Employee absenteeism in proactive behaviors, such as takeover behavior, can be due to the complexity of Atkinson, et al., (2018).

Organizational Commitment and Workplace Deviant Behavior

Many definitions of organizational commitment emphasize behaviors that demonstrate high levels of engagement, exceeding formal or normative expectations. It highlights how attached a person is to the actions or behaviors they exhibit (Mowday, 1979). According to Allen & Meyer (1993), factors such as job satisfaction, a sense of belonging to the organization, and motivation to work harder are major contributors to organizational commitment. High organizational commitment is often associated with readiness to face challenges (Tiamboonprasert & Tiamboonprasert, 2020)

To achieve organizational commitment to the vision, mission and goals, each individual needs to show will, perception and commitment with effort and confidence (Bagis et al., 2023). Commitment as stated by Sheraz, (2020) is a relationship built between individuals who have binding power. High commitment can have a positive impact in motivating employees to improve their performance, while low commitment can have a negative impact on both organizations and individuals (Sheraz, 2020).

All aspects of company operations related to HR, especially in service companies where service is the main focus. The quality of service received by customers is closely related to the level of employee commitment in providing the best results for the company. Commitment the organization of employees is reflected in full responsibility for their behavior, since they perceive the company's problems as their own. They feel that the organization has a deep meaning to them, and this is reflected in their satisfaction working there throughout their careers. High organizational commitment is demonstrated by workers who find it difficult to leave the company because they believe it deserves their allegiance (Cindra & Artha, 2021).

Workplace behavior is also influenced by an employee's commitment to the company; committed workers typically participate more actively and believe that they play a significant role in organizational operations (Pratiwi & Rahayu, 2022). According to earlier studies, organizational commitment is negatively and significantly correlated with deviant behavior in the workplace Amin et al., (2021) and Pathak & Srivastava, (2020). An additional investigation carried out by Mansoara & Armanu, (2021) verified that deviant behavior is impacted by organizational commitment.

H₁: Organizational Commitment Negatively and Significantly Affects Workplace Deviant Behavior.

Workplace Spirituality and Workplace Deviant Behavior

According to Fenwick & Lange (1998), spirituality in the workplace describes a holistic view of personal learning and growth. A worker who feels deeply connected spiritually to the purpose of his existence and considers his workplace to have a spiritual component, as well as a spiritual connection to it (Adawiyah & Pramuka, 2017). It involves an all-encompassing affective and cognitive experience. According to this theory, one must comprehend life as a whole in order to reach the ideal goodness. (Sony & Mekoth, 2019). Both individual and organizational components are included in the idea of spirituality in the workplace. Advocates of workplace

spirituality assert that when workers are able to utilize their special talents at work, they transcend into a sense of community and transcendence, which boosts their motivation. (Pariyanti et al., 2022). As its progress continues to evolve, spirituality in the workplace has transformed from something that was initially considered a trivial aspect of management to an element that will likely become an integral part of organizational culture in the future (Chaudhary et al., 2022).

From a human resources perspective, Yousaf & Dogar, (2022) observe that spirituality in the workplace is focused on improving the personal well-being and quality of life of workers. They interpret the understanding of employees' work goals and the meaning obtained from these goals as manifestations from the philosophical perspective of spirituality. Additionally, they contend that encouraging a sense of community and belonging among employees can create an atmosphere of love, trust, and ownership that lowers employee discontent. It can also reduce social laziness, where employees tend to do less work than they should. In addition, spirituality in the workplace can strengthen group cohesion and encourage employees to take responsibility for their actions (Ahmed, 2022). Previous studies by Amin et al., (2021), Rosid et al., (2020), and Shaheen & Ghayas, (2022) demonstrated a negative and substantial link between workplace spirituality and deviant conduct. However, Astuti et al., (2020) found that workplace spirituality has a significant influence on deviant behavior.

H₂: Workplace Spirituality has a negative and significant influence on Workplace Deviant Behavior.

Ethical Leadership and Workplace Deviant Behavior

According to Brown et al. (2005), appropriate conduct Establishing standards via one's own actions and interactions with others, as well as promoting team member conduct through two-way communication, support, direction, and decision-making, are examples of modeling ethical leadership traits. Additionally, they define ethical leadership as acting in a way that is morally consistent, exhibiting qualities like integrity, dependability, and trustworthiness, accepting accountability for their actions, putting in place suitable reward and punishment systems to promote moral behavior and discourage immoral behavior, and enforcing discipline on employees who violate these standards. While ethics has not always been considered an important leadership quality, this view has changed over time (Nguyen et al., 2021). Employees tend to feel valued by managers who practice ethical behavior consistently. This can encourage them to focus on strengthening positive behaviors in the organization to foster a healthy organizational culture (Mary & Ozturen, 2019).

Ethical leadership will reflect the beliefs that people assume as individuals who act ethically, are consistent in their ethical behavior, and make decisions based on moral standards. The moral behavior of individuals around them is influenced by truly ethical leaders who promote the importance of "walking the talk" (Al Halbusi et al., 2021). It is well recognized that engaging in deviant behavior at work reduces employee performance effectiveness and can seriously jeopardize the organization's ability to survive (Budiman et al., 2022). According to Dunlop (2004), deviant behavior in the workplace, which is often a deliberate act by another employee or organization, involves a violation or even violation of adverse organizational norms. Previous research conducted by Bian, (2021) revealed distinct findings from other research indicating that aberrant behavior in the workplace can be greatly reduced by ethical leadership. However, studies by Tufan et al., (2023), Yasir & Khan, (2020), and Nasim & Siddiqui, (2021) demonstrates that there is no discernible link between unethical behavior in the workplace and ethical leadership.

H₃: Ethical Leadership Negatively and Significantly Affects Deviant Behavior in the Workplace.

Organizational Justice dan Workplace Deviant Behavior

Organizational justice, according to Al A'wasa (2018), is treatment in accordance with the efforts that have been made by employees to achieve their goals and organizational goals (H. Hany et al., 2020). It consists of three main aspects: distributive justice, procedural justice, and interactional justice. Interactional justice itself is divided into two components, namely interpersonal justice and informational justice, as explained by Obalade & Mtembu, (2023). Colquitt et al., (2001) provide further classification by dividing forms of justice into four categories, including distributive justice, procedural, interpersonal, and informational.

Procedural fairness reflects how fair organizational procedures are considered designed and used in the allocation of outcomes, while distributive justice is concerned with perceptions of fairness in the distribution of rewards. Interactional justice, on the other hand, describes how employees feel treated fairly by decision makers, both in terms of rewards and respect (Obalade & Mtembu, 2023). Informational justice is concerned with the extent to which employees feel adequately informed about procedures that affect them. This includes explanations of the use of certain procedures and the distribution of rewards, as well as the extent to which employees perceive those explanations to be honest and adequate, which have the potential to influence various behavioral outcomes (Colquitt et al., 2001).

Studies by (Haldorai et al., 2020) demonstrates how workplace injustice can lead to a range of unfavorable responses, including stress, mistrust, discontent, and even acts of sabotage. This negative attitude can then lead to deviant behavior in the workplace that harms both the individual and the organization. Research has also shown that perceptions of injustice in the workplace can be a major trigger for deviant behavior (Fernández-del-Río et al., 2022). Despite this, other studies show that people who have been in the work environment longer tend to realize that behaviors that violate organizational norms often occur (Abbasi, Ismail, Baradari, 2020).

Studies highlighting the detrimental impact of organizational justice on deviant behavior in the workplace include those done by (Rosid et al., 2020) Although many researchers, such as Colquitt et al. (2005), attempt to link distributive, procedural, and interactional justice with deviant behavior, the combined impact of these variables still requires more study to be understood in depth (Ali Abbasi, Baradari & Hashim, 2020). Analysis by Abbasi, Baradari, & Hashim (2020) shows a negative and cynical relationship between organizational fairness and deviant behavior in the workplace. However, these findings do not align with research by Sabokro et al., (2020) which discovered a favorable correlation between deviant behavior at work and job satisfaction.

H₄: There is a Negative Relationship between Organizational Justice and Workplace Deviant Behavior.

Job Satisfaction and Workplace Deviant Behavior

Research by Miushad et al., (2022) states that a person's assessment of their work, both favorably and unfavorably, determines their level of job satisfaction. According to Lee & Chang (2008), job satisfaction can also be interpreted as the level of positive affective orientation that organizational members have towards their work within the organization. In a simpler sense, job satisfaction is a person's general view of their work (Abbasi, et al., 2020). Judge, Thoresen, Bono, & Patton (2001) define job satisfaction as a pleasant or positive emotional state arising from an individual's assessment of their job or work experience (Abbasi, Ismail, Baradari, 2020). Although job satisfaction is influenced by individual and job characteristics, Adams and Bond (2000) highlight the importance of the work environment in shaping a person's level of job satisfaction (Ekingen, 2023). Locke (1969) also emphasized that job dissatisfaction is an unpleasant emotional state resulting from negative assessments of work or certain aspects of work (Ibrahim et al., 2022).

Based on conceptual considerations and inductive deductions, it can be concluded that individuals who have negative assessments of their work or work experience tend to be more likely to engage in deviant behavior at work (Abbasi, Ismail, Baradari, 2020). Deviant behavior in an organizational context has a variety of different characteristics, but often negatively impacts the productivity and efficiency of employees and the organization as a whole (Abbasi, Ismail, Baradari, 2020). Robinson & Bennett (1995) identified several indicators of deviant behavior, including violations of production standards, political games, use or misuse of company property, and personal aggression towards colleagues (Reflisia & Syahrizal, 2021). Research by Abbasi, Baradari &; Hashim, (2020) shows that job dissatisfaction and dislike of the work environment can encourage some employees to react with deviant behavior, as expressed by Hackman & Oldham, (1976). Anis & Emil's research, (2022) shows that job satisfaction can reduce or even eliminate deviant behavior in the workplace so as to create a more positive and productive work environment. However, the results of research by Abbasi, Baradari & Hashim, (2020) show a negative and significant relationship between job satisfaction and deviant behavior at work, in contrast to other research findings that show positive influences such as those stated by Czarnota-Bojarska, (2015) and Nemteanu &; Dabija, (2021).

H₅: There is a Negative Relationship between Job Satisfaction and Workplace Deviant Behavior.
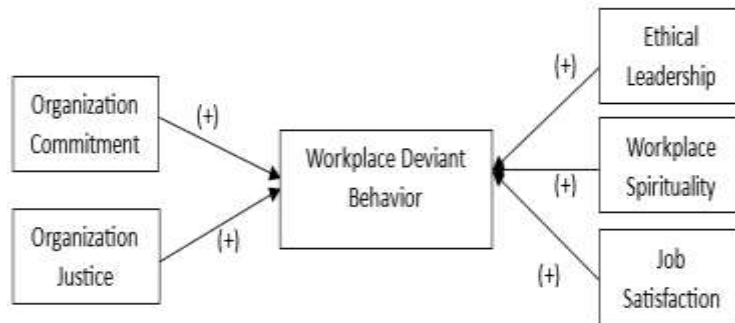

Figure 1. Research Model.

METHODS

In this study, the sample quota technique was used as a non-random sample method based on the quota set by the researcher (Suliyanto, 2018:226) This study had 432 respondents, with 216 employees from Islamic Universities in Purwokerto City calculated using the slovin formula with a margin of error of 5%, and the results reached 208 people. In this study, hardfile and softfile questionnaire questionnaires (Google fromulir) were used in research sampling. This study covers sociodemographic aspects and respondents' job profiles, including information about the university where they work, job title/field, gender, age, employee status, last education, length of work, and salary. The use of the Likert scale with five points from "strongly disagree" to "strongly agree" was used in the study.

Deviant behavior variables in the workplace are based on two factor models Robinson & Bennett, 1995, consisting of a total of 19 statement items, including 12 items for measuring organizational deviance (Organizational Deviant) and 7 items for measuring interpersonal deviant (Interpersonal Deviant) (Pariyanti et al., 2022). Job satisfaction was measured using a questionnaire referring to Fernandes and Awamleh (2006), consisting of 7 items (Pariyanti et al., 2022). While the organizational justice variable uses 20 items from Niehoff and Moorman, (1993), which are divided into three subsets, namely distributive justice measured by 5 items, procedural justice measured by 6 items, and interactional justice measured by 9 items (Pariyanti et al., 2022). The questionnaire items were taken from multiple references by the researchers. The researcher started by gathering the 10 elements for the factors that Ethical Leadership was referring to (Sugiyono, 2001). Second, the researchers used 21 measures to measure workplace spirituality, which they derived from (Milliman et al., 2003). Third, the researcher used the nine questions from (Mowday, 1979) for the Organizational Commitment variable. Subsequently, the final researcher collected questions totaling 19 for the variable Workplace Deviant Behavior, which is related to (Robbins, 2000).

RESULTS

In this study, the reporting of data analysis results includes descriptive statistics, measurement evaluation, as well as the use of structural models through the partial least square (PLS) approach of structural equation modeling (SEM). Thus, this section aims to test hypotheses and present detailed data analysis results, thus providing guidelines for HR managers in decision making.

The analysis's findings showed the percentage of demographic characteristics of all employee respondents in the 3 Islamic Higher Education in Purwokerto studied, to ensure an even distribution using the Quota Sampling Technique. The focus of the research is on employees working in administration in various bureaus and faculties at Universitas Islam Kota Purwokerto. From these results, as may be observed, university B accounts for the majority of the responses. In addition, male respondents also dominated the results of the analysis. The age range most represented in the descriptive analysis table is between the ages of 20 to less than 30 years, with the highest level of education being Bachelor S1. The majority of respondents had a tenure of approximately 1 to

3 years, with most having permanent employee status and earning income equal to or exceeding the regional minimum wage.

Structural Model Analysis

The analysis's finding a R Square value of 0.142, which showed that the variable Workplace Deviant Behavior was influenced by Organizational Commitment, Woekplace Spirituality, Ethical Leadership, Organizational Justice and Job Satisfaction with an influence level of 14.2%. While 85.8% is influenced by other factors.

Convergent Validity

The analysis's findings indicate that each statement item's loading factor value is greater than > 0.50. According to Bagozzi, and Yi, (1988), outer loading values that reach 0.50 or more are considered to have strong enough validity. In addition, from Chin's point of view as quoted by Ghozali, (2015), also explained that the value of Outer loading between 0.5 to 0.6 is considered sufficient to meet the criteria of convergent validity. In this study, the convergent validity test uses a reflective indicator measurement model, which is assessed based on the loading factor of the indicators that measure the construct (Rosid et al., 2020). Thus, it can be concluded that all statement items in this study have sufficient validity so that they can be used for further analysis in this study.

Cronbach's alpha of the indicator block used to measure the construct and composite reliability are additional metrics used to assess construct reliability testing. The following are the results of Cronbach's alpha and composite reability tests, the results of which are shown in table 3. An indicator is said to be reflective if all of its values are highly connected and interchangeable. Consequently, it is important to evaluate the indicators' overall validity and credibility (Hair et al., 2019). As to Ken (2013) findings, an appropriate study requires that the average value of extraction variance (AVE) be larger than 0.5 and that the values of Cronbach's alpha coefficient, composite reliability, and rho_A be equal to or greater than 0.7. The following are the results of Cronbach's alpha and composite reability tests, the results of which are shown in table 1.

Table 1. Construct Validity and Reliability.

	Cronbach's alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Ethical Leadership	0.967	0.970	0.971	0.770
Job Satisfaction	0.877	0.900	0.895	0.554
Organizational Commitment	0.929	0.942	0.941	0.641
Organizational Justice	0.958	0.964	0.961	0.556
Workplace Deviant Behavior	0.953	0.956	0.958	0.575

Table 1 displays the analysis's findings, shows the value of Cronbach's alpha and composite reliability on the variables Organizational Commitment, Workplace Spirituality, Ethical Leadership, Organizational Justice and Job Satisfaction, and Workplace Deviant Behavior >0.70. The AVE value of all variables >0.50. It can be concluded that all variable constructs are declared valid and realistic.

Table 2. Path Analysis and Statistical Testing.

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (|O/STDEV|)	P Values
Ethical Leadership-> Workplace Deviant Behavior	0.017	0.036	0.087	0.199	0.842
Job Satisfaction -> Workplace Deviant Behavior	-0.049	-0.070	0.083	0.590	0.555
Organizational Commitment-> Workplace Deviant Behavior	-0.248	-0.246	0.064	3.866	0.000
Organizational Justice -> Workplace Deviant Behavior	-0.014	-0.031	0.082	0.166	0.868
Workplace Spirituality-> Workplace Deviant Behavior	-0.170	-0.180	0.080	2.122	0.034

The computations shown in Table 2 lead to the conclusion that while investment knowledge influences investment interest positively, it does not statistically significantly affect it. The second finding indicated that while investment interest was positively influenced by investment motivation, the relationship was not statistically significant. While not statistically significant, the third finding raises the possibility that technical

advancements may have positively impacted investment interest. The fourth study, however, demonstrates that financial literacy has a positive and statistically significant effect on investing interest.

DISCUSSION

The Effect of Organizational Justice on Workplace Deviant Behavior

Table 4 represents the results of the first hypothesis test, which examined the relationship between organizational justice and workplace deviant behavior. The study's initial sample value of -0.014 and p values of (0.868 > 0.05) demonstrate this, demonstrating that organizational justice analysis has a negative but insignificant impact on workplace deviant behavior. Increased organizational awareness of organizational fairness should help prevent workplace misconduct. The principle of organizational fairness must be applied to prevent deviant behavior because it can change employee attitudes, emotions, and behavior in the long run (Rosid et al., 2020). Employees who feel the company does not appreciate their efforts may behave rudely and deviantly (Tufan et al., 2023).

However, the study found statements that say otherwise. This suggests that although managers and supervisors have paid attention to all three elements of organizational fairness, namely the provision of salaries or wages, the planning of an effective organizational justice system, and how they treat employees well, deviant behavior in the workplace can be reduced, albeit not significantly (Jam et al., 2014). This is in line with research conducted by Yoseanto & Idulfilastri, (2018), which discovered that organizational fairness has an unfavorable but negligible effect. However, this study is not in line with research conducted by Sabokro et al., (2020), which found that organizational fairness positively impacts deviant behavior in the workplace.

The Effect of Job Satisfaction (JS) on Workplace Deviant Behavior (WDB)

Table 4 shows the results of the second hypothesis test, which examined the relationship between job satisfaction and workplace deviant behavior. The study's initial sample value of -0.049 and p values of (0.555 > 0.05) demonstrate this, demonstrating that the analysis of job satisfaction has a negative but not statistically significant impact on workplace deviant behavior. It is believed that workers who are highly satisfied with their positions will be less likely to engage in abnormal conduct at work. By increasing the amount of job satisfaction can help the company to obtain its goals and expand profits(Irfan, 2022).

But in this study shows the opposite statement. This can mean that even though the employees at Purwokerto City Islamic College are satisfied with the work given to them, it is able to reduce deviant behavior in the workplace but not significantly. Employees who are subjected to deviant behavior or witness deviant actions may experience mental and emotional distress, frustration, confusion, anger, fear, or alienation (Ilyas Chaudhary et al., 2022). These detrimental effects lessen worker relationships, performance, self-worth, and satisfaction— all of which have an additional impact on the long-term viability, efficacy, and organizational environment (Omotayo et al., 2015; Robinson & Bennet, 1995) (Ilyas Chaudhary et al., 2022). This is consistent with studies carried out by Czarnota-Bojarska, (2015) and Nemteanu &; Dabija, (2021) This implies that Workplace Deviant Behavior is negatively but not significantly impacted by Job Satisfaction, namely there is a reduction in counterproductive job behavior and maintaining a high but not significant level of job satisfaction. Nevertheless, this study differs from the study of Ali Abbasi, Baradari & Hashim, (2020) which states that Job Satisfaction has a negative and significant effect on Workplace Deviant Behavior.

Organizational Commitment on Workplace Deviant Behavior

A path coefficient of -0.248 and p values of (0.000 > 0.05) indicated a strong negative correlation between organizational commitment and deviant behavior in the workplace. According to these results, there is a statistically significant decrease in deviant behavior in the workplace when there is an organizational commitment. According to the study's findings, workers who have a strong sense of devotion to the company are less likely to act strangely at work. This is consistent with other studies by Amin et al., (2021) and Pathak

& Srivastava, (2020), which similarly discovered a strong and negative correlation between organizational commitment and deviant behavior in the workplace.

Ethical Leadership on Workplace Deviant Behavior

The findings, where the path coefficient value was 0.017 and the p value was (0.842 > 0.05), demonstrated that moral leadership had a favorable effect on deviant conduct in the workplace that was not statistically significant. This demonstrates that moral leadership can, albeit not very significantly, diminish aberrant behavior in the workplace. According to study findings, supervisors or leaders that practice moral leadership can lower the number of workers who act in an abnormal manner at work.

Studies show that ethical leadership has a positive but not significant impact on Deviant Behavior in the Workplace. Some research suggests that ethical leadership can significantly inhibit Deviant Behavior in the Workplace, but the relationship between the two is not always clear. Other studies have shown that ethical leadership does not significantly affect organizational commitment; rather, it affects the ethical climate, which has an impact on deviant behavior (Aryati et al., 2018). The relationship between the two is complex and influenced by many variables, such as the mediating role of trust and the possible impact of deviant behavior. One could argue that having a manager or other ethical role model who also demonstrates effective ethical leadership can motivate staff to minimize, prevent, or refrain from engaging in unethical behavior at work. Employees who believe that their leaders or superiors are role models for them in all aspects of work-related and non-work-related activities also contribute to this (as long as the activity is completed at work, there will be a reduction in deviant behavior in the workplace because of the ethical leadership applied).

Workplace Spirituality on Workplace Deviant Behavior

As a result, with a path coefficient value of -0.170 and a p value of (0.034 > 0.05), spirituality in the workplace had a negative and significant impact on deviant conduct. This means that the more spirituality increases in the workplace, the deviant behavior in the workplace will decrease. This statement explains that spirituality in the workplace can reduce deviance in the workplace, but the reduction can still be managed. This study suggests that employers should support their highly spiritual staff members in their efforts to curtail aberrant behavior. Employees with high and healthy levels of spirituality at work are less likely to engage in, avoid, or minimize deviant conduct. This is also due to the fact that some workers believe practicing their religion at work might help them become calmer and more focused. Subsequently, individuals experience a surge of good energy that helps them to curtail aberrant conduct in all aspects of their workday. These findings are consistent with earlier research carried out by (Mayer et al., 2012), (Mo &; Shi, 2017), (Walt, 2017), (Amin et al., 2021), (Rosid et al., 2020), and (Shaheen & Ghayas, 2022), which claimed that there is a negative and substantial correlation between workplace spirituality and workplace misbehavior. This suggests that when leaders exhibit ethical behavior, such as fairness and honesty, it can reduce deviant behavior among employees.

CONCLUSIONS

This study looks at the relationship between workplace deviant behavior and organizational commitment, workplace spirituality, ethical leadership, organizational justice, and job satisfaction. The study's findings offer intriguing new information that may serve as the basis for more investigation. The results demonstrated that while workplace spirituality and organizational commitment had a direct detrimental impact on workplace deviant behavior, their effects were not statistically significant. Meanwhile, Workplace Deviant Behavior is significantly and negatively impacted by Organizational Justice and Job Satisfaction. Furthermore, there is a slight but favorable correlation between ethical leadership and workplace deviant behavior.

This finding revealed the level of deviant behavior in the workplace among employees at 3 Islamic Universities in Purwokerto City, even though managers and supervisors have tried to treat employees fairly and morally. The implication of this research is that it is important for leaders at Purwokerto City Islamic Boarding School

to continue to pay attention to fairness in the workplace to increase job satisfaction and reduce deviant behavior in the workplace.

But this study has some flaws. First, due to the phenomenological nature of deviant behavior in the workplace, the use of closed questionnaires may not fully reveal the true picture. Therefore, future research can use in-depth interviews or other approaches to gain a better understanding of the issue.

A small number of samples, specifically the staff members of three Islamic universities in Purwokerto City, were used in this study. It's possible that not all universities in different towns and areas can use these findings. This study solely examined the relationship between workplace deviant behavior and organizational commitment, workplace spirituality, ethical leadership, organizational justice, and job satisfaction. Furthermore, there's a chance that a number of other variables influence workplace deviant behavior more than others. It is advised that future research employ a bigger sample size and investigate additional variables that might affect workplace deviant behavior.

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