

How to Reduce Workplace Deviant Behavior: Through Ethical Leadership and Workplace Spirituality with Organizational Commitment as Mediation

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Abstract

A key factor in raising the caliber of human resources is education, according to expectations in order to increase development with successful (determined by educated human resources). Education is one way to improve the quality of human independence, but education will be affected because the workplace can respond negatively to factors by engaging in workplace deviant behavior. This study examines how workplace spirituality and ethical leadership can lessen workplace deviant behavior, with organizational commitment acting as a mediating factor. The research is conducted in the education sector, specifically in universities. A questionnaire is used as the data gathering tool in this qualitative study. The quota sampling method was used in this research, with 216 respondents selected from three Islamic universities in Purwokerto. The analysis in this research uses the Smart Partial Least Square (SmartPLS) application. The results of the study show that deviant behavior in the workplace is significantly and negatively impacted by workplace spirituality and ethical leadership. Furthermore, the results show that workplace deviant behavior is significantly and negatively impacted by organizational commitment. Then, some findings indicate that workplace spirituality and ethical leadership have a positive and significant impact on organizational commitment. Other findings indicate that workplace spirituality and ethical leadership have a relationship that is mediated by organizational commitment, and that workplace deviant behavior and ethical leadership are mediated by organizational commitment.

Keywords : Workplace Deviant Behavior, Ethical Leadership, Workplace Spirituality, Organizational Commitment, Islamic College, Purwokerto

Introduction

Education is one of the most critical factors in increasing human resources, which are expected to support development movements. History shows that the key to successful development in a country is determined by educated human resources in adequate numbers, types, and levels. Almost all nations place development to educational as a top priority in their development programs. It means that education is one way to improve the quality of human independence (Utami et al., 2023). However, the quality of education can be affected by workplace that can react negatively to things like participating in abnormal workplace behavior like gossiping, showing up late, willfully disobeying supervisors' instructions, etc., which will affect the standard of instruction (Sawitri et al., 2021). All of the negative behaviors are included in acts of arbitrariness and dictatorship carried out have made various university staff unions collude with various management or administrators in matters of workplace deviant behavior (Onyeizugbe et al., 2021). Based on the results of interviews with heads of civil service and human resources bureaus at Islamic universities in Purwokerto, it was found that several employees had engaged in deviant behavior in the workplace in less than four months. Although there is still a low level of deviation in the workplace, if this is not stopped, it will lead to high levels of deviant behavior in the coming month.

Deviant behavior contributes negatively to the growth and standards of university systems worldwide. Therefore, factors that cause deviant behavior among university staff must be investigated. University

workers engage in deviant behavior, such as theft, arriving late or leaving early, absenteeism, and other such actions, to gain more time to concentrate on their families' well-being or to run away from the difficulties that face them. (Fagbenro & Olasupo, 2020). Deviance goes beyond simply disobeying the law. It stands for immoral conduct, including annoyance, disapproval, and fury. Sociologists who argue that a person can be deviant without breaking any laws or negatively affecting others—such as those with physical or mental disabilities—offer a broader definition of deviance. According to one viewpoint, in order to distinguish deviance from "non-deviance," certain traits or indicators must be present in addition to the deviation, taking into account both positive and negative forms of deviance. This assumption is based on the reasoning that if it is false, the deviation's nature cannot be viewed as detrimental, advantageous, or devalued (Kumari & S.K., 2021).

In organizations in developing nations where poverty is pervasive and awareness levels are low, deviant behavior at work is a fairly common issue. Here, there are a lot of irregularities in the workplace, like theft, fraud, animosity toward coworkers, harassment, taking longer than usual breaks, and favoritism (Nasim & Siddiqui, 2021). In this era, it is vital to study a person's behavior in the workplace because of industrialization, globalization, and technological advances that have developed to date. Focuses on workplace deviant behavior, which refers to employee behavior inconsistent with the organization's interests or goals. Deviant behavior hurts organizations and employees, so workplace deviant behavior is vital to research since it impacts an organization's health and productivity (Sadaf & Yasmin, 2021).

Workplace deviant behavior should be minimized and eliminated with certain things so that the organization can carry out its activities well and achieve its existing goals. Ethics does not have a clear definition but usually refers to how humans interact with others. Those are be social values or interpersonal behavior codes that a person derives from values. It is a means of distinguishing between good and evil, morality and immorality, and civility and impoliteness. These are the traits of a leader that enable them to engage with and solve employee issues. (Sadaf & Yasmin, 2021).

People who are moral or ethical are those who possess traits that make a leader, such as honesty, reliability, fairness in dealings, and approachability. A person with solid morals will be seen as having moral principles in their personal and professional lives and will gain a reputation as a person who is fair and caring towards others. An ethical leader will continuously exhibit ethical behavior and set an ethical example for those who follow them. These traits are connected to the leader's efforts to encourage ethical behavior in the workplace. To reinforce desired behavior, they also employ rewards and penalties. To others, they serve as "role models." Stated differently, leaders who both "walk the talk" and "talk the talk" are regarded as ethical leaders. Their organizational conduct and procedures are in line with widely recognized ethical norms. (Jha & Singh, 2019).

The leaders of an organization set a good example for their subordinates to follow and take inspiration from. Their moral philosophies also have a significant impact on the organization's overall code of ethics. Furthermore, as long as leaders model ethical behavior and support employees in doing the same, employees will absorb this code of ethics both behaviorally and cognitively. Negative employee evaluations of their leaders increase the likelihood of deviant behavior (Tufan et al., 2023). With ethical leadership, workplace deviant behavior will be minimized. The degree to which it is acknowledged that workers are not just machines but also have a soul. It demonstrates that they have inner needs that must be met, and that neglecting to do so may have an effect on those needs (Shaheen & Ghayas, 2022). Leadership focuses on what are considered managerial innovation constructs, such as organizational characteristics, people's motivation to innovate, support for knowledge management, feasibility studies or management's risk-taking attitude (Suliyanto et al., 2020).

The majority of an employee's time is spent at work. Their work should give them the opportunity to express themselves and will then mean more to them than just following a "nine to six" schedule. Workers use both their hands and their hearts—that is, their spirits—when doing their jobs. The desire to do more at work is demonstrated by the rise of workplace spirituality. More research on workplace spirituality is necessary, though, as more people are becoming involved in daily spiritual activities. There are problems caused by a lack of spirituality in the workplace, of course, relating to employees, the most well-known ones are stress-related illnesses, exhaustion, absenteeism, violence, and corruption. (Sony & Mekoth, 2019). Organizations always ignore spirituality in the workplace and follow capitalism and materialism. Workplace spirituality

addresses enhancing individual quality of life and employee well-being from an HR standpoint (Yousaf & Dogar, 2022).

Few studies have looked at how workplace spirituality affects unfavorable employee conduct (Lata & Chaudhary, 2021). While some research points to a connection between spirituality and workplace ethics, more thorough and definitive empirical data would be helpful. Heightened originality, inventive work behavior, integrity, trust, personal fulfillment, employee well-being, work engagement, thriving at work, job satisfaction, organizational commitment, intent to stay, and desire to stay employed have all been linked to workplace spirituality (Lata & Chaudhary, 2021). It can be assumed that increasing spirituality in the workplace can reduce workplace deviance (Amin et al., 2021). The lack of research on work spirituality in Islamic universities can be addressed by first determining the causes of employee work deviant behavior and then considering strategies to lessen it (Pariyanti et al., 2022).

In order for the organization's commitment to its vision, mission, and goals to be realized, every individual who has made a commitment to it is demonstrated with effort, determination, and confidence. (Bagis et al., 2023). A person's behavior will demonstrate how committed they are to the organization, and attitudes, beliefs, and emotional attachment can all contribute to organizational commitment (Amin et al., 2021). Organizational commitment is the employee's level of involvement and identification with the organization in which he or she works (Bagis et al., 2020). Workers who act counterproductively at work will feel less obligated to the company and follow rules and regulations less frequently. They feel less dedicated to the group or its participants as a result of this mindset. Employees that are highly committed to their company, on the other hand, have the ability to suppress abnormal behavior at work (Pathak & Srivastava, 2020). Organizational commitment describes how loyal an employee is to his organization (Bagis, 2022).

Workers will be less likely to experience stress and aggression at work when they are overseen by an ethical leader, which will decrease deviant behavior in the workplace (Tiamboonprasert & Charoensukmongkol, 2020). Because positive leadership experiences are linked to organizational work processes, employees will be encouraged to develop and strengthen their emotional ties to the company when ethical and principled leadership practices are implemented (Lee et al., 2019). Thus, ethical leadership will positively affect organizational commitment to employees (Lee et al., 2019). Mechanism of the relationship between workplace spirituality and organizational commitment that influences reducing workplace deviation, so that enhancing workplace spirituality and organizational commitment can help bridge the knowledge gap on workplace deviation reduction (Amin et al., 2021).

This study was done to develop research conducted by (Bian, 2021), previously entitled "Can Ethical Leadership Reduce Workplace Deviant Behavior?—An Analysis Based on Localization Scale," where the development was by adding the Workplace Spirituality variable as an independent variable and also adding mediating variable that is the organizational commitment variable carried out at Islamic universities in Purwokerto. The results of this research can provide benefits to organizations. They can help organizations reduce workplace deviant behavior by understanding the importance of ethical leadership for employees and increasing spirituality in the workplace, accompanied by organizational commitment for existing employees.

Literature Review

1. Social Exchange Theory

The theory used in this research is social exchange theory, which, according to (Blau, 1964), explains that the primary and most crucial difference is that social exchange requires the indeterminacy of obligations. (Blau, 1964) states that "Because it states that 'only social exchange tends to give rise to feelings of personal obligation, gratitude, and trust; such pure economic exchange does not' and that 'the benefits involved in social exchange do not have a fixed price in terms of a single quantitative medium of exchange,' it is possible to interpret this viewpoint as suggesting that social exchange creates enduring social patterns. Positive outcomes occur when managers 'take care of employees,' which is the foundation of social exchange relationships. Stated differently, social exchange relationships serve as mediators or intervening variables, facilitating profitable and equitable transactions between dependable relationships that in turn lead to productive work behavior and positive attitudes from employees (Cropanzano & Mitchell, 2005).

Research by (Tufan et al., 2023) explains that According to the social exchange theory, followers who believe their leaders are morally and fairly behave themselves by improving the group's or organization's

performance, which lowers the likelihood of WDB. The previous research conducted by (Astuti et al., 2020) suggest that a form of employee consideration of workplace deviation is an unfavorable social exchange between employees and the organization, so it can be said that this is a form of application of social exchange theory.

The theoretical point of view contained in the research conducted by (Amin et al., 2021). Social exchange theory explains why workplace spirituality can lower workplace deviance. According to this theory, positive behavior is produced through an exchange process. Workplace spirituality is not about religion, despite the fact that individuals occasionally share their religious views at work. When they are treated well, employees feel compelled to repay the company and show gratitude. Employee participation in the organization is subsequently encouraged to be more devoted and to behave well.

Research conducted by (Sheraz, 2020) says that their research can help to understand the challenges faced by leaders and employees related to organizational commitment, where they argue that social exchange theory explains, namely that employees are emphasized by the ethical example of leaders and trust-based relationships through social exchange as predictors of organizational commitment. Then there is another view from the research carried out by (Cindra & Artha, 2021) that Social exchange theory states that by treating employees well, employees will tend to reciprocate the organization by being and behaving more positively so that organizational commitment will arise.

2. Ethical Leadership and Workplace Deviant Behavior

(Brown et al., 2005) suggest that modeling behavior that satisfies The characteristics of ethical leadership include defining the norm through one's own behavior and interpersonal interactions, as well as encouraging team member behavior through two-way communication, support and guidance, and decision-making. A definition of ethical leadership is also presented, which is defined as appropriate behavior that embodies the moral aspects of ethical leaders who uphold admirable traits like integrity, dependability, and trustworthiness by accepting responsibility for their decisions and implementing suitable reward and punishment structures to promote and discourage unethical behavior. unethical, as well as to discipline staff members who take accountability for their actions. Though ethics hasn't always been seen as a necessary quality of leadership, this view is gradually shifting (Nguyen et al., 2021). Employees will believe that their managers are respectful if they continue to act in an ethical manner. Their efforts can then be focused on fostering positive organizational behavior to uphold organizational life (Mary & Ozturen, 2019).

An ethical leader would imply that people view him or her as ethical, that they act in an ethical manner, and that they base their decisions on ethical standards. A genuine ethical leader upholds the value of "walking the talk," which influences others' moral lives and conduct (Al Halbusi et al., 2021). It is broken that the effectiveness of an employee's performance is caused by workplace deviant behavior, so workplace deviant behavior has a negative impact that affects the organization's sustainability (Budiman et al., 2022). Workplace deviant behavior (as typical of negative extra-role behavior), according to (Dunlop 2004), is defined as intentional actions committed by employees against other employees or organizations in their workplace. Violation or even confrontation of important organizational norms is its primary manifestation, the impact of which is damage (Bian, 2021).

In previous research conducted by (Bian, 2021), there are differences in results from other previous research where the results show that ethical leadership can significantly inhibit deviant behavior in the workplace. Meanwhile, other research that was previously carried out by (Tufan et al., 2023), (Yasir & Khan, 2020), and (Nasim & Siddiqui, 2021) shows that Ethical leadership is negatively and insignificantly related to workplace deviant behavior.

H1 : Ethical Leadership has a negative and significant effect on Workplace Deviant Behavior

3. Workplace Spirituality and Workplace Deviant Behavior

Spirituality in the workplace, according to (Fenwick & Lange, 1998), explains that learning and personal growth are viewed holistically. A worker who firmly feels that spirituality or unity with others is the ultimate purpose of existence and who perceives and feels a spiritual bond with their work and the workplace can be considered individually to be spiritual. This can be defined as an affective and cognitive experience. To live in perfect goodness, one must grasp life as a whole (Sony & Mekoth, 2019).

Workplace spirituality includes both individual and organizational components. Proponents of workplace spirituality assert that when employees use their unique skills at work, they experience a sense of transcendence and community that keeps them motivated. Due to its established advantages, spirituality in the workplace has evolved from what was once can be merely a management fad to something that is likely to last over time (Lata & Chaudhary, 2021).

(Yousaf & Dogar, 2022) looks at From a human resources standpoint, workplace spirituality focuses on enhancing workers' well-being and personal quality of life. When defining employees' work goals and the meaning they derive from those goals, we consider that a demonstration of the philosophical perspective of spirituality. when fostering a sense of belonging and community among staff members is encouraged. At the group level, workplace spirituality fosters an environment of trust, love, and belonging that reduces feelings of completion among employees in the organization. It reduces social loafing, where employees try to do less work according to their abilities. Furthermore, workplace spirituality can strengthen group cohesiveness and encourage employees to take responsibility and accountability for their actions (Ahmed, 2022). Assist companies and managers in developing a workable understanding of the significance of cultivating a work environment that fosters spirituality, and educate them on the most effective ways to establish and maintain this culture for the company's advantage in the marketplace (Otaye-Ebede et al., 2020).

In previous research conducted by (Amin et al., 2021), (Rosid et al., 2020), and (Shaheen & Ghayas, 2022), spirituality in the workplace is negatively and significantly related to deviant behavior in the workplace. Then, in previous research conducted by (Astuti et al., 2020), the results show that Spirituality in the workplace significantly affects deviant behavior.

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

4. Organizational Commitment and Workplace Deviant Behavior

In particular, many of these definitions focus on commitment-related behavior such that when we talk about a person being “bound by his actions” or “behavior that exceeds formal and/or normative expectations” we are actually focusing on concrete manifestations of commitment (Mowday, 1979). According to (Allen & Meyer, 1993), Employees' pleasure in being a part of the organization, their sense of belonging, and their willingness to put in more effort when working there are all factors that contribute to organizational commitment. Employees who demonstrate a high level of organizational commitment tend to demonstrate high readiness to face challenges (Tiamboonprasert & Charoensukmongkol, 2020). In order for the organization's commitment to its vision, mission, and goals to be realized, each person must exhibit their will, perception, and commitment to the organization with effort, determination, and confidence (Bagis et al., 2023). It is clear that commitment is a relationship between two people and there is always something to justify connecting people and supporting that relationship, but the difference is that commitment is based on binding force (Sheraz, 2020). The intensity of commitment to the organization can have a positive impact so that high commitment is important because it motivates employees to show that their performance produces positive things, but if commitment is low it will bring negative results for the organization and employees (Sheraz, 2020).

All company operational activities are related to human resources. Service is the main focus of service companies. The service outcomes that each customer receives are closely correlated with the employee's dedication to the company to deliver optimal results for the company. Employees' organizational commitment is demonstrated by employees responsible for all their behavior because they feel that organizational problems are their problems. Employees feel that the organization provides much meaning. In addition to being content to work for the remainder of their careers, employees who find it extremely difficult to leave the company also exhibit high organizational commitment because they feel that the company deserves their loyalty (Cindra & Artha, 2021). Employee dedication to the company affects deviant behavior at work. Dedicated staff members will actively engage in and feel a part of organizational activities (Pratiwi & Rahayu, 2022).

The results of previous research conducted by (Amin et al., 2021) and (Pathak & Srivastava, 2020) explain that Organizational commitment is negatively and significantly related to workplace deviance. The previous research conducted by (Mansoara & Armanu, 2021), shows that Organizational commitment influences deviant behavior.

H3: Organizational Commitment has a negative and significant effect on Workplace Deviant Behavior

5. Ethical Leadership and Organizational Commitment

The enhancement of the cognitive component of organizational commitment is significantly influenced by the attributes of ethical leadership conduct. Since positive leadership experiences are linked to organizational work processes, followers of principled and morally upright leadership practices will be encouraged to grow and fortify their emotional bonds with the organization. Consequently, there will be a favorable correlation between organizational commitment and ethical leadership. Leaders have an upward impact on organizational procedures in addition to their downward influence on ethical leadership processes. This upward influence allows followers' opinions and input on ethical matters to be acknowledged and heard. Even after a leader-member relationship is established, where the range of behavior includes setting clear expectations and rewards, Moral leadership and organizational commitment will continue to have a positive relationship (Lee et al., 2019).

Employee organizational commitment is a two-way process. In this relationship, employees and senior leaders play an essential role. Relationships can only succeed with trust between leaders and employee leaders (Sheraz, 2020). Using standards of ethics and decency, organizational commitment can be understood correctly. This challenging situation explains research to distinguish factors that can increase employee organizational commitment. Ethical leadership that has civility in it has become a key factor for increasing commitment to the organization. Organizational commitment and ethical leadership have become important points of view that link argumentative efforts to market focus. An ethical and polite approach is a crucial factor that creates committed, motivated, and satisfied workers, so ethical and polite leadership influences organizational commitment (Alam et al., 2021). If the leadership in the company is good and fair (ethical), then organizational commitment to the company will also increase (Alkatya et al., 2020).

Previous research conducted by (Alkatya et al., 2020) and (Alam et al., 2021), shows that Ethical leadership has a positive and significant effect on organizational commitment.

H4: Ethical Leadership has a positive and significant influence on Organizational Commitment

6. Workplace Spirituality and Organizational Commitment

Spirituality is a feeling of being connected to society and upholding values, each of which leads to organizational commitment and more involvement in work (Milliman et al., 2003). A person who exhibits strong organizational commitment will do so in a way that is consistent with his or her behavior. Organizational commitment can be influenced by a person's attitudes, personal values and beliefs, and emotional attachment. Employees who practice workplace spirituality bring their complete selves—physical, mental, emotional, and spiritual—to work. Employees who experience a positive response from an organization that satisfies their spiritual needs will feel psychologically safe and appreciated for who they are as people. Increasing positive behaviors at work, like dedication to the company, is crucial (Amin et al., 2021). Spirituality at work has also been clarified as “spirit at work” from an organizational perspective. The experience of educators who are proactive, enterprising, and supported by their work, who find meaning and a solid foundation in their work, who feel fully capable of communicating, and who regard themselves as having a relationship with the people they work with can all be summed up in one word: passion for work. It requires an organizational commitment to find absolute reasons in everyday life to develop close relationships with various work-related partners and to have consistency between its fundamental beliefs and values (Rajput et al., 2020).

Employee spirituality in the workplace is demonstrated by employees who are responsible for all their behavior, and organizational commitment from employees is also demonstrated by employees who are responsible for all their behavior. Organizational commitment is an essential factor that companies must pay attention to in order to maintain the positive influence of workplace spirituality (Cindra & Artha, 2021). The existence of workplace spirituality in an organization or company can strengthen employees committed to work so that the company's vision is realized and increase employee loyalty to the company because with a high awareness of spirituality, there is definitely pressure for the benefit of those around them and this is also the case in the context of organizational commitment from employees for the

company (Fuji Hakiki & Putri Senjani, 2022).

The results of previous research conducted by (Rajput et al., 2020), (Amen & Raziq, 2019), and (Amin et al., 2021) show that workplace spirituality has a positive and significant effect on organizational commitment.

H5: Workplace Spirituality has a positive and significant effect on Organizational Commitment

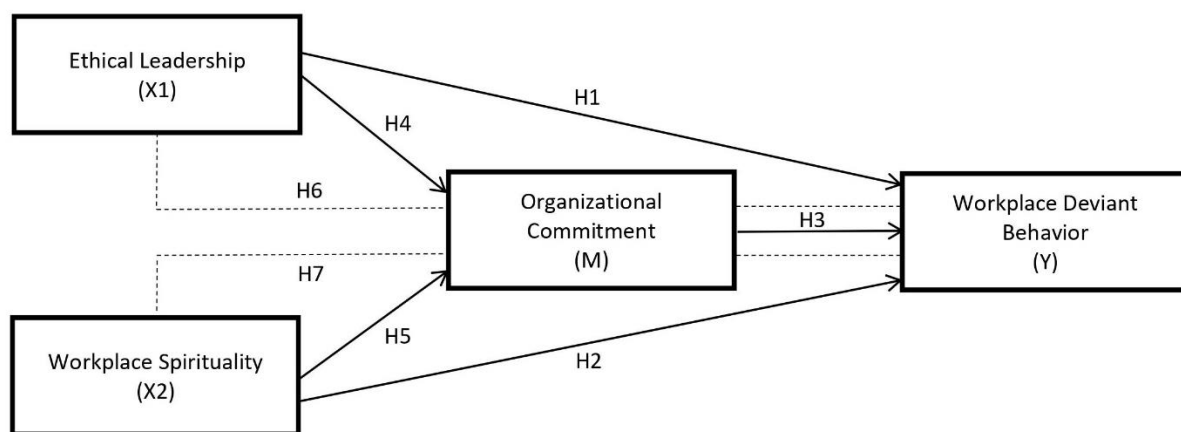
7. Mediating Effect of Organizational Commitment

(Lee et al., 2019) argue that a leader's ethical behavior and practices provide a theoretical link to increased affective and normative commitment, which functions as a mandatory force that motivates followers to take actions (e.g., meeting work goals, and maintaining organizational membership) that beneficial to the specific target to which it is committed (which is organization). Research conducted by (Milliman et al., 2003) says that in spirituality there are components of meaningful work, feeling connected to society and upholding values, each of which leads to organizational commitment and greater involvement in work. Workplace deviant behavior is influenced by organizational commitment, where employees will show their commitment to the organization by actively participating and feeling involved in organizational activities (Pratiwi & Rahayu, 2022). Organizations that maintain consistency in the policies given to their employees can make employees proud of their work, and by increasing commitment, especially in terms of employee pride in the organization by taking an individual and group spiritual approach, they will make a positive contribution to the organization (Labetubun & Dewi, 2022).

Previous research conducted by (Lee et al., 2019) explains that Organizational commitment will mediate the relationship between ethical leadership and performance. Then, in previous research conducted by (Cindra & Artha, 2021), the results show that organizational commitment mediates the influence of workplace spirituality on employee performance. The previous research conducted by (Pratiwi & Rahayu, 2022), shows that organizational commitment mediates the effect of Perceived external prestige on workplace deviant behavior. The previous research conducted by (Labetubun & Dewi, 2022), has the result that organizational commitment mediates the influence of workplace spirituality on employee performance.

H6: Organizational Commitment Mediates the Relationship between Ethical Leadership and Workplace Deviant Behavior

H7: Organizational Commitment Mediates the Relationship between Workplace Spirituality and Workplace Deviant Behavior



Picture 1 : Conceptual Framework

Materials and Methods

This research is a development research from previous research (Bian, 2021). This research was carried out by researchers using a quantitative approach, where the information was gathered by the researcher through survey or questionnaire methods (direct questionnaires in the form of paper or booklets and indirect questionnaires in the form of Google Forms). Then, the questionnaire was filled in by respondents for whom the researcher had determined the criteria. The criteria for respondents who filled out the questionnaire were permanent and non-permanent employees from Islamic Universities in Purwokerto, so

this research was conducted at three universities, namely A University, B University, and C University (the use of pseudonyms aims to ensure confidentiality for the three universities. can be maintained safely). Each answer chosen by the respondent has its value, which the researcher arranges using stages according to five points on a Likert scale: 1 for strongly disagreeing, 2 for disagreeing, 3 for neutral, 4 for agreeing, and 5 for strongly agreeing.

This research was conducted with the number of employees at three Islamic universities in Purwokerto, namely 432 employees. Then, with this number, the researchers took samples for respondents by calculating them first using the *Slovin Formula* with a margin of error of 5%. The 432 employees are employees from three universities and were selected by researchers as 216 respondents by previous calculations and by using a sampling technique, namely quota sampling, namely sampling according to sample needs according to predetermined criteria (Sugiyono, 2001). The sample size was distributed comprehensively and evenly to each Islamic university. Structural Equation Model (SEM) and the Smart Partial Least Square (SmartPLS) application version 3.0 are the analyses used by researchers in conducting this research.

The variables in this research consist of Ethical Leadership as the independent variable (X1), Workplace Spirituality as the independent variable (X2), Organizational Commitment as the mediating variable (M), and Workplace Deviant Behavior as the dependent variable (Y). The researcher took the items from several references as material for the questionnaire. Firstly, the researcher took items for the Ethical Leadership variable referring to (Sugiyono, 2001), which totaled ten items.

Second, the researcher took items for the Workplace Spirituality variable referring to (Milliman et al., 2003), which totaled 21 items. Third, the researcher took items for the Organizational Commitment variable from (Mowday, 1979), which amounted to 9 items. Then, finally, the researcher took items for the Workplace Deviant Behavior variable referring to (Robbins, 2000), which totaled 19 items.

Result and Discussion

1. Respondent Demographics

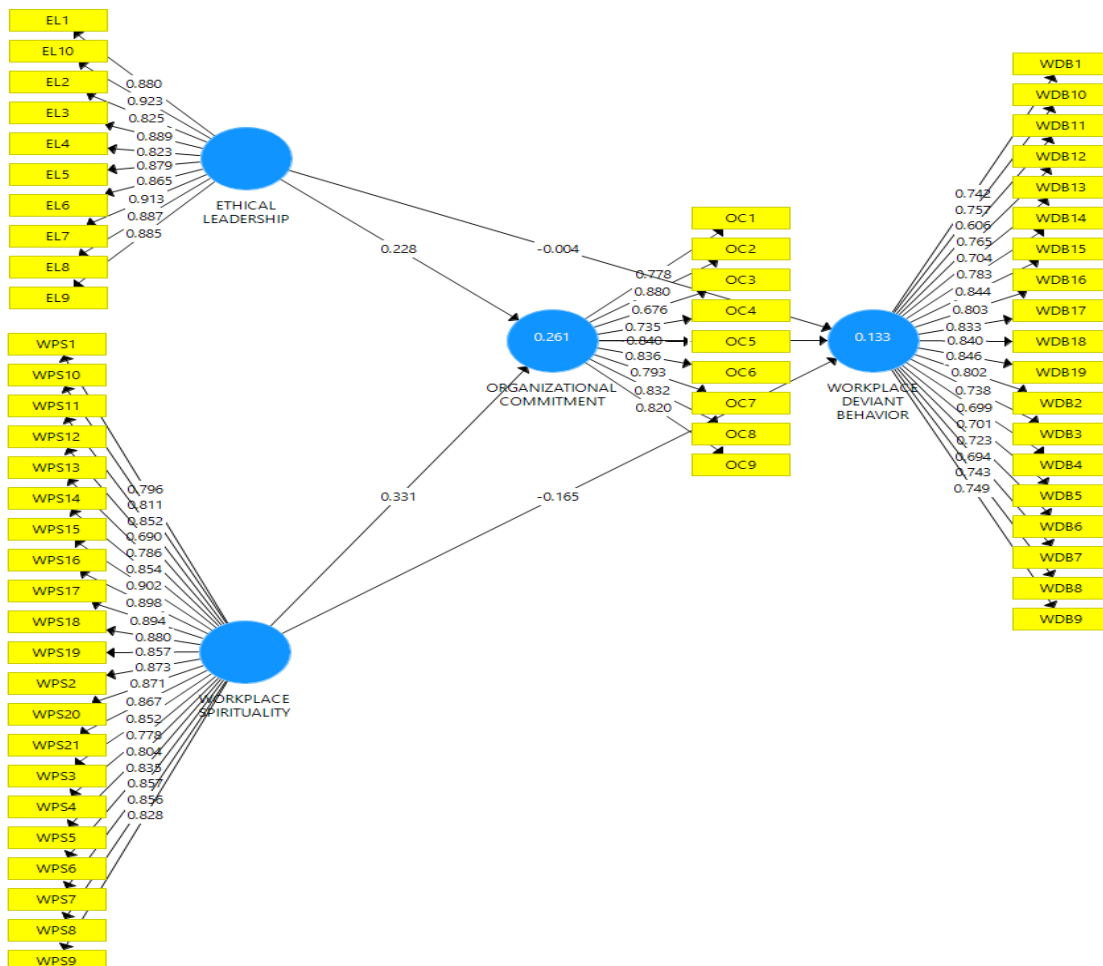
	Group/Identity	Frequency	Percentage
University	A University	125	39,06
	B University	61	35,88
	C University	30	52,63
Gender	Man	116	53,70
	Woman	100	46,29
Age	20 - < 30 Years	98	45,37
	30 - < 40 Years	59	27,31
	≥ 40 Years	59	27,31
Education	High School/Equivalent	22	10,18
	D3 Diploma	8	3,70
	Bachelor (S1)	160	74,07
	Bachelor (S2)	25	11,57
	Bachelor (S3)	1	0,46
Length of Working	1 – 3 Years	87	40,22
	> 3 – 5 Years	50	23,14
	> 5 – 7 Years	28	12,96
	> 7 – 10 Years	1	0,46
	≥ 10 Years	50	23,14
Employee Status	Permanent Employees	150	69,44
	Contract Employee	66	30,55
Wages	Rp. 2.000.000 – Rp. 2.500.000	123	56,94
	Rp. 2.500.000 – Rp. 3.000.000	56	25,92
	Rp. 3.000.000 – Rp. 3.500.000	14	6,48

	Rp. 3.500.000 – Rp. 4.000.000	14	6,84
	> Rp. 4.000.000	9	4,16

Table 1 : Descriptive Analysis

Table 1 explains the percentage calculations from the total data of respondents, namely employees from three Islamic universities in Purwokerto who have filled out the questionnaire. The analysis of these results is so that the calculations can be even. The researchers focused their respondents on permanent and non-permanent employees who were non-lecturers, so they focused more on employees in the administrative sector, which spread from the bureau, administration, and the faculty. The results show that most respondents were from University A, and the least were from University C. The data in the table above shows that there were more male than female respondents, and more respondents had permanent employee status than contract employees. Respondents were dominated by those aged 20 - < 30 years which can have an influence on workplace deviant behavior, and were also dominated by respondents who had an educational history of up to a Bachelor's degree (S1). In the table data above, it can also be seen that respondents with a length of work of 1 - 3 years dominate more than other lengths of work, and respondents with salaries by the regional minimum wage also appear to dominate more than other salary amounts.

2. Measurement Model Test (Outer Model) Convergent Validity



Picture 2 : Outer Model PLS Algorithm

Researchers used the SmartPLS application to obtain the results of the outer model algorithm. It can be seen that there is an R2 value of 0.133, which explains that the workplace deviant behavior variable is influenced by ethical leadership, workplace spirituality, and organizational commitment by 13.3%. Then, it can also be seen that the R2 value is 0.261, which explains that the organizational commitment variable is influenced by

ethical leadership and workplace spirituality by 26.1%.

	Ethical Leadership	Organizational Commitment	Workplace Spirituality	Workplace Deviant Behavior
Ethical Leadership		1.784	1.854	
Organizational Commitment			1.354	
Workplace Spirituality		1.784	1.933	
Workplace Deviant Behavior				

Table 2 : Inner Model VIF Value

Variable		Loading Factor
Workplace Deviant Behavior		
WDB1	I often take property from work without permission	0.742
WDB2	I spent much time daydreaming and fantasizing instead of working	0.802
WDB3	I often falsified receipts to get reimbursed for more money than I spent on the business	0.738
WDB4	I took a break longer than the time specified at work	0.699
WDB5	I often come late to work without permission	0.701
WDB6	I often pollute the workplace environment	0.723
WDB7	I often ignore instructions from my superiors	0.694
WDB8	I do work slower than I should	0.743
WDB9	I often discuss confidential company information with unauthorized people	0.749
WDB10	I often use illegal drugs and consume alcohol while working	0.757
WDB11	I always try to do the best in my work	0.606
WDB12	I often postpone my work to get overtime	0.765
WDB13	I often make fun of someone at work	0.704
WDB14	I often say something hurtful to someone while at work	0.783
WDB15	I often discriminate based on ethnicity, religion, and ethnicity or race at work	0.844
WDB16	I often curse at someone at work	0.803
WDB17	I often say rude things at work	0.833
WDB18	I often act rudely towards someone at work	0.840
WDB19	I often embarrass someone in public while at work	0.846
Organizational Commitment		
OC1	I am willing to put forth great effort to help the organization succeed	0.778
OC2	I talk about this organization to my friends as a great place to work	0.880
OC3	I will accept almost any assignment given in order to continue working for this organization	0.676
OC4	I feel that the organization's values and my values are very similar	0.735
OC5	I am proud to tell others that I am part of this organization	0.040
OC6	The organization inspires me to give maximum performance	0.836
OC7	I'm glad I chose this organization over others when I was considering joining	0.793
OC8	I really care about the condition of the organization	0.832

OC9	For me this organization is the best of all possible organizations to work in	0.820
Ethical Leadership		
EL1	My boss carry out their daily lives according to applicable morals or principles	0.880
EL2	My boss defines success not only by results but also by how they are obtained	0.825
EL3	My boss listens to what employees say	0.889
EL4	My boss disciplines employees who violate ethical standards	0.823
EL5	My boss makes fair and balanced decisions	0.879
EL6	My boss is trustworthy	0.865
EL7	My boss discusses business ethics or values with employees	0.913
EL8	My boss gives me an example of how to do things the right way in terms of ethics	0.887
EL9	My boss has the employee's best interests in mind	0.885
EL10	My boss asked me "what is the right thing to do in terms of ethics?" to employees before making a decision	0.923
Workplace Spirituality		
WPS1	I feel comfortable at work so I can use my personal talents and abilities	0.796
WPS2	I feel the spirit awakened by the work	0.873
WPS3	I feel that work is related to the important things in life	0.852
WPS4	I see a connection between work and socially good things	0.778
WPS5	I understand personal meaning (the learning and growth that work provides)	0.804
WPS6	The climate makes me like the job	0.835
WPS7	I feel that there is a better future together with my colleagues	0.857
WPS8	I feel that I am part of the community	0.856
WPS9	I believe that colleagues will support each other	0.828
WPS10	I feel free to express my opinion	0.811
WPS11	I feel that employees are connected based on shared goals at work	0.852
WPS12	I believe that employees will care for each other	0.690
WPS13	I feel that I am part of one family	0.786
WPS14	I feel aligned with the values of the organization	0.854
WPS15	I feel that the organization cares about people who are in trouble or oppressed	0.902
WPS16	I feel that the organization pays attention to all employees	0.898
WPS17	I feel that the organization has a conscience expressed in the goals and management of the organization	0.894
WPS18	I feel moved by the goals of the organization	0.880
WPS19	I feel that the organization cares about employee health	0.857
WPS20	I feel connected to the mission of the organization	0.871
WPS21	I feel that the organization cares about the spiritual life of employees	0.867

Table 3 : Loading Factor Test Result

There is a loading factor value >0.50 on all statement items for each variable, so it can be stated that all statement items for each variable are valid.

	Ethical	Organizational	Workplace	Workplace
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	Leadership	Commitment	Spirituality	Deviant Behavior
Ethical Leadership	0.878			
Organizational Commitment	0.447	0.801		
Workplace Spirituality	0.663	0.482	-0.290	0.841
Workplace Deviant Behavior	-0.226	-0.333	0.759	

Table 4 : Fornell-Larcker

3. Validity Test

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Ethical Leadership	0.967	0.971	0.770
Organizational Commitment	0.929	0.941	0.642
Workplace Spirituality	0.979	0.981	0.708
Workplace Deviant Behavior	0.959	0.962	0.576

Table 5 : Construct Reliability and Validity

It can be seen that the AVE value results for all variables, namely ethical leadership, organizational commitment, workplace deviant behavior, and workplace spirituality, have a value of more than 0.5, so this result is by the rules for carrying out validity tests simultaneously because it is more than 0.5.

4. Hypothesis

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Ethical Leadership -> Workplace Deviant Behavior	-0.004	0.046	0.963	Hypothesis not supported
Workplace Spirituality -> Workplace Deviant Behavior	-0.165	1.989	0.051	Hypothesis not supported
Organizational Commitment -> Workplace Deviant Behavior	-0.252	3.971	0.000	Hypothesis supported
Ethical Leadership -> Organizational Commitment	0.228	2.732	0.007	Hypothesis supported
Workplace Spirituality -> Organizational Commitment	0.331	4.932	0.000	Hypothesis supported

Table 6 : Hypothesis Test Result

4.1 Ethical Leadership on Workplace Deviant Behavior

The results show that ethical leadership has an insignificant negative effect on workplace deviant behavior, where the path coefficient value is -0.004 , and the P values show a figure of $0.963 > 0.05$. It proves that ethical leadership can reduce workplace deviant behavior, but the reduction is not too significant. According to the results of this research, leaders or superiors who implement good ethical leadership can reduce employees who engage in deviant behavior in the workplace. However, ethical workplace deviant behavior cannot directly influence employees, so hypothesis 1 is rejected. It can be said that having a boss or leader who carries out ethical behavior and applies good ethical leadership can encourage employees to reduce, avoid, and/or not engage in deviant behavior in the workplace. It is also due to employees feel that their boss or leader is a role model and example for them in doing everything in activities or activities at work, both work-related and non-work related (as long as the activity is carried out at work, there will be a decrease deviant behavior in the workplace due to the ethical leadership implemented). These results are in line with previous research conducted by (Bian, 2021) which shows that ethical leadership can significantly inhibit the occurrence of deviant behavior in the workplace.

4.2 Workplace Spirituality on Workplace Deviant Behavior

The results were that workplace spirituality had a negative and insignificant effect on workplace deviant behavior, with a path coefficient value of -0.165 and a P value of $0.051 > 0.05$. This statement explains that workplace spirituality can reduce workplace deviations, but the reduction is manageable. According to this research, employees with high spirituality at work can be encouraged to reduce deviant behavior. However, workplace spirituality towards workplace deviant behavior cannot directly influence employees, so hypothesis 2 is rejected. High and good employee spirituality in the workplace can make employees avoid, reduce, and/or not engage in deviant behavior. It is also because there is employees feel that spirituality in the workplace can make them more focused and calm. Then, they get much positive energy within themselves to reduce deviant behavior in all their activities while at work. These results are in line with previous research conducted by (Amin et al., 2021), (Rosid et al., 2020), and (Shaheen & Ghayas, 2022), who said that workplace spirituality is negatively and significantly related to workplace deviant behavior.

4.3 Organizational Commitment on Workplace Deviant Behavior

The results show that organizational commitment has a negative and significant effect on workplace deviant behavior, which can be seen in the results from the table above, showing that the path coefficient value is -0.252 and the P Values are $0.000 < 0.05$. Obtaining these results can explain that organizational commitment can reduce workplace deviant behavior, and the decrease is also significant. Based on these results in this research, it can be said that employees with high organizational commitment can reduce deviant behavior in the workplace so that organizational commitment to workplace deviant behavior can directly influence employees (hypothesis 3 is accepted). There is this explanation because having employees who have a high commitment to the organization can make employees avoid or not carry out deviant behavior in the workplace, and this can also happen because employees feel that the presence of organizational commitment within them can channel positive things into in themselves so that they prefer to do useful things rather than carrying out deviant behavior at work. These results align with previous research conducted by (Amin et al., 2021) and (Pathak & Srivastava, 2020), who explained that Organizational commitment is negatively and significantly related to workplace deviant behavior.

4.4 Ethical Leadership on Organizational Commitment

Results show that the path coefficient value is 0.228 , and the P Values are $0.007 < 0.05$, so ethical leadership positively and significantly affects organizational commitment. These results show that the application of ethical leadership can influence increasing employee commitment to the organization (ethical leadership can increase organizational commitment), which can then be explained from these results that having leaders who carry out ethical behavior and implementing ethical leadership in the organization can make employees committed to the organization so that ethical leadership towards organizational commitment can directly influence employees (hypothesis 4 is accepted). It happens because there's employees feel that having a good example or role model from a leader who carries out ethical behavior and applies ethical leadership makes them feel obligated to commit to the organization or

company in return for good behavior from their superior or leader. These results align with previous research conducted by (Alkatya et al., 2020) and (Alam et al., 2021) which shows that Ethical leadership has a positive and significant effect on organizational commitment.

4.5 Workplace Spirituality on Organizational Commitment

The path coefficient and P values based on the results obtained respectively are 0.331 and $0.000 < 0.05$, which can be explained by the previous statement that workplace spirituality has a positive and significant effect on organizational commitment. These results explain that higher spirituality in the workplace can influence increased employee commitment to the organization (workplace spirituality can increase organizational commitment), which can be seen as having employees who have high spirituality in the workplace, making them committed to the organization. So, workplace spirituality on organizational commitment can directly influence employees (hypothesis 5 is accepted). This statement exists because there is employees feel that they have positive energy and are helpful to their organization by having spirituality in the workplace. Then, they feel that they are even more helpful to the organization, so they become committed to the organization or company. These results are in line with previous research conducted by (Rajput et al., 2020), (Amen & Raziq, 2019), and (Amin et al., 2021), who say that there is a positive influence of workplace spirituality on organizational commitment.

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Ethical Leadership -> Organizational Commitment -> Workplace Deviant Behavior	-0.057	2.102	0.036	Hypothesis supported
Workplace Spirituality -> Organizational Commitment -> Workplace Deviant Behavior	-0.083	2.986	0.003	Hypothesis supported

Table 7 : Spesific Indirect Effect

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

The results show that the path coefficient value is -0.057 and the P value is $0.036 < 0.05$, which in the research results states that ethical leadership positively affects organizational commitment and influences workplace deviant behavior. From the previous statement, it can be explained that organizational commitment can mediate the relationship between ethical leadership and workplace deviant behavior so that ethical leadership can reduce workplace deviant behavior with the organizational commitment possessed by employees. With this explanation, hypothesis 6 is accepted. These results align with previous research conducted by (Lee et al., 2019), who explained that Organizational commitment will mediate the relationship between ethical leadership and performance.

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

The results show that the path coefficient value is -0.083, and the P Values are $0.003 < 0.05$, which means that the research results show that workplace spirituality positively affects organizational commitment and influences workplace deviant behavior. From the previous statement, it can be explained that organizational commitment can mediate the relationship between workplace spirituality and workplace deviant behavior so that workplace spirituality can reduce workplace deviant behavior with the organizational commitment possessed by employees. With this explanation, it can be said that hypothesis 7 is accepted. These results align with previous research conducted by (Cindra & Artha, 2021) and (Labetubun & Dewi, 2022), which shows that organizational commitment mediates the influence of

workplace spirituality on performance.

Conclusion

This research has respondents whom employees with permanent employee status dominate; the age of the respondents is dominated by the age range 20 - > 30 years. Employees with an education history of up to a bachelor's degree also dominate the respondents, and employees with 1-3 years of work also dominate the respondents. In this study, researchers tested the influence of ethical leadership and workplace spirituality on workplace deviant behavior. Organizational commitment was a mediating variable among employees at 3 Islamic universities in Purwokerto. With leaders who implement ethical leadership well and there is spirituality in employees in the workplace that is not significant, it can influence and reduce deviant behavior in the workplace. However, the reduction is not too significant. Then, with superiors who implement ethical leadership well and there is employee spirituality in the workplace, it can influence and increase employee commitment to the organization. There are discoveries in this research, which is a research development (Bian, 2021), where this finding states that the research links ethical leadership and workplace spirituality to workplace deviant behavior by placing the organizational commitment variable as a mediating variable. The organizational commitment possessed by employees can significantly reduce workplace deviant behavior.

Limitations

The limitation that exists in this research is that the R2 value in this research is still quite small, so it can be said that the influence between the variables in this research is still not strong. Therefore, in further research other independent variables can be added or moderating variables can be added. This research only focuses on the education sector, therefore further research can be carried out in other sectors so that we can find out the influence of the variables in general.

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