

# Workplace Deviance and Its Organizational Antecedents: A Dual Mediation Model in the Context of Islamic Universities

Putri Nilam Kencana <sup>1\*</sup>, Nani<sup>2</sup>

<sup>1,2</sup> Faculty of Economics and Business, Pamulang University

## Abstract

**Aim:** One technique to increase human independence is through education, however this will have an impact since the workplace may react negatively to these elements by engaging in deviant conduct. With organizational commitment and job satisfaction serving as mediating factors, this study looks at how workplace spirituality, organizational justice, and ethical leadership can lessen deviant conduct in the workplace.

**Methodology:** This study was carried out in the field of education, particularly at academic institutions. In order to gather data for this qualitative study, a questionnaire was employed. In this study, 225 respondents were chosen from three Islamic universities in West Java using the quota sample approach. The Smart Partial Least Square (SmartPLS) tool was utilized for the analysis in this study.

**Findings:** The findings demonstrated that workplace spirituality, ethical leadership, and organizational commitment had a significant and negative impact on deviant behavior in the workplace, whereas job satisfaction and organizational justice had a negative and negligible impact. Subsequent research revealed that ethical leadership and workplace spirituality significantly and favorably impacted organizational commitment, whereas job satisfaction was positively impacted by organizational justice. Other results show that organizational commitment mediates the association between ethical leadership and workplace spirituality, and that organizational commitment mediates the relationship between ethical leadership and workplace deviant conduct. Furthermore, the relationship between workplace deviant behavior and organizational justice cannot be mediated by job satisfaction.

**Keywords:** Workplace deviant behavior, Ethical leadership, Workplace spirituality, Organizational commitment, Job satisfaction, Organizational justice

**Received:** 13 January 2024 / **Accepted:** 23 April 2024 / **Published:** 19 June 2024

## INTRODUCTION

One of the most important elements in human resource development that is expected to support development initiatives is education. History shows that having sufficient educated human resources in the right type, number, and level is very important for the success of a country's development. In its development program, almost every country prioritizes educational growth. This shows that one way to increase human independence is through education (Utami, Suliyanto, & Gunistiyo, 2024). However, workplaces that respond negatively to things like engaging in abnormal behavior in the workplace, such as gossiping, coming late, deliberately ignoring superiors' instructions, and so on, can impact the quality of education and lower teaching standards (Sawitri, Suyono, Istiqomah, Sunaryo, et al., 2021). Such misbehavior, which includes acts of tyranny and tyranny, has led many university unions to collude with administrators or management to address workplace deviant behavior (Onyeizugbe, Ndubuisi-Okolo, & Ikhuenekhemhe, 2021). Several employees have engaged in workplace deviant behavior in the past four months, according to findings from interviews conducted with heads of human resources and personnel offices at Islamic universities in West Java. In the coming months, there will be a high level of workplace deviant behavior, even though the current level of deviant behavior is low.

Deviant behavior has a negative impact on the development and quality of university systems worldwide. Therefore, it is necessary to find out the reasons that cause deviant behavior among university employees. University employees engage in deviant behavior, such as stealing, arriving late or leaving early, absenteeism, and other similar acts, to escape from their problems or to free up more time to focus on the welfare of their families (Fagbenro & Olasupo, 2020).

\* Corresponding author: Putri Nilam Kencana

† Email: [dosen01877@unpam.ac.id](mailto:dosen01877@unpam.ac.id)

Deviance is more than just breaking the law. Deviance is unethical behavior, such as irritation, disapproval, and anger. A broader definition of deviance is provided by sociologists who argue that a person may be deviant without breaking any laws or having a negative impact on others, such as a person with mental or physical problems. One perspective considers positive and negative types of deviance and argues that in order to distinguish deviance from “nondeviance,” certain characteristics or indicators must be present in addition to the deviance. This assumption stems from the idea that if it is not true, the nature of the deviance cannot be considered harmful, beneficial, or devaluing (Jeewandara & Kumari, 2021).

Workplace deviant behavior must be reduced and eradicated through specific measures to ensure the organization can function effectively and accomplish its current objectives. Ethics lacks a precise definition but generally pertains to the way individuals relate to one another. These are social values or guidelines for interpersonal behavior that an individual gains from values. It serves as a way to differentiate between good and bad, ethics and unethical behavior, as well as courtesy and rudeness. These characteristics of a leader allow them to connect with and address employee concerns (Sadaf & Yasmin, 2021). Individuals who are moral or ethical have characteristics that define a leader, including honesty, dependability, fairness in interactions, and approachability. An individual with strong ethics is perceived as possessing moral values in both their personal and work life and will earn a reputation as someone who is just and compassionate towards others. An ethical leader will consistently demonstrate ethical conduct and serve as a moral example for their followers. These characteristics relate to the leader’s actions to promote ethical conduct in the workplace. To strengthen the preferred behavior, they additionally use incentives and consequences. For some, they act as “role models.” In other words, leaders who effectively “walk the talk” and also “talk the talk” are seen as ethical leaders. Their organizational behavior and processes align with commonly accepted ethical standards (Jha & Singh, 2019).

Organizational leaders act as strong role models for their subordinates to emulate and motivate. Their ethical beliefs significantly influence the overall ethical guidelines of the organization. In addition, when leaders demonstrate ethical behavior and encourage their employees to do the same, workers will internalize this code of ethics in both their actions and their understanding. Negative assessments of leaders by employees increase the likelihood of inappropriate behavior (Tufan, Namal, Arpat, Yesil, & Mert, 2023). Ethical leadership will reduce deviant behavior in the workplace. The extent to which employees are recognized as more than just machines but also have souls. This indicates that they have internal needs that require fulfillment, and failure to address them can affect those needs. Leadership emphasizes what is seen as the construct of managerial innovation, including the nature of the organization, individual motivation to innovate, support for knowledge management, assessment of feasibility, or management’s willingness to take risks (Suliyanto, Rahab, & Mursid, 2020).

Most of the employees’ time is spent at work. Their jobs should give them the opportunity to express their individuality, so that it is more important to them than just following a “nine to six” routine. Employees engage their hands and hearts, meaning their souls, while performing tasks. The increasing presence of spirituality in the workplace reflects the desire to achieve more at work. Further exploration of spirituality in the workplace is needed, as more individuals engage in daily spiritual practices. Indeed, there are problems stemming from a lack of spirituality in the workplace that concern employees; the most well-known include stress-related illnesses, burnout, absenteeism, aggression, and corruption. (Sony & Mekoth, 2019). Organizations consistently neglect spirituality in the workplace, prioritizing capitalism and materialism instead. Spirituality in the workplace focuses on improving the quality of life of individuals and the well-being of employees from a human resource perspective (Yousaf & Dogar, 2022).

Limited research has examined the impact of spirituality in the workplace on negative employee behaviors (Lata & Chaudhary, 2021). Although some studies have shown a relationship between spirituality and workplace ethics, it would be beneficial to have more comprehensive and conclusive empirical data. Increased creativity, innovative work behavior, honesty, trust, personal accomplishment, employee health, work engagement, thriving at work, job fulfillment, organizational loyalty, willingness to persist, and aspiration to remain in the job have all been associated with workplace spirituality (Lata & Chaudhary, 2021). It can be assumed that increased workplace spirituality can reduce workplace deviance (AMIN, SITUNGKIR, & AIRA, 2021). The lack of research on workplace spirituality in Islamic universities can be addressed by first identifying the reasons for employees’

deviant work behavior and then contemplating strategies to reduce it (Pariyanti, Rosid, & Adawiyah, 2022).

For the organization's dedication to its vision, mission, and goals to be fulfilled, each person who has pledged to it shows effort, determination, and confidence (Bagis, Darmawan, Pratamasari, & Kusuma, 2023). An individual's actions will reveal their dedication to the organization, and factors such as attitudes, beliefs, and emotional bonds can all play a role in organizational commitment (AMIN et al., 2021). Organizational commitment reflects how much an employee identifies with and engages in the organization they work for (Bagis, Dianti, Darmawan, & Rahmawati, 2021). Employees who engage in counterproductive behavior at work will feel less committed to the company and adhere to rules and regulations less often. As a result of this mindset, they feel less committed to the group or its members. In contrast, employees who are deeply dedicated to their organization can inhibit inappropriate conduct in the workplace (Pathak & Srivastava, 2020). Organizational commitment refers to the level of loyalty an employee has towards their organization (Bagis, 2022). Deviance within the workplace is regarded as one of the behaviors that significantly harms employee productivity and efficiency, while organizational justice plays a role in reducing or stopping the occurrence of deviance in the organization (Abbasi, Baradari, Shegharji, & Shahreki, 2020).

Organizational justice is viewed as a key predictor of job satisfaction and deviant behavior, as employees exhibiting deviant attitudes and behaviors will perceive the organization as unfair. Greenberg (1990) states that the principles of organizational justice are acknowledged as fundamental for managing an organization efficiently and fulfilling employees' individual needs. Enhancing justice and fairness within the organization will reduce the likelihood of employees engaging in deviations (Abbasi et al., 2020). Contemporary organizations aim to achieve a competitive edge by leveraging human capabilities (H Hany, M Hassan, & MM Badran, 2020). Achieving organizational efficiency and optimal employee outcomes in a competitive environment depends on various elements that influence the enhancement of employee performance and job satisfaction in the workplace (Abbasi et al., 2020). Colquitt, Conlon, Wesson, Porter, and Ng (2001) noted that numerous researchers have examined the relationship and effects of distributive justice, procedural justice, interactional justice, job satisfaction, and workplace deviance separately (Abbasi et al., 2020). Contemporary organizations are seeking competitive advantages through human resources. However, employees often engage in deviant behaviors in nearly every workplace, and such deviance can pose a significant risk to organizational effectiveness. Many of these inappropriate actions stem from perceived injustices within the organization, which ultimately diminish employee satisfaction. Indicates that deviant behavior is an act that deviates from the standard norms of an organization (H Hany et al., 2020).

Obalade and Mtembu (2023) also found that procedural justice exerts a considerable and growing impact on both organizational and interpersonal deviance. Conversely, interpersonal justice substantially influences organizational deviance, whereas interactional and distributive justice do not affect deviant behavior at work. Numerous studies demonstrate that job satisfaction serves as a mediator in the link between organizational justice and deviant behavior at work, assisting management in formulating strategies for organizational justice to mitigate deviant actions within the organization. Low degree of satisfaction does not ensure an increase in deviant behavior at work. Researchers recognize that workplace deviance is a major issue in an organization.

Employees are less prone to encounter stress and aggression on the job when guided by an ethical leader, leading to a reduction in deviant behavior within the workplace (Tiamboonprasert & Charoensukmongkol, 2020). Since positive leadership experiences relate to organizational work activities, employees will be motivated to cultivate and enhance their emotional connections to the organization when ethical and principled leadership practices are put into action (Lee, Cho, Baek, Pillai, & Oh, 2019). Consequently, ethical leadership will have a favorable impact on employees' organizational commitment (Lee et al., 2019). The relationship mechanism between workplace spirituality and organizational commitment impacts the reduction of workplace deviation, indicating that improving both workplace spirituality and organizational commitment can aid in addressing the knowledge gap in reducing workplace deviations (AMIN et al., 2021).

This study was conducted to develop previous research (Bian, 2021) entitled "Can Ethical Leadership Minimize Deviant Behavior in the Workplace?" "Analysis Using Localization Scale", which involves refining the study by combining Workplace Spirituality and organizational justice as independent variables, along with introducing mediating variables such as organizational commitment and job satisfaction, which was conducted

in Islamic universities in West Java. The findings of this study can provide benefits to organizations. It can help organizations minimize deviant behavior in the workplace by recognizing the importance of ethical leadership for staff and increasing spirituality in the workplace, along with fostering organizational commitment among current employees.

## **LITERATURE REVIEW**

### **Social Exchange Theory**

The theory applied in this study is the social exchange theory, which, as outlined by Blau (1964), suggests that the main and most significant difference is that social exchange requires uncertainty of obligation. Blau (1964) argues that "only social exchange tends to generate feelings of personal obligation, gratitude, and trust; purely economic exchange does not" and that "the benefits involved in social exchange have no price fixed in a single quantitative medium of exchange," which allows us to interpret this perspective as indicating that social exchange produces enduring social patterns. Favorable outcomes occur when managers "take care of employees," who form the basis of the social exchange relationship. In other words, the social exchange relationship acts as a mediator or intervening factor, allowing for profitable and fair transactions through reliable connections that consequently produce positive work behaviors and good attitudes from employees (Cropanzano & Mitchell, 2005).

### **Ethical Leadership and Workplace Deviant Behavior**

Brown, Treviño, and Harrison (2005) proposed that demonstrating behaviors that meet the criteria for ethical leadership involves setting norms through personal behavior and interactions with others, in addition to encouraging team member actions through open communication, assistance, direction, and collaborative decision-making. A definition of ethical leadership is provided, which is characterized as behaviors that reflect the moral qualities of ethical leaders who demonstrate admirable traits such as integrity, reliability, and trustworthiness by taking responsibility for their choices and establishing appropriate reward and punishment systems to encourage and discourage unethical behavior, as well as to hold employees accountable for their actions. Although ethics has not always been considered an important leadership trait, this perspective is slowly changing (Nguyen, Nguyen, & Hoai, 2021). Employees will perceive their superiors as respectful if they maintain ethical behavior. As a result, they can concentrate on encouraging constructive organizational behavior to maintain the existence of the organization (Tarkang Mary & Ozturen, 2019). In previous research by (Bian, 2021), the findings differ from previous studies, which revealed that ethical leadership can effectively reduce deviant behavior in the workplace. Meanwhile, previous studies conducted by Tufan et al. (2023), Yasir and Khan (2020), and Naseem and Siddiqui (2020) showed that ethical leadership has a negative and insignificant correlation with deviant behavior in the workplace.

**H1:** Ethical leadership has a negative and significant effect on deviant behavior in the workplace.

### **Workplace Spirituality and Workplace Deviant Behavior**

Workplace spirituality indicates that personal growth and learning are viewed holistically (Fenwick & Lange, 1998). An employee who strongly believes that spirituality or connection with others is the true purpose of life and who feels a spiritual connection to his work and environment can be considered to have a spiritual disposition. This can be described as a cognitive and emotional experience. To achieve complete well-being, one needs to understand life as a whole (Sony & Mekoth, 2019). Workplace spirituality includes elements that relate to both the individual and the organization. Proponents of workplace spirituality claim that when workers apply their different talents at work, they feel a higher sense of connection and purpose that sustains their motivation. Given its recognized benefits, workplace spirituality has evolved from what was previously seen as a temporary management trend to a lasting practice (Lata & Chaudhary, 2021).

Previous studies conducted by AMIN et al. (2021), and (Shaheen & Ghayas, 2022) showed that workplace spirituality has a significant negative correlation with deviant behavior in the workplace. Furthermore, previous studies conducted by ASTUTI, MARYATI, and HARSONO (2020) showed that workplace spirituality has a significant impact on deviant behavior.

**H2:** Workplace Spirituality has a significant and detrimental impact on Deviant Behavior in the Workplace.

### **Organizational justice and workplace deviant behavior**

Organizational justice, refers to the behavior of an organization in treating employees based on their contribution to the achievement of employee and organizational goals (H Hany et al., 2020). Organizational justice consists of three main types: distributive justice, procedural justice, and interactional justice, with interactional justice divided into two parts: interpersonal justice and informational justice (Obalade & Mtembu, 2023). In a study conducted by (Haldorai, Kim, Chang, & Li, 2020), it was noted that when workers perceive their work environment as unfair, it leads to adverse emotions such as dissatisfaction, distrust, and stress, with sabotage being one of the most severe outcomes. These adverse mindsets then result in inappropriate actions in the workplace that affect both the individual and the organization (Haldorai et al., 2020). These abnormal behaviors may be more frequent due to the belief that they have been treated unfairly in the workplace. However, it has been shown that individuals who invest significant time in an organization find that people often act in ways that violate established norms (Abbasi et al., 2020).

More and more studies are focusing on corporate objects, which showed that organizational justice has a significant negative impact on workplace deviant behavior. Colquitt et al. (2001) noted that many researchers have attempted to link distributive justice, procedural justice, and interactional justice to workplace deviance; however, the overall impact of these factors on workplace deviance requires additional investigation (Abbasi et al., 2020). The findings of the analysis by Abbasi et al. (2020). revealed a significant negative correlation between organizational justice and workplace deviant behavior. However, this is inconsistent with the findings by Sabokro, Tavakoli, and Malmiri (2020) which showed a positive correlation between job satisfaction and workplace deviant behavior.

**H3:** Organizational Justice has a negative effect on Deviant Behavior in the Workplace.

### **Organizational Commitment and Workplace Deviant Behavior**

Many definitions emphasize the behaviors associated with commitment, so when we talk about an individual who is committed to their actions or behaviors that go beyond formal and/or normative standards, we are really concentrating on the tangible expression of commitment (Mowday, Steers, & Porter, 1979). As stated by Allen and Meyer (1993), employees' enjoyment of their role in the organization, their feelings of connectedness, and their readiness to exert additional effort while working there all play a role in fostering organizational commitment. Workers who demonstrate strong organizational commitment tend to show a greater readiness to face challenges (Tiamboonprasert & Charoensukmongkol, 2020). In order for an organization's dedication to its vision, mission, and goals to be fulfilled, each individual must demonstrate their willingness, understanding, and loyalty to the organization through effort, determination, and self-confidence (Bagis et al., 2023).

It is clear that commitment involves a relationship between two individuals, and there is always a reason for bringing people together and maintaining that bond; however, the difference lies in the fact that commitment depends on the binding force (Sheraz, 2020). The level of dedication to the organization can positively affect outcomes; Therefore, high commitment is very important because it encourages employees to show that their efforts are yielding beneficial results. Conversely, low commitment can have adverse effects on the organization and its employees (Sheraz, 2020). Findings from previous studies by AMIN et al. (2021) and Pathak and Srivastava (2020) showed that organizational commitment has a significant negative correlation with workplace deviance. Previous research by (Mansoara & Armanu, 2021), showed that organizational commitment influences deviant behavior.

**H4:** Organizational Commitment significantly and negatively influences Workplace Deviant Behavior.

### **Job satisfaction and workplace deviant behavior**

Job satisfaction refers to the positive or negative emotions experienced by individuals regarding their jobs. Lee et al. (2019) defined job satisfaction as the degree to which employees in an organization have a positive emotional orientation toward their jobs, commonly referred to as job satisfaction (Abbasi et al., 2020). In simple terms, job satisfaction refers to an individual's overall attitude toward their jobs (Abbasi et al., 2020). Job satisfaction as a favorable or pleasurable emotional state that arises from evaluating one's job or work experience norms (Abbasi et al., 2020). While job satisfaction is influenced by personal and job attributes, elements of the work environment specifically direct the level of job satisfaction. Meanwhile, Locke (1969) described job dissatisfaction as an adverse emotional state that arises from evaluating one's job, or as something that has negative values (Ibrahim, Yusof, &



Ibrahim, 2022).

Job satisfaction refers to the feelings and attitudes that employees have about their jobs and work environment (Bagis et al., 2021). In the research presented by Abbasi et al. (2020), many studies have shown that certain employees feel dissatisfied and dislike their work environment, even if they sometimes respond to it (Hackman & Oldham, 1976). Job satisfaction is very important because it can reduce or even eradicate deviant behavior in the workplace; therefore, a less stressful environment increases employee satisfaction and helps reduce deviant behavior. Abbasi et al. (2020) assessed the correlation between job satisfaction and deviant behavior in the workplace, revealing a significant negative impact.

**H5:** Job satisfaction has a negative effect on deviant behavior in the workplace.

### **Ethical Leadership and Organizational Commitment**

Behavioral attributes of ethical leadership significantly influence the enhancement of cognitive aspects of organizational commitment. Since positive leadership experiences are associated with organizational work processes, individuals who follow principled and ethical leadership practices will be motivated to develop and strengthen their emotional connection to the organization. As a result, a positive relationship will be established between ethical leadership and organizational commitment. Leaders exert upward influence on organizational practices, in addition to downward influence on ethical leadership activities. This upward influence allows followers' voices and perspectives on ethical issues to be recognized and considered. Once a leader-member relationship is established, which involves defining explicit expectations and incentives, the relationship between moral leadership and organizational commitment will remain positive (Lee et al., 2019).

Ethical leadership infused with civility has emerged as an important element for enhancing commitment to the organization. Organizational commitment and ethical leadership have emerged as significant perspectives that link argumentative initiatives with market orientation. A respectful and ethical approach is essential for fostering dedicated, motivated, and satisfied employees, thus ethical and respectful leadership influences organizational commitment (Alam, Fozia, & Imran, 2021). When corporate leadership is effective and fair (ethical), organizational commitment to the company will also increase (Alkatya, Soelton, Puspaningrum, Hokroh, & Arief, 2020). Previous studies by Alkatya et al. (2020) and Alam et al. (2021) showed that ethical leadership has a positive and significant impact on organizational commitment.

**H6:** Ethical leadership has a positive and significant impact on organizational commitment.

Workplace Spirituality and Organizational Commitment Spirituality is a sense of community connection and shared values, both of which contribute to organizational commitment and increased engagement in work (Milliman, Czaplewski, & Ferguson, 2003). A person who demonstrates a high level of organizational commitment will express it in a way that is consistent with his or her actions. A person's personal attitudes, values, and beliefs, as well as emotional attachments can influence their organizational commitment. Workers who engage in workplace spirituality contribute their whole selves physically, mentally, emotionally, and spiritually to their work. Workers who receive positive reactions from companies that meet their spiritual needs will feel psychologically safe and valued for their identity. Enhancing positive behaviors in the workplace, such as commitment to the organization, is essential (AMIN et al., 2021).

Workplace spirituality among employees is demonstrated by their accountability for all their actions, while organizational commitment is also reflected by employees who are responsible for all their behaviors. Organizational commitment is an important element that businesses need to focus on to maintain the benefits of workplace spirituality (Cindra & Artha, 2021). The presence of spirituality in the workplace in an organization or company can increase employee dedication to their duties, facilitate the achievement of the company's vision, and increase employee loyalty. A strong sense of spirituality often requires a commitment to the well-being of others, which also affects employees' organizational commitment to the company (Hakiki & Senjani, 2022). Findings from previous studies by Rajput, Sharma, and Jyotsna (2020), Amen and Raziq (2019), and AMIN et al. (2021) show that spirituality in the workplace has a positive and significant impact on organizational commitment.

**H7:** Workplace Spirituality has a significant positive effect on Organizational Commitment.

### **Organizational justice and job satisfaction**

Organizational justice refers to an individual's perception of the fairness or unfairness they receive from the organization (Hashish, 2020). Organizational justice serves as a perceptual framework for assessing the distribution of rewards and the processes and procedures involved. As stated by Greenberg (1987), the concept of organizational justice emerged from an attempt to analyze the importance of justice in the successful functioning of organizations (Obalade & Mtembu, 2023). The presence of organizational justice means that whether employees are satisfied or dissatisfied with the organization will motivate them to work diligently and result in reduced employee dysfunction in the workplace (Abbasi et al., 2020). Brockner and Wiesenfeld (1996), argued that organizational justice affects individual satisfaction with decision outcomes, which leads employees to form attitudes about their jobs, organizations, and colleagues based on performance (Tufan et al., 2023). In a study (Pariyanti et al., 2022), it was shown that job satisfaction reflects employees' feelings about their jobs (Jeewandara & Kumari, 2021).

Job satisfaction is often assessed through extrinsic and intrinsic values or incentives. Extrinsic values include observable elements such as salary, work facilities, connections, and incentives. Intrinsic values include status, feelings of achievement, capacity to engage with others, self-esteem, knowledge or skills acquired, and capacity to apply and express creativity (Spektor, Gomori, Beni-Adani, & Constantini, 1997; Zopiatis, Constanti, & Theocharous, 2014). Studies show that organizational justice is positively and significantly related to employee job satisfaction, as shown in research by Ningsih, Yuwono, Sholehuddin, and Suharto (2021), which shows that organizational justice plays an important role in organizational processes that affect employees' ability to achieve job satisfaction. However, in a study conducted by Annabi et al. (2017), the findings showed that organizational justice does not affect job satisfaction.

**H8:** There is a positive correlation between Organizational Justice and Job Satisfaction.

### **Mediating Effect of Organizational Commitment**

A leader's ethical behavior and practices build a theoretical relationship with higher affective and normative commitment, which serves as a powerful influence that encourages followers to engage in behaviors (e.g., achieving work goals and maintaining organizational affiliation) that benefit their particular commitment target (i.e., the organization) (Lee et al., 2019). A study by (Milliman et al., 2003) showed that spirituality includes elements of meaningful work, a sense of community connection, and maintaining values, all of which contribute to organizational commitment and increased engagement in work. Deviant behavior in the workplace is influenced by organizational commitment, as employees show their dedication to the organization by engaging in and feeling connected to organizational activities (Pratiwi, Armanu, & Rahayu, 2022). Organizations that uphold consistency in the policies given to their employees can foster pride in their work, and by increasing commitment, especially regarding employee pride in the organization through individual and collective spiritual perspectives, they will have a positive impact on the organization (Labetubun & Dewi, 2022).

Previous research by Lee et al. (2019) showed that organizational commitment acts as a mediator in the relationship between ethical leadership and performance. In previous research by Cindra and Artha (2021), the findings showed that organizational commitment acts as a mediator in the influence of workplace spirituality on employee performance. Previous research by Pratiwi et al. (2022) showed that organizational commitment acts as a mediator between perceived external prestige and deviant behavior in the workplace. Previous research by (Labetubun & Dewi, 2022) concluded that organizational commitment acts as a mediator between workplace spirituality and employee performance.

**H9:** Organizational Commitment Serves as a Mediates between Ethical Leadership and Deviant Workplace Behavior

**H10:** Organizational Commitment Serves as a Mediates in the Relationship between Workplace Spirituality and Deviant Workplace Behavior.

### **Mediating effect of job satisfaction**

Job satisfaction is a widely discussed concept and plays a significant role in the literature on organizational behavior, as organizations achieve their goals and objectives through satisfied employees. Job satisfaction refers to employees' sense of satisfaction or dissatisfaction with their jobs in a company, which includes job expectations,

colleagues, company rules and policies, all of which are encapsulated in the organizational culture (Bagis et al., 2021). A significant level of employee satisfaction is crucial for the development and effectiveness of an organization (Alotaibi et al., 2022). When employees express satisfaction with their roles, they show significant trust in their leaders and are willing to put in extra effort for their superiors while avoiding actions that are detrimental to the organization. Many studies support this notion by exploring the relationship between job satisfaction and workplace deviant behavior, along with other related factors. For example, a study by Harouni, Cheshmeh, Cheshmeh, and Mohsenifar (2022) found that job stress directly affects workplace deviant behavior, with job satisfaction acting as a mediator for this effect.

A study conducted by Abbasi et al. (2020) revealed that interactional justice and distributive justice affect workplace deviance through job satisfaction; However, procedural justice did not have a significant impact on workplace deviance or job satisfaction. Consequently, if preventing workplace deviance is a primary concern for a leader, it is critical to establish policies and practices that enhance perceptions of distributive justice and interactional justice. According to insights from research (Salsabil, Bagis, Darmawan, & Rahmawati, 2023), counterproductive work behavior, organizational justice, and job satisfaction, along with the nature and intensity of the relationships between these variables, suggest that increasing organizational justice and job satisfaction may lead to a decrease in counterproductive work behavior in organizations.

The results of the study showed that the characteristics and intensity of the relationship between organizational justice and job satisfaction on counterproductive work behavior were significantly different, indicating that job satisfaction can function as a mediator in the relationship between organizational justice and counterproductive work behavior. Sims (2002) stated that workers who are highly satisfied with their jobs are more likely to comply with the rules and standards set by their organization and are less likely to participate in inappropriate behavior in the workplace (Anis & Emil, 2022).

#### **H11: Job Satisfaction Acts as a Mediates between Organizational Justice and Workplace Deviance**

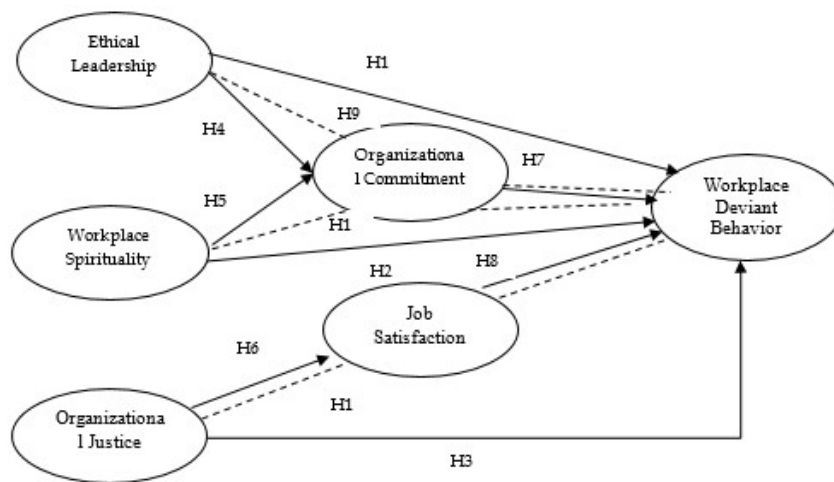


Figure 1. Conceptual framework

## **RESEARCH METHOD**

This research builds upon earlier studies (Bian, 2021). Researchers using a quantitative approach carried out this study, gathering data via surveys and questionnaires (direct questionnaires in the form of booklets or paper, and indirect questionnaires in the form of Google Forms). Respondents whose criteria had been established by the researcher then completed the questionnaire. Permanent and non-permanent employees of three Islamic universities in West Java met the requirements for questionnaire respondents, so this study was carried out at University A, University B, and University C (the use of pseudonyms aims to ensure confidentiality for the three universities can be maintained safely). The researcher uses stages to organize each respondent's choice of response based on five points on a Likert scale.



A total of 465 employees from three Islamic colleges in West Java participated in this study. After calculating this number with a margin of error of 5% using the Slovin Formula, the researcher selected a sample of respondents. The researcher used quota sampling, which is sampling based on predetermined criteria and sample requests, to select 465 employees, who work in three colleges, from 225 respondents based on previous calculations (Sugiyono, 2001). Each Islamic college has a comprehensive and even distribution of sample sizes. The researcher used the Structural Equation Model (SEM) and the Smart Partial Least Square (SmartPLS) program version 3.0 for analysis in this study.

Workplace spirituality, organizational justice, and ethical leadership are the independent factors that make up this study's variables. Deviant behavior in the workplace is the dependent variable, whereas organizational commitment and job satisfaction are the mediating factors. For the questionnaire, the researcher used items from a number of sources. The variable scale was set up using Robinson & Bennett's 2-factor model (Robinson & Bennett, 1995) in light of the review of deviant behavior in the workplace. A total of 19 statement items were used in this study, 12 of which measured organizational deviance (Organizational Deviant) and 7 of which measured interpersonal deviance (Interpersonal Deviant) (Pariyanti et al., 2022). A questionnaire consisting of seven items was used to measure the job satisfaction variable, with reference to Pariyanti et al. (2022).

Twenty questions from Niehoff and Moorman (1993) were utilized in the organizational justice variable, which was divided into three subsets: five items measured distributive justice, six items measured procedural justice, and nine items tested interactional justice (Pariyanti et al., 2022). The researcher collected ten items for the Ethical Leadership variable that were related to (Sugiyono, 2001). In reference to Milliman et al. (2003), the researcher collected 21 items for the Workplace Spirituality variable. Ultimately, the researcher used nine items for the Organizational Commitment variable from (Mowday et al., 1979).

## **RESULT AND DISCUSSION**

Computation of the percentage of total respondent data, namely staff members from the three Islamic universities in West Java that completed the survey. analysis of the findings to ensure an even computation. In order to concentrate more on administration sector workers from the bureau, administration, and faculty, the researcher asked both permanent and non-permanent personnel with non-lecturer status. According to the study's findings, University C had the most responders, while University A had the fewest. According to the statistics in the above table, there are more men than women among the respondents, and there are more permanent employees than contract employees. Respondents with a bachelor's degree or less are more likely to be between the ages of 20 and 30 and have the ability to influence deviant conduct in the workplace (S1). According to the statistics in the above table, respondents who have worked for one to three years are more prevalent than those with other work durations, and respondents who receive incomes that fall within the regional minimum wage likewise seem to be more prevalent than those with other salary ranges.

The outcomes of the outer model algorithm are obtained by researchers using the SmartPLS application. As can be observed, the R<sup>2</sup> value of 0.133 indicates that organizational commitment, spirituality in the workplace, and ethical leadership all have a 13.3% impact on the variable of deviant behavior in the workplace. It is also evident that the variable of organizational commitment is influenced by spirituality and ethical leadership in the workplace by 26.1%, as explained by the R<sup>2</sup> value of 0.261. According to the analysis of Figure 2, Job Satisfaction and Organizational Justice have a 4.9% impact on the variable of deviant conduct in the workplace, with a R Square value of 0.049.

Table 1: Loading factor test result

Variable		Loading Factor
<b>Workplace Deviant Behavior</b>		
WDB1	I often take property from work without permission	0.776
WDB2	I spent much time daydreaming and fantasizing instead of working	0.843
WDB3	I often falsified receipts to get reimbursed for more money than I spent on the business	0.754
WDB4	I took a break longer than the time specified at work	0.701
WDB5	I often come late to work without permission	0.712
WDB6	I often pollute the workplace environment	0.732
WDB7	I often ignore instructions from my superiors	0.699
WDB8	I do work slower than I should	0.753
WDB9	I often discuss confidential company information with unauthorized people	0.779
WDB10	I often use illegal drugs and consume alcohol while working	0.754
WDB11	I always try to do the best in my work	0.687
WDB12	I often postpone my work to get overtime	0.769
WDB13	I often make fun of someone at work	0.724
WDB14	I often say something hurtful to someone while at work	0.798
WDB15	I often discriminate based on ethnicity, religion, and ethnicity or race at work	0.865
WDB16	I often curse at someone at work	0.809
WDB17	I often say rude things at work	0.877
WDB18	I often act rudely towards someone at work	0.849
WDB19	I often embarrass someone in public while at work	0.864
<b>Organizational Commitment</b>		
OC1	I am willing to put forth great effort to help the organization succeed	0.787
OC2	I talk about this organization to my friends as a great place to work	0.889
OC3	I will accept almost any assignment given in order to continue working for this organization	0.677
OC4	I feel that the organization's values and my values are very similar	0.753
OC5	I am proud to tell others that I am part of this organization	0.045
OC6	The organization inspires me to give maximum performance	0.843
OC7	I'm glad I chose this organization over others when I was considering joining	0.798
OC8	I really care about the condition of the organization	0.823
OC9	For me this organization is the best of all possible organizations to work in	0.826
<b>Ethical Leadership</b>		
EL1	My boss carry out their daily lives according to applicable morals or principles	0.887

Cont.....		
Variable		Loading Factor
EL2	My boss defines success not only by results but also by how they are obtained	0.852
EL3	My boss listens to what employees say	0.898
EL4	My boss disciplines employees who violate ethical standards	0.834
EL5	My boss makes fair and balanced decisions	0.897
EL6	My boss is trustworthy	0.876
EL7	My boss discusses business ethics or values with employees	0.931
EL8	My boss gives me an example of how to do things the right way in terms of ethics	0.889
EL9	My boss has the employee's best interests in mind	0.884
EL10	My boss asked me what is the right thing to do in terms of ethics? to employees before making a decision	0.916
Workplace Spirituality		
WPS1	I feel comfortable at work so I can use my personal talents and abilities	0.799
WPS2	I feel the spirit awakened by the work	0.866
WPS3	I feel that work is related to the important things in life	0.859
WPS4	I see a connection between work and socially good things	0.767
WPS5	I understand personal meaning (the learning and growth that work provides)	0.854
WPS6	The climate makes me like the job	0.833
WPS7	I feel that there is a better future together with my colleagues	0.876
WPS8	I feel that I am part of the community	0.881
WPS9	I believe that colleagues will support each other	0.852
WPS10	I feel free to express my opinion	0.823
WPS11	I feel that employees are connected based on shared goals at work	0.868
WPS12	I believe that employees will care for each other	0.698
WPS13	I feel that I am part of one family	0.789
WPS14	I feel aligned with the values of the organization	0.845
WPS15	I feel that the organization cares about people who are in trouble or oppressed	0.912
WPS16	I feel that the organization pays attention to all employees	0.899
WPS17	I feel that the organization has a conscience expressed in the goals and management of the organization	0.892
WPS18	I feel moved by the goals of the organization	0.885
WPS19	I feel that the organization cares about employee health	0.868
WPS20	I feel connected to the mission of the organization	0.877
WPS21	I feel that the organization cares about the spiritual life of employees	0.876

Cont.....		
Variable		Loading Factor
<b>Organizational Justice</b>		
OJ1	My work hours are reasonable.	0.7
OJ2	I think my pay scale is appropriate.	0.66
OJ3	I consider my workload fair enough.	0.81
OJ4	In general, the incentives I was given at work were reasonable.	0.77
OJ5	I feel that I am responsible for my work.	0.801
OJ6	Superiors make biased decisions about employment.	0.764
OJ7	Prior to making any employment decisions, my boss ensures that all employee concerns are taken into consideration.	0.6
OJ8	My supervisor gathers precise and comprehensive data in order to make hiring decisions.	0.747
OJ9	When the employee asked for more information, my boss gave clarification on the choice.	0.687
OJ10	Every employee who is impacted by an employment decision is treated equally.	0.667
OJ11	Workers have the right to contest or appeal decisions made by superiors regarding their employment.	0.762
OJ12	My boss is kind to me and always takes my needs into consideration when making decisions about my work.	0.823
OJ13	My boss respected me and kept my self-esteem intact when decisions were made about my work.	0.709
OJ14	My supervisors are considerate of my personal needs when making decisions about my work.	0.772
OJ15	My boss is fair and courteous when it comes to making decisions about my work.	0.731
OJ16	My employer considers my rights as an employee when making decisions concerning my employment.	0.834
OJ17	The decision taken regarding my job, the boss discussed with me and implied the decision.	0.708
OJ18	My supervisor gave sufficient explanations for the choices she made about my job.	0.683
OJ19	When making decisions about my work, my boss gave me explanations that made me confident and reasonable.	0.754
OJ20	My supervisor thoroughly explained every choice they made about my employment.	0.742
<b>Job Satisfaction</b>		
JS1	I am generally happy with the job I have.	0.76
JS2	At work, I think my opinions are valued.	0.745
JS3	The majority of employees in this field are quite happy with their jobs.	0.771
JS4	I'm happy with the respect I've received for my efforts.	0.675

Cont.....		
Variable		Loading Factor
JS5	In comparison to similar positions at other companies, I am happy with the salary I was given.	0.737
JS6	I am content with the interpersonal dynamics between managers and staff.	0.62

It can be said that every statement item for every variable is valid since the loading factor value for each variable is more than 0.50.

Table 2: Construct reliability and validity Cronbach's

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Ethical Leadership	0.987	0.991	0.778
Organizational Commitment	0.932	0.953	0.654
Workplace Spirituality	0.981	0.988	0.723
Job Satisfaction	0.889	0.892	0.946
Organizational Justice	0.974	0.989	0.976
Workplace Deviant Behavior	0.969	0.973	0.587

Since the AVE value results for all of the variables ethical leadership, organizational commitment, workplace deviant behavior, and workplace spirituality have values greater than 0.5, it is clear that this outcome satisfies the requirements for conducting validity tests concurrently.

Table 3: Hypothesis test result

	Original Sample (O)	T Statistics (IO/STDEVI)	p Values	Result
Ethical Leadership -> Workplace Deviant Behavior	-0.024	0.064	0.978	Hypothesis not supported
Workplace Spirituality -> Workplace Deviant Behavior	-0.176	1.998	0.064	Hypothesis not supported
Organizational Commitment -> Workplace Deviant Behavior	-0.284	3.991	0.004	Hypothesis supported
Ethical Leadership -> Organizational Commitment	0.248	2.753	0.009	Hypothesis supported
Workplace Spirituality -> Organizational Commitment	0.368	4.959	0.007	Hypothesis supported
Organizational Justice -> Workplace Deviant Behavior	-0.147	0.145	0.371	Hypothesis Not Accepted
Job Satisfaction -> Workplace Deviant Behavior	-0.132	0.146	0.292	Hypothesis Not Accepted
Organizational Justice -> Job Satisfaction	0.458	0.072	0,003	Hypothesis Accepted



### **Ethical Leadership on Workplace Deviant Behavior**

The findings demonstrate that, with a path coefficient value of -0.024 and a  $p$  value of  $0.978 > 0.05$ , ethical leadership has a negligible detrimental impact on workplace deviant conduct. Although the decrease is not very great, it demonstrates that moral leadership might lessen aberrant behavior in the workplace. The findings of this study indicate that managers or supervisors who practice moral leadership can lower the number of workers who act in an abnormal manner at work. However, since deviant behavior in the workplace cannot directly affect employees, hypothesis 1 is rejected. One could argue that having a boss or leader who upholds moral principles and practices effective ethical leadership can motivate staff to lessen, refrain from, and/or refrain from engaging in deviant behavior at work. Another reason is that workers believe their boss or leader sets an example for them in all activities, both work-related and non-work-related (as long as the activity is carried out at work, there will be a decrease in deviant behavior in the workplace due to the ethical leadership implemented). These findings are consistent with earlier research by Bian (2021), which demonstrates that moral leadership can considerably reduce the likelihood of deviant behavior in the workplace.

### **Workplace Spirituality on Workplace Deviant Behavior**

The findings showed that, with a path coefficient value of -0.176 and a  $p$  value of  $0.064 > 0.05$ , workplace spirituality had a negative and negligible impact on workplace deviant behavior. This claim clarifies that while workplace spirituality can lessen deviations, the decrease is controllable. This study suggests that encouraging individuals with a high level of spirituality at work can help them to behave less deviantly. However, as employees cannot be directly influenced by workplace spirituality regarding deviant behavior. A high level of spirituality among employees can help them avoid, curtail, and/or refrain from engaging in aberrant conduct at work. It's partly because some workers believe that practicing spirituality at work will help them become more calm and focused. They then have a lot of positive energy inside of them, which helps them to behave less abnormally in all of their work-related activities. These findings are consistent with earlier studies by AMIN et al. (2021) and (Shaheen & Ghayas, 2022), which found a negative and substantial relationship between workplace spirituality and deviant behavior.

### **The influence of organizational justice on workplace deviant behavior**

This is demonstrated by the study's original sample value of -0.147 and the  $p$  value of  $(0.371 > 0.05)$ , which demonstrate that workplace deviant behavior is negatively but not significantly impacted by the Organizational Justice analysis. It is believed that a company will be more successful in preventing deviant conduct in the workplace if it pays greater attention to organizational justice. Workers may encounter challenging and time-consuming circumstances if they believe their company does not sincerely support their aims (Ilyas Chaudhary, Bhatti, Cipran, & Bajwa, 2022). Because they can positively affect employees' emotions, productivity, and well-being, organizational effectiveness principles should be strictly adhered to in order to reduce workplace stress. Research contradicts that of Sabokro et al. (2020), who found that workplace deviant behavior is positively impacted by organizational justice.

### **Organizational Commitment on Workplace Deviant Behavior**

The data from the above table demonstrate that organizational commitment has a negative and significant impact on workplace deviant behavior, with the  $p$  Values being  $0.004 < 0.05$  and the path coefficient value being -0.284. These findings provide an explanation for the large drop in workplace deviant conduct that can be attributed to organizational commitment. According to the research's findings, individuals who exhibit a high level of organizational commitment can lessen workplace deviance, which means that employees are directly impacted by corporate commitment to deviant conduct. The reason for this is that having employees who are highly committed to the organization can help them avoid or refrain from engaging in deviant behavior at work. This is also because employees may feel that their strong organizational commitment can channel positive energy into themselves, making them prefer to do constructive tasks over engaging in deviant behavior at work. These findings are consistent with other studies by AMIN et al. (2021) and Pathak and Srivastava (2020), which shown a negative and substantial relationship between organizational commitment and deviant behavior in the workplace.

### **The influence of Job Satisfaction on Workplace Deviant Behavior**

In this investigation, the  $p$  value of  $0.292 > 0.05$  and the original sample value of  $-0.132$  both demonstrate this. The job satisfaction analysis has a negative, but not statistically significant, effect on workplace deviant behavior. It is thought that employees who are really happy in their positions will be less inclined to act out at work. However, this study backs up the contrary assertion. This would suggest that while employees at West Java Islamic College are happy in their positions, they can, but not very much, reduce disruptive conduct at work. Employees who see or are the objects of aberrant behavior may suffer from mental and emotional pain, feelings of alienation, fear, frustration, confusion, or anger (Ilyas Chaudhary et al., 2022). These negative impacts on employee happiness, self-esteem, performance, and relationships further affect the organization's environment, effectiveness, and long-term success (Robinson & Bennett, 1995; Ilyas Chaudhary et al., 2022). However, contradicts those of Abbasi et al. (2020), who found that job satisfaction significantly and negatively influences workplace deviant behavior.

### **Ethical Leadership on Organizational Commitment**

The findings indicate that organizational commitment is positively and significantly impacted by ethical leadership, with the path coefficient value being  $0.248$  and the  $P$  values being  $0.009 < 0.05$ . These findings demonstrate that the use of ethical leadership can have an impact on raising employee loyalty to the company (ethical leadership can increase organizational commitment). This can then be explained by the findings, which show that having leaders who act morally and putting ethical leadership into practice within the company can increase employee loyalty, thereby influencing employees directly. Employees feel compelled to devote themselves to the company or organization in return for the good behavior of their superiors or leaders because they see that they have good examples or role models in the form of leaders who exemplify ethical behavior and use ethical leadership. This finding is consistent with other studies by Alkatya et al. (2020) and Alam et al. (2021), which show that organizational commitment is positively and significantly influenced by ethical leadership.

### **Workplace Spirituality on Organizational Commitment**

According to the results, the path coefficient and  $p$  values are  $0.368$  and  $0.009 < 0.05$ , respectively. This may be explained by the earlier claim that organizational commitment is positively and significantly impacted by workplace spirituality. These findings clarify how greater workplace spirituality can impact greater employee loyalty to the company (workplace spirituality can increase organizational commitment). This suggests that having employees with high levels of spirituality at work can result in their dedication to the company. Therefore, employees may be directly impacted by workplace spirituality on organizational commitment. Employees that practice spirituality at work believe they contribute to their company and have positive energy, which is why this statement exists. They then get dedicated to the firm or group because they believe they can help it even more. These findings are consistent with earlier studies by Rajput et al. (2020), Amen and Raziq (2019), and AMIN et al. (2021), which found that workplace spirituality has a favorable impact on organizational commitment.

### **The influence of Organizational Justice on Job Satisfaction**

This is demonstrated by the study's initial sample value of  $0.458$  and the  $p$  value of  $(0.003 < 0.05)$ , which demonstrate that organizational justice analysis significantly and favorably affects job satisfaction. This indicates that when employees at West Java Islamic College are happier in their positions, they experience higher levels of organizational justice consistent with the agency's vision and objectives. Employees are satisfied when they are treated fairly, and they always provide their best effort to the company. This is consistent with studies by Ningsih et al. (2021) and Pariyanti et al. (2022), which indicate that job satisfaction is positively and significantly impacted by organizational justice. This study, however, contradicts research by Tufan et al. (2023), which found no relationship between job satisfaction and organizational justice.

Table 4: Demographic profile

	Original Sample (O)	T Statistics (IO/STDEVI)	p Values	Result
Ethical Leadership -> Organizational Commitment -> Workplace Deviant Behavior	-0.072	2.126	0.058	Hypothesis supported
Workplace Spirituality -> Organizational Commitment -> Workplace Deviant Behavior	-0.094	2.989	0.007	Hypothesis supported
Organizational Justice -> Job Satisfaction->Workplace Deviant Behavior	-0.075	0.078	0.379	Hypothesis
				Not Accepted

### Organizational Commitment Mediates the Relationship between Ethical Leadership and Workplace Deviant Behavior

The findings indicate that ethical leadership influences workplace deviant behavior and has a favorable impact on organizational commitment, with the path coefficient value being -0.072 and the P value being 0.058 < 0.05. The aforementioned statement explains how organizational commitment can act as a mediator in the interaction between ethical leadership and deviant conduct in the workplace. In other words, ethical leadership can lessen workplace deviant behavior by leveraging employees' organizational commitment. These findings are consistent with earlier research by Lee et al. (2019), who clarified that the relationship between performance and ethical leadership will be mediated by organizational commitment.

### Organizational Commitment Mediates the Relationship between Ethical Leadership and Workplace Deviant Behavior

The findings indicate that workplace spirituality promotes workplace deviant behavior and has a beneficial impact on organizational commitment, with the path coefficient value being -0.094 and the P values being 0.007 < 0.05. According to the aforementioned statement, organizational commitment can act as a mediator in the interaction between workplace spirituality and deviant conduct, allowing employees' organizational commitment to lessen workplace deviant behavior. These findings are consistent with earlier studies by Cindra and Artha (2021) and Labetubun and Dewi (2022), which demonstrate that organizational commitment modulates the impact of workplace spirituality on performance.

### Job Satisfaction Mediates Organizational Justice and Workplace Deviant Behavior

The original sample value in this study was -0.075, and the p value was (0.379 > 0.05). This indicates that job satisfaction analysis is not able to mediate the relationship between workplace deviant behavior and organizational justice. Fair treatment at work is thought to increase employee satisfaction, which in turn reduces workplace deviance. The relationship between organizational justice and deviant behavior in the workplace is mediated by job satisfaction, which can help management suppress deviant behavior. This study, however, demonstrates the contrary claim. It turns out that managers and supervisors at West Java Islamic College are unable to significantly reduce deviant behavior in the workplace, despite treating workers fairly or in line with the moral and ethical standards expected in the workplace to make them feel satisfied with their work.

The results of this analysis go counter to previous research by Abbasi et al. (2020), who proposed that job satisfaction mediates the link between workplace deviance and organizational justice. No additional studies have yet to substantiate the research findings, which indicate a comparable association between Workplace Deviant Behavior and the mediating variable Job Satisfaction with Organizational Justice. It is hoped that these results will inspire more research, especially in the field of job satisfaction as a mediating variable, especially among administration-related staff members of Islamic universities in West Java (Niehoff & Moorman, 1993).

## CONCLUSION

Employees with permanent employee status make up the majority of the respondents in this study; their ages range from 20 to >30 years old. Employees with one to three years of work experience and those with up to a bachelor's degree likewise make up the majority of responders. Researchers examined how workplace spirituality and moral leadership affected deviant conduct in the workplace. One mediating factor among the staff of three Islamic universities in West Java was organizational commitment.

It is possible to influence and lessen deviant conduct in the workplace when leaders practice ethical leadership effectively and there is a small amount of spirituality among employees. The decrease isn't that great, though. Employee engagement to the company can then be influenced and increased when there is spirituality among employees and ethical leadership is effectively implemented by superiors. In this study, which is a research development (Bian, 2021), it was found that by using the organizational commitment variable as a mediating variable, ethical leadership and workplace spirituality are linked to workplace deviant behavior. Employees' organizational commitment can greatly lower aberrant conduct in the workplace.

The study's findings are quite intriguing and can serve as the foundation for suggestions for additional research. This is demonstrated by the study's findings, which indicate that organizational justice directly and marginally reduces deviant behavior in the workplace. Organizational justice has a favorable and considerable impact on job satisfaction. Job satisfaction cannot operate as a mediator in the relationship between organizational justice and deviant behavior in the workplace. The study's findings suggest that there are instances of aberrant conduct at work. It turns out that despite treating employees fairly or in line with the moral and ethical standards expected in the workplace to make them feel satisfied with their work, managers and supervisors at the Islamic College of West Java are unable to significantly reduce deviant behavior in the workplace. The study's findings have practical implications for leaders at the Islamic College of West Java, who should always focus on their staff to ensure that they feel treated fairly at work. This will boost job satisfaction and help to curb deviant behavior in the workplace.

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