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# Perceptions of Ethical Climate on Deviant Behavior: the Mediating Role of Work Spirituality

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**Abstract:** *This paper examines the relationship between employees' perceptions of the workplace's ethical climate and deviant behavior. The authors also suggest examining workplace spirituality as a mediating factor in the link indicated above. Using a sample of 257 workers from four industrial enterprises in central Nigeria, a quantitative analysis was carried out. The Smart-PLS 3.3.9 program was used to test the hypotheses. The results demonstrated that deviant behavior is directly and negatively impacted by the ethical climate. However, the findings also allow the researchers to confirm the role of workplace spirituality as a mediator in the association between the ethical climate and deviant behavior. Due to this fact, researchers may now focus on defining and putting into practice control mechanisms that inform managers of how well the ethical climate is seen by employees and HRM managers should be equipped to address the issue.*

**Keywords:** *Workplace Spirituality, Ethical Climate, Workplace Deviant Behavior.*

## 1. INTRODUCTION

Behavior is defined as a response from a person to a stimulus (Nisrma et al, 2016). According to Purbohastuti (2019), behavior is defined as a person's actions on stimuli from others that can lead to social relationships in society. Behavior becomes important, meaningful and acceptable when it is guided by ethical principles, rules and beliefs in various aspects of people's lives including in the field of business in all industries. Business can be said to be good (good business) when it does not only seek profit from its business activities, but also must behave according to ethical moral norms (Sukro & Haryono, 2018). In the business world, ethics serves as a helper for business people to be able to find solutions and solve problems faced by the business they run (Lubis, 2017). The business ethics in the company plays a role



in building a strong company, has high competitiveness, and can provide more value (value creation) to the company (Hasoloan, 2018). Aleksandra et al., (2019) stated that business ethics describes the application of ethical standards in business practices, starting from policy making, decision making, and managing relationships with all stakeholders. Business ethics is a part of ethical climate.

Ethical climate is a different concept related to perceptions of organizational policies (Aleksandra et al., 2019). Policies and practices that are guided by moral standards are the basis for maintaining ethical behavior in organizations. In addition, ethical climate can help organizations in solving ethical dilemmas among employees. Such as contributing to employees in determining appropriate actions to behave, so that the behavior shown can be accepted by the organization (Saygili et al., 2020).

Ethical climate universally consists of three types, namely: egoist, benevolent, and principled. But in some other sectors it is divided into five, including: instrumental, efficiency, caring, professional rules and independence. It can be said that ethical climate has various dimensions, so it will have different impacts in various sectors (Paliwal & Dhanshetti, 2020). According to Constantina et al., (2018) the concepts and dimensions of ethical climate are very complex and interrelated.

Ethical climate can help provide the right decisions for organizations in reducing acts of intimidation. Basically, ethical climate fosters a sense of security, respect, and empowerment of members in the work environment. So that an ethical work environment can play a role in reducing the level of bullying and deviant behavior in the workplace (Naz et al., 2019). That is, when an organization applies an ethical climate or the wrong ethical system, it can lead to deviant behavior (Obalade & Arogundade, 2019).

Deviant behavior has several terms mentioned (Baharom et al., 2017) which include: Counterproductive behavior (counterproductive behavior), Unethical workplace behavior (unethical workplace) and Misbehavior (bad behavior). Workplace deviant behavior has a negative impact on organizations as stated by several researchers. Utkarsh 2019 said that workplace deviant behavior became a violation in the organization because it had an impact on financial losses, productivity and efficiency that the organization had to face. Ojo & Tamunoipiriala (2019) defines workplace deviant behavior as an action that is intentionally harmful to the organization or members of the organization.

In the study of organizational behavior, organizational climate is considered an important determinant of counterproductive behavior, deviant behavior, or misbehavior. Employees will feel the presence of an ethical work environment when the organization is able to enforce a code of ethics, there is ethical communication between superiors and subordinates, the implementation of organizational policies regarding ethics and ethical leadership actions (Yasir & Rasli, 2018). This can have an influence on employees in behaving to take action in the right way, thereby minimizing the occurrence of workplace deviant behavior.

Another reason that can lead to the emergence of workplace deviant behavior is the nature of the work environment, openness, and values owned by each individual. In the business context among human resources, value is described as workplace spirituality (Ghadi, 2017). Workplace spirituality is a diverse construct between individuals and organizations as well as interactions within organizations (Afsar & Badir, 2017). According to Mañez (2016), workplace spirituality is defined as a personal relationship (workers) and the environment (organization) with a vision that is owned and serves to lead a purposeful work life. It can be



said that workplace spirituality is an effort to get happiness at work in realizing the goal (vision).

Ahmad & Omar (2014) proposed that workplace deviant behavior can be controlled with workplace spirituality. Workplace spirituality has the ability and acts as a personal control, so it can be used to measure individual behavior in the workplace. According to Ranasinghe & Samarasinghe (2019), the lack of workplace spirituality owned by the organization can cause employees to experience work stress, turnover, undisciplined employee absenteeism, and a lack of employee creativity. However, when organizations can provide workplace spirituality, employees' spiritual needs are met and tend to behave well rather than deviate at work (Majeed et al., 2018).

Mahyarni (2019) proves that workplace spirituality has a significant negative effect on workplace deviant behavior. It can be interpreted that if workplace spirituality increases, the workplace deviant behavior that occurs will decrease. In line with this research, Adeoti et al., (2017) stated that there is a negative relationship between workplace spirituality and workplace deviant behavior. With workplace spirituality, it can provide direction for employees to behave positively. Thus, creating an organization that is free of workplace deviant behavior. Furthermore, in a study conducted by Lee et al., (2014) it was identified that workplace spirituality and ethical climate had a significant positive relationship. By developing workplace spirituality values and developing an ethical climate, an organization can achieve and sustain success. These factors can protect the organization from negative feelings experienced by employees on the guidance and expectations that have been targeted by the organization (Mousa & Alas, 2016) where later these feelings have an impact on workplace deviant behavior.

Then Haldorai et al., (2019) provide an explanation that the existence of an ethical climate can be an encouragement for a sense of concern for others. A caring environment will make a person feel more valuable and connected to work. With this connection, a person can increase their self-efficacy and help them find meaningful work. This is the embodiment of workplace spirituality. So, it is very important for organizations to present the hearts, souls, minds and bodies of employees in one unit as a form of individual and organizational success. So that workplace spirituality becomes interesting to identify further regarding its relationship with ethical climate and workplace deviant behavior within the organization. In addition, it is also necessary to know how the role of the workplace spirituality is.

## **Literature Review**

### ***Ethical Climate***

Ethical Climate or ethical work climate is a concept of right and wrong behavior in the workplace that can describe the true value of the organization and formulate decision making for its members (Robbins & Judge, 2015: 360). According to Setyawati et al, (2015) in an organization, ethical climate can influence organizational members in managing conflicts that occur and determining ethical decisions. Teresi et al., (2019) define ethical climate as a basic aspect of organizational life, which can directly affect individual behavior and organizational outcomes. Ethical climate is considered as an organizational regulatory tool that can indicate employees act differently. As with the attitude and behavior of each individual employee will be different, depending on the organization in managing ethical issues.



According to Lewaherilla (2018) ethical climate is a concept that developed as part of organizational climate. Ishak et al., (2019) explained that organizational climate is knowledge about what kind of behavior is good among employees and how to solve problems in organizations related to it. Ethical climate develops within the organization in the form of a code of ethics, ethical policies, implementation and management procedures. With the ethical climate applied by the organization, it is very helpful for employees to understand values and behavior in the workplace. Jovanović et al., (2019) stated that ethical climate is an employee's perception of organizational practices and policies. The factors that shape the ethical perspective of employees, namely personal impression and experience, this will show a higher individual spirit when working with a team. Discussions with colleagues can create a good ethical climate in the business environment. Management behavior, the role of managerial behavior that obeys the rules and the interests of the organization towards success in business. Company manuals, as guidelines in resolving ethical dilemmas faced by organizations, are usually in the form of a code of ethics as a written standardization of individuals in ethical behavior.

The typology of ethical climate consists of three dimensions (Shim & Park, 2018) including: (1) Selfishness, involving individual personal needs or organizational needs. Individuals who involve egoism in the organization will tend to avoid punishment. (2) Virtue, the recognition of a sense of friendship, teamwork and attachment to the group. In determining ethical behavior, an individual looks at the value of his closest friends. (3) Principles, focusing on rational values. Such as making an assessment of something that is right or moral through personal morality, law, code of ethics, or organizational policies. In the nine types of ethical climates, some very common ones in organizations were identified (Robbins & Judge, 2015:360), namely Instrumental, individuals believe that in making decisions as the fulfillment of self-interest (egoistic) and the organization. Concern, a decision taken will have an impact on stakeholders, namely workers, consumers and suppliers. Independence, in behaving in the workplace depends on the moral beliefs of each individual based on the principles they have. Laws and codes, using standardized morals in behavior, such as professional codes of ethics or others. Rules, relating to the acceptance of a policy that has been determined by the organization.

### ***Deviant Behavior Workplace***

Workplace deviant behavior is a hateful attempt or plan that aims to disrupt the organization so that it causes important problems in the workplace (Utkarsh et al., 2019). According to Cahyani (2016), the existence of unfair treatment and concerns that exist within the organization are the cause of the emergence of deviant behavior. Deviant behavior that can occur in the workplace includes harassment, sabotage, theft, violence, arriving late, acting rudely, lying and so on. Deviant behavior is considered as inappropriate behavior, due to violations of norms, statutes or regulations that are being carried out so that it can have a bad impact on the organization. (Ibrahim et al, 2017). Employees are considered to have deviant behavior at work when they feel frustrated, stressed, angry or even when they are provoked by others (Robinson et al., 2019). So that workplace deviant behavior requires proper management so that it does not have a negative impact on the organization or company.

Agwa (2018) defines that whether or not deviant behavior is accepted depends on the legal point of view, but this is certainly contrary to social norms in general. Behavior that





violates the norms that are applied can threaten the organization and its members, even both (Robbins & Judge, 2015) In addition, the concept of deviant behavior in the scope of management is very important because it has an impact on the consequences of substantial cost losses, and can eliminate the comfort of working. on the organization (Chen et al., 2016). Akkerman et al., (2020) distinguish workplace deviant behavior into three categories, including production deviance, which is a small act of deviant behavior that has an impact on the organization, such as wasting time at work. Property misappropriation, which is a serious act of deviant behavior that affects the organization, such as stealing property or company finances. Personal aggression, which is a serious act of deviant behavior that has an impact on the organization, such as verbal harassment. Utkarsh et al., (2019) stated that workplace deviant behavior is divided into two parts, namely interpersonal deviation, deviation that is carried out as an attempt to damage relationships through an action or activity such as being rude with coworkers, lying and so on. Organizational irregularities, deviations made related to delays or theft of goods at work.

### ***Spirituality Workplace***

Workplace spirituality is an acknowledgment that a person has a life from within those nurtures and is produced by meaningful work within the community (Robbins and Judge, 2015:375). It can be interpreted that an organization that accepts a culture of spirituality recognizes that a person has a soul and mind, tries to find goals and meaning in the work they do, has a desire to interact with others, and feels part of the community (Marwan et al, 2019). Schutte (2016) said that often someone understands that spirituality is no different from religiosity. Sani & Ekowati (2019) revealed that basically workplace spirituality does not always involve religious relationships but is only based on personal values and philosophy. In a broader sense, workplace spirituality is not only about a person's religion, but it can show his religious beliefs at work. So that it can be defined that workplace spirituality is an opportunity to express various aspects of the personality that exists within a person.

Workplace spirituality can be implemented by organizational members through encouragement from aspects of organizational culture (Miñon, 2017). Successful implementation involves belief in support and part of the organization, a feeling of attachment to the organization through its vision and mission, and a sense of trust in the workplace (Kalantari & Khalili, 2018). According to Petchsawang & McLean (2017) spirituality development programs such as wholeness meditation can be considered by organizations to foster spirituality in the workplace, but it can also help members feel involved in their work.

Various researchers define workplace spirituality and give it various dimensions. According to (Nair & Sivakumar, 2018) several dimensions that can affect workplace spirituality include: Meaningful work, defined that a person has a meaningful feeling for the work being carried out. Connection, is a deep relationship of workers with other people. So, it can be defined that a person is considered experienced with deep feelings about relationships with other people and work. Alignment with organizational values, defined that a person has a sense of conformity about the values of the organization to their values and beliefs. Yogatama & Widayarni (2015) identified two measurement factors of workplace spirituality including the feeling of purpose and worth in work, the need for conscience from individuals in carrying out the mission and values of the organization. Feeling comfortable, free, and experiencing



personal change, support from the organization's concern regarding employee empowerment and continuity between individual interests and organizational interests.

### ***Ethical Climate on Workplace Deviant Behavior***

Several factors have been identified as the cause of workplace deviant behavior, one of which is ethical climate. Lewaherilla (2017) states that ethical climate can directly affect workplace deviant behavior. It can be said that workplace deviant behavior will decrease when the ethical climate is applied properly in the organization. When a supervisor and employee implement ethical values and norms well, it provides commitment in the organization and work. This commitment fosters a sense of solidarity and loyalty to work so that it has an impact on employee ethical behavior and reduces workplace deviant behavior.

Sawitri et al., (2018) proved that there is a negative relationship between ethical climate and workplace deviant behavior. When the organization builds an ethical climate well, the workplace deviant behavior that occurs will decrease. Alias & Rasdi (2015) also found a negative relationship between organizational ethical climate and interpersonal deviance. Organizational ethical climate provides an important role in individuals to behave. Unethical behavior by employees will have an impact on the reputation and development of the organization. So, to reduce the level of workplace deviant behavior, it can be done by building ethical work values in the organization that are implemented through transparency and policy clarity. In line with this study, Kanten & Iker (2013) stated that workplace deviant behavior and organizational ethical climate did not have a significant relationship. In his research it is said that with the support of the organization, a supportive work environment, commitment from employees and standards from the organization can reduce the level of workplace deviant behavior. An organizational ethical climate that is considered good by employees is expected to provide positive behavior for employees.

Aryati et al., (2018) through their research provide several efforts that can be made as a form of reducing workplace deviant behavior. In reducing the level of workplace deviant behavior, an organization requires the internalization of ethical values in the work culture. This action is an effort to create an ethical climate in the organization. Where will be able to grow the perception of members regarding the correct and ethical behavior in the organization, as well as the extent of the ethical climate applied by the organization. In addition, in the implementation of work, it is necessary to enforce laws and codes of ethics. This is an effort to enforce compliance with the application of a rule. The next thing that can be done is by prioritizing the needs of the organization and flexibility in ethical principles.

Ojo & Tamunoipiriala (2019) gave different results in their research. Ethical climate was found to have a significant positive relationship with workplace deviant behavior. In this study, it is explained that the more positive the ethical climate built by the organization will actually allow the occurrence of deviant behavior by employees. This is because employees feel that the organization where they work does not give full trust. Building good relations between leaders and subordinates will indirectly have an impact on employee courtesy behavior. In addition, leaders who give more trust to employees can make employees feel that their work is theirs. So, to reduce the level of workplace deviant behavior that occurs in the organization, it is considered not only to come from a positive ethical climate.



### ***Ethical Climate on Workplace Spirituality***

Golestanipour (2016) in his research found a significant relationship between ethical climate and workplace spirituality. It can be said that ethical climate is the most important factor in defining and predicting workplace spirituality. In creating workplace spirituality, ethical leadership is also needed in the organization. As an embodiment of ethical leadership by applying spiritual values, it can be seen through attitudes towards employees such as providing assistance regarding the needs needed by employees, being honest, being able to build a sense of solidarity between employees and so on.

With a literature study by Phillips et al., (2018), it is proven that there is a positive relationship between workplace spirituality and ethical climate in the nursing work environment. The existence of strong ethics is the basis for behavior and professionalism in the workplace. This is because personal ethics or morals can control a person's behavior. Ethics and spirituality that are implemented in the nursing work culture can create a principled work environment and provide protection for the nursing profession.

Research conducted by Lewaherilla (2018) shows that ethical climate has an effect on workplace spirituality. The research was conducted on local government employees of Maluku Province as public servants. In carrying out their duties, they should provide the best quality service to meet the needs of the community. The best performance in providing services to the community is by implementing the values contained in the ethical climate and workplace spirituality.

The latest research conducted by Otaye-Ebede et al., (2019) resulted in a positive relationship between ethical climate and workplace spirituality. Several results regarding ethical climate and workplace spirituality were found in this study. First, making ethical decisions for employees is a prerequisite for the formation of workplace spirituality in the organizational environment. Second, having an ethical climate and workplace spirituality can indirectly help employees behave and can have a positive impact on their performance. Third, workplace spirituality acts as a motivator for employees to behave, so that they can provide motivation and assessment of the actions taken. Likewise with a work environment that applies an ethical climate, indirectly employees will act ethically.

Findings that are different from previous research, Ayoun et al., (2015) provide another study regarding the relationship between ethical climate and workplace spirituality. In a study conducted using the Spiritual Transcendence Scale (STS) measurement, the results showed that there was no significant relationship between workplace spirituality and the spiritual trend scale with ethical values in the hospitality industry. In the hospitality industry, if you place too much emphasis on the application of workplace spirituality as an ethical guide, it will have an impact on the desire to leave the company. Thus, the company can make other contributions that can be made to create an ethical climate in the organization such as providing ethics training, providing ethical standards that are carried out at work and so on. With the differences in the results from several studies, it is interesting to conduct further studies regarding the relationship between ethical climate and workplace spirituality. Implementation in different industries, populations, samples and measurement tools will also affect the results of the relationship between the two.



### ***Workplace Spirituality against Workplace Deviant Behavior***

A study of research conducted by Asrun et al., (2012) stated that workplace spirituality has a direct influence on workplace deviant behavior. Where the measurement of the relationship between the two shows a significant negative effect. It can be interpreted that when the organization has a high workplace spirituality, it can reduce the occurrence of workplace deviant behavior. As an effort to improve workplace spirituality, namely by increasing spirituality leadership. With the spiritual leadership that exists in the organization, it is hoped that it can create a friendly work spirit, and be able to grow and maintain workplace spirituality. Through actions taken by leaders such as paying attention to subordinates, having an attitude of tolerance, wisdom and so on, it is expected to be able to contribute to the decrease in workplace deviant behavior.

Chawla (2014) conducted a survey on workplace deviant behavior that often occurs in the sales force. Salespeople classify deviant behavior into three categories, namely, sales force organizational deviance, sales force interpersonal deviance, and front-line sales force deviance. Some deviant behaviors that often occur are falsifying expense reports, deliberately procrastinating work for personal purposes and lying. In his research, the workplace spirituality value framework has a negative effect on workplace deviant behavior. By providing workplace spirituality, it is very useful to reduce the three categories of deviant behavior that can harm stakeholders and the organization. Furthermore, to be able to implement workplace spirituality, it can be done by applying universal spirituality values, not only concerned with certain groups and groups. So that the differences among employees are not an obstacle in building and maintaining cultural values of spirituality.

Eliyana & Rizki (2020) in their research also found a significant negative relationship between workplace spirituality and workplace deviant behavior. An organization must be able to manage workplace spirituality well because the behavior of individuals in the workplace can be controlled with the presence of workplace spirituality. Then when the organization can improve workplace spirituality it will have an impact on reducing workplace deviant behavior that occurs.

In line with what has been stated by previous research, Sulaiman & Bhatti (2013) stated that by increasing workplace spirituality in organizations, it can significantly solve workplace deviant behavior problems. Workplace deviant behavior by employees in the organization has become a common problem. The deviations made have an impact on the financial, economic, social, stakeholders and internal organizations. There are interesting things to highlight from this research, namely using the Workplace Spirituality Islamic approach in seeing workplace deviant behavior that occurs in organizations. It should be understood that someone who commits deviant behavior is not a perpetrator and a violator of the law from birth. When viewed in the context of the Islamic religion, this is stated in the Al-Quran Surah At-Tin verse 4 which states: means "Indeed, we have created man in the best of forms". It is undeniable that the conditions, roles and motivations of a person are different, so that it can cause deviant behavior to be carried out. However, experts believe that a Muslim who has piety in himself and thinks that every action he takes has consequences, then this will indirectly hold someone back from doing workplace deviant behavior.

Prasanna J & Madhavaiah C (2017) gave different results in research conducted in the automotive industry, namely a positive relationship between workplace spirituality and workplace deviant behavior. It was identified that the occurrence of deviant behavior was due





to stressful conditions at work, tight supervision and the emotional level of employees, most of whom were angry. So that other dimensions are needed in workplace spirituality such as inner life, a sense of togetherness and meaningful work to reduce the level of workplace deviant behavior that occurs. The existence of good and open communication, honest attitude, giving rewards, a comfortable work environment, promotions, and fulfilling employee needs are expected to reduce workplace deviant behavior.

### ***The Role of Workplace Spirituality between Ethical Climate and Workplace Deviant Behavior***

Haldorai et al., (2019) in their research suggest that ethical climate is negatively related to workplace deviant behavior which then workplace spirituality mediates the relationship between the two. If it is connected with social exchange theory, it shows that employees are less likely to engage in workplace deviant behavior when the organization gives empathy to its employees and enforces ethics in the company. Based on the results of respondent data, ethical climate is indicated by compliance with company policies based on professional and legal standards and the implementation of employee promotions has proven to reduce the level of workplace deviant behavior. In addition, ethical climate also contains workplace spirituality values so that it can reduce the occurrence of workplace deviant behavior. Even when the organization implements and builds a workplace spirituality culture, it can help in implementing an ethical climate. By paying more attention to performance measurement and the work environment related to employees, it can strengthen ethical behavior in the workplace. Furthermore, within the organization there are several efforts that can be made to improve workplace spirituality, namely by raising standards regarding responsibility, compliance, and employee courtesy in the workplace. Indirectly, this can motivate employees to improve the best quality for the potential that exists within them. Thus, workplace spirituality has a strong influence on employee behavior at work. Because a workplace that implements and runs workplace spirituality is a positive thing in increasing self-efficacy and employee morale.

Research conducted by Novalien C (2017) also states that ethical climate can directly affect workplace deviant behavior and workplace spirituality as one of the variables that mediate the relationship between the two. The results of his research indicate that ethical climate is an internal factor, which can have an effect on increasing workplace deviant behavior. The relationship will be stronger when through workplace spirituality. In improving workplace spirituality and reducing the level of workplace deviant behavior, it can be done by applying organizational ethical values properly. In addition, an understanding of spiritual values by the head of the organization is also very important, because it will have an impact on the good work productivity of members of the organization.

It can be seen that several studies have shown the role of workplace spirituality as a mediator of the relationship between ethical climate and workplace deviant behavior. However, further studies are needed regarding the other roles of workplace spirituality that are reviewed from various dimensions to prevent workplace deviant behavior in organizations.

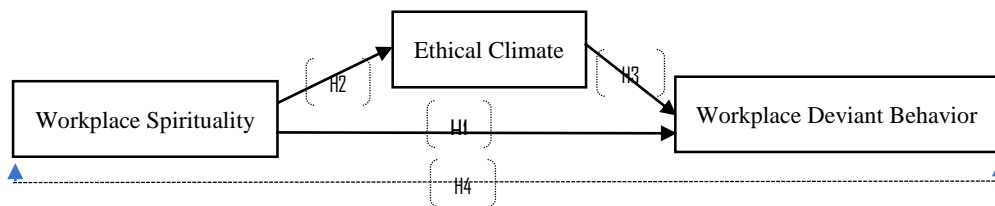


FIGURE 1: Conceptual Framework

## 2. RESEARCH METHODOLOGY

During March-May 2022, data was obtained from 257 nurses in teaching hospital in central Nigeria, utilizing convenience sampling and individually filled questionnaires. Participants were chosen based on similar characteristics related to their work. The research was conducted using a structured questionnaire. In a three-month period, 750 questionnaires were delivered and collected from the participants. 257 out of 750 nurses responded to the questionnaires, reflecting an 37 % response rate. Due to incomplete responses, 25 questionnaires had to be removed from the sample. As a result, 257 samples were left for examination.

Nurses' opinions on workplace spirituality, ethical climate and workplace deviant behavior were evaluated using a cross-sectional survey technique. There were four elements to the survey instrument. Statements evaluating workplace spirituality, ethical climate, workplace deviant behavior and demographic profile of nurses were included in the first section. In the second portion, demographic profile of nurses such as gender, marital status, education level, work experience, and years of service were asked.

The John B. Cullen; Bart Victor and Carroll Stephens (1986) nine-item ethical climate. The elements of workplace deviant behavior were extracted from Gohary. Statistical Package for the Social Sciences 24 was used to analyses the data (SPSS 24). SPSS also allows for a variety of data analysis and transformations, and, most significantly, it serves the goal of our research.

### *Descriptive statistic*

The characteristics of the respondents reveal that 51% were male, while 49% were female, 25.50 were single, 65.50% were married, and 9% were others. 46.52% are within the age bracket of 41–50, while the remaining 53.48% is shared among others.

## 3. RESULTS AND DISCUSSION

### *Measurement Model*

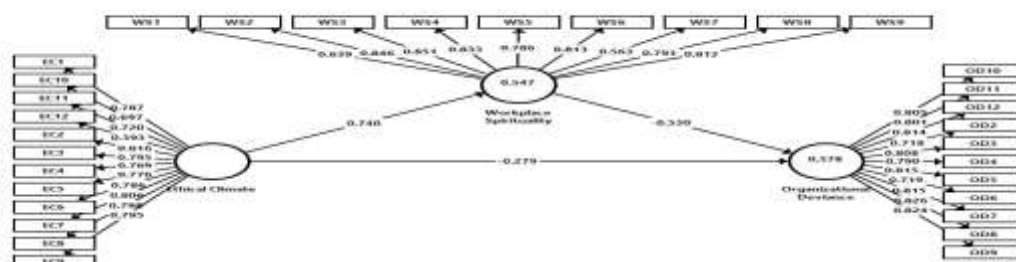
We followed the recent paper by Hair et al. (2020) and we first assessed the convergent validity by looking at the loadings, average variance extracted (AVE) and composite reliability (CR) with the cut off values of 0.5 for AVE and 0.7 for CR. Although the loadings are suggested to be more than 0.7, if the AVE's are already higher than 0.5, then loadings which are between 0.5 and 0.7 are also acceptable (Ramayah et al., 2018). As shown in Table 1, the AVEs were all higher than 0.5, the CR was higher than 0.7, and all the loadings were greater than 0.7 confirming the validity and reliability of the constructs.



Table 1. Model first order construct validity and reliability result

Constructs	Items	Loadings	Cronbach's alpha	rho_A	CR	AVE
Ethical Climate	EC1	0.787	0.928	0.938	0.939	0.567
	EC10	0.697				
	EC11	0.720				
	EC12	0.393				
	EC2	0.816				
	EC3	0.795				
	EC4	0.769				
	EC5	0.776				
	EC6	0.786				
	EC7	0.806				
Organizational Deviance	OD10	0.805	0.941	0.944	0.95	0.632
	OD11	0.801				
	OD12	0.814				
	OD2	0.718				
	OD3	0.808				
	OD4	0.790				
	OD5	0.815				
	OD6	0.719				
	OD7	0.815				
	OD8	0.826				
Workplace Spirituality	WS1	0.639	0.915	0.924	0.931	0.603
	WS2	0.846				
	WS3	0.851				
	WS4	0.833				
	WS5	0.786				
	WS6	0.813				
	WS7	0.563				
	WS8	0.793				
	WS9	0.812				

Figure 2: The measurement model.





HTMT ratios were used to assess the discriminant validity as suggested by Franke and Sarstedt (2019). We also developed the table for reporting following the guidelines given by Becker et al. (2019) as shown in Table 2. All the HTMT ratios were lower than the 0.85 criterion. As such, we can conclude that the measures used in this study are distinct.

Table 2. Fornell Larcker Criterion

<b>Constructs</b>	<b>Ethical Climate</b>	<b>Organizational Deviance</b>	<b>Workplace Spirituality</b>
Ethical Climate	<b>0.753</b>		
Organizational Deviance	-0.671	<b>0.795</b>	
Workplace Spirituality	0.74	-0.737	<b>0.777</b>

Table 3. The result of discriminant validity testing (HTMT)

<b>Constructs</b>	<b>EC</b>	<b>OD</b>
Ethical Climate		
Organizational Deviance	0.706	
Workplace Spirituality	0.795	0.786

Note. EC= Ethical Climate, OD= Organizational Deviance

Table 4. VIF COLLINEARITY

	<b>EC</b>	<b>OD</b>	<b>WS</b>
Ethical Climate		2.209	1
Organizational Deviance			
Workplace Spirituality		2.209	

Note. EC= Ethical Climate, OD= Organizational Deviance

**Structural Model**

The researchers ran a bootstrap with 5,000 resamples to generate the standard errors, t-values, p-values, and the bootstrapped confidence intervals (Hair et al., 2020). Unethical leadership and perceived supervisor support explained 80.40% (R<sup>2</sup> = 0.804, Q<sup>2</sup> = 0.396) of the variance in turnover intention. Turnover intention (p<0.001) was negatively related to perceived supervisor support (= -0.748) and turnover intention (p<0.001) was positively related to unethical leadership (0.21). This gives support for H1 and H2.

Table: 5 Hypotheses

	<b>Std. Beta</b>	<b>Std. error</b>	<b>T Stat.</b>	<b>P Values</b>	<b>Decision</b>	<b>5%</b>	<b>95%</b>
Ethical Climate -> Organizational Deviance	-0.279	0.064	4.337	0.000	supported	- 0.383	- 0.176
Ethical Climate -> Workplace Spirituality	0.74	0.026	28.092	0.000	supported	0.696	0.786
Workplace Spirituality -> Organizational Deviance	-0.53	0.06	8.871	0.000	supported	- 0.622	- 0.424







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