

# The Effect Of Spirituality In The Workplace On Contra Productive Work Behavior With Job Satisfaction As A Mediation Variable (Study On Soe X Regional Z Employees)

Indah Riva Santri<sup>1</sup>, Thatok Asmony<sup>2</sup>, Siti Nurmayanti<sup>3</sup>

<sup>1</sup>Magister of Management, Faculty of Economics and Business,  
University of Mataram, Mataram, Indonesia

<sup>2,3</sup>Management, Faculty of Economics and Business,  
University of Mataram, Mataram, Indonesia

<sup>1</sup>indahrivasantri@gmail.com, <sup>2</sup>tasmony@yahoo.com (correspondent author), <sup>3</sup>mayaramli24@gmail.com

## ABSTRACT

This study aims to analyze the effect of spirituality in the workplace on counterproductive work behavior mediated by job satisfaction on employees of SOE X Regional Z. The population of this study was all employees who served in SOE X Regional Z amounting to 147 people. The sample size is the same as the population size. They were collecting data using survey methods and data collection techniques using a questionnaire with a questionnaire tool. The data analysis method used SEM - PLS (Structural Equation Modeling - Partial Least Square) Structural Equation Model. The results showed that Workplace Spirituality has a significant negative effect on counterproductive work behavior, and job satisfaction mediates the relationship between workplace spirituality and counterproductive work behavior.

Keywords: Workplace Spirituality, Job Satisfaction, Counterproductive Work Behavior

## INTRODUCTION

One of the crucial factors where organizations can compete with other organizations is related to the quality of human resources in the organization. The work behavior of the people in the organization primarily determined the achievement of organizational goals. One of the things that can hinder the achievement of organizational goals optimally is counterproductive work behavior. At present, counterproductive work behavior has received substantial attention in organizations because of the many losses caused by such behavior.

Counterproductive work behavior is an action that is detrimental to the organization (Spector, Fox, Penney, Bruursema, Goh, & Kessler, 2006). According to Chand and Chand (2014), counterproductive work behavior defines as any intentional or unintentional activity on an individual that can hinder the performance of self, others, or the organization. One way to reduce counterproductive work behaviors is to increase spirituality in the workplace. Milliman, Andrew, and Jeffery in Rego (2008) suggest that spirituality in the workplace is about expressing one's desire to find meaning and purpose in life and bringing to life a set of personal values that a person firmly holds.

According to James, Miles, and Mullins (2011), spirituality in the workplace can be one way to help reduce employee counterproductive work behaviors. In addition, research by Rego and Cunha (2008) reveals that applying spirituality in the workplace will stimulate employees to form a more positive perception of the organization so that the desire to take counterproductive work behaviors is low.

Presearch James, Miles, and Mullins (2011), Weitz, Vardi, and Setter (2012), Sulaiman and Bhatti (2013), Rego and Cunha (2008) shows that spirituality in the workplace can stimulate employees to avoid counterproductive work behaviors. In comparison, Urumsah, Wicaksono, and Pratama's (2016) research show that individuals who have high spirituality and faith do not rule out having the intention of committing fraud that can harm the organization. For this reason, so that spirituality in the workplace needs to be a mediating variable that can influence counterproductive work behavior. According to Muafi (2011), counterproductive work behavior arises due to dissatisfaction at work.

According to Kreitner and Kinicki (2007), job satisfaction is a practical or emotional response to work. However, Luthans (2006) states that job satisfaction is an emotion that is a response to work situations. Job satisfaction cannot be seen but can be felt and reflected in attitudes such as being more loyal to the organization, working optimally, and obeying the rules made in the organization.

The research results by Siswanto (2008) show that the spiritual dimension can increase employee job satisfaction. Furthermore, Gupta, Kumar, and Singh's Research Results (2014) on government employees in Punjab showed that Spirituality in the workplace positively affects job satisfaction. It is also in line with the research of Janah, Sukmawati, and Afendi (2017), which shows that Spirituality in the workplace has a significant effect and has a positive relationship with job satisfaction.

The results of Nasrallah and Aulia's research (2018) show that Spirituality in the workplace partially affects deviant behavior mediated by job satisfaction. Similarly, the results of qualitative research conducted by Ahmad and Omar (2014) show that Spirituality in the workplace can help increase job satisfaction, and employees who feel more satisfied will tend to be less likely to engage in deviant behavior. In other words, abnormal behavior can potentially be reduced by Spirituality in the workplace through job satisfaction.

A State-Owned Enterprise (SOE) is a legal entity that has distinctive characteristics. Its existence as a corporate legal entity makes it a private entity. Still, seeing from the purpose of benefiting the community's welfare that must be achieved, SOE has the nature of a public legal entity. SOE is no different from the private sector, whose ownership is mainly by the state as a differentiator. Thus, SOEs in carrying out their corporate actions must comply with the laws and regulations. The SOE Law is designed to create a management and supervision system based on the principles of efficiency and productivity to improve the performance and value of SOE,

Counterproductive work behavior occurs not only in government institutions but also in State-Owned Enterprises (SOE) in Indonesia. Some SOE officials are being dragged into corruption or bribery cases. Some were removed from their positions after being involved in a case, while others left their jobs when their claims were processed by law (<https://katadata.co.id>).

In 2019, there are four leading directors, including the former, and four directors are suspects. Based on data from the handling of cases (cases) at the KPK, around 35 ranks of SOEs became patients at the KPK in the period 2013 to 2019. In addition, from 2017 to 2018, five corporations were dealing with the KPK (<https://national.sindonews.com>).

On August 9, 2010, an employee of SOE X Regional Y was arrested for being proven guilty of corruption over the salaries of employees of SOE X Regional Y (<https://koran.tempo.co.id>). In addition, on December 4, 2014, one of the employees of SOE X Regional Z was arrested by the authorities on charges of misappropriation of government programs for the people that occurred in 2012 (<https://dompu talk.com>).

There are still employees who do personal work during working time. Such as picking up children to school, doing personal business, damaging company property or facilities, using an office car outside of official needs, using the internet not related to work, and deliberately being slow in doing work.

The following phenomenon is the phenomenon of Spirituality in the workplace, where the application of spirituality values in the workplace in SOE X Regional Z is still low. Based on observations, it found that employees did work to carry out what had become their primary duties according to their work without feeling a sense of togetherness in carrying out tasks for the sake of mutual prosperity.

Another next phenomenon is the phenomenon of job satisfaction. Based on interviews with several Section Heads in various fields at State-Owned Enterprises X Regional Z, the job satisfaction felt by employees is quite good. However, in terms of supervision by superiors, it is thought that it is still very lacking because the management carried out is only oriented to quick performance results, not to the effects of company performance competitively and continuously. Therefore, supervision of the work stages or work processes carried out by employees is not monitored. As a result, the steps of work carried out can violate work procedures, either intentionally or unintentionally.

This study aims to analyze the influence of Spirituality in the Workplace on Counterproductive Work Behavior. Then what is the mediating role of Job Satisfaction in this relationship?

## LITERATURE REVIEW

### Workplace Spirituality

According to Robbin and Judge (2009), Spirituality in the workplace recognizes that humans have an inner life that grows and is nourished by meaningful work in a community context. Therefore, organizations that support a culture of Spirituality acknowledge that humans have a mind and soul, seek meaning and purpose in their work, desire to interact with others, and be part of a community.

Ashmos and Duchon (2000) define Spirituality in the workplace as an individual's self-understanding as a spiritual being whose soul needs nurturing at work with all the values within him. Milliman et al. in Rego (2008) suggests that Workplace Spirituality is about expressing one's desire to find meaning and purpose in life and is a process of reviving a set of personal values firmly held by a person. Milliman et al. (2003) state that the dimensions of Spirituality in the workplace consist of meaningful work, a sense of community, and alignment of values.

### Job satisfaction

According to Rivai (2006), job satisfaction is how people feel about work and its aspects. Thus, satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work. Therefore, job satisfaction is one of the most critical factors to get optimal work results. When someone feels confident at work, he will try his best with all his abilities to complete his work assignments. Thus the productivity and work results of employees will increase optimally.

Luthans (2006) states that job satisfaction is an emotion that is a response to work situations. Therefore, job satisfaction cannot be seen. Still, it can be reflected in attitudes such as being more loyal to the organization, working optimally, and obeying the rules made in the organization.

### Counterproductive Work Behavior

According to Matteson, Ivancevich, and Konopaske (2013:10), organizational behavior is the study of how the impact of individuals, groups, and structures on organizations. According to Matteson, Ivancevich, and Konopaske (2013:79), work behavior is everything that someone in the work environment does. According to Robbins (2005:26), the outcomes of work behavior are productivity, turnover, absenteeism, job satisfaction, and organizational citizenship behavior (OCB). Robbins and Judge (2013:25) work behavior outcomes are attitudes and stress, task performance, citizenship behavior, and withdrawal behavior.

Productive work behavior, better known as Organizational Citizenship Behavior (OCB), is defined as employee behavior that is intentionally carried out and is usually unconditional, wise, not recognized, or appreciated but can organizational functions (Organ, 1988; Schnake, 1991).

Counterproductive work behavior defines as behavior that violates organizational norms and can threaten the organization's welfare and its members (Bennet & Robinson, 2002) (Wiratama, Riana, & Rahyuda, 2017). Counterproductive work behavior is a severe and costly problem for organizations and organizational members. Sacket and DeVore (in Anderson 2005:145) mean that counterproductive work behavior includes all forms of behavior that are intentionally carried out by members of the organization that are contrary to the organization's goals. This behavior occurs either deliberately or unintentionally by the employee concerned due to low individual work motivation.

According to Bennett and Robinson (2000), counterproductive work behavior has two dimensions. The first dimension is organizational counterproductive work behavior, which directly threatens or endangers the organization, such as stealing company items, coming late to the office without permission, and giving little effort in doing work. The second dimension is individual counterproductive work behavior, which is a behavior that directly threatens or endangers individuals within the organization, such as mocking co-workers, saying something that can hurt someone at work, and mocking co-workers.

There are two categories of causes of counterproductive work behavior such as individual factors and situational antecedents. Individual factors dimensions were dispositional hostility, negative emotions, type A personality, impulsivity, and drug addiction (Raver, 2007). According to Gibson, Ivancevich, and Konopaske (1996: 358), individuals who show type A personality types tend to be aggressive and ambitious. The hostility is easy to offer, and they feel the importance of time. They are generally impatient, competitive, and their minds are always filled with their work problems. The second cause is situational antecedents, including perceptions of justice and oversight (Rodopman & Spector, 2007).

### **Relationship Between Variables and Hypotheses Development**

The need for spirituality in the workplace can be one way to help reduce counterproductive work behaviors of employees because spirituality in the workplace has the potential as a personal control that helps employees measure their behavior at work (James, Miles, & Mullins, 2011). In addition, organizations that support spirituality in the workplace and care about the organization's environmental conditions will benefit from having employees who are more committed and productive and less prone to involvement in counterproductive work behaviors (Ahmad & Omar, 2014).

Opinion Asrun, Salim, and Thoyib (2012) revealed that organizations that support a spiritual and caring work environment not only produce more committed and productive employees but also produce employees who are less prone to engaging in deviant behavior. Furthermore, research conducted by Ahmad and Omar (2014) also states that spirituality in the workplace can help increase employees' level of job satisfaction, and employees who feel more satisfied will tend to be less likely to engage in deviant behavior. In other words, abnormal behavior can potentially be reduced by the presence of spirituality in the workplace through job satisfaction. Based on this description, it can formulate the following hypotheses :

H1: Workplace Spirituality has a significant negative effect on counterproductive work behavior.

Research by Gupta, Kumar, and Singh (2014) shows that spirituality in the workplace positively affects job satisfaction. It is also supported by previous studies, including research by Janah, Sukmawati, and Afendi (2017), which shows that work spirituality positively influences job satisfaction. Someone who has a high level of work spirituality will have a more positive attitude in living life and be confident and not blame others. In dealing with work situations, they are calmer and can see positive things from their work to feel more satisfied.

Research conducted by Kolodinsky et al. (2008) also stated that spirituality is positively related to intrinsic satisfaction, extrinsic, and the whole work. It means that when an employee's spiritual satisfaction is fulfilled, it will give birth to a sense of pride. StudySiswanto (2008) shows that the dimension of spirituality which consists of elements of meaningful work, sense of community, and alignment of values in general, can increase job satisfaction. Based on this description, it can formulate the following hypotheses :

H2: Workplace Spirituality has a significant positive effect on job satisfaction.

According to Mount, Ilies, and Johnson (2006), it shows that job satisfaction has a significant negative effect on counterproductive work behavior. Ahmad and Omar's (2014) support showed that employees who feel more satisfied would be less likely to engage in deviant behavior. Septa and Nashrillah (2018) showed that job satisfaction has a negative relationship with deviant behavior. Based on this description, it can formulate the following hypotheses :

H3: Job satisfaction has a significant negative effect on counterproductive work behavior.

If employees do not like their work environment, they will respond, although it is not always easy to predict precisely how they will react. One employee may be leaving. Other employees may use work time to surf cyberspace or take office supplies/facilities for individual needs. Employees who do not like their work will balance their dislikes in various ways, such as stealing at work, being late for work, and other behaviors. This Behavior indicates a broader thing that we call Deviant Behavior in the workplace (or counterproductive Behavior or employee withdrawal. (Robbin and Judge, 2009:86)

Workplace Spirituality can help increase employee job satisfaction, and more satisfied employees are less likely to engage in counterproductive work behaviors. In other words, counterproductive work behavior can be reduced by the presence of spirituality in the workplace through job satisfaction (Ahmad & Omar, 2014). Research by Aulia Maulana Septa and Nasrillah (2018) shows that job satisfaction mediates the relationship between Workplace Spirituality and counterproductive work behavior. Based on this description, it can formulate the following hypotheses : H4: Job satisfaction mediates the relationship of Workplace Spirituality to counterproductive work behavior.

### METHODS

Based on its objectives, this research includes explanatory research (Explanatory/Confirmatory), namely research that highlights the relationship between variables using a framework of thought first, then formulated in the form of a hypothesis (Sugiyono, 2016). According to the level of explanation, this research is causal associative research. Causal Associative Research aims to determine and analyze the influence between variables (Suliyanto, 2018).

The population in this study were employees of SOE X Regional Z, which amounted to 147 people consisting of various biographical backgrounds such as gender, age, and education level. The following is data on the characteristics of respondents based on gender, last education, age, and length of service at SOE X Regional Z employees, which can be seen in the following table:

**Table 1. The Characteristics of Respondents**

Respondent Profile		Total (Person)	Percentage (%)
Gender	Man	115	78
	Woman	32	22
Age (Years)	< 20	0	0
	20 - 30	67	46
	31 - 45	60	41
	46 - 50	14	10
	> 50	6	4
Working Period (Years)	< 5	69	47
	5 - 10	26	18
	11 - 20	39	27
	> 20	13	9

The data collection tool in this study was in the form of a questionnaire. The measurement of spirituality in the workplace was adopted from Petchsawanga and Duchon (2012), consisting of meaningful work, community or workgroups, and organizational goals. The questionnaire for job satisfaction was adopted from Robbin and Judge (2009), which consists of the work itself, salary, promotion opportunities, supervision, and satisfaction with coworkers.

Spector et al. (2006) adopted the questionnaire for counterproductive work behavior consisting of Production Deviance, Property Deviance, Political Deviance, and Personal Aggression.

The Statistical Analysis Techniques using Partial Least Square (PLS). PLS is a variant-based structural equation analysis that can simultaneously try the measurement model and test the structural model (Abdillah and Jogyanto, 2015:164).

## RESULT

### Structural Equation Modeling of Partial Least Square (SEM-PLS)

Model testing on PLS-SEM aims to predict and develop theory. In addition, PLS is also used to confirm the view on the relationship between variables that already have a robust theoretical basis (theoretical testing). Data analysis using the PLS-based SEM method requires two stages in assessing the model's suitability from a research model, namely the outer model and the inner model. The extreme model or measurement of the outside used in this study is a reflective model, where each variable must explain its respective indicators.

#### Convergent Validity Test

Convergent Validity is used to see the correlation between the item and construct score. The individual reflective measure is high if it is correlated (outer loading) > 0.7 with the construct to be measured. Convergent Validity can see from the Average Variance Extracted (AVE) value, with the rule of thumb AVE > 0.5. The results of the concurrent validity test are shown in the following table:

**Table 1. Average Variance Extract (AVE)**

Variable	Average Variance Extracted (AVE)
Job satisfaction	0.623
Counterproductive Work Behavior	0.689
Spirituality at Work	0.723

Based on table 2, it can see that each AVE is more significant than 0.5, so it concluded that the variables used in the study are valid. Meanwhile, based on table 4.8, it can see that all the variables analyzed to have a high correlation value or > 0.7.

#### Composite Reliability

Criteria for Validity and reliability can see from the reliability value of a variable. The variable is said to have high reliability if the composite reliability value is above 0.7. The results of the composite reliability test are shown in the following table:

Table 3. Composite Reliability Value

Variable	Composite Reliability
Job satisfaction	0.937
Counterproductive Work Behavior	0.946
Spirituality at Work	0.887

Based on table 3, it can see that all variables meet composite reliability because the value is above the recommended number 0.7, which means that all variables have met the reliable criteria.

#### R Square

The structural model was evaluated using R-Square for the dependent variable. The R-Square value can be used to see the ability of exogenous variables to explain whether endogenous variables have a substantive effect. Table 4 shows the R-Square estimation results using SmartPLS 3.0.

**Table 4. R Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
Job satisfaction	0.392	0.388
Counterproductive Work Behavior	0.254	0.244

R2 assesses the explanative power of the model (Hair et al., 2017). R2 values 0.26, 0.13, and 0.02 are considered substantial, moderate, and weak, respectively (Cohen, 1988). The results show that Counterproductive Work Behavior explain about 25,4% variance ( $R^2 = 0.254$ ) in Job Satisfaction, and Workplace Spirituality. It can say that the predictive ability of the model is categorized as Substantial.

**Hypothesis Test**

The next stage of testing is to test the research hypothesis with path analysis. From the appropriate model, it can interpret each path coefficient. The basis used in testing the theory is the value generated from the bootstrapping process. Table 4.13 provides the estimated output for hypothesis testing with path analysis.

**Table 5. Path Analysis Results**

<b>Variable Effect</b>	<b>Coefficient</b>	<b>T-Statistics</b>	<b>P-Values</b>
Job Satisfaction -> Counterproductive Work Behavior	-0.308	3,491	0.001
Spirituality at Work -> Job Satisfaction	0.626	9.898	0.000
Spirituality at Work -> Counterproductive Work Behavior	-0.250	2.802	0.005

Hypothesis 1: Workplace Spirituality negatively influences the counterproductive work behavior.

The results of the PLS-SEM analysis show that spirituality in the workplace has a significant effect on counterproductive work behavior, where the direction of the relationship is negative. P-Values of 0.005 t-statistic value of 2.802 indicates that H1 accepted. It shows that Workplace Spirituality has a significant negative effect on counterproductive work behavior. It means that if the spirituality in the workplace is considered low, then the counterproductive work behavior also changes in the form of an increase in the number of counterproductive work behaviors in employees.

Hypothesis 2: Workplace spirituality has a significant positive effect on job satisfaction.

The results of the PLS-SEM analysis show that Spirituality in the workplace has a significant effect on job satisfaction, where the direction of the relationship is positive. It can see that p-values are 0.000, and T-value of 9.898. Thus, it shows that Workplace Spirituality has a positive and significant effect on job satisfaction. It means that if Spirituality in the workplace is felt to be high, job satisfaction will also change in the form of an increase in the number of job satisfaction for employees, and vice versa if Spirituality in the workplace decreases, job satisfaction will be lower.

Hypothesis 3: Job satisfaction has a significant negative effect on counterproductive work behavior

The results of the PLS-SEM analysis show that job satisfaction has a significant effect on counterproductive work behavior, where the direction of the relationship is negative. For example, it can see a p-value of 0.001 and a T-value of 3.491. Thus, it shows that job satisfaction has a negative and significant effect on counterproductive work behavior. Furthermore, suppose the perceived job satisfaction is low. In that case, the counterproductive work behavior will also change as an increase in the number of counterproductive work behaviors and vice versa.

Hypothesis 4: Job satisfaction mediates the relationship of Workplace Spirituality to counterproductive work behavior.

The result showed an indirect effect between the variable Workplace Spirituality and counterproductive work behavior through job satisfaction with a path coefficient value of -0.193.

Comparison of the indirect impact of Workplace Spirituality with counterproductive work behavior through mediation with the direct effects of Workplace Spirituality on counterproductive work behavior obtained results  $-0.193 < -0.250$ . Thus, it means that Workplace Spirituality can significantly influence the counterproductive work behavior of BUMN X Regional Z employees either through or without job satisfaction.

## DISCUSSION

### **The influence of Spirituality in the workplace on counterproductive work behavior**

Workplace Spirituality has a negative and significant effect on counterproductive work behavior. According to Gibson, Ivancevich, and Konopaske (1996), individuals who show type A personality types tend to be aggressive and ambitious. The hostility is easy to offer, and they feel the importance of time. In addition, they are generally impatient, competitive, and their minds are always filled with their work problems. The second cause is situational antecedents, including perceptions of justice and oversight (Rodopman & Spector, 2007).

Mitroff and Denton in Milliman et al. (2003) explain that workplace spirituality involves finding one's ultimate purpose in life, developing work-related solid co-workers relationships, and having consistency (or alignment) between one's core beliefs and their organization's values.

After all, spirituality sees work as fun and challenging and about things like finding one's most profound meaning and purpose, living one's dreams and fulfilling one's life needs by finding meaningful work and contributing to others. Meaningful work defines how individuals experience work in general as meaningful, valuable, and valuable (Hackman & Oldham, 1975).

Spirituality in the workplace is crucial because it is closely related to counterproductive work behavior. Someone with high spirituality will control the passions that exist and manage the feelings that encourage them not to do things that deviate so that people who have spirituality can carry themselves in their environment and organization. Amalia & Yunizar, (2007).

The results of this study support the results of research conducted by James, Miles, and Mullins (2011), Ahmad and Omar (2014), Asrun, Salim, and Thoyib (2012), Septa and Nashrillah (2018), that spirituality in the workplace has a significant effect against counterproductive work behavior. In addition, the results of this respondent's research follow Sulaiman and Bhatti (2013), which states that organizations that support spirituality in the workplace will benefit from employees being more committed and productive and less prone to involvement in deviant behavior.

### **The Effect of Workplace Spirituality on Job Satisfaction**

Workplace Spirituality has a significant effect on job satisfaction where the direction of the relationship is positive. Someone who has a high level of Workplace Spirituality will have a more positive attitude in living life and be confident and not blame others. In dealing with work situations, they are calmer and can see positive things from their work to feel better. satisfied (Janah, Sukmawati, & Afendi, 2017). Spirituality in the workplace is one of the essential dimensions that intervene in all critical aspects of work-life and job satisfaction. Spirituality helps increase the level of job satisfaction and overall organizational achievement (Gupta & Saini, 2014).

According to Kreitner and Kinicki (2007), job satisfaction is an affective or emotional response to work. Luthans (2006) states that job satisfaction is an emotion that is a response to work situations. Wood et al. (1998) defined job satisfaction as the degree to which individuals feel either positive or negative about their work, which is a person's emotional response to the task and the physical and social conditions at work. Of course, someone who feels satisfied at work will try as much as possible with all his abilities to complete his work assignments. Thus the productivity and work results of employees will increase optimally (Rivai, 2006).

This finding supports the opinion of Kinjerski and Skrypnek (2004), who define work spirituality as the experience of employees who are passionate and energized from their work, gain meaning and purpose in their work, feel that they can express themselves at work, and feel connected to people. -people who work with them. This definition describes the behavior of people who are satisfied with their work.



The results of this study support the results of research conducted by Siswanto (2008), Kolodinsky et al. (2008), Gupta and Saini (2014), Janah, Sukmawati, and Afendi (2017), Habeeb and Khan (2018) that workplace spirituality influences significant positive on job satisfaction.

### **The effect of job satisfaction on counterproductive work behavior**

Job satisfaction has a significant effect on counterproductive work behavior where the direction of the relationship is negative. According to Mount, Ilies, and Johnson (2006), on the social exchange theory, individuals who receive unfavorable treatment tend to feel angry, resentful, and not satisfied. The next theory is the norm of reciprocity, which explains that when individuals are dissatisfied with the organization or superiors, they can engage in negative behavior. In short, This theoretical model predicts that employees retaliate against unsatisfactory conditions and unfair workplaces by involving conduct that is detrimental to the organization or other employees (Mount, Ilies, & Johnson, 2006).

Conversely, if employees feel job satisfaction, then counterproductive work behavior will decrease. Morrison (2008) explained the consequences of job satisfaction include better performance, reduced withdrawal, and reduced counterproductive behavior. In addition, job satisfaction is also said to affect corporate welfare related to work productivity, employee turnover, absenteeism, and life satisfaction (Spector, 2008, in Lumley et al., 2011). Therefore, if employees feel job satisfaction, then counterproductive work behavior will decrease. As Morrison (2008, in Lumley et al., 2011) explained, the consequences of job satisfaction include better performance, reduced withdrawal, and reduced counterproductive behavior.

In addition, job satisfaction is also said to affect corporate welfare related to work productivity, employee turnover, absenteeism, and life satisfaction (Spector, 2008, in Lumley et al., 2011). If employees feel job satisfaction, then counterproductive work behavior will decrease. As Morrison (2008, in Lumley et al., 2011) explained, the consequences of job satisfaction include better performance, reduced withdrawal, and reduced counterproductive behavior. In addition, job satisfaction is also said to affect corporate welfare related to work productivity, employee turnover, absenteeism, and life satisfaction (Spector, 2008, in Lumley et al., 2011).

In addition, according to Gouldner in Mount, Ilies, and Johnson (2006), when someone is dissatisfied with the organization or their boss, they may retaliate with negative work behaviors such as arriving late, taking longer breaks, and leaving early, and so on. In addition, those who are dissatisfied can harm the organization and sabotage their co-workers.

The results of this study support the results of research conducted by Mount, Ilies, and Johnson (2006), Dalal (2005), Ahmad and Omar (2014), Septa and Nasrillah (2018), that job satisfaction has a significant effect on counterproductive work behavior.

### **The Effect of Spirituality in the Workplace on Counterproductive Work Behavior with Job Satisfaction as a Mediating Variable**

Workplace Spirituality has a negative and significant effect on counterproductive work behavior with job satisfaction as a mediating variable. The results of this study support the research of Ahmad and Omar (2014), which states that spirituality in the workplace can help increase employee job satisfaction, and more satisfied employees are less likely to engage in counterproductive work behaviors. In other words, counterproductive work behavior can be reduced by the presence of spirituality in the workplace through job satisfaction. Meanwhile, Septa and Nasrillah's (2018) research states that spirituality in the workplace affects deviant behavior partially mediated by job satisfaction. From the results of these two studies, if it is associated with someone who has a good workplace spirituality, it can increase job satisfaction. So, a high level of spirituality in a person's workplace will directly increase job satisfaction. With increased job satisfaction, an employee can also have a low level of counterproductive work behavior.

With high spirituality in the workplace, an employee can increase their job satisfaction so that with high job satisfaction, the level of employee counterproductive work behavior will also be below. Therefore, based on this study's results, job satisfaction itself is essential as a mediating variable between Workplace Spirituality and counterproductive work behavior.

## CONCLUSION

Workplace Spirituality has a negative and significant effect on counterproductive work behavior. It shows that if employees feel Workplace Spirituality is high, then the tendency of employees to perform counterproductive work behaviors will decrease. Spirituality indicators in the workplace have a high category value, an indicator of a sense of community indicated by a statement that employees consider working together in a job as part of a significant lifetime value. However, the information of counterproductive work behavior indicators on the production deviance indicator has a high value. It shows that in carrying out their work, SOE X Regional Z employees still carry out counterproductive work behaviors where employees feel excessive in using work materials/equipment.

Workplace Spirituality has a positive and significant effect on job satisfaction. It shows that if employees feel Spirituality work is high, then the job satisfaction felt by employees will increase. On the contrary, if employee Workplace Spirituality is low, employees' job satisfaction will decrease. Indicators of Spirituality in the workplace have a high category value, namely the sense of community indicator, which indicates that employees consider working together in a job as part of important life values. One indicator of job satisfaction that has a high value is an indicator of satisfaction with co-workers, which indicates that employees consider relationships with co-workers established well. It shows that SOE X Regional Z employees prioritize good cooperation and care for each other with co-workers in carrying out their work.

Job satisfaction has a negative and significant effect on counterproductive work behavior. It shows that if employees feel high job satisfaction, then the tendency of employees to perform counterproductive work behavior will decrease. Indicator Job satisfaction, which has a high value, is an indicator of satisfaction with a salary indicated by the statement that the employee is satisfied with the current base salary, according to workload and responsibilities. One indicator of Counterproductive work behavior with a low value is an indicator of property deviance, which indicates that employees take money from superiors without permission. However, the information of counterproductive work behavior indicators on the production deviance indicator has a high value. It shows that in carrying out their work, SOE X Regional Z employees still carry out counterproductive work behaviors where employees feel excessive in using work materials/equipment.

Job satisfaction mediates the influence of Spirituality on counterproductive work behavior. Sufficient job satisfaction turns out to be moderating and has a direct relationship that encourages the power of Spirituality workplace on counterproductive work behavior. The presence of a high Spirituality workplace supported by a high level of job satisfaction can reduce counterproductive work behavior. This study proves that there is an influence between Spirituality on counterproductive work behavior mediated by job satisfaction. However, job satisfaction can intervene with a partial mediation role. It means that it does not fully mediate the relationship of Spirituality to counterproductive work behavior because Spirituality can still significantly affect counterproductive work behavior even in the absence of a mediator variable. With high workplace spirituality, an employee of SOE X Regional Z can increase their job satisfaction. With increased job satisfaction, the level of counterproductive work behavior of SOE X Regional Z employees will also be below.

### Research Implication

This research provides practical implications for interested parties on Spirituality the workplace. For SOEs, it can provide information and considerations on how to make Spirituality the workplace can be felt by all employees so that the level of counterproductive work behavior can reduce.

### Research Limitations

This research is not regardless of limitations and weaknesses, among others as follows:

1. The location and scope of the research are only on SOE X Regional Z.

2. This research was conducted on the variables of Workplace Spirituality and Job Satisfaction to measure counterproductive work behavior. Researchers did not examine other variables that have also contributed to influencing counterproductive work behavior.
3. Research data comes from respondents' perceptions submitted in the form of a questionnaire instrument that may affect the validity of the results. Therefore, respondents' perceptions do not necessarily reflect the actual situation and will differ if the data by interview. For this reason, the questionnaire used in this study is closed.

## REFERENCES

- Abdillah, W. J., (2015), *Partial Least Square (PLS): Alternative Structural Equation Modeling (SEM) in Business Research*, Yogyakarta: Andi Publisher.
- Amalia, F., & Yunizar, (2007), "Behavior and Spirituality in the Workplace," *Journal of Business & Management*, VIII(1), 13-23.
- As'ad M., (2003), *Industrial Psychology, Human Resources Series*, Yogyakarta: Liberty.
- Ashmos, D. P., & Duchon, D., (2000), "Spirituality at Work Conceptualization and Measure," *Journal Of Management Inquiry*, IX (2), 134 - 145.
- Baron, R. M., & Kenny, D. A., (1986), "The moderator-mediator variable distinction in social, Conceptual, strategic, and statistical considerations," *Journal of personality and social psychology*, LI (6), 1173 -1182.
- Belwalkar, S., & Vohra, V., (2016), "Workplace Spirituality, Job Satisfaction, and Organizational Citizenship Behaviors: A Theoretical Model," *International Journal of Business and Management*, XI (8), 256 - 262.
- Bennett, R. J., & Robinson, S. L., (2000), "Development of a measure of workplace deviance," *Journal of Applied Psychology*, LXXXV (3), 349-360.
- Dalal, R. S., (2005), "A Meta-Analysis of The Relationship between Organizational Citizenship Behavior and Counterproductive Behavior," *Journal of Applied Psychology*, XC (6), 1241–1255.
- Duchon, D., & Plowman, D. A., (2005), "Nurturing the spirit at work: Impact on work unit performance," *The leadership quarterly*, XVI (5), 807-833.
- Fagbohunbe, B. O., Akinbode, G. A., & Ayodeji, F., (2012), "Organizational determinants of deviant workplace behaviors: An empirical analysis in Nigeria," *International Journal of Business and Management*, VII (5), 207 - 221.
- Fanggida, E. R., Suryana, Y., Efendi, N., & Hilmiana, (2015), "Effect of a Spirituality Workplace on Organizational Commitment and Job Satisfaction." *Procedia-Social and Behavioral Sciences*, II (9), 639-646.
- Gupta, M., Kumar, V., & Singh, M., (2014), "Creating satisfied employees through workplace spirituality: A study of the private insurance sector in Punjab (India)," *Journal of business ethics*, CXXII (1), 79-88.

- Gupta, V., & Saini, M., (2014), "Impact of Spirituality over Job Satisfaction: A Concept," International Journal of Advanced Research in Computer Science and Management Studies, II (9), 437-442.
- Habeeb, S., & Khan, N. U., (2018), "Impact of Spirituality at Workplace on Job Satisfaction: An Empirical Study of Employees of Prasar Bharti and All India Radio (New Delhi)," J Soc Sci, LV (1-3 ), 71-80.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A., (2012), "An assessment of the use of partial least squares structural equation modeling in marketing research," Journal of the academy of marketing science, XL (3 ), 414-433.
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T., (2013), Organizational Behavior and Management, (Tenth Edition). ). New York: McGraw-Hill Irwin.
- James, M. S, Miles, A. K, & Mullins, T., (2011), "The interactive effects of spirituality and trait cynicism on citizenship and counterproductive work behaviors," Journal of Management, Spirituality & Religion, VIII (2),165-182.
- Janah, N., Sukmawati, A., & Afendi, F. M., (2017), "The Effect of Work Spirituality on Employee Engagement through Job Satisfaction in Bogor City SMEs," Journal of Management and Organization, VIII (2), 133 - 143.
- Kolodinsky, R. W., Giacalone, R. A., & Jurkiewicz, C. L., (2008), "Workplace values and outcomes: Exploring personal, organizational, and interactive workplace spirituality," Journal of business ethics, LXXXI (2), 465-480.
- Luthans, F., (2006), Organizational Behavior, (10th Edition). Yogyakarta: Andi.
- Milliman, J., & Andrew, J., (2003), "Workplace Spirituality and Employee Work Attitudes An Exploratory Empirical Assessment," Journal of Organizational Change Management, XVI (4), 426-447.
- Mount, M., Ilies, R., & Johnson, E., (2006), "Relationship of personality traits and counterproductive work behaviors: The mediating effects of job satisfaction," Personnel Psychology, LIX (3), 591-622.
- Nurfianti, A., & Handoyo, S., (2013), "The Relationship Between Distributive Justice and Counterproductive Work Behavior by Controlling Leader-Member Exchange (LMX)," Journal of Industrial and Organizational Psychology Universitas Airlangga, II (3), 183 – 190.
- Petchsawanga, Pawinee, Duchon, & Dennis. (2012), "Workplace Spirituality, Meditation, and Work Performance," Journal of Management, Spirituality & Religion, IX (2), 189-208.
- Piar Chand, M., & Chand, P. K., (2014), "Job Stressors as a predictor of Counterproductive work behavior in the Indian banking "sector," International Journal of Application or Innovation in Engineering & Management (IJAIEM), III (12), 43- 55.
- Prakoso, A. R., Susilo, H., & Aini, E. K., (2018), "The Effect of Workplace Spirituality on Organizational Commitment (Study on Employees of PT. Bank BRI Syariah Malang Branch Office Soekarno Hatta)," Journal of Business Administration ( JAB), LXV (1), 1 – 8.
- Rego, A., & Cunha, M. P., (2008), "Workplace Spirituality and Organizational Commitment: an Empirical Study," Journal of Organizational Change Management, XXI (1), 53-75.

- Rivai, V., (2006), *Leadership and Organizational Behavior*, (2-3 Editions). Jakarta: PT. King Grafindo Persada.
- Robbins, S., P., & Judge, T., A., (2009), *Organizational Behavior*, (13 Three Edition). USA: Pearson International Edition, Prentice-Hall.
- Rodopman, O. B., & Spector, P. E., (2007), Counterproductive work behaviors, organizational deviance. *Encyclopedia of Industrial and Organizational Psychology*, edited by Steven G. Rogelberg, 1, 122-126.
- Secket, P. R., & DeVore, C. J., (2001), Counterproductive behaviors at work. In N. Anderson, D. Ones, H. Sinangil, & C. Viswesvaran (Eds.). *Handbook of industrial, work, and organizational psychology*, 1, 145 – 164. London, UK: Sage.
- Septa, A. M., & Nasrillah, (2018), "The Effect of Spirituality on Deviant Behavior in the Workplace with Job Satisfaction as a Mediator among Teachers of the State Vocational School of Banda Aceh City," *Scientific Journal of Management Economics Students*, III (3), 129-142.
- Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S., (2006), "The dimensionality of counterproductivity: Are all counterproductive behaviors created equal," *Journal of Vocational Behavior*, VI(8), 446-460.
- Weitz, E., Vardi, Y., & Setter, O., (2012), "Spirituality and organizational misbehavior," *Journal of Management, Spirituality & Religion*, IX (3), 255-281.
- Wiratama, W. J., Riana, I. G., & Rahyuda, A. G., (2017), "Organizational Justice as Mediating the Effect of Ethical Leadership on Counterproductive Work Behavior at Hotel Discovery Kartika Plaza Kuta," *E-Journal of Economics and Business Udayana University*, VI (5), 2133-2160.