

EFFORTS TO REDUCE EMPLOYEE DEVIANT BEHAVIOR IN ISLAMIC EDUCATIONAL INSTITUTIONS

**Fatmah Bagis¹, Astika Nurul Hidayah², Abid Yanuar Badharudin³, Uswatun Hasanah⁴,
Mega Aprillia Pratamasari⁵**

¹Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Purwokerto

E-mail: fatmahbagis2014@gmail.com

²Fakultas Hukum, Universitas Muhammadiyah Purwokerto

E-mail: astika_nh@ump.ac.id

³Fakultas Teknik dan Sains, Universitas Muhammadiyah Purwokerto

E-mail: abidyanuarbadharudin@ump.ac.id

⁴Fakultas Psikologi, Universitas Muhammadiyah Purwokerto

E-mail: uhasnah1709@ump.ac.id

⁵Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Purwokerto

Email: pratamasari2442@gmail.com

Abstract

This research explores the factors that influence employees' tendencies to engage in deviant behavior in the workplace and contribute to its creation. This research aims to determine the influence of workplace behavior on organizational commitment, spirituality, ethical leadership, organizational justice, and job satisfaction, using a social exchange theory framework. This research uses a sampling method as a non-random sampling method based on samples selected for statistical analysis. The respondents used in this research were 232 employees of the Islamic University of Purwokerto City. The research uses hardfiles and softfiles (Google forms) for data collection. Data collection was carried out using a Likert Scale-based questionnaire and tested using the Smart PLS application. The findings show that although workplace spirituality and organizational commitment have a direct negative impact on workplace deviant behavior, this relationship is not statistically significant. On the other hand, Job Satisfaction and Organizational Justice have a negative but significant effect on conservation behavior in the workplace. Additionally, there is a weak but positive relationship between workplace deviant behavior and ethical leadership.

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

1. INTRODUCTION

Behavioral Distraction in the workplace has been the focus of several studies. 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) have linked deviant behavior in the workplace with organizational justice. In addition, a number of researchers have linked it to spirituality in the workplace (Haldorai et al., 2020; Sony & Mekoth, 2019; Walt, 2017; Ilyas Chaudhary et al., 2022; Pariyanti et al., 2022; Rosid et al. al., 2020). A number of studies have found a correlation between workplace deviant behavior and ethical leadership (Bian, 2021; Mohammed Sayed Mostafa & Shen, 2020; Nasim & Siddiqui, 2021; Sadaf & Yasmin, 2021; Yasir & Khan, 2020).

By establishing a connection between workplace deviant behavior characteristics and organizational commitment (Gamasiwi et al., 2023) and job satisfaction (Salsabil et al., 2023),

the role of mediation or moderation is also investigated. Some research suggests that job satisfaction acts as a mediator to assist management in stopping deviant behavior in the workplace, but other research finds that low job satisfaction does not ensure that aberrant behavior would occur at work (Czarnota-Bojarska, 2015). The mediating role of job satisfaction on workplace deviant behavior has been studied in a number of places, including Malaysian SMEs (Abbasi & Baradari, 2020). Other locations include private hospitals (Ekingen, 2023; Rosid et al., 2020), several companies (Anis & Emil, 2022; Bagis et al., 2021; Ibrahim et al., 2022; Memon et al., 2021).

State Government employees (Mashi, 2018), the media industry (Woldearegay, 2021), a number of universities (Harouni et al., 2022), and (Salsabil et al., 2023). In addition, research conducted in academic institutions (Rajput et al., 2020), service sectors (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) and other environments found that organizational commitment has a mediating or moderating role.

Enhancing human potential through education is essential and is expected to support development endeavors. History shows that the availability, quality, and type of education have a significant impact on a nation's ability to develop (Gamasiwi et al., 2023). The development agendas of almost all nations place a high priority on development and education. Education is therefore a crucial tactic for increasing human potential and independence (Utami et al., 2023). Due to abnormal workplace practices including dictatorship and arbitrariness, numerous university employee unions conspire with different management or administrators (Onyeizugbe et al., 2021). Deviant or nonconformist behavior has an adverse effect on the growth and standards of the university system (Gamasiwi et al., 2023).

Numerous firms are aware of how deviance affects their performance and understand that they need to lower workplace deviance in order to stay competitive (Abbasi et al., 2018). According to Baig and Ullah (2017), modern firms frequently rely on the strength of their human resources in an effort to obtain a competitive advantage. In actuality, though, there are aberrant activities being carried out by personnel at various organizational levels. These anomalies at work represent a severe risk to the effectiveness of the company (Salsabil et al., 2023). This covers actions that are aimed toward the company (such as arriving late and leaving early or exploiting corporate resources for convenience) as well as actions that are directed at other employees (such as being haughty, disrespectful, and conceited) (Zappala et al., 2022). The majority of these aberrant actions stem from internal organizational injustices, which might lower worker happiness. This finding is in line with research (Norsilan et al., 2016; Abdullah and Marican, 2017; Kim et al., 2021; Eze, 2023) that confirms deviant behavior encompasses actions that go against accepted organizational standards.

Deviant behavior in the workplace is frequently linked to a lack of commitment to coworkers and a sense of duty towards the organization (Pathak & Srivastava, 2020). Examples of this behavior include disregarding regulations and not participating in group projects. According to Bacis et al. (2020), organizational commitment demonstrates the degree of employee involvement and identification with the company they work for. This illustrates the devotion of workers to their employer (Bagis, 2022). Research 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) is consistent with this condition. It differs, therefore, from research by Promsri (2018), Nasrullah et al. (2022), and Amin et al. (2021) that demonstrates the detrimental and notable impact that organizational commitment has on deviant conduct in the workplace.

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A moral leader will always act morally and set a good example for those who follow in his footsteps. Good leadership experiences are strongly correlated with how well the organization's work processes operate. When morally and ethically sound leadership practices are upheld, it enables workers to improve and deepen their emotional connection to the company (Lee et al., 2019). The results of (Aryanti et al., 2018), (Mostafa & Shen, 2020), (Nasim & Siddiqui, 2021), and (Bian, 2021) are in line with this. This proves that moral leadership has a positive and substantial influence on deviant behavior in the workplace. That is not, however, the same as the findings of Yasir & Khan (2020) and Sadaf & Yasmin (2021), who discovered a negative and significant impact of ethical leadership. Organizational fairness is crucial in minimizing or eliminating workplace deviations, which are thought to be among the behaviors that have the most negative effects on worker productivity and efficiency (Abbasi et al., 2020).

The three types of users of organizational justice are distributive, procedural, and interactional justice users; their goal is to boost worker productivity and efficiency (Greenberg, 1990). Employees will be less likely to act abnormally if the organization's level of fairness and justice is increased (Ali Abbasi, Baradari & Hashim, 2020). This is consistent with studies from (Obalade & Mtembu, 2023), (Sabokro et al., 2020), (Mashi, 2018), (Ilyas Chaudhary et al., 2022), (Alotaibi et al., 2022), (Rosid et al., 2020), and (Obalade & Mtembu, 2023) showing that organizational fairness has a direct and significant impact on aberrant behavior in the workplace. as opposed to the findings of (Ali Abbasi et al., 2020), (H. Hany et al., 2020), (Hashish, 2020), and (Tufan et al., 2023) which demonstrate a detrimental and noteworthy influence on deviant conduct in the workplace. Various elements that impact the enhancement of employee performance and job satisfaction are required to achieve organizational efficiency and optimal employee performance in a competitive work environment (Ali Abbasi, Baradari & Hashim, 2020).

Counterproductive work conduct is preceded by job satisfaction, and the association between the two is typically stronger when counterproductive work behavior occurs in an organization (Chen & Spector, 1992; Fox & Spector, 1999; Penney & Spector, 2002). Situational factors like macro-level organizational characteristics and dispositional factors like attitudes and perceptions all have an impact on job satisfaction (Malik et al., 2021). Thus, as multiple other research have demonstrated, the relationship between job satisfaction and organizational fairness is especially pertinent to counterproductive work behavior (Permata & Soeling, 2021).

According to (Ali Abbasi et al., 2020), (Memon et al., 2021), (Bagis et al., 2021), (Anis & Emil, 2022), (Ibrahim et al., 2022), (Rosid et al., 2020), and (Ekingen, 2023), job satisfaction has a positive and significant impact on deviant behavior in the workplace. These findings are consistent with the findings of those studies. As opposed to studies by Mashida (2018), Wodearegay (2021), Harouni et al. (2022), and Salsabil et al. (2023) which found a negative and substantial relationship between job satisfaction and deviant behavior in the workplace.

2. LITERATUR RIVIEW

Social Exchange Theory

The foundation of this study is the application of Homans's (1958) Social Exchange Theory, which describes the exchange of tangible and intangible goods and services that are either more or less beneficial to two parties and involve costs. According to (Bajaba et al., 2022), social exchange—which often elicits feelings of personal obligation, gratitude, and trust—has an impact that is comparable to that of merely commercial connection. Social Exchange Theory serves as the theoretical foundation for reciprocal exchange between employers and employees (Cropanzano & Mitchell, 2005). According to Shore et al. (2009), Social Exchange Theory can explain motivation and behavior of individuals in a range of situations, such as following instructions, interacting with superiors, navigating organizational structure, and attempting to strike a balance between personal and professional life (Abbasi, 2020). According to Chaudhary et al. (2022), reciprocal exchange refers to the bond that forms between employers and employees over time as a result of mutual commitment, loyalty, and time. Chaudhary et al. (2022) state that the connection between employers and employees is built on the fundamental principle of reciprocal exchange. According to Social Exchange Theory, a relationship must have clear "rules" for both parties since it develops over time into a shared obligation, loyalty, and committee (Cropanzano & Mitchell, 2005). same possibilities and attitudes (Witt & Beorkrem, 1991) and people's sensitivity to organizations, which affects their intention to be in organizations (Andrews et al., 2003), are increased by ideological interaction (Cropanzano & Mitchell, 2005).

According to Social Exchange Theory, work-life spirituality in which people approach their work with a good attitude and commitment can also have an impact on work-life balance. This spirituality encompasses both a strong work ethic and personal drive to have a positive impact on the organization (Gamasiwi et al., 2023). The relationship between employees and employers is predicated on the reciprocal effect of the two parties' behaviors, according to research by Chaudhary et al. (2022) and the Social Exchange Theory (Blau, 1964; Guay et al., 2016). When a worker believes that their boss does not value their efforts, they may display abusive conduct and have a propensity for abnormal behavior (Loi et al., 2020). Social interchange is used by Sheraz (2020) and Cindra & Artha (2021) as proof that employees are frequently influenced by a leader's moral example and build trusting connections as a result, which increases organizational commitment. In order to make up for the imbalance, employees may resort to deviant conduct when they believe that promises made to them have been breached, according to Atkinson et al. (2018). Workers' and employers' relationships are complicated and involve a number of factors, including the severity of infractions and their spiraling nature. As a result, employees may refrain from taking proactive measures like taking initiative (Chaudhary et al., 2022).

The results of Chaudhary et al.'s (2022) study are also mentioned by Estreder and colleagues (2020), suggesting a connection between Social Exchange Theory and the justice perspective.

The study indicates that workers who have faith in the organization to keep its promises to them feel appreciative and motivated to respond appropriately. According to H. Hany et al. (2020), rewards and punishments serve as the foundation for organizational ideas of justice, rules and procedures, and human interaction and relations. Employees diverge to make things better if they believe their commitments are not being kept. Atkinson et al. (2018) suggest that proactive acts like takeover behavior may result in employee absence.

Organizational Commitment and Workplace Deviant Behavior

High levels of engagement that go above and beyond formal or normative standards are highlighted in several definitions of organizational commitment. It draws attention to the degree of attachment a person has to the behaviors or acts they display (Mowday, 1979). Organizational commitment is largely influenced by elements including work satisfaction, a sense of belonging, and the drive to work harder, according to Allen & Meyer (1993). Being prepared to meet obstacles is frequently linked to high organizational commitment (Tiamboonprasert & Tiamboonprasert, 2020).

Each person must demonstrate will, perception, and commitment with effort and confidence in order for the organization to be committed to the vision, mission, and goals (Bagis et al., 2023). According to Sheraz (2020), commitment is a bond formed between people who have the ability to bind. While low commitment can negatively affect both individuals and businesses, high commitment can positively motivate workers to increase their performance (Sheraz, 2020).

HR-related components of all business activities, particularly in service-oriented businesses where customer satisfaction is the primary goal. Customer service quality and staff commitment to achieving the greatest outcomes for the business are closely correlated. Employee commitment to the organization is demonstrated by their acceptance of complete accountability for their actions since they see the company's issues as their own. Their contentment with their jobs there throughout their careers is a result of their sense that the company holds great personal significance for them. Workers that find it difficult to leave the company because they feel it deserves their allegiance are demonstrating high organizational commitment (Cindra & Artha, 2021).

An employee's commitment to the company also affects their conduct at work; dedicated workers usually participate more actively and feel that they have a big impact on organizational operations (Pratiwi & Rahayu, 2022). Previous research by Amin et al. (2021) and Pathak & Srivastava (2020) indicates a negative and substantial correlation between organizational commitment and deviant conduct in the workplace. An subsequent study conducted in 2021 by Mansoara & Armanu confirmed that organizational commitment had an effect on aberrant behavior.

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

Workplace Spirituality and Workplace Deviant Behavior

Fenwick & Lange (1998) claim that a comprehensive understanding of personal development and learning is described by spirituality in the workplace. An employee who views his workplace as having a spiritual component and a spiritual connection to it, and who has a strong spiritual connection to the meaning of his life (Adawiyah & Pramuka, 2017). It entails a comprehensive emotional and mental experience. In this theory, achieving the ideal goodness requires an understanding of life as a whole. (Mekoth & Sony, 2019). The concept of spirituality in the workplace includes both individual and organizational elements. Proponents of workplace spirituality claim that employees become more motivated when they are able to use their unique

abilities at work, as this transcends into a sense of transcendence and community. In 2022, Pariyanti et al. As it continues to develop, spirituality in the workplace has gone from being seen as a minor facet of management to something that is expected to eventually become a crucial component of organizational culture (Chaudhary et al., 2022).

Yousaf & Dogar (2022) note that from a human resources standpoint, workplace spirituality is concentrated on enhancing employees' personal well-being and quality of life. From a philosophical perspective of spirituality, they interpret the meaning derived from workers' job goals and their comprehension of them as manifestations. Furthermore, they argue that fostering a feeling of belonging and community among staff members helps foster an environment of love, trust, and ownership that reduces dissatisfaction. Additionally, it can lessen social laziness, which occurs when workers put in less effort than they ought to. Furthermore, spirituality in the workplace can promote accountability among staff members and enhance group cohesion (Ahmed, 2022). Prior research by Shaheen & Ghayas (2022), Amin et al. (2021), and Rosid et al. (2020) showed a strong negative correlation between workplace spirituality and deviant behavior. On the other hand, Astuti et al. (2020) discovered a strong correlation between workplace spirituality and deviant conduct.

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

Ethical Leadership and Workplace Deviant Behavior

As stated by Brown et al. (2005), proper behavior Modeling ethical leadership qualities includes establishing standards by one's own acts and relationships with others, as well as encouraging team member conduct through two-way communication, support, guidance, and decision-making. Furthermore, according to their definition, ethical leadership entails acting in a morally consistent manner, displaying traits like integrity, dependability, and trustworthiness, taking responsibility for their actions, establishing appropriate reward and punishment structures to encourage moral behavior and discourage immoral behavior, and disciplining staff members who act immorally. Though this opinion has evolved throughout time, ethics has not always been seen as a crucial leadership trait (Nguyen et al., 2021). Managers that regularly act ethically tend to make their staff feel valued. This may motivate people to concentrate on enhancing constructive behaviors within the company in order to promote a favorable company culture (Mary & Ozturen, 2019).

The ideas that people hold about those who behave morally, act morally consistently, and base their decisions on moral principles will be reflected in ethical leadership. Genuinely moral leaders who emphasize the value of "walking the talk" have an impact on the moral conduct of others around them (Al Halbusi et al., 2021). It is often known that acting in a deviant manner at work lowers employee effectiveness and puts the organization's survival in grave danger (Budiman et al., 2022). Dunlop (2004) states that aberrant behavior in the workplace entails a breach or even a violation of unfavorable organizational standards and is frequently the result of another employee or organization acting on purpose. Previous research by Bian (2021) showed different results from other research suggesting that moral leadership can significantly minimize aberrant behavior in the workplace. Studies by Nasim & Siddiqui (2021), Yasir & Khan (2020), and Tufan et al. (2023) show, however, that there is no appreciable connection 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

Al A'wasa (2018) defines organizational justice as treating employees fairly based on the efforts they have made to accomplish their goals and the aims of the organization (H. Hany et al., 2020). Distributive justice, procedural justice, and interactional justice are its three primary components. According to Obalade & Mtembu (2023), interactional justice is composed of two parts: interpersonal justice and informational justice. Colquitt et al. (2001) offer an additional classification scheme that divides justice forms into four distinct categories: distributive justice, procedural justice, interpersonal justice, and informational justice.

Procedural justice pertains to the equitable design and implementation of organizational procedures in the distribution of outcomes, whereas distributive justice addresses the sense of equity in reward distribution. Conversely, interactional justice characterizes how workers perceive they are accorded fair treatment by those in charge, in terms of both respect and rewards (Obalade & Mtembu, 2023). The concept of informational justice pertains to the degree of awareness that workers have about policies that impact them. Employee perceptions of the honesty and sufficiency of the explanations provided for the employment of specific processes and reward systems, as well as their own impact on behavioral outcomes, are all included in this (Colquitt et al., 2001).

Research by (Haldorai et al., 2020) shows how workplace injustice can cause a variety of negative reactions, such as stress, mistrust, dissatisfaction, and even sabotage. This unfavorable mindset might subsequently result in abnormal conduct at work that is detrimental to the company as a whole as well as the individual. Additionally, studies have demonstrated that deviant behavior can be significantly triggered by beliefs of injustice in the workplace (Fernándezdel-Río et al., 2022). Despite this, research indicates that those with greater work experience likely to recognize the frequency of activities that defy organizational norms (Abbasi, Ismail, Baradari, 2020).

Research by (Rosid et al., 2020) shows that organizational justice has a negative effect on deviant behavior in the workplace. Even while a number of researchers—including Colquitt et al. (2005)—have attempted to connect distributive, procedural, and interactional justice with deviant behavior, further research is still necessary to fully understand the combined effects of these variables (Ali Abbasi, Baradari & Hashim, 2020). Organizational fairness and deviant behavior in the workplace are negatively and cynically correlated, according to analysis by Abbasi, Baradari, and Hashim (2020). These results, however, conflict with those of Sabokro et al.'s (2020) study, which found a positive relationship between job satisfaction and deviant behavior at work.

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), an individual's degree of job satisfaction is based on how they feel about their work, both positively and negatively. A further way to conceptualize job satisfaction is as organizational members' degree of positive affective orientation toward their work inside the organization (Lee & Chang, 2008). To put it simply, an individual's overall perception of their work constitutes job satisfaction (Abbasi, et al., 2020). Job satisfaction is described as a pleasant or positive emotional state resulting from an individual's judgment of their job or work experience by Judge, Thoresen, Bono, and Patton (2001) (Abbasi, Ismail, Baradari, 2020). Adams and Bond (2000) emphasize the significance of the work environment in determining an individual's level of job satisfaction, even though job satisfaction is influenced by individual and job characteristics (Ekingen, 2023). Locke (1969) also stressed that

unfavorable evaluations of work or specific components of work can lead to job dissatisfaction, which is an unpleasant emotional state (Ibrahim et al., 2022).

It may be inferred from conceptual analysis and inductive reasoning that people who have negative opinions about their jobs or work experiences are more likely to act in a deviant manner when at work (Abbasi, Ismail, Baradari, 2020). Although deviant conduct in an organizational setting can take many different forms, it frequently has a detrimental effect on staff members' and the company's overall productivity and efficiency (Abbasi, Ismail, Baradari, 2020). A number of signs of deviant behavior were noted by Robinson & Bennett (1995), including personal hostility towards coworkers, political games, and violations of production norms. They also included the usage or misuse of business property. (Reflisia & Syahrizal, 2021). Research by Abbasi, Baradari & Hashim (2020), some employees may respond with deviant behavior if they are unhappy with their jobs or don't like their workplace, as noted by Hackman & Oldham (1976). According to Anis and Emil's research from 2022, a more positive and productive work environment can be created in the workplace by reducing or even eliminating deviant behavior when job satisfaction is high. On the other hand, research by Abbasi, Baradari & Hashim (2020) reveals a negative and significant correlation between job satisfaction and deviant behavior at work, whereas other research findings, like those by Czarnota-Bojarska (2015) and Nemteanu & Dabija (2021), indicate positive influences.

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

3. METHODS

The respondents used in this research were 232 employees of the Islamic University in Purwokerto City. Research sampling in this study was carried out using hardfile and softfile questionnaires (Google forms). Sociodemographic characteristics of respondents' jobs and the universities where they work are included in this study, along with details about gender, age, employee status, last degree, years of service, and salary. In this study, a five-point Likert scale ranging from "strongly disagree" to "strongly agree" was used.

Two factor models serve as the foundation for workplace deviant behavior variables. Robinson and Bennett, 1995), with a total of 19 statement items (Pariyanti et al., 2022). Of these, 12 items measure organizational deviance (also known as an organizational deviant) and 7 items measure interpersonal deviance (also known as an interpersonal deviant). A seven-item questionnaire based on Fernandes and Awamleh (2006) was used to measure job satisfaction (Pariyanti et al., 2022). The 20 items from Niehoff and Moorman (1993) that make up the organizational justice variable are broken down into three subsets: five items assess distributive justice, six items measure procedural justice, and nine items measure interactional justice (Pariyanti et al., 2022). The researchers gathered the questionnaire items from a variety of sources. The ten components for the aspects to which Ethical Leadership was alluding were first gathered by the researcher (Sugiyono, 2001). Second, the researchers measured workplace spirituality using 21 measures that they developed from (Milliman et al., 2003). Third, the nine questions from Mowday (1979) were employed by the researcher to measure the Organizational Commitment variable. The last researcher then gathered a total of 19 questions regarding the variable Workplace Deviant Behavior, which is associated with (Robbins, 2000).

4. RESULTS AND DISCUSSION

4.1. Research results

Descriptive statistics, measurement evaluation, and the application of structural models using the partial least square (PLS) approach of structural equation modeling (SEM) are all included in the presentation of data analysis results in this work. Therefore, the purpose of this

section is to test hypotheses and provide comprehensive data analysis results, thereby offering HR managers guidance in their decision-making.

In order to guarantee a fair distribution while applying the Quota Sampling Technique, the analysis's conclusions displayed the proportion of demographic traits of each employee respondent in the three Islamic Higher Education in Purwokerto that were examined. The research focuses on staff members who hold administrative positions at Universitas Islam Kota Purwokerto's several bureaus and faculties. As can be seen from these findings, university B is responsible for the majority of the replies. Furthermore, the analysis's findings were likewise dominated by male respondents. The age range most represented in the descriptive analysis table is from 20 to under 30 years old, and Bachelor S1 is the highest level of education. Most respondents were employed permanently and made between one and three times the minimum salary in their location. Their average tenure was between one and three years.

4.2. Structural Model Analysis

The analysis's result, a R Square value of 0.142, demonstrated that, at a 14.2% effect level, the variables organizational commitment, workplace spirituality, ethical leadership, organizational justice, and job satisfaction all had an impact on the variable workplace deviant behavior. The remaining 85.8% is affected by other variables.

4.3. Convergent Validity

The results of the analysis show that the loading factor value of each statement item is more than > 0.50 . Bagozzi and Yi (1988) said that outer loading values of 0.50 or above are deemed to have sufficient validity. Furthermore, according to Chin's perspective, which Ghazali (2015) cited, a value of outer loading between 0.5 and 0.6 is thought to be adequate to satisfy the requirements of convergent validity. The loading factor of the indicators that measure the construct is used to evaluate the reflecting indicator measurement model used in this study for the convergent validity test (Rosid et al., 2020). Therefore, it can be said that all of the study's statement items have enough validity to be employed for additional analysis.

Additional metrics used to evaluate construct reliability testing are composite reliability and Cronbach's alpha of the indicator block used to measure the construct. The outcomes of the composite reliability and Cronbach's alpha tests are displayed in Table 3 and are as follows. When all of an indicator's values are closely related and may be substituted, the indicator is said to be reflective. As such, it is critical to assess the general validity and credibility of the indicators (Hair et al., 2019). According to Ken (2013)'s findings, a study must meet certain criteria in order to be considered appropriate: the average value of extraction variance (AVE) must be greater than 0.5, and the values of rho_A, composite reliability, and Cronbach's alpha coefficient must all equal or exceed 0.7. The outcomes of the composite reliability and Cronbach's alpha tests, the results of which are displayed in table 1, are as follows.

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 presents the results of the analysis and indicates that the variables of organizational commitment, workplace spirituality, ethical leadership, organizational justice and job

satisfaction, and workplace deviant behavior have values of Cronbach's alpha and composite reliability greater than 0.70. All variable AVE values are greater than 0.50. All variable constructs are deemed to be legitimate and realistic, it can be concluded.

Table 2. Path Analysis and Statistical Testing.

	Original Samples	Samples Mean	Standard Deviation	Q Statistics	P Value
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					
Organizational Justice -> Workplace Deviant Behavior	-0.248	-0.246	0.064	3.866	0.000
Workplace Spirituality-> Workplace Deviant Behavior	-0.014	-0.031	0.082	0.166	0.868

The calculations presented in Table 2 indicate that although investment knowledge has a beneficial impact on investment interest, it does not have a statistically significant effect. The second conclusion showed that although investment motivation had a favorable impact on investment interest, the relationship between the two was not statistically significant. The third finding suggests that technological improvements may have positively impacted investment interest, even though it is not statistically significant. However, the fourth study shows that interest in investing is positively and statistically significantly impacted by financial literacy.

4.4. Discussion

The Effect of Organizational Justice on Workplace Deviant Behavior

The first hypothesis test's findings, which looked at the connection between workplace deviant conduct and organizational justice, are shown in Table 4. This is supported by the study's initial sample value of -0.014 and p values of (0.868 > 0.05), which show that organizational justice analysis has a negligible but detrimental effect on deviant behavior in the workplace. A greater understanding of organizational justice within the organization ought to aid in the prevention of workplace wrongdoing. Since it can eventually alter employee attitudes, emotions, and behavior, the organizational fairness principle must be implemented to stop deviant conduct (Rosid et al., 2020). Workers may act rudely and deviantly if they believe that the company does not value their work (Tufan et al., 2023).

Nonetheless, the investigation turned up claims to the contrary. This shows that deviant behavior in the workplace can be decreased, albeit not greatly, even though managers and supervisors have given attention to all three components of organizational fairness—the payment of salaries or wages, the creation of an efficient organizational justice system, and how they treat employees well (Jam et al., 2014). This is consistent with a study by Yoseanto & Idulfilastri (2018) that found an adverse but minor influence of organizational fairness. This study, however, disagrees with that of Sabokro et al. (2020), who discovered that organizational fairness had a favorable effect on deviant behavior in the workplace.

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

The findings of the second hypothesis test, which looked at the connection between deviant conduct at work and job satisfaction, are displayed in Table 4. This is supported by the study's initial sample value of -0.049 and p values of ($0.555 > 0.05$), which show that there is a negative but not statistically significant relationship between job satisfaction and deviant behavior in the workplace. It is thought that employees who are really happy in their roles will be less inclined to act out at work. Increasing job happiness can assist the business in reaching its objectives and growing earnings (Irfan, 2022).

However, this study demonstrates the contrary claim. This could imply that, despite their satisfaction with their work, Purwokerto City Islamic College's staff is only marginally able to curtail aberrant behavior in the workplace. Workers who observe or encounter aberrant conduct may feel alienated, fear, anger, irritation, perplexity, and mental and emotional pain (Ilyas Chaudhary et al., 2022). According to Omotatayo et al. (2015) and Robinson & Bennet (1995), these negative consequences weaken employee connections, performance, sense of self-worth, and satisfaction. These factors also have an additional effect on the long-term viability, efficacy, and organizational environment (Ilyas Chaudhary et al., 2022). This is in line with research done by Nemteanu & Dabija (2021) and Czarnota-Bojarska (2015). This suggests that job satisfaction has a negative but insignificant effect on workplace deviant conduct, meaning that counterproductive behavior is reduced while job satisfaction remains high but not statistically significant. However, this study is not the same as that of Ali Abbasi, Baradari, and Hashim (2020), who found a negative and substantial correlation between workplace deviant behavior and job satisfaction.

Organizational Commitment on Workplace Deviant Behavior

There was a significant negative link between organizational commitment and deviant behavior in the workplace, as shown by a path coefficient of -0.248 and p values of ($0.000 > 0.05$). These findings show that when there is an organizational commitment, there is a statistically significant drop in deviant behavior in the workplace. The study's conclusions indicate that employees are less likely to behave weirdly at work if they have a strong sense of loyalty to the organization. This is in line with recent research by Pathak & Srivastava (2020) and Amin et al. (2021), which found a similar substantial and negative association between deviant behavior in the workplace and organizational commitment.

Ethical Leadership on Workplace Deviant Behavior

The results showed that moral leadership had a positive, but not statistically significant, influence on deviant behavior in the workplace (path coefficient value: 0.017; p value: ($0.842 > 0.05$)). This indicates that moral leadership has the potential to reduce aberrant conduct in the workplace, albeit not very much. The results of the study show that moral leaders, such as supervisors, can reduce the proportion of employees who behave abnormally at work.

Research indicates that moral leadership influences deviant behavior in the workplace in a favorable but insignificant way. The relationship between ethical leadership and deviant behavior in the workplace is not always evident, but some research indicates that it can greatly reduce the latter. According to other research, ethical leadership influences the ethical atmosphere, which in turn influences deviant behavior, rather than having a major effect on organizational commitment (Aryati et al., 2018). The intricate and multifaceted link between the two is shaped by various factors, including the potential influence of deviant behavior and the mediating function of trust. It might be argued that having a manager or other ethical role model who also exemplifies ethical leadership effectively can inspire employees to reduce, avoid, or

abstain from acting unethically at work. Workers who feel that their managers or supervisors serve as role models for them in both work-related and non-work-related activities also play a part in this (since ethical leadership is practiced, there will be a decrease in deviant behavior in the workplace as long as the activity is completed at work).

Workplace Spirituality on Workplace Deviant Behavior

Consequently, there was a negative and significant correlation between spirituality in the workplace and deviant behavior (path coefficient value = -0.170; p value = 0.034 > 0.05). This implies that there will be less aberrant conduct at work the more spirituality grows in the workplace. According to this assertion, workplace spirituality can lessen workplace deviance, but the decrease can still be controlled. According to this study, businesses should assist their highly spiritual employees in their attempts to reduce abnormal behavior. High and healthy spirituality levels among employees reduce the likelihood of engaging in, avoiding, or downplaying deviant behavior. This is also because some employees think that engaging in religious practice while at work could make them more composed and concentrated. People then feel a positive energy rush that aids in reducing abnormal behavior throughout their entire workday. These results corroborate past studies by Mayer et al. (2012), Mo & Shi (2017), Walt (2017), Amin et al. (2021), Rose et al. (2020), and Shaheen & Ghayas (2022) that found a significant and negative relationship between workplace spirituality and misbehavior. This implies that moral leadership might help employees behave more morally by modeling traits like justice and honesty.

5. CONCLUSIONS

This study examines the connections between deviant behavior in the workplace and job happiness, organizational justice, workplace spirituality, ethical leadership, and loyalty to the organization. The study's conclusions include exciting new data that could establish the framework for additional research. The findings showed that although organizational commitment and workplace spirituality directly contributed to workplace deviant behavior, their impacts were not statistically significant. Meanwhile, Job Satisfaction and Organizational Justice have a major and detrimental influence on Workplace Deviant Behavior. Additionally, there is a weak but positive association between deviant behavior in the workplace and ethical leadership.

This research showed the extent of abnormal conduct among workers at three Islamic universities in Purwokerto City, despite efforts by managers and supervisors to provide equitable and moral treatment. The research's conclusion is that, in order to improve job satisfaction and lessen deviant conduct at work, Purwokerto City Islamic Boarding School administrators must continue to focus on workplace justice.

However, there are numerous shortcomings with this study. First, using closed questionnaires may not fully convey the whole story because aberrant conduct in the workplace is phenomenological in nature. Consequently, in-depth interviews or other methods might be used in subsequent study to further comprehend the problem.

This study used a limited sample size, especially the employees of three Islamic universities located in Purwokerto City. It's probable that these results won't be applicable to universities in various cities and regions.

The only relationships this study looked at were those between deviant conduct at work and job happiness, organizational justice, workplace spirituality, ethical leadership, and commitment. Additionally, it's possible that some additional factors have a greater influence on workplace deviant conduct than others. Future studies are urged to use larger sample sizes and look into other factors that can influence deviant conduct in the workplace.

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