



Impact of Workplace Spirituality and Deviant Behavior on Personnel Performance Moderating and Mediation Effects

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Abstract

This study aimed to examine the effect of job satisfaction and organizational commitment on personnel performance with spirituality at work as a moderating variable and deviant behavior as a mediating variable. The research was conducted at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police, involving 99 personnel. Determination of the research sample is done by purposive sampling. The data collection tool used in this study was a questionnaire. The data analysis tool uses PLS analysis. The results showed that workplace spirituality could not strengthen job satisfaction's effect on personnel's deviant behavior. On the other hand, workplace spirituality can enhance the influence of organizational commitment on the Deviant Behavior of Personnel. Job satisfaction has no significant effect on performance through deviant behavior of personnel. Likewise, Organizational Commitment has no considerable impact on Performance through Deviant Behavior of Personnel. The mediating result that proved to be insignificant can be a reference for future researchers to review the mediating effect of Deviant Behavior in the Workplace.

Keywords: *Job Satisfaction; Organizational Commitment; Workplace Spirituality; Deviant Behavior; Personnel Performance*

Introduction

Performance interprets as the result of work in terms of quality and quantity achieved by an employee Wibowo (2017). Many factors can influence a person's performance in an organization. According to Gibson (2018), there is a reciprocal relationship between job satisfaction and employee performance. On the one hand, it is said that job satisfaction increases performance so that satisfied employees will work more productively.

According to Robbins and Judge (2016), "Job satisfaction can be defined as a person's positive feelings about his work such as feeling happy, unhappy or satisfied or dissatisfied." In addition to job satisfaction factors, organizational commitment factors can also affect performance. According to Gibson, Ivancevich, and Donnelly (2018), one of the factors that can affect performance is organizational commitment. Organizational commitment is a condition that indicates the psychological involvement of an individual in a particular organization.

Some previous researchers, including research conducted by Yusaini (2017), Arifin (2017), and Asdita et al. (2017), found that job satisfaction and commitment have a significant effect on performance. At the same time, there are different research results from previous researchers, namely research conducted by Rizki (2011), who found that organizational commitment had no significant effect on the performance of public organizations.

The achievement of high performance is not only influenced by job satisfaction and organizational commitment but also depends on employees' good and bad behavior. According to Milliman et al. (2003), deviant behavior in the Workplace (Workplace Deviant Behavior) is a voluntary behavior that violates significant organizational norms and thus threatens the welfare of the organization or its members. The results of research conducted by Astuti et al. (2020) showed that the emergence of Deviant Workplace Behavior might indicate a decrease in personnel performance.

Robbins & Thimoty (2016) say that job satisfaction is a generalization of attitudes toward work. In addition to job satisfaction as a stimulant, organizational commitment can also be an aspect that can reduce the decrease in deviant behavior in the Workplace. This study's results align with the study of Amin et al. (2021), which explains that workers with a solid commitment to the organization tend to have relatively small negative attitudes.

A study by previous researchers, namely Lewaherilla (2017), found that deviant behavior in the Workplace was not significant as a moderating variable. Subsequent research by Lewaherilla (2018) has placed spirituality as a moderating variable. Still, the study results show that spirituality at work is not significant as a moderating variable related to deviant behavior at work. Rego and Cunha (2008) stated that the application of workplace spirituality would stimulate employees to form a more positive perception of the organization.

Based on the various explanations above, this study aims to examine the Effect of Job Satisfaction and Organizational Commitment on Personnel Performance with Workplace spirituality as a moderating variable and Deviant Behavior as a mediating variable.

Literature Review

Performance

Performance is work achieved by a person carrying out the tasks assigned based on skills, experience, sincerity, and time (Hasibuan, 2017). In line with this opinion, Mangkunegara (2017) defines "Performance as the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him." A similar opinion was expressed by Sutrisno (2017) that performance is the result of work that has been achieved by someone from his work behavior in carrying out work activities.

Sikula in Mangkunegara (2017) suggests, "Employee assessment is a systematic evaluation of the employee's work and the potential that can develop. Assessment is interpreting or determining the value, quality or status of some object, person or thing (goods)".

Hasibuan (2017) says, "Achievement appraisal is a manager's activity to monitor employee performance behavior and establish further policies." Meanwhile, Ilyas said, "Performance appraisal is a formal process carried out to evaluate the level of work implementation or performance (performance appraisal) of personnel and provide feedback for the suitability of the performance level (performance review), or personnel appraisal (employee appraisal), or personnel evaluation. (employee evaluation)". Indicators to measure performance are Quantity of results, Quality of results, Efficiency, Effectiveness, Service orientation, Integrity, Commitment, Leadership, Discipline, and Cooperation.

Deviant Workplace Behavior

Jeewandara & Kumari (2021) argues that Deviant Workplace Behavior is carried out intentionally by members of the organization, which the organization views as behavior contrary to legitimate interests. This statement is similar to the argument put forward by Adekanmbi & Ukpere (2021), adding that counterproductive work behavior has a detrimental impact on the organization and its members. Counterproductive work behavior is work behavior that greatly disrupts organizational performance in general and decreases employee productivity in particular (Rusdi, 2015).

Adekanmbi & Ukpere (2021) define counterproductive work behavior as behavior carried out by employees with effects that can harm the organization and work members. Aspects of Deviant Workplace Behavior consist of five elements, according to Jeewandara & Kumari (2021), namely Harassment of others, Deviation of production, Sabotage, Theft, and Withdrawal. Workplace Deviant Behavior is divided into two dimensions: Organizational and Interpersonal (Bennett & Robinson, 2000). Organizational is characterized by the deviant production type, such as Taking excessive breaks, Leaving early, Accepting kickbacks, sabotaging, and Stealing from the company. Interpersonal is described by the kind of political deviants, such as Showing favoritism, Gossiping about co-workers, aggression, Verbal abuse, and Stealing from coworkers.

Job Satisfaction

Locke in Luthans (2015) defines job satisfaction as the result of employees' perceptions of how well their jobs provide things that are considered essential. According to Hasibuan (2017), "Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in work morale, discipline, and performance.

According to Robbins & Judge (2016), "Job satisfaction is a feeling that supports or does not support an employee related to his work or condition. Emotions related to work involve wages, or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, and quality of supervision. In comparison, feelings related to himself include age, health condition, ability, and education.

Job satisfaction is related to meeting the needs of employees who feel their needs are being met. They will perceive themselves as employees who have satisfaction with their work. On the other hand, dissatisfaction arises when one or part of the needs cannot be met. Job satisfaction is one of the determinants of high and low employee performance (Robbins & Judge, 2016). According to Robbins & Judge (2016), job satisfaction is measured by happiness with work, satisfaction with salary, satisfaction with coworkers, career development, and satisfaction with supervisors.

Organizational Commitment

Organizational commitment is the desire of employees to maintain membership in the organization (Robbins and Judge, 2016:101). According to Gibson et al. (2013:315), Commitment to the organization involves identification with organizational goals, feelings of involvement in tasks, and loyalty. So it is interpreted that organizational Commitment is a form of identification, dedication, and involvement expressed by employees towards the organization. Employees with exemplary commitment are loyal to the organization and strive to achieve organizational goals optimally. There are three dimensions of organizational Commitment by Allen and Mayer (in Luthans 2015): Affective Commitment, Continuance Commitment, & Normative Commitment.

Workplace Spirituality

Podsakoff et al. in Lewaherilla (2018) provide an understanding of spirituality as a universal phenomenon, where organizations recognize that people who work in an organizational organization have an inner life that grows because of the meaning of work for their lives.

Amin et al. (2021) mention that spirituality at work is a framework of organizational cultural values that encourage employees' transcendent experience through the work process, facilitating their feeling of connectedness with others while giving them a sense of completeness and happiness. Robbins (2015) states that increased attention to spirituality is due to counterbalancing the pressures and stresses of a chaotic life. According to Milliman et al. (2003), workplace spirituality has three dimensions: Meaningful work, a Sense of Community, and Alignment with Organizational Values.

Conceptual Framework

Spirituality in work will produce positive things for personnel because they have many heavy and high-risk tasks. Satisfaction and Commitment can reinforce Workplace spirituality to reduce Personnel deviant behavior and improve Personnel Performance. Based on the description above, the conceptual framework of this research can be described as follows:

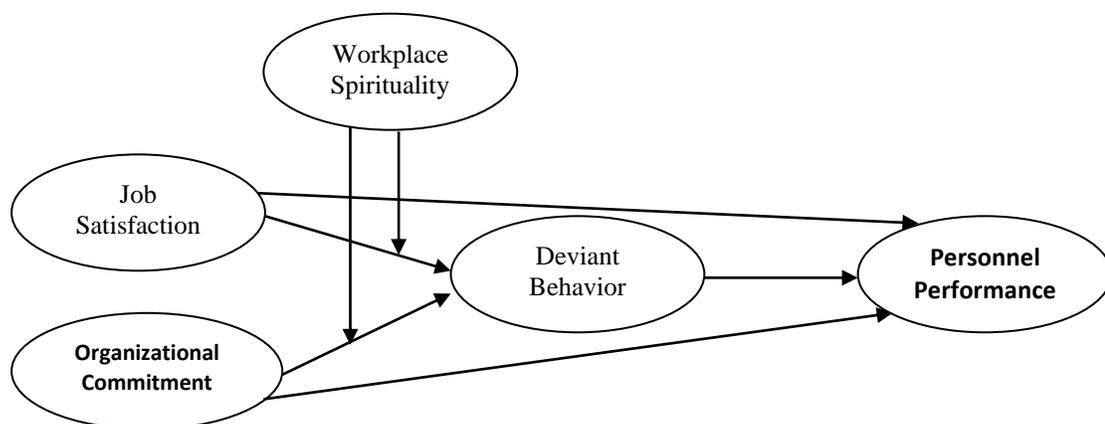


Figure 1. Research Conceptual Framework

Research Methods

This research is a type of quantitative causal research. Sugiyono (2012) states a causal relationship is a causal relationship. Determination of the sample by non-probability sampling, namely purposive sampling technique, totaling 99 personnel from the Ditreskrim POLDA NTB. The data collection tool in this study was a questionnaire. According to Sugiyono (2014), Questionnaires are several written questions given to respondents. This questionnaire contains inquiries related to the problems studied. A Likert scale analysis tool with five alternative answers was used to find out respondents' responses to the assessed variables. This study uses SEM Partial Least Squares (PLS) analysis as hypothesis testing. PLS-SEM analysis is used following the problems studied, the condition of the number of samples that is not large and does not require normality, and other conditions that are strictly following the variety of parametric statistical approaches. (Ghozali, 2011: 18):

Result

Description of Respondent

This research was conducted at the The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police, involving 99 personnel. The Directorate of General Criminal Investigation is the implementing element for the main tasks at the Regional Police level under the head of the provincial police. The Ditreskrim is in charge of conducting investigations, investigations, and supervision of general criminal investigations, including identification functions and field forensic laboratories. The characteristics of respondents can be seen in the table below.

Table 1. Description of Respondents

Items	Number of People	Percentage (%)
Man	78	79
Woman	17	21
Age Less than 31	69	70
Age 31- 40	24	24
Age 41 – 50	4	4
Age Over 50	2	2
High School/Equivalent	85	86
Bachelor	10	10
Strata 2 (Master)	4	4
Working Period 1-5	65	66
Working Period 6-10	11	11
Working Period 16-20	14	14
Working Period More Than 20	9	9

Most of the Ditreskrim Personnel are men who are relatively less than 31 years old. Most of the The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police have education at the high school level and 1-5 years of experience. The personnel is dominantly young and physically strong. Therefore, their work experience is relatively under five years.

PLS Test Results

The researcher has determined that according to the conceptual framework described above, the statistical analysis tool uses SEM Partial Least Squares (PLS) analysis. PLS-SEM analysis is used according to the problems studied, the condition of the number of samples is not significant and does not require normality and other strict requirements (Ghozali, 2011). The results of testing can see the structural model. Structural models relate to the Goodness of Fit Model. The goodness of the Fit Model was measured using R-square dependent latent variable with the same interpretation as regression; Q-Square predictive relevance for structural models, measuring how well conservation values are generated by the model and also the estimated parameters. Q-square value > 0 indicates the model has predictive relevance; On the other hand, if the value of Q-Square 0 suggests that the model lacks predictive relevance. The formula does the Q-Square calculation:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$$

where $R_1^2, R_2^2, \dots, R_p^2$ is the R-square of the endogenous variable in the equation model. The value of determination (Q^2) generated as a result of the evaluation of this research model can be seen in the following table.

Table 2. Model Determination Value

No.	Variable	R Square Adjusted
1	Deviant behavior	0.556
2	Personnel Performance	0.673

The total diversity of data that this research model can explain is measured by:

$$Q2 = 1 - (1-R_1^2) \cdot (1-R_2^2)$$

$$Q2 = 1 - (1-0.556) \cdot (1-0.673)$$

$$Q2 = 1 - 0.444 \cdot 0.327$$

$$Q2 = 1 - 0.145$$

$$Q2 = 0.855$$

In this case, Q^2 is the same as the regression analysis's interpretation of the coefficient of determination (Q^2). Based on the results of the total determination coefficient of 0.855, the diversity of data that this research model can explain is 85.5%. In comparison, the remaining 14.5% is explained by other variables from outside the model that is not included in this research model, such as compensation, career development, job stress, organizational structure, and organizational support.

The moderating effect in this study is related to the impact of job satisfaction (X_1) and organizational commitment (X_2) on Deviant Behavior (Y_1) with Workplace Spirituality (Z) with moderating variables. The results of the direct influence test can be seen in the table below,

Table 3. Test Results of Moderation Effect

Effect Between Variables	Coefficient	P-Value	Information
$X1*Z \rightarrow$ Deviant Behavior ($Y1$)	-0.0837	0.1555	Not Significant
$X2*Z \rightarrow$ Deviant Behavior ($Y1$)	0.1446	0.0180	Significant

This study's first hypothesis (H_1) states, "It is suspected that workplace spirituality can strengthen the influence of Job Satisfaction on Deviant Behavior of Personnel at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police." Through hypothesis testing with PLS with test results showing that the coefficient value is -0.0837 with a p-value of 0.1555 (more than 0.05 error tolerance), which means cheerful and significant, so it stated that the first hypothesis is rejected.

This study's second hypothesis (H_2) states, "It is suspected that workplace spirituality can strengthen the effect of Organizational Commitment on Performance of Personnel at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police." Through hypothesis testing with PLS with test results showing that the coefficient value is 0.1446 with a p-value of 0.0180 (more significant than 0.05 error tolerance), which means cheerful and significant, so it stated that the second hypothesis is accepted.

Mediation Effect Test Results

The indirect influence relationship in this study is related to the effect of job satisfaction and organizational commitment on personnel performance through deviant behavior. The test is carried out with the Sobel Test. The results of the Sobel Test can be seen in the table below,

Table 4. Sobel Test Results

Effect Between Variables	Coefficient	P-Value	Information
Job Satisfaction -> Deviant Behavior -> Personnel Performance	0.0063	0.3548	Not significant
Organizational Commitment -> Deviant Behavior -> Personnel Performance	0.0433	0.2768	Not significant

The third hypothesis (H3) states, "It is suspected that job satisfaction has a significant influence on performance through deviant behavior of of Personnel at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police." Through hypothesis testing with PLS with test results showing that the coefficient value is 0.0063 with a p-value of 0.3548 (greater than 0.05 error tolerance), which means negative but not significant, so it stated that the third hypothesis is not proven.

The fourth hypothesis (H4) states, "It is suspected that Organizational Commitment has a significant influence on Performance of Personnel at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police." Through hypothesis testing with PLS with test results showing that the coefficient value is -0.0433 with a p-value of 0.2768 (greater than 0.05 error tolerance), which means it is harmful and insignificant, it stated that the fourth hypothesis is not accepted.

Discussion

Workplace Spirituality in Moderating Satisfaction with Performance

The results show that workplace spirituality cannot strengthen the influence of Job Satisfaction on the Deviant Behavior of of Personnel at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police e. Spirituality at work allows a distinction between spirituality at the personal or individual level and spirituality at the organizational level or workplace spirituality. It implies that a person may experience spirituality personally through the work environment.

Based on respondents' responses regarding job satisfaction, the level of job satisfaction of personnel is at the level of satisfaction. The story of satisfaction of these personnel shows that they are satisfied with the work and organization at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police. This level of happiness will never affect their behavior change towards deviant behavior. Although there is an aspect of workplace spirituality that is added as a moderating variable, because the application of Workplace spirituality environment is felt by the personnel, it is still at a moderate level so that it does not become a significant reinforcement in increasing the role of satisfaction on personnel performance.

This finding is slightly different from the concept of Ashmos and Dunchon (2000) that people with high spirituality will be able to control the passions that exist in themselves and hold the feelings that encourage them not to do things that deviate. So that people who have spirituality can carry themselves in the environment and organization.

This finding is not in line with the results of research by Walt and Klerk (2014) and Fanggidaet. al.(2017) stated a positive relationship between spirituality at work and job satisfaction, especially in creating better work results. Similarly, the research results by Walt and Klerk (2014) state that spirituality in a good workplace makes job satisfaction for employees, ultimately improving their performance. Similarly, Pradhan and Jena (2016) state that workplace spirituality affects the dimensions of work behavior, especially the papacy and performance.

Workplace Spirituality in Moderating Commitment to Performance

The results show that workplace spirituality can strengthen the effect of Organizational Commitment on Deviant Behavior of Personnel at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police.

Based on personnel's response regarding the commitment that shows a high sense of belonging from the personnel of The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police towards their work and organization, the effect of decreasing the deviant behavior of the personnel. The reduction in behaviors that have been detrimental to organizations in the The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police Environment improves their performance significantly. It is also following the characteristics of personnel dominant relatively young age. In this age range, it becomes effortless to be directed to have a high commitment to trigger reduced deviant behavior, ultimately improving personnel performance.

This finding follows the theory of Djafri and Noordin (2017) that when employees have meaning and purpose in their work, they will be more satisfied, creative, and committed to the organization. This finding is in line with the results of research conducted by Fanggidae et al. (2016) and Djafri and Noordin (2017) show that workplace spirituality has a solid relationship to increasing the effect of Commitment on organizational performance. In addition, Rahman et al. (2019) revealed that when employees experience spirituality at work, they will feel more committed to their organization, ultimately affecting employee performance.

Influence Job Satisfaction on Performance through Deviant Behavior

The results show that job satisfaction has no significant effect on performance through deviant behavior of Personnel at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police. It means that indirectly through deviant behavior, job satisfaction has no significant effect on performance.

As previously explained, the Ditreskrimum Personnel has satisfaction at work. Personnel who are satisfied with their work and units make them reluctant to take deviant behavior that can interfere with their performance. The dominance of personnel who feel confident with their work can be predicted that this person will not show deviant behavior in an organization. With the existence of a comfortable feeling with sweat, feeling like their work at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police, personnel will not show deviant behavior in the workplace so as not to interfere with the results of their work performance.

It follows the opinion of Robbins & Judge (2016) that job satisfaction felt by workers will manifest those feelings in the form of constructive behavior rather than destructive behavior. Constructive behavior may appear as loyalty to the organization, while violent behavior neglects the work given so that the resulting performance remains good. This finding is different from previous research such as Ahmad & Omar (2014) and Septa (2018); when positive feelings arise, someone is less likely to engage in deviant behavior at work when someone already likes or likes the work that is his responsibility. It happens because deviant behavior at work is not a behavior that describes a positive attitude so that they will avoid it.

The Effect of Commitment on Performance through Deviant Behavior

The results showed that organizational commitment has no significant effect on Performance through Deviant Behavior of Personnel at The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police.

Based on respondents' responses, although the average deviant behavior of personnel is in the medium category, there are still responses to abnormal behavior that has a great variety, including those related to the presence of personnel (unscrupulous) who dare to accept bribes even though they are not following the rules in The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police. Likewise, some personnel still dare to verbally and physically abuse other fellow personnel in the The Directorate General of Criminal Investigation environment. Such behavior makes the level of commitment that previously could improve performance no longer the case. The role of responsibility can no longer show a positive direction towards improving personnel performance.

Deviant behavior in the workplace can be described as an intentional desire to cause harm to the organization and can be influenced by Organizational Commitment. This study's results align with studies from Dalal (2005) and Spector & Fox (2002), which explain that workers who have a solid commitment to the organization tend to have relatively small negative attitudes. Likewise, Harjinder Gill et al. (2009) found that commitment negatively correlates with deviant behavior and performance.

Conclusion

Based on personnel responses regarding aspects of job satisfaction, where the division of tasks is following the competencies possessed, this satisfaction can improve the performance of the personnel. Therefore, it can be concluded that the higher the job satisfaction of the personnel, the better the performance.

The pattern of work within the police force always prioritizes building personnel loyalty. Existence This strong sense of belonging to the personnel of The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police can shape their personalities to work better to support all forms of organizational goals that have been previously planned. Therefore, it can be concluded that higher personnel commitment, better their performance.

The dominance of satisfied personnel with their work and units makes them reluctant to take actions that can harm themselves and their departments. So it can say that when the personnel feels satisfaction at work, the person will not show deviant behavior at the organization.

The commitment that shows a powerful sense of belonging and a sense of self-identification of the personnel towards their work and organization has the effect of decreasing the deviant behavior of the personnel. Therefore, it concluded that the higher the commitment of the personnel, the lower the deviant behavior. The level of deviant behavior of personnel on average can still be controlled. Therefore, it can be concluded that deviant behavior that occurs in the DGCI environment, which can still be controlled, does not cause a decrease in the performance of The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police.

Personnel satisfaction shows that they are satisfied with the work and organization. The existence of this level of satisfaction will never affect their behavior change towards deviant behavior. Although there is an aspect of workplace spirituality that is added as a moderating variable, because the application of workplace spirituality in The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police environment is felt by the personnel, it is still at a moderate level so that it does not become a significant reinforcement in increasing the role of satisfaction on personnel performance. Therefore, it can be concluded that the spirituality of the workplace cannot moderate the job satisfaction of personnel on their performance.

Personnel commitment, which is high on work and organization, decreases the personnel's deviant behavior. Therefore, it concluded that workplace spirituality could moderate the commitment of personnel to their performance.

Personnel who are satisfied with their work and units make them reluctant to take deviant behavior that can interfere with their performance. The dominance of personnel who feel confident with their work can be predicted that this person will not show deviant behavior in an organization. Therefore, it can be concluded that the presence of deviant behavior cannot mediate the effect of job satisfaction on the performance of the personnel.

Personnel deviant behavior is in the moderate category, but there are still responses to deviant behavior in a great variety. Such behavior makes the level of commitment that previously could improve performance no longer the case. The role of responsibility can no longer show a positive direction towards improving personnel performance. Therefore, it concluded that the presence of deviant behavior could not mediate the effect of commitment on the performance of the personnel.

Recommendation

High school graduates still dominate Ditreskrim Personnel. It is hoped that the development of personnel can be directed through the provision of educational facilities so that their level of education can be even higher, ultimately affecting their knowledge level. Higher their knowledge, better the way they work so that the achievement of organizational goals becomes more effortless.

In this study, commitment can not affect the performance of personnel. Higher burden, higher version of the personnel. There are still aspects of responsibility that are still not high related to feeling part of the organization's family in The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police environment that needs to be improved. It can do by directing the leadership in every formal activity, such as morning apples as a mandatory routine. In his direction, the leadership element must embed the behavior of personnel loyal to their work and organization. Without it, the spirit of the organization disappears.

The existence of deviant behavior from the personnel was not able to cause significant changes to the performance of personnel. It positively impacts the organization because the Deviant Behavior of the personnel is low and can still be controlled. It needs to be maintained by adjusting work assignments in The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police with their knowledge and skills. This suitability makes them happier in the position and where they work.

Deviant behavior is unable to mediate the effect of job satisfaction and organizational commitment on personnel performance. Therefore, it is necessary to have doctrines for personnel who are part of the institutional work process within the Police to instill love and be ready to sacrifice for the organization that has been well achieved. They will not be compelled to behave defiantly outside the organization's intended purpose, especially in The Directorate General of Criminal Investigation of West Nusa Tenggara Regional Police.

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