

# The Mediating Role of Job Satisfaction on the Relationship of Workplace Spirituality and Organizational Justice on Workplace Deviance Behavior

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**Abstract.** Workplace Deviance Behaviour becomes to the attention of the researchers and practitioners, because of its detrimental impact on the organization. This research aims to examine the effect of organizational justice and workplace spirituality on workplace deviance behaviour and to examine the role of job satisfaction as a mediation among them. This research is being tested on four Private Hospital wich has strong religion climate in Metro Lampung province with 168 samples. Reverse pattern questionnaire is used to examine the impact of organizational justice, workplace spirituality and job satisfaction to workplace deviance behavior. Data collected were analyzed using SmartPLS 2.0, and the result showed that organizational justice, workplace spirituality and job satisfaction each has negative significant direct impact on the workplace deviance behaviour. Job satisfaction is also proven to have the role of partial mediation in the relationship between organizational justice and workplace deviance behavior and the relationship between workplace spirituality and workplace deviance behavior.

**Keyword:** organizational justice, wrokplace spirituality, job satisfaction, workplace deviance behavior

## 1. Introduction

Workplace Deviance Behavior is an issue discussed by some researchers widely, because of its detrimental impact on the organization. Definitively, workplace deviance behavior is a voluntary behavior which goes against organizational norms significantly and thus treatens the welfare of the organization, its members or both [1]. workplace deviance behavior is divided into several variations, those are: minor deviations and serious deviations and also the personal impact and organizational impact. Minor workplace deviance behavior means to exclude minor violations from social norm, such as: purposefully working slowly. While serious workplace deviance behavior means violations which committed to have a dangerous tendency for the organizations or its members, such as: theft, sexual harassment, physical threats, and sabotage [1].

Lau, et al [2] have been formulated several main causes of workplace deviance behavior from various journal researches. The cause of workplace deviance behavior can be categorized based on

its main factors, which are: personal, organization, work, and contextual factors which led to job dissatisfaction. Robbins and Judge [3] gave an outlook that job dissatisfactions and antagonistic relationships with coworkers might trigger several undesirable behaviors by organizations, start from the minor deviations, such as: inappropriate socializing and lateness, to the serious deviations, such as: labor union demonstration, drug abuse and stealing at work place.

Previous researchers shown that deviance behaviors have negative effects [4], which cause substantial economic and social cost for the organization [5]. The example for personal impacts of workplace deviance behavior include: stress [6]. While it's impact on organization include: the decrease of commitment and productivity, as well as the turnover rate and the higher absence of the employee [7], [8].

Organizations are required to be able to avoid deviant behavior that comes from personal factors by being more careful in managing people, and this starts with the recruitment and training process [9]. To avoid deviance behavior in the organizational context, organizational justice principles must be upheld because it can have a positive impact on the emotional, attitudes, and behavior of employees for the long term [10], [11]. In other words, injustice will cause negative feeling and its effect on deviance or counterproductive workplace behavior [12]. Based on these arguments, injustice perception is the dominant predictor which influence deviance behavior [13] [14]. Justice appraisal perception affects individual attitude, for example, job dissatisfaction, intention to leave the organization, and organizational commitment [15], [16]. Therefore, some researcher providing the easiest investigation of the situational antecedents' advice in the deviance workplace is by organizational justice [17], [18].

In addition, it comes to attention that spirituality in the working place or workplace spirituality is one of the workplace deviance behavior's prevention [19]. Workplace spirituality defined as a specific form of work feeling which can enhance life values and our work practices [20]. Several studies showed that workplace spirituality decreased the action of workplace deviance behavior effectively [21]. It showed a positive impact from the workplace spirituality's dimension to workplace deviance behavior. [22] explained that religiosity gives the positive effects on deviance behavior. According to them, people who tend to be religious, regularly attend religious meetings and rituals, reflect on their spirituality, tend not to be involved in work deviance behavior such as: stealing from or sabotaging their organization. Workplace spirituality is believed to have a long-term positive impact because it creates a positive psychological environment for employees [23], [19], [24], [9].

It is known that there are many of organizations which have a religious culture and uphold religious values and principles of justice even outlined in their vision and mission. Unfortunately, an organization that has a fairly good system of justice and strong religious style and culture, may not guarantee that everyone who works in its organization will avoid deviance behavior, whether it is minor deviance or the serious ones. We have seen various examples of cases on how some people who work in religious institutions have committed acts of fraud. There are various cases: from playing the gadget frequently while working, skipping work hours, to committing criminal acts of theft or corruption.

This phenomenon is in accordance with the gap in some inconsistent research results related to the relationship between organizational justice and workplace spirituality with workplace deviance behavior. The strongest initial argument is, because organizational justice and workplace deviance behavior are multidimensional, it would be reasonable if the results would not be consistent [18].

In addition to several studies that have shown a significant negative correlation between organizational justice and workplace deviance [9], [11], [14], [17], [18], [32], [34], several studies suggest different results. [60] stated that not all dimensions of organizational justice have a significant effect on deviant behavior, but only interpersonal justice. Other studies have also stated that only one form of organizational justice will then significantly affect one form of workplace deviance behavior [13], [61]. Likewise with the relationship between workplace spirituality and workplace deviance behavior, some researchers stated that there was a significant negative relationship [19, [21], [23], [24]. Based on the inconsistency of the results of the study, therefore, we propose the variable job satisfaction as a mediator to increase the effect of spirituality at work and organizational justice to reduce the symptoms and actions of workplace deviance behavior in organizations.

Previous research described that job dissatisfaction can be an antecedent [25] and will trigger various deviance behavior which is not desired by the organization [26]. When the employees experience dissatisfaction with their work, they tend to show more of deviance behavior as an expression to 'wreak' their emotional tension [27], [28]. Several researches said that job satisfaction is correlate to workplace deviance behavior negatively [29], or job dissatisfaction is positively correlate to workplace deviance behavior [30]. In this case, when workplace spirituality and organizational justice are insufficient, job satisfaction is expected to be a mediation in the workplace deviance behavior.

## 2. Literature Review

### 2.1 Organizational justice, job satisfaction and workplace deviance behavior

#### a) *Organizational Justice and Workplace Deviance Behavior*

As described in the introduction, organizational justice is considered to be the main predictor related to job satisfaction and deviant behavior, because if the organization is considered unfair, employees will show deviant attitudes and behaviors. This is consistent with social exchange theory, which states that employees' attitudes and behaviors are a reciprocal result of the exchange relationship between employees and the organization they work for [31]. According to [9] when employees feel that their workplace is unfair, it will trigger negative feelings such as dissatisfaction, distrust, and stress, or one of the worst is sabotage. This negative attitude then leads to deviance behavior in the workplace which affects individuals and organizations.

Several studies on organizational justice and work deviance behavior have been widely carried out in the hotel industry [32], [9], [34]. The results agree that organizational justice is a strong negative predictor, and has a negative effect on workplace deviance behavior. In addition, the relationship between organizational justice and workplace deviance behavior will get worse in individuals with low socialization skills. In hi-tech companies organizational injustice can cause serious deviations that are very detrimental to the organization, for example being spying and leaking company secrets [35]. From this discussion, it can be concluded that organizational justice is a strong negative predictor of WDB.

**H1. *Organizational justice is negatively related to deviance behavior in the workplace (WDB).***

b) *Organizational Justice and Job satisfaction*

In the current era of globalization, organizations are required to increase their competitiveness in order to survive or win the competition, one of which is by increasing the competitive advantage of human resources. Organizations are required to identify important factors which influence the performance and the job satisfaction of employees. One of those important factors is organizational justice; which describes individual perceptions about fair treatment received from an organization and their behavioral reactions to that perception [36]. Therefore, this is in accordance with the social exchange theory that has been previously disclosed [31]. In relation to organizational justice and job satisfaction, through the perspective of social exchange theory, employees who feel fairly valued will tend to feel more satisfied at work [37], are able to maintain their performance [38], [39] and this is beneficial for the organization.

Employees' perceptions of organizational justice include three dimensions, namely: distributive, procedural and interactional justice [56]. Distributive justice refers to the perceived fairness of the results received by one individual compared to other individuals who are considered equal in the organization [39]. Procedural justice, refers to the perception of fairness and justice felt by individuals from the process used by the organization to determine the results that have been achieved for the organization [40]. Finally, interactional justice refers to employees' perceptions of the perceived fairness of treatment between individuals during implementation [41]. and the extent to which the authorities, or decision makers, appear neutral and impartial [42].

Based on the explanation above, it can be seen that organizational justice has a positive relationship with employee job satisfaction. Some of these studies, for example, show that, compared to distributive justice, procedural justice is considered more important as a predictor of employee job satisfaction [37]. While, other studies assume that the perception of the three dimensions of organizational justice has a positive effect on employee job satisfaction [38], [39]. Based on some of these research results, it can be concluded that organizational justice is a strong positive predictor of job satisfaction. Thus the hypothesis we propose is

**H2: *Organizational justice is positively related to employee job satisfaction.***

c) *Job satisfaction and workplace deviance behavior*

Past research has shown that job dissatisfaction is related [43] and has a positive effect [30] on deviance behavior. Other studies suggest that work behavior that has the most dominant and negative effect on workplace deviance on the chest is job satisfaction [44]. The same research results were shown by [45] which revealed that job dissatisfaction is the strongest dominant predictor that can trigger actions related to deviant actions, including organizational aggression. Likewise, [46] who stated that job satisfaction has a significant negative direct relationship with workplace deviance, which has an interpersonal and organizational impact. Then [25] stated that some of the antecedents on workplace deviance behavior include stress and job satisfaction. They also stated that job satisfaction has a significantly negative relationship to workplace deviance behavior. Based on the explanation, we proposes a hypothesis:

**H3: *Job satisfaction is negatively related to deviance behavior at work (WDB).***

d) *Job satisfaction as the mediator between Organizational Justice and Work Deviance Behavior*

The author proposes that organizational justice influence workplace deviance behavior directly or be mediated by other factors such as job satisfaction. Research by [46] uses job satisfaction as a mediator between personality trait and workplace deviance behavior, state that job satisfaction mediates the relationship between personality traits and counterproductive behavior in the workplace partially. Agreeableness personality traits play an important role in workplace deviance behavior predictions because they have a direct effect on interpersonal deviations and an indirect effect on interpersonal and organizational deviations through their relationship with job satisfaction. [47] proposed job satisfaction as a mediator between Confucian values, and counterproductive work behavior, the result is that job satisfaction mediates partially on the relationship between the two. So does [19] who proposed job satisfaction as a mediator between Workplace spirituality and workplace deviance behavior. This model explains that workplace spirituality increase the level of employee's job satisfaction. And, the more satisfied employees tend to be less involved in workplace deviance behavior. In other words, deviance behavior can be reduced potentially by workplace spirituality through job satisfaction. Based on the discussion, job satisfaction is a fairly strong connector between organizational justice and workplace deviance behavior. The hypothesis proposed is

**H4: *Job satisfaction mediates the relationship between Organizational Justice and Work Deviance Behavior.***

## **2.2 Workplace spirituality, job satisfaction and workplace deviance behavior (WDB)**

### *a) Workplace spirituality and WDB*

Workplace spirituality has recently been researched and associated with workplace deviance behavior [9]. Several researchers have shown that organizational cynicism leads to deviance behavior in the workplace [48], [49]. Other studies suggest that employees who have higher spirituality tend to avoid deviant actions in the workplace [22], [23]. Likewise, [19] stated that an employee who experiences spirituality at work tends to be more satisfied with work and avoid workplace deviance behavior. Other researchers stated that, the spirituality in the workplace has a negative relationship to workplace deviance behavior [24]. Based on the discussion, the authors proposes a hypothesis:

**H5: *Workplace spirituality (WS) is negatively related to workplace deviance behavior (WDB).***

### *b) Workplace spirituality and job satisfaction*

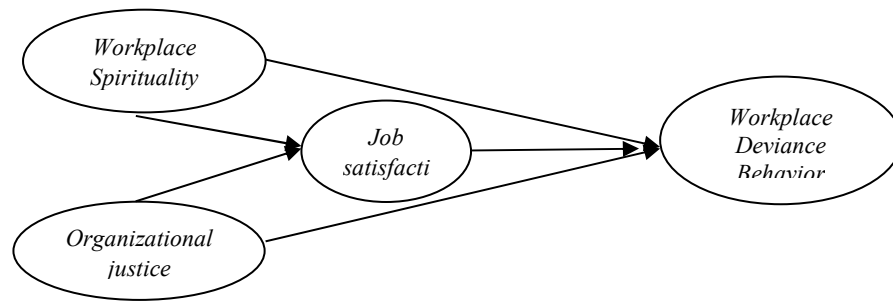
The research about the impact or workplace spirituality on job satisfaction is conducted by [50] with the doctors in Pakistan as the respondent. The research stated that: workplace spirituality is the most important indicator from job satisfaction and it related positively. [51] stated that “to get deeper understanding about workplace behavior, the organization must learn about their employees from physical dimension, psychology and spirituality”. The research on 600 employees in South Africa, indicated that there is a positive relation between workplace spirituality and job satisfaction. Testing the moderation effect of workplace spirituality on job satisfaction, the result of the research showed that there is a positive relation between the workplace spirituality and job satisfaction. And, workplace spirituality become the moderation between job overload and job satisfaction [52]. Based on the discussion, the author proposes a hypothesis:

**H6: *Workplace spirituality is positively related to job satisfaction.***

c) *Job satisfaction as a mediator between the Workplace spirituality and the Workplace Deviance Behavior*

As mention in the preview section, *workplace spirituality* is taking effect to workplace deviance behavior directly or it is mediated by other factors, such as: job satisfaction. In the preview research, [19] propose: job satisfaction as a mediator between the workplace spirituality and workplace deviance behavior. This model explained that workplace spirituality helps increasing job satisfaction degree and explained that employees with higher job satisfaction tend to involved less in the workplace deviance behavior. In other words, workplace deviance behavior is potentially decreased by workplace spirituality through job satisfaction. Based on the description, the writer proposes hypothesis:

**H7: Job satisfaction mediated the relationship between Workplace spirituality and Workplace Deviance Behavior**



**Fig.1.** conceptual model

**Note: H4: Organizational justice → Job satisfaction → Work deviant behavior**

**H7: Workplace spirituality → Job satisfaction → Work deviant behavior**

### 3. Method

#### 3.1 Procedure, Data collection and Sample

To test the hypothesis that proposed, the authors distributed questionnaires to 200 employees in four Private Hospital in Metro City wich have a which has a value of religiosity in its organization wich is three Islamic and 1 Catholic hospital. The method used is purposive sampling with the criteria of permanent employees who have worked for at least two years. To ensure the validity and the clarity, the authors took a pretest with 40 employees to determine the measurement effectiveness. As a result, many WDB questionnaires were filled with errors between 1 = never 5 = always, so we turned it over 1= Always to 5 = never. With the help from the bureau staffs, 200 distributed questionnaires were returned to the researchers. We eliminated 32 questionnaires because there was missing information on the key variables of this study, so there is 168 questionnaires that could be tested.

### **3.2 Survey *translation*, structure and measures**

The questionnaire was adapted from an English questionnaire, and translated into Indonesian and then re-translated into English, to ensure that the meaning of the statements in the questionnaire remains the same when crossing the boundaries of language and culture [53]. The items in the questionnaire use 5 point Likert scale. Workplace spirituality, organizational justice and work satisfaction is measured from strongly disagree scale (1) and strongly agree (5), and the workplace deviance behavior is measured from never (1) to always (5).

To assess workplace spirituality, the writer duplicated the survey belonging to [54], which are: meaningful work (MW) with six items and alignment with organizational values (AOV) with eight items and sense of community (SC) with seven items [55]. To measure organizational justice we use 20 item by [56]. This scale has three subsets: distributive justice (DJ) which is measured in five items, procedural justice (PJ) which is measured in six items, and interactional justice (IJ) which is measured in nine items. Job satisfaction standard questionnaire by [57], is used to assess the level of job satisfaction among employees. This questionnaire has 7 items. It is decided to use a five-point Likert scale to measure the response for each item (from strongly disagree 1 to strongly agree 5).

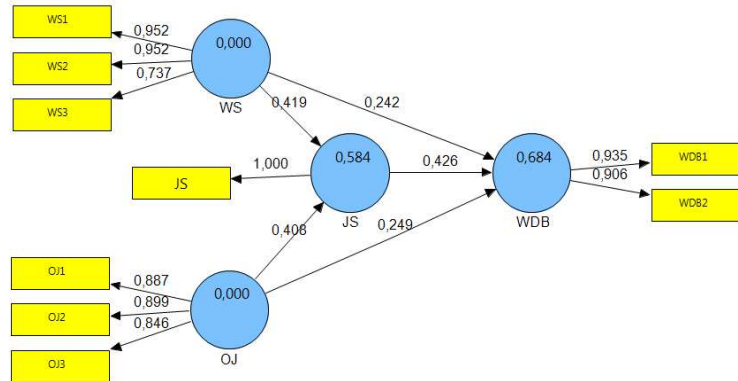
The authors measures workplace deviance behavior with the 19-item scale from Bennett and Robinson [58]. They anticipate that this scale will make the difference between deviance behavior directed towards the organization (WDB-O), measured using 12 items and individual workplace deviance behavior (WDB-I) measured in seven items. At the time of the pretest questionnaire, the writer found many errors in WDB section which filled by respondents. There are many respondents filled in 5, even though the intention was "never do deviance behavior". Therefore, we changed the scale to 1 = always up to 5 = never.

## **4. Result And Discussion**

Data analysis for this study includes descriptive statistics, measurement assessments, and structural models. Descriptive statistics include the mean and standard deviation of the construct. SmartPLS version 2 Ringle et al. [59] used to analyze data.

### **4.1 *Outer Model Evaluation***

The measurement model for the validity and reliability test, the coefficient of determination of the model and the path coefficient for the equation model, can be displayed in the following figure:



**Fig.2.** Output PLS Algorithm

a) *Convergent Validity*

**Table 1.** AVE and *communality*

	AVE	Communality
JS	1,000000	1,000000
OJ	0,770270	0,770270
WDB	0,847270	0,847270
WS	0,785612	0,785611

The convergent validity from the measurement model which use reflective indicators assessed based on the loading factor of the indicators that measure the construct. There are 4 constructs with several indicators (ranging from 1 to 3 indicators) on a scale from 1 to 5 in this research. Based on the test results of the measurement model shown in figure 2 and table 1 explained as follows:

1. The construct of workplace spirituality measured using WS1-WS3. All indicators have a loading factor above 0.7, AVE 0.5 and communality > 0.5.
2. The construct of organizational justice measured using OJ1-OJ3. All indicators have a loading factor above 0.7, AVE 0.5 and communality > 0.5.
3. The construct of job satisfaction measured using JS indicators. All indicators have a loading factors above 0.7, AVE 0.5 and communality > 0.5.
4. The construct of WDB is measured using WDB1 and WDB2. All indicators have a loading factor above 0.7, AVE 0.5 and communality > 0.5.

Based on the results of the loading factors above, it comes to conclusion that the construct has good convergent validity and/or has met the standards that the writer is able to proceed the test.

b) *Discriminate Validity*



Discriminant validity testing is to prove whether the indicators in a construct have bigger loading factor in the construct formed than the loading factor with other constructs. Therefore, cross-loading can be displayed as in table 2 below:

**Table 2.** Cross Loading

	JS	OJ	WDB	WS
JS	1,000000	0,704334	0,773276	0,707437
OJ1	0,653898	0,887153	0,670094	0,686061
OJ2	0,597970	0,899248	0,641065	0,632135
OJ3	0,600201	0,845649	0,582491	0,534925
WDB1	0,754933	0,740562	0,935001	0,719792
WDB2	0,662211	0,573068	0,905711	0,596184
WS1	0,645621	0,563647	0,657301	0,952292
WS2	0,645621	0,563647	0,657301	0,952292
WS3	0,583514	0,762945	0,593067	0,736964

Based on table 2, it is known that the cross-loading value indicates a good discriminate validity. It is because the correlation value of the indicator to its construct is higher than the correlation value of the indicator with other constructs. As an illustration, the loading factor JS (question indicator for job satisfaction) is equal to 1,000000 which is higher than the loading factor with other constructs, namely OJ (0.704334), WDB (0.773276) and WS (0.707437)

The table indicates that organizational justice indicators also have a higher loading factor value than other construct loading factors. The same thing also appears in job satisfaction and Workplace indicators and WDB spirituality. Therefore, latent constructs predict that indicators in their blocks are better than indicators in other blocks.

c) Composite Reliability and Cronbach's Alpha

A construct reliability test is also measured by composite reliability and Cronbach's alpha from the indicator block that measures the construct. These are the results of the composite reliability testing and cronbach's alpha from Smart PLS. The results shown in table 3:

**Table 3.** Composite Reliability dan Cronbach's Alpha

	Composite Reliability	Cronbachs Alpha
JS	1,000000	1,000000
OJ	0,909518	0,850672
WDB	0,917302	0,821108
WS	0,915605	0,855492

The construct is found to be reliable if it has a composite reliability value above 0.70 and Cronbach's alpha above 0.60. From the results of SmartPLS output above all constructs have composite reliability values above 0.70 and Cronbach's alpha above 0.60. It can be concluded that the construct has a good reliability.

d) Structural Model Testing (*Inner Model*)

The structural model in PLS is evaluated using  $R^2$  for endogenous constructs and path coefficient values for exogenous constructs. Then, the model is assessed for its significance based on the t-statistic value of each path. The structural model of this study can be seen in Figure 2 below:

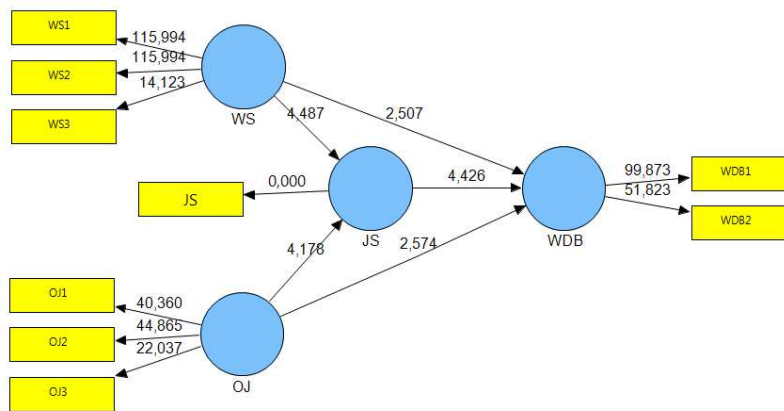


Fig.3. Structural Model Output Display

To evaluate the significance of the prediction model in the structural model test can be seen from the t-statistic value between the independent variable and the dependent variable in the Path Coefficient table on the SmartPLS output below:

Table 4. Path Coefficients (Mean, STDEV, t-Value)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
JS -> WDB	0,426473	0,425185	0,096361	0,096361	4,425789
OJ -> JS	0,408309	0,408895	0,097740	0,097740	4,177502
OJ -> WDB	0,249354	0,251755	0,096873	0,096873	2,574019
WS -> JS	0,418889	0,419235	0,093364	0,093364	4,486628
WS -> WDB	0,241964	0,240354	0,096523	0,096523	2,506803

Note: the value of the test results in the smartPLS path coefficients and or the determination coefficient model and the path coefficient for the equation model of all latent constructs on the WDB is **positive**. But, in this case, the actual value is **negative** because the research instrument in the questionnaire of the WDB construct question item occurs in reverse, (1) always, (2) often, (3) rarely, (4) very rarely, (5) never.

## 4.2 Hypothesis Testing

The test was conducted to see whether organizational justice (OJ) has a positive effect on workplace deviance behavior (WDB). The test result can be seen in the table 4. Organizational justice get the original sample estimate value of 0.249354 with a t-statistic value of  $2.574019 > 1.962$  which means organizational justice (OJ) has a negative effect (reverse questionnaire) on workplace deviance behavior with a significance level above 5% (significant). Based on the test result, it is concluded that hypothesis 1 is supported.

The second hypothesis testing is intended to see the effect of organizational justice (OJ) on job satisfaction (JS). Based on the work spirituality test results WS get the original sample estimate value of 0.408309 with a t-statistic value of  $4.177502 > 1.962$  t-table). It means that the work spirituality variable (WS) has a negative effect (reverse questionnaire) of 40.83% on WDB with significance below 5% (significant). From the results of the hypothesis regression, it can be concluded that hypothesis 2 is supported.

The third hypothesis testing is intended to see the effect of job satisfaction (JS) on WDB. Based on work spirituality test result, WS get the original sample estimate value of 0,426473 with a t-statistic value of  $4,425789 > 1,962$  t-table. It means that Work Spirituality (WS) variable has a negative effect (reverse questionnaire) of 42.65% on WDB with significance below 5% (significant). From the results of the hypothesis regression, it can be concluded that hypothesis 3 is supported.

From table 4, it can be seen that the value of the original sample estimate workplace spirituality (WS) is 0.241964 with the significance below 5% as indicated by the t.statistik value of 2.506803 which is greater than the t-table value of 1.962. The value of original sample estimate positively indicates that WS has a negative effect (reverse questionnaire) on WDB. From the results of the hypothesis regression, it can be concluded that hypothesis 5 is supported.

The third hypothesis testing is intended to see the effect of work spirituality (WS) on job satisfaction (JS). Based on the results of work spirituality testing (WS obtained the original sample estimate value of 0.418889 with t-statistics  $4.486628 > 1.962$  t-tables. It means that work spirituality variable (WS) has a negative effect (reverse questionnaire) of 41.89% on WDB with significance below 5% (significant). From the results of the hypothesis regression, it can be concluded that hypothesis 6 is supported.

### a) Mediation Effect Testing

To test the effect of mediation in order to prove hypotheses 4 and 7, we applied VAF in the following measurement:

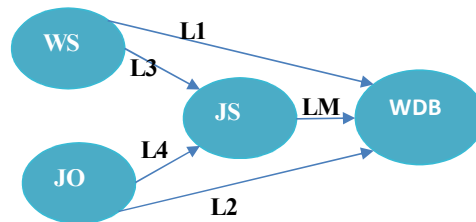


Fig.4. Mediation Effect Testing

$$\text{VAF} = \frac{\text{Direct impact}}{\text{Direct impact} + \text{Indirect impact}}$$

$$\begin{aligned} \text{Direct impact} &= L1 + L2 + L4 \\ \text{Indirect impact} &= (L3*LM) + (L4*LM) \\ \text{Total impact} &= (L1*L4) + (L3*LM) + (LM*LM) \\ \text{VAF value} &= (L1*L4) / (L1*L4) + (L3*LM) + (L4*LM) \end{aligned}$$

*Known:*

L1= 0,242, L4 = 0,408, L2 = 0,249, L3 = 0.419, LM = 0,426

Direct impact				1,318
Indirect impact	0,17849	0,17381	0,3523	
Total impact				1,6703
VAF Value				<b>0,78909 or 78,91%</b>

Using the VAF approach (Variant Accounted For), it can be concluded that partial mediation occurs because the value is less than 80%, and therefore hypotheses 4 and 7 are supported (partial).

## 5. Conclusion

The results of this research indicate that organizational justice has a significant negative direct effect on workplace deviance behavior. Organizational justice also has positive effect directly on job satisfaction. Organizational justice also has an indirect impact on WDB through JS. We can conclude that, with better organizational justice will develop better employee's job satisfaction and decrease the workplace deviance behavior eventually. It is proved that job satisfaction as a mediator in the relationship between organizational justice and workplace deviance behavior can help management in developing organizational justice strategies to avoid workplace deviance behavior in the organization.

This research also proves that workplace spirituality has a significant negative direct effect on workplace deviance behavior. Workplace spirituality has positive direct impact on job satisfaction. Besides, workplace spirituality has direct impact on WDB through JS. With better workplace spirituality, will develop better employee's job satisfaction and decrease the workplace deviance behavior eventually. It is proved that job satisfaction as a mediator in the relationship between workplace spirituality and workplace deviance behavior can help management in developing strategies to create better workplace spirituality in order to avoid workplace deviance behavior in the organization.

### 5.1 Theoretical contribution & future research

This research shows that job satisfaction can mediate partially the relationship between organizational justice and workplace deviance behavior, as well as the relationship between

workplace spirituality and workplace deviance behavior in organizational contexts in the health sector or this case hospital employees. The researcher can do this test in different organizational contexts or by adding organizational culture as moderation.

### **5.1 Implication for Practicioners**

Hospital management can accept and filter suggestions from employees both medical and non-medical personnel to create organizational justice and the employees will experience that they get justice in their workplace and love their work more. Thus it is expected to avoid or reduce the occurrence of workplace deviance behavior. To maintain the stability of the workplace spirituality, hospital management can provide mental intake for employees by conducting motivational and religious activities routinely so that they can interpret their work better, align themselves with organizational values, and feel more togetherness.

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