



## Influence of Ethical Climate, Workplace Spirituality and Organizational Justice on Workplace Deviant Behavior: A Mediating Role of Organizational Citizenship Behavior

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### Abstract

This research investigates the intricate relationships among ethical climate, workplace spirituality, organizational justice, organizational citizenship behavior (OCB), and workplace deviant behavior within the context of higher education institutions in Pakistan. The study proposes and tests a comprehensive model, exploring direct relationships and the mediating role of OCB. The hypotheses posit significant associations between ethical climate, workplace spirituality, organizational justice, and both organizational citizenship behavior and workplace deviant behavior. Furthermore, the research examines the mediating effects of organizational justice on the relationships between ethical climate, workplace spirituality, and workplace deviant behavior. Drawing on a sample of 259 teachers from various public and private universities in Pakistan, the study contributes to filling existing gaps in the literature, particularly in the context of developing nations. The methodology employs a correlational research design, utilizing a survey questionnaire with Likert-type scales. Data analysis is conducted through Partial Least Squares Structural Equation Modeling (PLS-SEM), allowing for a nuanced examination of relationships and mediating effects. The results indicate significant direct relationships between ethical climate and workplace deviant behavior, as well as organizational justice and deviant behavior. Ethical climate also positively relates to organizational citizenship behavior, as does organizational justice. Workplace spirituality, however, does not exhibit a significant relationship with workplace deviant behavior or organizational citizenship behavior. The findings further reveal the mediating role of organizational citizenship behavior in the relationships between ethical climate and workplace deviant behavior, as well as organizational justice and workplace deviant behavior. Overall, this research contributes to the understanding of ethical and behavioral dynamics in organizational settings, particularly in the unique context of higher education institutions in Pakistan.

**Keywords:** Ethical climate, Workplace spirituality, Teachers, Higher education institutions, Organization citizenship behavior

### 1. Introduction

In the current landscape of organizational behavior and management, the intricate interplay between ethical climate, workplace spirituality, and organizational justice has emerged as a pivotal area of study. Researchers have increasingly recognized the profound impact of these factors on shaping employee attitudes and behaviors within the workplace. One crucial facet of this nexus is the influence of these organizational dimensions on workplace deviant behavior—a phenomenon that encompasses actions deviating from accepted norms, regulations, or ethical standards (Victor et al., 2004).

As the organizational landscape evolves, researchers have turned their attention to understanding the mediating mechanisms that link these dimensions to workplace deviant behavior. One such mediator that has gained prominence is Organizational Citizenship Behavior (OCB), representing discretionary, positive actions by employees that go beyond their formal job requirements (Ashmos et al., 2007). Investigating the mediating role of OCB provides a nuanced perspective on how employees respond to the ethical, spiritual, and just dimensions of their workplace, influencing the prevalence or mitigation of deviant behaviors.

Two fundamental ideas in the study of organizational life are "organizational justice" and "organizational citizenship practices." Many different concepts can be summed up by the word "justice," including treating others fairly. It's a moral strength that's generally well-received in society. Integrity and fairness are other hallmarks of justice. Justice is deemed necessary in any organization from at least two perspectives: (a) as a moral objective in itself, and (b) due to the negative effects of its absence. When fixing Pakistan's widespread low productivity, it's crucial to examine how residents' sense of fairness affects their actions. Researchers have claimed that disgruntled workers not only suffer emotional consequences like anger and depression but may also take action like direct or indirect retaliation when they feel wronged (Folger & Konovsky, 2017).

In today's cutthroat business climate, employees are expected to go above and beyond the requirements of their standard jobs. Workers, on the other hand, are more motivated to go above and beyond the call of duty and perform at higher levels if they believe they will be treated properly by their employer. The motivation to work and the quality of one's output can both be improved via the application of fair treatment in the workplace (Batool, 2018). From this, we may derive two crucial ideas about the organization: organizational justice and organizational citizenship (OCB).

Since the 1970s, the issue of injustice in Pakistan has been steadily escalating, particularly affecting workers in organizations (Batool, 2018). Despite extensive discourse and research on injustice, a comprehensive solution to address this pervasive problem remains elusive. Unfair treatment of workers on the job can have severe repercussions, impacting their health, stress levels, commitment to the organization, and job performance (Guangling, 2019). The Higher Education Commission (HEC) of Pakistan holds a pivotal role as the primary regulator of the country's higher education system. Responsible for quality assurance, teacher

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assessment, degree recognition, university modifications, and the establishment of new educational institutions, the HEC is legally mandated to formulate higher education policies in Pakistan, overseeing both private and public universities with funding and charters from federal and provincial governments.

However, the current structure of Pakistani institutions presents challenges in fostering new knowledge creation, and both graduate and undergraduate programs fall short of international standards. The research culture in universities requires enhancement due to the lack of collaboration among academic members. Organizational citizenship behaviors (OCB) play a crucial role in promoting efficiency and collaboration among employees, students, and teachers. Notably, studies linking organizational justice (OJ) and OCB have predominantly focused on individualistic societies in the West, particularly the US, raising questions about the generalizability of findings to collectivist countries in the East, such as Pakistani society. Thus, this study seeks to address this gap by investigating how organizational justice influences individuals' actions in Pakistan's collectivist society (Lewis, 2017).

Within the realm of business ethics, guidelines for honest and moral conduct are encapsulated in a set of rules, standards, codes, or concepts. Business ethics fundamentally shape the ethical environment of a company, an integral aspect of its overall culture. Victor and Cullen (2018) argue that employees assimilate social norms within an organization through both ostensibly official and unofficial channels, adapting their behavior based on what is praised and encouraged. The ethical atmosphere of a company is defined by its core values pertaining to ethics and norms governing proper business conduct (Victor and Cullen, 2019). Various factors, including employees' self-interest, the company's bottom line, key processes' performance, team goals, interpersonal bonds among employees, social obligation, personal morality, and external factors like laws and professional norms, collectively influence the ethical environment of a company (Sims, 2020).

### 1.1. Research Objectives

Specific objective shows the significant effect of the research whereas the basic purpose is to recognize the specific issues that we purpose to observe;

- To investigate that the Ethical Climate significantly relates with the Workplace Deviant Behavior.
- To investigate that the Workplace Spirituality significantly relates with the Workplace Deviant Behavior?
- To investigate that the Organizational Justice significantly relates with the Workplace Deviant Behavior
- To investigate that the Ethical Climate significantly relates with the Organizational Citizenship Behavior.
- To investigate that the Workplace Spirituality significantly relates with the Organizational Citizenship Behavior.
- To investigate that the Organizational Justice significantly relates with the Organizational Citizenship Behavior.
- To investigate that the Organizational Citizenship Behavior significantly relates with the Workplace Deviant Behavior.
- To investigate that the Organizational Citizenship Behavior significantly mediates the relationships of Ethical Climate, Workplace Spirituality and Organizational Justice with Workplace Deviant Behavior.

### 1.2. Significance of the Study

This research aims to experimentally investigate the hypothesized connections between spirituality in the workplace, deviant workplace behavior, and organizational citizenship behavior among employees in higher educational institutions. The substantial cost of deviant behavior in higher education underscores the need to comprehend its determinants, particularly in the context of workplace spirituality, which remains underexplored in the realm of education. Existing studies on workplace spirituality have primarily focused on sectors such as accounting firms, emphasizing organizational performance, employee engagement, and ethical conduct. This study uniquely contributes to the literature by examining how Ethical Climate and Organizational Justice influence Workplace Deviant Behavior and Organizational Citizenship Behavior specifically within higher education institutions. The limited attention given to spirituality in the academic workplace underscores the novelty and significance of this research, offering potential insights for university administrations to foster a more spiritual workplace, thereby enhancing individual well-being and institutional effectiveness. The empirical exploration of the relationships between workplace spirituality, organizational justice, and ethical climate in influencing workplace deviance and organizational citizenship in universities constitutes the primary objective, acknowledging the potential impact on client satisfaction and loyalty. Addressing the dearth of studies on spirituality in academia, this research aims to shed light on the spiritual dimensions of the academic job and their role in shaping deviant and citizenship behaviors, ultimately contributing to a more comprehensive understanding of ethical culture and fair treatment in the higher education workplace.

## 2. Literature Review

In this part, the study's variables and their anticipated correlations are addressed. In this context, the connections between ethical Climate and Workplace spirituality, organisational justice and deviant conduct are examined. Then, the role of organisational citizenship behaviour as a mediator of the interaction between ethical climate, workplace spirituality, and organisational justices affects deviant conduct in the workplace.

The rising popularity of spirituality in the workplace is a response to the evolving dynamics of the workforce, influenced by demographic shifts, posing new challenges for HR managers and instructors. Escalating rates of job discontent and stress contribute significantly to contemporary workplace issues, fostering burnout, hostility, and rudeness. In response to these challenges, the concept of workplace spirituality has emerged as an innovative management approach, aiming to cultivate a

harmonious work-life balance for employees. Despite its potential, spirituality in the workplace remains a relatively unexplored realm within the hospitality sector, with limited research available (Milliman et al., 2018; Rezapouraghdam et al., 2018). Previous studies in human resources and accounting firms have primarily concentrated on outcomes such as organizational performance, job satisfaction (Belwalkar et al., 2018), employee engagement (Tepper, 2020), and workplace citizenship behavior (Belwalkar et al., 2018). This study seeks to contribute empirical evidence demonstrating that workplace spirituality serves as a mediating factor in the relationship between deviant workplace behavior and organizational citizenship behavior, specifically within the academic faculties of institutions. Notably, there is a dearth of empirical investigations into the determinants of workplace spirituality in the hospitality industry. Consequently, this research addresses this gap by focusing on the mediating role of spirituality in the workplace and its implications for understanding and managing workplace behavior in academic settings.

### **2.1. Ethical Climate**

Employee behaviour has been shown to be significantly influenced by the organization's climate. The informal and formal policies, practices, and procedures of an organization all contribute to what is known as its "climate." (Boekhorst, 2015). Victor *et al.*, (2018) provided a classical definition of ethical climate as a shared understanding of both formal and informal procedures and policies that influence ethical expectations within a company or organization. Olson (2014) expanded on this definition, stating that ethical atmosphere sets the stage for moral action and deliberation to take place. As a result, ethical climate sets behavioral standards that help individuals understand what actions are acceptable, rather than just what actions are subject to punishment, within an organization.

According to Shafer's (2019) research, "shared perceptions of what is ethically correct behaviour and how ethical issues should be handled in the organisation" constitute an organization's "ethical climate. From the perspective of one culture, a business is not unlike a small town or tribe. Like how people of a particular tribe develop their own language, rituals, social order, and mythology, so too do organizations develop their own distinctive ways of perceiving the world. There is a certain way of doing things around here because of the way the leadership has chosen to organize the company politically and administratively, as well as because of the values and traditions that everyone in the company adheres to. When faced with an ethical dilemma, Policies and procedures vary from company to company. That are shaped by its own core values. In turn, the prevalence of an ethical climate has an effect on the moral judgments and actions of individuals." (Craig, 2017).

### **2.2. Workplace Spirituality**

Workplace deviant behaviours are activities committed with the goal to cause harm, discomfort, or punishment to the organization or other employees. Deviant behaviors can range from infractions as minor as intentionally working more slowly to those as severe as work sabotage (Turnipseed, 2018).

Recently, the importance of workplace spirituality has become more recognized due to its ability to foster a favorable employee psychology. As workforce demographic changes, HR professionals are encountering difficulties with recruitment, training, and management. Increased job discontent and stress due to these factors are draining workers' mental energy and contributing to an increasingly hostile and unpleasant work environment. A new management strategy, called workplace spirituality, has arisen to deal with these issues, aimed at balancing employees' personal and professional lives and the organization. However, there is limited research on the topic of workplace spirituality in the hospitality industry, making it an understudied area (Milliman *et al.*, 2018).

Fenwick *et al.*, (2019) investigated the connection between workplace spirituality and learning and work through alternative approaches that are more holistic, environmentally conscious, interfaith, and ethical. Cavanagh (2019) studied the increasing interest in spirituality in business and found that business managers and companies were becoming more reliant on vision and spirituality in the workplace. A study conducted by Khasawneh (2020) on staff at Jordanian public universities revealed the extent of workplace spirituality in the workplace. The results showed that not only were the staff members encouraged to bring their spiritual self to work, but they were also given the freedom to express it.

### **2.3. Organizational Justices**

Occupational justice (OJ) reflects workers' perceptions of fairness on the job and strongly affects workers' actions and attitudes (Sharma and Kumra, 2020; Stamenkovic et al., 2018).

Greenberg *et al.*, (2021) proposed that employees are worried about issues of fairness and that these perceptions of fairness have an impact on job attitudes such as job satisfaction, commitment to the organization, and organizational citizenship behavior. The idea, supported by (Moorman, 2020), is that if individuals believe they are treated justly, they are more likely to have positive views about their work, the results of their work, and their superiors. Ruderman *et al.*, (2020) studied the connection between procedural, distributive, and interactional justice and various organizational variables, providing evidence for this relationship.

### **2.4. Workplace Deviant Behavior**

Deviance in the workplace refers to behavior that goes against organizational norms and is characterized by a departure from such norms. Research suggests that the workplace climate can have an impact on deviant behavior, which has led to the rise in interest in workplace spirituality. Human resources professionals face various challenges in recruitment, training, and management, such as job discontent, stress, burnout, hostility, and rudeness, which can negatively impact employees' work-life

balance. To address these challenges, a new management approach known as workplace spirituality has been introduced to help enhance workers' overall well-being (Schabram *et al.*, 2019).

The prevalence of workplace deviance has risen to prominence among business leaders as a result, it can negatively affect the performance and productivity of employees. There are various reasons why workers may engage in deviant behavior, but this can result in increased costs and decreased efficiency for organizations (Alias & Rasdi, 2020). To maintain a competitive edge, many organizations are aware of the impact of deviance and understand the importance of reducing it in the workplace.

Deviance in organizations takes on various forms, but it generally has negative impacts and consequences for the organization, including decreased productivity and efficiency. Those who spend a significant amount of time in an organization are often aware of instances where people behave in ways that go against established norms. For example, employees may be distracted during work or engage in envy towards their coworkers. Envy can arise when an employee is unhappy with a colleague's success, such as receiving a reward or having a larger workspace, leading to deviant behavior. This could include spreading negative rumors about the colleague, downplaying their accomplishments, and exaggerating their own achievements. Research shows that employees who have negative feelings and emotions towards their organization are more likely to exhibit deviant behavior, such as absenteeism, tardiness, sabotage, dishonesty, and other counterproductive behaviors in the workplace (Bennett & Robinson, 2020).

## 2.5. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB), as defined by Organ (2021), is a management concept encompassing voluntary and extra-role actions that extend beyond the formal requirements of an individual's job description in the workplace. The term "volunteering" underscores that such actions are not obligatory within the formal job responsibilities (İşbaşı, 2018). OCB comprises actions that surpass the core job duties (Lam *et al.*, 2018) and is neither dictated by a reward system nor explicitly outlined in job descriptions. Instead, it constitutes voluntary conduct contributing to the organization's efficient functioning, rooted in personal choice (Gürbüz, 2017). This definition underscores the discretionary nature of displaying OCB, highlighting that there should be no negative consequences for refraining from such behaviors.

According to Organ, OCB encompasses five dimensions: altruism, sportsmanship, conscientiousness, civic virtue, and courtesy. These dimensions encompass voluntary actions wherein employees assist colleagues, such as aiding new employees in their adjustment or supporting coworkers facing work difficulties, without anticipating reciprocal benefits (Allison *et al.*, 2019). Examples include abstaining from negative behaviors that could generate conflict within the organization, utilizing time efficiently without complaining about job challenges, and exhibiting other respectful and constructive actions (Yücel and Samancı, 2019).

**H1:** *Ethical Climate significantly relates with the Workplace Deviant Behavior.*

Deviant behaviour in the workplace and the influence of the surrounding ethical climate. Has been widely studied in the organizational behavior literature. Many researchers have found a significant relationship between the two concepts, with a strong ethical climate being associated with lower levels of deviant behavior.

Aquino & Reed (2021) conducted a study that found that individuals who perceived those who perceived the culture of ethics at their companies as engage in deviant behaviors such as theft or substance abuse. This suggests that a positive way of ethical climate which can serve as a deterrent to deviant behavior in the workplace. Similarly, (Greenberg, 2010) found that employees who perceived their organizations as having a weak ethical climate were more likely to engage in unethical behaviors, such as falsifying expense reports or taking excessive amounts of sick leave. This supports the notion that a strong ethical climate can promote positive behavior and discourage deviant behavior in the workplace.

In another study, Robinson *et al.*, (2019) investigated the effect of ethical climate on workplace deviant behaviour and found that employees who felt that their organizations had a strong ethical climate were less likely to engage in the deviant behaviour such as theft or abuse of company resources. In addition to the study by Kariuki *et al.*, (2017), socially exchange and the interpersonal behavior exchange, it comprehends the connection between ethical climate and the workplace. Organizational conditions impact employee disposition and actions. Experts agree that the ethical climate of an organization has the most significant bearing on worker conduct. Other researchers have also explored the relationship between ethical climate and workplace deviant behavior. Vandewaa *et al.*, (2018) found that the ethical climate of an organization has a significant impact on employee behavior. In companies with a strong ethical climate and employees which are less likely to engage in the deviant behavior. Such as misconduct and unethical activities.

**H2:** *Workplace Spirituality significantly relates with the Workplace Deviant Behavior.*

Spirituality in the workplace is the belief that one's place of employment may be a nurturing place where one can develop a deeper sense of self and connect with others. Deviant behaviour in the workplace, on the other hand, includes everything that goes against the established rules and ideals of a company. Several studies have been conducted over the years to investigate the correlation between religious beliefs and criminal activity in the workplace.

One study by Kim *et al.*, (2017) investigated the link between spirituality at work and criminal behaviour among a group of Korean workers. Employees who reported a high level of spirituality at work were shown to be less likely to participate in deviant behaviour at work, demonstrating a negative link between spirituality and workplace deviance. The effect of spirituality in the

workplace on employees' antisocial actions was also studied by Fernández et al. (2016) in the Spanish hospitality sector. Workers who reported higher levels of spirituality at work were shown to be less likely to participate in deviant conduct there.

**H3: Organizational Justice significantly relates with the Workplace Deviant Behavior**

Deviant behaviour in the workplace has been linked to a lack of organisational justice, or the degree to which workers are treated fairly and equally in the workplace. The three types of organisational justice identified by (Colquitt, 2001) are distributive justice, procedural justice, and interactional justice. The term "interactional justice" describes how fairly workers are treated in their daily contacts with one another.

Research shows that employees will act out if they feel that their job is not fair. Theft, absenteeism, and sabotage are just some of the potentially harmful actions taken by workers who feel they are being treated unfairly (Robinson & Greenberg, 2021). Leung et al. (2017) also discovered an inverse correlation between interactional justice and antisocial behaviour in the workplace. On the other hand, high levels of organizational justice have been linked to reduced deviant behavior. (Aquino & Reed, 2002) found that employees who perceive the treatment they receive in the workplace to be fair and respectful are less likely to engage in deviant behavior. Employees are less likely to engage in deviant behaviours when they have faith that the decision-making process is fair and transparent, which is why procedural justice can act as a deterrent (Hegarty & Sims, 2021).

**H4: Ethical Climate significantly relates with the Organizational Citizenship Behavior.**

Organizational citizenship behaviour refers to the voluntary actions that employees take to contribute to their organizations beyond their prescribed job duties. On the other hand, ethical climate is the moral and ethical atmosphere that exists within an organization. There is a growing body of literature exploring the relationship between these two concepts, with a particular focus on the role that ethical climate plays in shaping OCB.

Many studies have found the positive correlation among ethical climate and OCB (Denison & Neale, 2016; Restubog, Scott, & Zagenczyk, 2017). For example, an ethical climate that emphasizes fairness, honesty, and ethical principles is likely to encourage employees to behave in ways that are consistent with these values, such as reporting unethical behavior or going above and beyond their job duties. Additionally, employees who perceive their organizations as having a strong ethical climate may feel more emotionally connected to their work and thus more motivated to engage in OCB.

**H5: Workplace Spirituality significantly relates with the Organizational Citizenship Behavior.**

Spirituality in the workplace has been found to improve organisational citizenship behaviour (OCB). Spirituality in the workplace was found to have a positive effect on organisational citizenship behaviour (OCB), as well as job satisfaction, employee engagement, and well-being, by Peterson et al. (2019). Similarly, (Baumeister & Leary, 2020) showed that a sense of spirituality in the workplace was associated with more pragmatic actions, such as OCB. The connection between spirituality in the workplace and OCB, however, has been proven to be more nuanced. The relationship between workplace spirituality and OCB was mediated by organizational trust. In other words, workplace spirituality was found to increase organizational trust, which in turn led to increased OCB.

Additionally, Liu *et al.*, (2016) Workplace spirituality has a beneficial impact on all dimensions of corporate citizenship behaviour, including altruism, civic virtue, conscientiousness, sportsmanship, and civility, according to a study on the relationship between workplace spirituality and a sample of Chinese employees. The authors hypothesized that workplace spirituality fosters a feeling of purpose and meaning in the lives of employees, which leads to more participation in OCB activities. Similarly, Garcia-Zamor (2020) investigated the association between workplace spirituality and organizational citizenship behavior in a sample of healthcare personnel and found that individuals with a high level of workplace spirituality were more likely to participate in OCB activities. The authors also found that workplace spirituality had a positive effect on job satisfaction, which in turn had a positive effect on OCB. These research support the idea that a spiritually affirming work environment is beneficial to organizational citizenship behavior (OCB). Staff members who experience a spiritual uplift in the workplace may be more motivated to take actions that have a positive impact on the company and its stakeholders.

**H6: Organizational Justice significantly relates with the Organizational Citizenship Behavior.**

Numerous research in the realm of organizational behavior have examined the connection between organizational justice and organizational citizenship behavior. The idea that employees regard their relationship with a business as a social exchange is central to Blau's (2021) concept of social exchange. Moorman (2019) found support for this theory when he examined the connection between three aspects of organizational justice and five characteristics of organizational citizenship behavior among workers at two medium-sized American companies. Employees who felt their opinions were heard and their concerns were taken seriously were more likely to participate in citizenship activities outside of their job descriptions, as discovered in the study.

Justice was also found to have a substantial association to citizenship behavior in an investigation conducted by Fahr *et al.* (2017) in a Chinese environment. According to the results of these analyses, employees' perceptions of fairness are a major factor in determining their actions and level of dedication to the company. Because of these results, it is crucial for businesses to implement open and honest procedures that boost employee morale and encourage good citizenship habits.

There is a lot of research on how employees' feelings of justice in the workplace affect their corporate citizenship. According to research by Heese *et al.*, (2021), when workers have faith in the fairness and justice of their employer, they are more willing to go above and beyond their job descriptions. Correspondingly, Moorman (2019) discovered that employees' perceptions of organizational fairness play a crucial influence in the growth of citizenship activity. A total of 270 workers from two mid-sized

American companies participated in the study, and the results showed a significant positive correlation between organizational justice and out-of-character actions. Further research by Fahr *et al.*, (2017) discovered the same thing in a Chinese setting. Justice was found to have a significant effect on how employees acted as citizens. Another study with 233 production workers indicated that workers' perceptions of organizational justice were significantly linked to their participation in community service. The research found that the relationship was significantly affected by the distributive and interpersonal justice elements.

**H7: Organizational Citizenship Behavior significantly relates with the Workplace Deviant Behavior.**

Organizational citizenship behavior and work place deviant behavior are two important concepts in organizational behavior and management. The term "organizational citizenship behavior" (OCB) refers to voluntary activities that employees display that are not part of their formal work duties, but yet contribute to the organization's effective operation. OCB includes assisting coworkers, adhering to organizational standards, and displaying a good attitude.

According to Bennett and Robinson (2020), WDB can take many forms, including absenteeism, theft, sabotage, and harassment, among others. These behaviors can cause harm to the organization and its members, and can undermine the positive culture that the organization is trying to build. It is important for organizations to be proactive in addressing WDB and to implement measures to prevent it from occurring. This can include creating a positive work culture, providing employee training and support, and implementing effective policies and procedures to deal with deviant behavior.

**H8: Organizational Justices significantly mediates the relationship of Ethical Climate with Workplace Deviant Behavior.**

The prevalence of unethical behaviour among workers is a major topic of study in the field of organisational behaviour. The ideas and conventions that employees are expected to respect contribute significantly to the organization's ethical atmosphere, which in turn shapes employee behaviour. However, any behaviour that goes against the rules and regulations of an organisation is considered deviant behaviour.

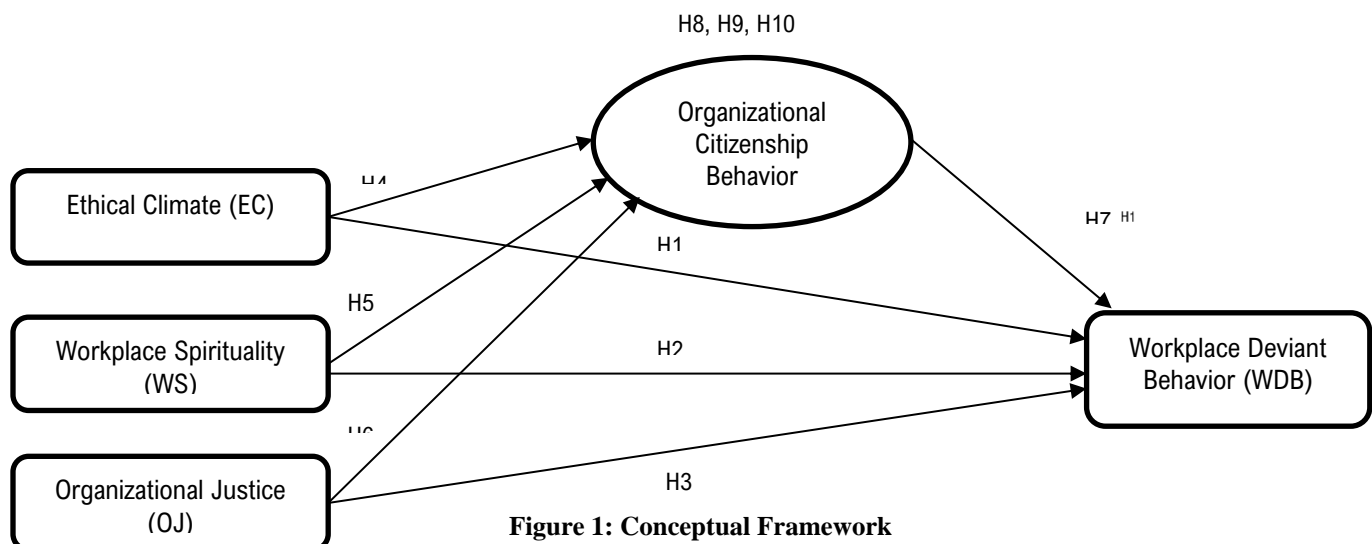
In organizational behavior, there has been a lot of focus on how a company's ethical atmosphere affects the prevalence of bad behavior in the workplace. The term "ethical atmosphere" is used to describe the established set of rules and expectations for how people should act within an organization. Deviant behavior in the workplace, on the other hand, is defined as conduct that goes against established policies and procedures and can have detrimental effects on both employees and their employers.

**H9: Organizational Justices significantly mediates the relationship of Workplace Spirituality with Workplace Deviant Behavior.**

Liu *et al.* (2019) and Kawetha *et al.* (2016), among others, have found that spirituality at work moderates the relationship between organisational justice and criminal behaviour in the workplace. Liu *et al.* (2019) found that the relationship between organisational justice and deviant behaviour was significantly impacted by the presence of spirituality in the workplace. The data, collected from Chinese workers in a range of industries, showed that employees' spirituality at work had a significant effect on reducing criminal behaviour. Similar findings were found by Kawetha *et al.* (2016), who investigated how spirituality at work mediated the association between organisational justice and deviant behaviour. According to the research, a corporate justice system that is inclusive and rooted in the workplace can help reduce staff misbehaviour. These results indicate that businesses can reduce deviant behaviour in the workplace by promoting spirituality in the workplace and establishing a fair corporate justice system. Workplaces that priorities their workers' happiness and health are more likely to produce workers who act in a positive and ethical manner.

**H10: Organizational Justices significantly mediates the relationship of Organizational Justice with Workplace Deviant Behavior.**

The relationship between organizational justice and workplace deviant behavior has been widely researched in the literature. According to Konovsky *et al.*, (2017), the perception of fairness within an organization can greatly impact an employee's level



of engagement and, in turn, their likelihood of engaging in deviant behaviors. Similarly, Colquitt, (2018) discovered that workers were less likely to engage in antisocial behaviour when they had a positive view of the fairness of the procedures, the distribution of resources, and the quality of their interactions with others.

#### **Hypothesis:**

**H1:** Ethical Climate significantly relates with the Workplace Deviant Behavior.

**H2:** Workplace Spirituality significantly relates with the workplace deviant behaviour.

**H3:** organizational justice significantly relates with workplace deviant behavior.

**H4:** ethical climate significantly relates with the organizational citizenship behavior.

**H5:** Workplace Spirituality significantly relates with the Organizational Citizenship Behavior.

**H6:** organizational justice significantly relates with the Organizational Citizenship Behavior.

**H7:** organizational citizenship behavior significantly relates with the Workplace Deviant Behavior.

**H8:** Organizational Justices significantly mediates the relationship of Ethical Climate with workplace deviant behavior.

**H9:** Organizational Justices significantly mediate the relationship of the relationship of Workplace Spirituality with Workplace Deviant Behavior.

**H10:** Organizational Justices significantly mediates the relationship of Organizational Justice with workplace deviant behavior.

### **2.6. Research Gap**

In a recent study conducted by Rahman and Karim (2022), it was found that Ethical Climate and Organizational Justice play significant roles in influencing workplace deviant behavior and ethical conduct. However, the literature lacks comprehensive investigations into the interplay of the work environment, ethics spirituality, and the foundational model of the study. This research aims to address this gap by exploring the mediating role of Organizational Citizenship Behavior (OCB) between Workplace Misconduct and Good Corporate Citizenship. Additionally, the study will delve into the impact of Ethical Climate, Organizational Justice, and Workplace Spirituality on Workplace Deviant Behavior among teachers in Higher Education Institutions (HEIs) in Pakistan. Notably, this research responds to the scholarly demand, as highlighted by Good et al. (2017), to examine the relationships between ethical climate, perceptions of organizational justice, and antisocial behavior in workplaces within developing nations. Moreover, the study aligns with calls from Yesiltas et al. (2018) and Xu et al. (2019) to further investigate the mediating variables and systematically explore the influence of factors such as organizational justice perception, ethical atmosphere, and workplace spirituality on job-related deviant behavior. In doing so, this research contributes to the existing body of knowledge by examining the mediating role of organizational citizenship behavior in the context of academic institutions in Pakistan.

### **3. Methodology**

The purpose of present study which covers the following aspects of methodology; the nature of study, research design, method of data collection, area of study or population, target population, sampling technique, sample size, research instrument, procedure of data collection and statistical analysis. The methodology used in doing research is crucial. Research methodology is "a well-planned procedure that includes scientific ways for elaboration and, ultimately, to judge the validity and reliability of research" (Rajasekar & Philominathan, 2013). The methodology delineates the research approach and explains the reasoning behind it. It provides an in-depth picture of our study goals, advises us on how to proceed with solving an issue, and provides hard data (Nayak & Singh, 2021). Therefore, it is crucial to select appropriate and effective research methodologies.

#### **3.1. The Research Design**

This study employed a correlational research design, considered the gold standard for such investigations, utilizing quantitative data collected through surveys and questionnaires. The aim was to quantify data and extract insights from the research population, aligning with the goals of objective analysis and statistical techniques (Macdonald et al., 2008). The chosen survey design, employing a descriptive ranking and Likert-type survey, facilitates the examination of extensive data, allowing for relevant conclusions, summaries, comparisons, and generalizations. The cross-sectional and quantitative nature of the study is preferred for its capacity to handle large datasets and draw meaningful insights. The research focuses on exploring the influence of Ethical Climate, Workplace Spirituality, and Organizational Justice on Workplace Deviant Behavior, with Organizational Citizenship Behavior serving as a representative mediator. Conducted for academic purposes within the time constraints, the study specifically targets higher educational institutions in Pakistan, addressing the lack of ethical climates and prevalent workplace deviant behavior among faculty members in these institutions.

#### **3.2. Data Collection**

This study utilized a validated structured questionnaire for robust and reliable data collection. Opting for primary sources ensured greater control, recent findings, and exclusive ownership of the data. Surveys were adapted from various sources and administered online in this cross-sectional study involving the entire teaching staff at each university. Responses were recorded on a 5-point Likert scale, encompassing demographic details. The collected data underwent coding and entry into Smart PLS.

Descriptive statistics analyzed respondent demographics, while inferential statistics and regression analysis tested hypotheses, elucidating the variable interplay. A reliability test ensured the accuracy of the numerical data..

### **3.3. Population of the Study**

The study focuses on employees in higher education. Following the guidelines by J. F. Hair et al. (2019), the procedures involve identifying the population, selecting a sample framework, employing a probability sampling process, determining the sample size, and preparing a research sample. Various sampling methods are introduced, and the preferred corrected method is specified at this stage.

The study is aimed at investigating the effects of aims to investigate Ethical Climate, Workplace Spirituality and Organizational Justice Influence Workplace Deviant Behavior: A Mediating Role of Organizational Citizenship Behavior because" the area of study is comprised university faculty of different division of Punjab. The targeted population of current study is limited to the teachers of public and private universities. In private universities which include the main campus of National University of Modern Languages (NUML) Islamabad and Superior University Lahore, Air University main campus Islamabad and public universities include Emerson University Multan, Islamia University Bahawalpur from different division of Punjab.

### **3.4. Sampling**

This study's sample size was determined in accordance with recommendations by Hair et al. (2018), who also noted that studies using factor analysis should collect data from at least 200 respondents to minimise sampling error. The intended audience of current study is limited to the teachers of public and private universities. In private universities which include the main campus of National University of Modern Languages (NUML) Islamabad and Superior University Lahore, Air University main campus Islamabad and public universities include Emerson University Multan, Islamia University Bahawalpur, because researcher is interested to find out the tendency of variable in both private and Public Sectors University of different divisions of Punjab. Target population is the public and private university faculty, but only teachers of five universities are selected as a sample of study. Number of teachers who were selected as a sample was 50 from (Emerson University) and 65 from (NUML) 69 from (Superior university) 70 (Islamia University Bahawalpur) lastly 5 from (Air university Islamabad). Sample size of study is consisted of 259 teachers.

The professors at Emerson University Multan were approached by the researcher's preferred method of sampling (convenient sampling, or Non-probability). Main campus of National University of Modern Languages (NUML), Islamia University Bahawalpur and Superior University Lahore, Air University on their availability. The researchers only interviewed professors working in the university district at the time the data was collected.

### **3.5. Research Instrument**

The close-ended questionnaire used as a research instrument in this study. Close-ended questionnaire used in quantitative research (Razi et al., 2015). In the first component of the survey, participants are asked about demographics such their age, education level, and employment history. All staff members were then asked to rate ethical climate, workplace spirituality, workplace deviant behavior, organizational justices, and organizational citizenship behavior.

Participants provided informed consent and were given a booklet of questionnaires that included demographic questions as well as those pertaining to their use of social media and their academic achievement. Participants were assured that their information would be kept strictly secret and used for research purposes only.

### **3.6. Scale of Measurement**

This research examined the literature to identify appropriate metrics, and then modified preexisting scales to measure these factors. Each item is graded on a seven-point Likert scale. Organizational citizenship and spirituality in the workplace A 24-item scale was used to assess conduct; it was broken down into five components (Organ, 1988; Podsakoff et al., 2009): conscientiousness (5 items), sportsmanship (5 items), civic virtue (4 items), courtesy (4), and altruism (6) respectively, and Workplace deviant behavior was measured by four items. Three- items scale of the scale measuring organizational justice perception (Niehoff & Moorman, 1993). Lastly, the survey instrument followed a 5-point Likert scale ranging from strongly agree (1) to strongly disagree (5).

### **3.7. Data Analysis Tools and Technique**

In this study, we employed the "Partial Least Squares" method (PLS) and the "Structural Equation Model" strategy (SEM). Our model's complexity as a "moderated-mediation model" is the primary motivation for employing PLS. Second, our model is a "prediction-based model," and SEM-technique is the gold standard for testing this type of model. The structural relationships between variables can also be examined. Since Partial Least Squares (PLS) is a Structural Equation Models (SEM) method that allows researchers to explore simultaneous relationships, we also employed PLS-SEM analysis to quantify our variables.

When the process of data collection was completed then it was entered on Smart PLS with coding of data. Inferential statistics was utilized to test hypothesis; following test were employed to analyze the data, Regression (linear regression) for investigating the effect of variables. Reliability test also used for checking the model reliability.

## **4. Analysis and Result Discussion**

Organizational citizenship behaviour was used as a mediator between the effects of ethical climate, workplace spirituality, and organisational justice on antisocial behaviour in the workplace in the present study. So, the latest statistical tool, structural equation modelling, was utilised to examine the information. SEM is "a statistical method for testing and estimating causal links



that makes use of both quantitative data and qualitative causal assumptions" (Samar and Mazuri, 2019). IBM SPSS 23.0 and the Windows-based statistical programme Smart PLS3 were used to conduct the analyses. SPSS 23.0 was used for the demographic analysis, while PLS-SEM (using Smart PLS3) was used for the remaining results (Factor loadings, Convergent validity, Internal consistency reliability, Discriminant validity (HTMT), Path coefficient, R square level, Effect size, Predictive relevance, and Moderating effect).

#### 4.1. Analysis of Survey Response

The surveys were handed out and collected from employees while they were at work. Two hundred questions were successfully matched, completed, and usable. The response rate from staff as a whole was 77.22 percent. To begin, we used SPSS 20 to look for extreme values among the responses. Second, we ran the study again, this time adjusting for the company's response rate. Some adjustments to several correlations and p values were found, but overall, the outcomes for all hypotheses remained the same.

There were 200 total replies; 82 men and 118 women. They (the respondents) have some sort of education while working in organisations; 18 of them have a Bachelor's, 64 have Master's degrees, and 6 have Ph.D.s. Respondents' ages were broken down as follows: 40 in the 20-29 age bracket, 154 in the 30-39 age range, and 6 in the 40-plus age bracket. Those with less than one year of experience numbered 18, those with one to three years, 30, those with four to five years, and 102, 50 with more than five years. There were 83 posts for lecturers, 188 for assistant professors, and 12 for associate professors taken into account in this analysis.

##### 4.1.1. Response Rate

The researcher gave out 259 questionnaires to professors at Pakistan's public and private universities. Of the 259 surveys, only 200 were fully completed. The final percentage of respondents was 77.22 percent.

**Table 4.1. Response Rate**

Questionnaire delivered	Questionnaire received	Questionnaire Complete Form	Received in Response rate
259	220	200	77.22%

**Table 4.2: Respondent's Demographic Information**

	N = 200
<b>Gender</b>	
Male	82
Female	118
<b>Education</b>	
Bachelor's Degree	18
Postgraduate Qualification	64
PHD Scholars	118
<b>Age</b>	
20-30	40
30-40	154
Above 40	6
<b>Experience</b>	
Less than 1 year	18
1-3 years	30
3-5 years	102
More than 5 years	50
<b>Position</b>	
Lecturer	83
Assistant Professors	188
Associate Professors	12

##### 4.1.2. Characteristics of Samples

The criteria were used to determine the sample size (Samar Rahi, 2017). Factor analysis, as outlined by Rahi (2017), requires at least 200 valid replies and helps lower sampling error (Rahi, 2017; S. Rahi, 2018). To ensure a sufficient response rate, we doubled the sample size and sent out 259 surveys to the various institutions. Hence, in Pakistan, 200 workers from both public and commercial organisations were surveyed cross-sectionally. Employees in a variety of academic roles, including Lecturer, Assistant Professor, and Associate Professor, were sent questionnaires.

**Table 4.3: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
EC	200	12.00	35.00	22.8900	6.54846
WS	200	11.00	27.00	17.5250	4.55115
OJ	200	10.00	24.00	17.0750	3.29296
OCB	200	12.00	25.00	18.9050	3.24478
WDB	200	7.00	24.00	17.8050	4.50984
Valid N (listwise)	200				

Means, standard deviations, and individual-level correlations are presented in Table 3. Important and relevant data may be gleaned from the descriptive table, and I've set a cutoff for the mean of 2 in order to indicate disagreement or agreement depending on the variable in question.

#### 4.1.3. Data Screening and Analysis

After establishing the convergence validity of the constructs, discriminant validity was calculated to ensure the measurement model was accurate. One way to evaluate the concept's discriminant validity is by cross-loadings, with the "Fornell and Larcker criteria or the Heterotrait Monotrait Ratio" as the criterion of choice. The Fornell and Larcker criteria were used to initiate an evaluation of discriminant validity in this investigation. This criterion is met if "the square root of the recovered average variance is larger than the correlations between the constructs." All AVE values in the measuring model were larger than correlation values for other constructs, showing that these constructs have discriminant validity. Tests of discriminant validity according to the Fornell and Larcker criteria are summarised in Table 4.

**Table 4.4: Fornell-Larcker Discriminant Validity Criterion**

	EC	OCB	OJ	WDB	WS
<b>EC</b>	0.764				
<b>OCB</b>	0.597	0.859			
<b>OJ</b>	0.108	-0.257	0.786		
<b>WDB</b>	0.819	0.662	-0.057	0.836	
<b>WS</b>	0.727	0.363	0.319	0.571	0.741

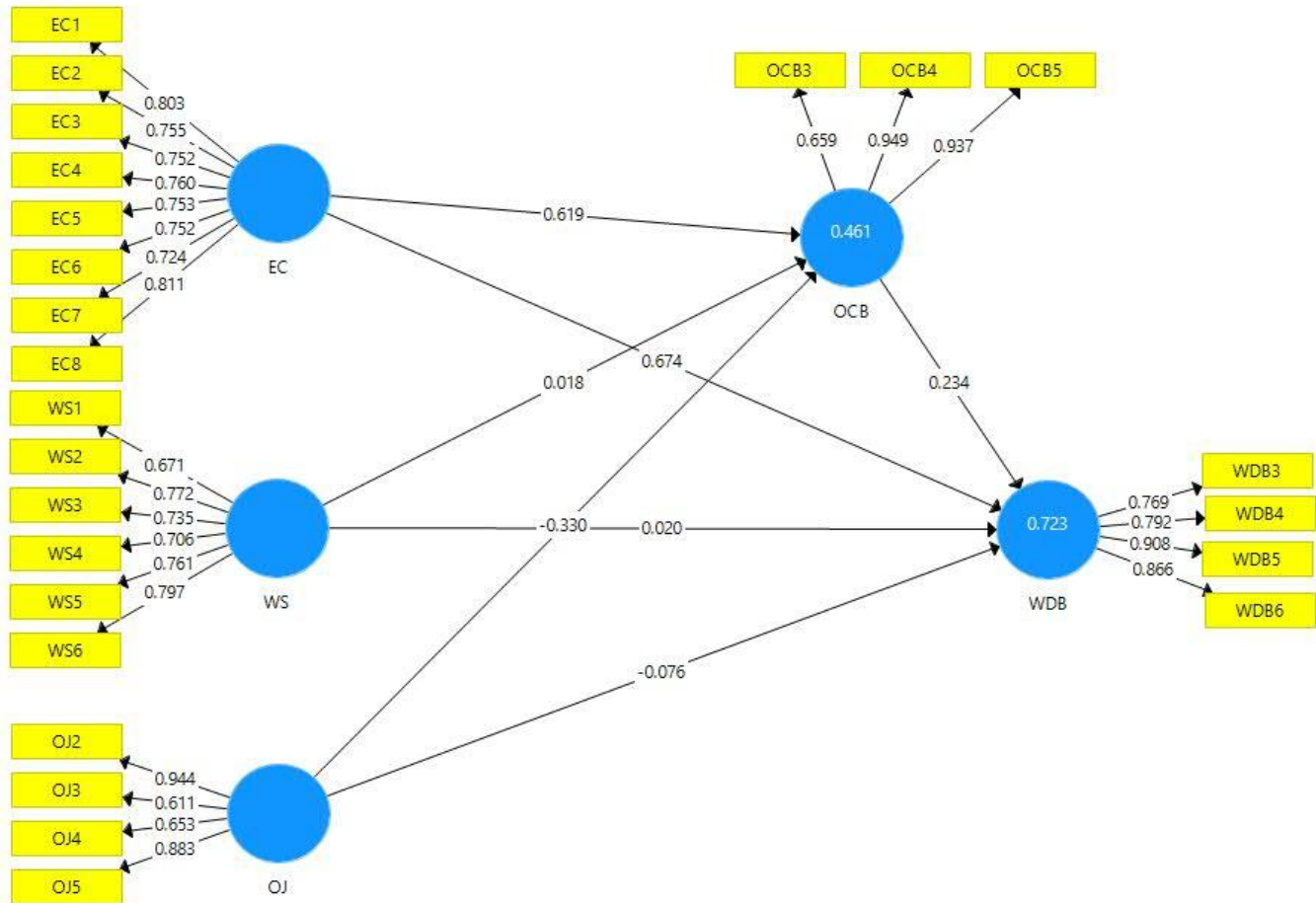
"EC: Ethical Climate, OCB: Organizational Citizenship Behavior, OJ: Organizational Justice, WDB: Workplace Deviant Behavior, WS: Workplace Spirituality"

The Heterotrait-Monotrait Ratio was used to assess the concept's discriminant validity (HTMT). Using a multitrait and multimethod matrix, Gold et al. claim that this method proves discriminant validity. Values on the HTMT below 0.90 indicate discriminant validity. This highlights the discriminatory character of the construct. In the HTMT trial, none of the correlations were above 0.90. (Gold et al., 2001).

**Table 4.5: Heterotrait-Monotrait Ratio (HTMT)**

	EC	OCB	OJ	WDB	WS
<b>EC</b>					
<b>OCB</b>	0.641				
<b>OJ</b>	0.298	0.304			
<b>WDB</b>	0.899	0.789	0.290		
<b>WS</b>	0.807	0.373	0.422	0.608	

"EC: Ethical Climate, OCB: Organizational Citizenship Behavior, OJ: Organizational Justice, WDB: Workplace Deviant Behavior, WS: Workplace Spirituality"



"EC: Ethical Climate, OCB: Organizational Citizenship Behavior, OJ: Organizational Justice, WDB: Workplace Deviant Behavior, WS: Workplace Spirituality"

**Figure 4.1 PLS Algorithm**

#### 4.1.4. Structural Modeling

The second step of structural equation modelling is to estimate the course of action using the structural model. Path-coefficients, R<sup>2</sup> values, and t-values are calculated using a bootstrapping method to assess the structural model (Rahi, 2017).

**Table 4.6: The PLS-SEM Results**

Factors	Items	Loadings	CR	AVE	Cronbach's alpha
Ethical Climate(EC)	In this company, people are mostly out for themselves.	0.803	0.918	0.584	0.900
	The major responsibility for people in this company is to consider efficiency first.	0.755			
	The most efficient way is always the right way, in this company.	0.752			
	In this company, each person is expected, above all, to work efficiently.	0.760			
	Efficient solutions to problems are always sought here.	0.753			
	Promotion in my company is based on seniority.	0.752			
	In this company, people are expected to follow theft own personal and moral beliefs	0.724			

	People are expected to do anything to further the company's interests.	0.811			
	In this company, people look out for each other's good				
<b>Workplace Spirituality(WS)</b>	At work, I'm willing to influence others with positive attitude and care.	0.671	0.880	0.550	0.842
	At work, I'm willing to actively help others.	0.772			
	At work, I know how to mediate on myself.	0.735			
	At work, I know how to think from different angles.	0.706			
	At work, I recognize myself and my career.	0.761			
	At work, I am willing to tolerate others.	0.797			
<b>Organizational Justice(OJ)</b>	Supervisor treated me with kindness and consideration.	-	0.862	0.618	0.831
	Supervisor showed concern for my rights as an employee.	0.944			
	Supervisor took steps to deal with me in a truthful manner.	0.611			
	Supervisor was able to suppress personal biases.	0.653			
	Supervisor provided me with timely feedback about the ratings and its implications.	0.883			
	Supervisor consider my viewpoint	-			
<b>Organizational Citizen Behavior(OCB)</b>	I willingly help others who have work related problems.	-	0.892	0.737	0.815
	I am always ready to give a helping hand to those around me.	-			
	I help others who have heavy work load	0.659			
	I help others who have been absent	0.949			
	I guide new people even though it is not required	0.937			
	I take steps to try to avoid problems with other workers	-			
<b>Workplace Deviant Behavior(WDB)</b>	Worked on a personal matter instead of work for your employer.	-	0.902	0.698	0.855
	Taken property from work without permission.	-			
	Spent too much time fantasizing or daydreaming instead of working.	0.769			
	Made fun of someone at work.	0.792			
	Falsified a receipt to get reimbursed for more money than you spent on business expenses.	0.908			
	Said something hurtful to someone at work.	0.866			

Convergence validity testing is the first step in solving structural equations. Nonetheless, the (CR) value had to be greater than 0.70 in order to meet the reliability coefficient criteria. The measurement model found that the construct is sufficiently reliable because both the Cronbach's alpha and the composite validity value were greater than 0.70. Model composite dependability of the constructs was measured using indicator loading, average variance (AVE), and a factor loading threshold of >0.60. (Chin, 1998). The AVE values for the constructs must be larger than 0 to be considered convergently valid (Fornell & Larcker, 1981). This is because, as calculated by the Smart-PLS algorithm, the factor loadings are sufficiently reliable ( $\geq 0.6$ ). The variance values that were obtained were also more than 0.5, which indicated that the convergent validity of the constructs was met.

#### 4.1.5. Hypothesis Testing

To verify the validity of these hypotheses, a structural model is estimated by bootstrapping. The bootstrapping method employed a sample size of 500, which is adequate (Samar & Mazuri, 2019). A bootstrapping technique is necessary to verify the data's normality. The structural model is analysed using a variety of statistics, such as the path coefficient, mean, standard deviation, t-statistics, and P-value with associated significance levels.

**Table 4.7: Path Analysis**

	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
H1	EC -> WDB	0.674	0.674	0.069	9.781	<b>0.000</b>	Accepted
H2	WS -> WDB	0.020	0.016	0.075	0.265	<b>0.791</b>	Failed to accept
H3	OJ -> WDB	-0.076	-0.066	0.066	1.149	<b>0.251</b>	Failed to accept
H4	EC -> OCB	0.619	0.611	0.083	7.466	<b>0.000</b>	Accepted
H5	WS -> OCB	0.018	0.021	0.085	0.208	<b>0.835</b>	Failed to accept
H6	OJ -> OCB	-0.330	-0.324	0.072	4.577	<b>0.000</b>	Accepted
H7	OCB -> WDB	0.234	0.239	0.052	4.516	<b>0.000</b>	Accepted

“EC: Ethical Climate, OCB: Organizational Citizenship Behavior, OJ: Organizational Justice, WDB: Workplace Deviant Behavior, WS: Workplace Spirituality”

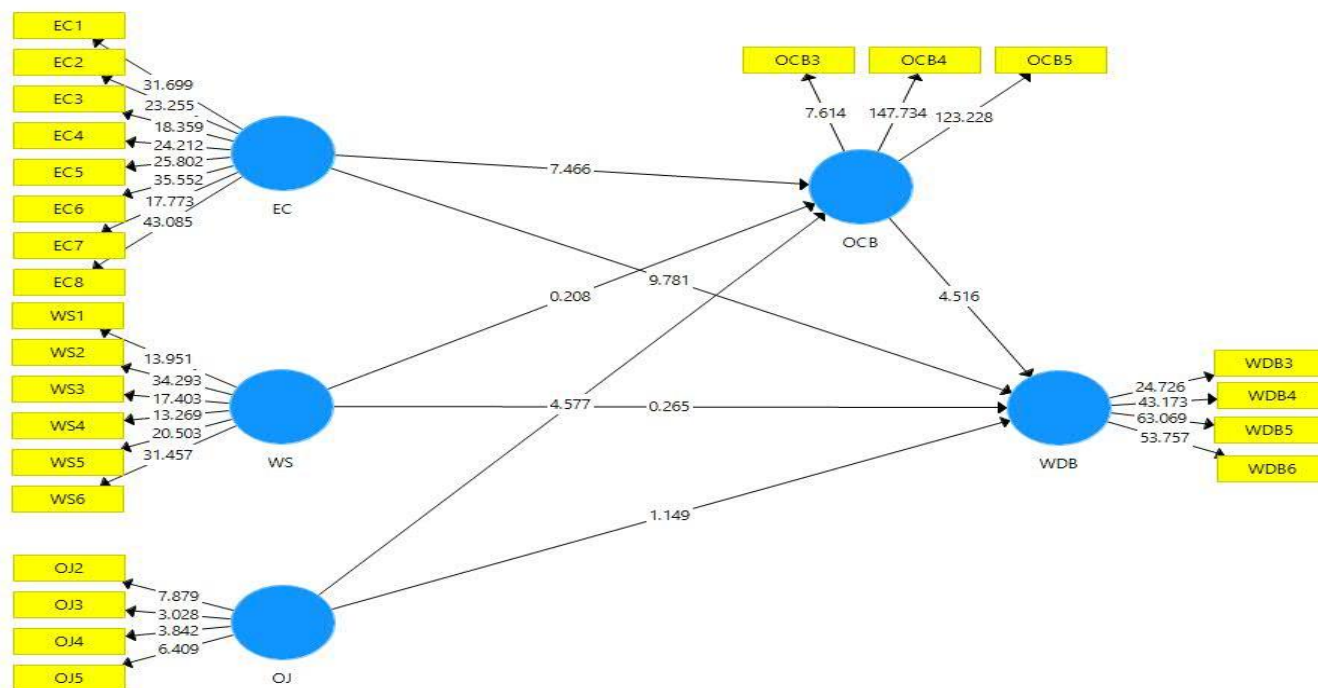
#### 4.1.6. Mediating Analysis

In addition to direct correlations, this analysis also took into account the moderating effect of company culture. Sustainability was found to be positively related to organisational culture, Green HRM, green behaviour, green inventiveness, and CSR. Statistical analysis makes use of the product indicator method. Hence, the bootstrapping method was employed to estimate the significance of the interaction. Results for the moderating impact, including route coefficient and T-values, are depicted in fig.3.

**Table 4.8: Indirect Effect**

	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
H8	EC -> WDB	0.145	0.148	0.044	3.268	<b>0.001</b>	Accepted
H9	WS -> WDB	0.004	0.004	0.021	0.194	<b>0.847</b>	Failed to accept
H10	OJ -> WDB	-0.077	-0.076	0.022	3.517	<b>0.000</b>	Accepted

“EC: Ethical Climate, OCB: Organizational Citizenship Behavior, OJ: Organizational Justice, WDB: Workplace Deviant Behavior, WS: Workplace Spirituality”

**Figure 4.2 PLS Bootstrapping**

## 4.2. Discussion

The purpose of the first hypothesis (H1) proposed here is to examine how GHRM affects the long-term viability of businesses. This section elaborates on the hypothesis.

**H1: *Ethical Climate significantly relates with the Workplace Deviant Behavior.***

The first hypothesis (H1) examines how ethical atmosphere influences criminal activity in the workplace generally. Beta = 0.674 indicates a positive variance in workplace deviant conduct with a T-value of 9.781 due to the unit change in ethical atmosphere (see table 4.7). There is a positive correlation between the ethical climate at work and deviant behaviour, as shown by this finding. The P-value for this correlation is 0.000, indicating its statistical significance (over the maximum standard value of 0.05). As a result, we can conclude that the following hold true for H1: The study found that when managers adopt a "Ethical Environment," employees are more likely to engage in illegal activities on the job.

Researchers have proposed a second hypothesis to determine whether or not spirituality in the workplace influences deviant conduct (H2). We can test how true the correlation is by using the following procedure.

**H2: *Workplace Spirituality significantly relates with the Workplace Deviant Behavior.***

The second hypothesis (H2) examines how workplace spirituality affects overall aberrant conduct in the workplace. There is only a weak relationship between religious beliefs and illegal behaviour at work. The results of this study's hypothesis testing support the null hypothesis, as expected ( $=0.020$ , t-value  $0.265$ ,  $p=0.791$ ).

The third hypothesis (H3) aims to examine whether or not organisational justice has an effect on criminal behaviour in the workplace. To investigate the proposed association the following hypothesis is constructed.

**H3: *Organizational Justice significantly relates with the Workplace Deviant Behavior***

Organizational justice's effect on criminal behaviour in the workplace is the topic of the current dissertation's third hypothesis (H3). The Beta of  $-0.076$  for green imagination indicates that deviation from the norm in the workplace is negatively impacted by this factor. This study found that organisational justice played a negative role in influencing criminal behaviour in the workplace. The P-value for the effect is  $0.251$ , making it statistically negligible (above the maximum standard value of  $0.05$ ). Hence, H3 states that there is a negative correlation between organisational justice and deviant behaviour in the workplace ( $= -0.076$ , t-value  $1.149$ ,  $p=0.251$ ).

The fourth hypothesis (H4) attempts to quantify the effect of ethical atmosphere on organisational citizenship behaviour. To put the hypothesis to the test, consider the following statement.

**H4: *Ethical Climate significantly relates with the Organizational Citizenship Behavior.***

According to the aforementioned hypothesis, the ethical climate influences the citizenship behaviour of an organization's employees (H4). In Table 4.7, we see that the direct effects are significantly larger than the indirect effects, with a P-value of  $0.0001$ . (below the maximum standard value of  $0.05$ ). Furthermore, H4 was corroborated by the data ( $=0.619$ , t-value  $7.466$ ,  $p=0.000$ ) showing that ethical climate strongly influenced organisational citizens' actions.

The fifth hypothesis (H5) attempts to evaluate the moderating effect of organisational culture between Green HRM and organisational sustainability. The following hypothesis was constructed to test the aforementioned conjecture.

**H5: *Workplace Spirituality significantly relates with the Organizational Citizenship Behavior.***

In this research, hypothesis 5 explores how spirituality in the workplace connects to corporate citizenship activity. The  $0.018$  Beta value displayed in Table 4.7 for workplace spirituality suggests a statistically insignificant connection (There are not enough empirical evidences to support this relationship). The bootstrapping output suggests that H5 is correct: spirituality in the workplace does not correlate with good citizenship at work ( $= 0.018$ , t-value  $= 0.208$ ,  $p=0.835$ ).

H6 has been developed to test the connection between organisational justice and good citizenship in the workplace. We can test how true the correlation is by using the following procedure.

**H6: *Organizational Justice significantly relates with the Organizational Citizenship Behavior.***

With a Beta of  $-0.330$ , the P-value for this indirect effect is  $0.000$  (one in a million) (less than the maximum standard value of  $0.05$ ). Organizational citizenship activity is strongly linked to organisational fairness, research shows. Hence, H6 is preferred ( $B=-0.330$ , S.D.  $= 4.577$ ,  $P=0.000$ ).

The seventh hypothesis (H7) seeks to examine whether or not there is a correlation between deviant behaviour in the workplace and good organisational citizenship. The following hypothesis was constructed to test the aforementioned conjecture.

**H7: *Organizational Citizenship Behavior significantly relates with the Workplace Deviant Behavior.***

Organizational civic behaviour and deviant actions in the workplace (H7) is the central topic of this dissertation. Table 4.7 reveals a positive variance of  $23.4\%$  attributable to the unit change in deviant conduct in the workplace as a result of the latent variable of "organisational civic behaviour," with a Beta value of  $0.234$ . There appears to be an upward trajectory in terms of effect size. This correlation is statistically significant because the P Value is  $0.000$  (far below the threshold of  $0.05$ ). As a result, (H7) is also supported by the data ( $B = 0.234$ ,  $T = 4.516$ ,  $P = 0.000$ ).

The purpose of the eighth hypothesis (H8) is to examine the role of organisational citizenship behaviour in moderating the connection between ethical climate and deviant actions in the workplace. To put the hypothesis to the test, consider the following statement.

**H8:** *Organizational citizenship behavior significantly mediates the relationship of Ethical Climate with Workplace Deviant Behavior.*

The hypothesis (H8) that links ethical atmosphere with deviant behaviours in the workplace was previously discussed. The beta value of 0.145 and the P-value of 0.001 indicate statistical acceptability for the hypothesis that investigates the mediating effect of organisational citizenship behaviour in explaining this association (below the maximum standard value of 0.05). The data reveals that there is a correlation between an organization's Ethical Environment and a decrease in deviant behaviour in the workplace. It can therefore be safely assumed that the following features support the H8: H8 appeared to be supported ( $\beta = 0.145$ ,  $t\text{-value} = 3.268$ ,  $p=0.001$ ).

The purpose of testing the ninth hypothesis (H9) is to determine how much of a role Organizational Citizenship Behavior plays in the connection between Spirituality in the Workplace and Deviant Conduct in the Workplace. To put the hypothesis to the test, consider the following statement.

**H9:** *Organizational Citizenship Behavior significantly mediates the relationship of Workplace Spirituality with Workplace Deviant Behavior.*

The previously mentioned hypothesis (H9) proposes a connection between spirituality in the workplace and deviant behaviour in the workplace. Although this hypothesis seeks to shed light on this connection by investigating the role of motivation as a moderator, the beta value is low (0.004) and the P-value is high (0.847), making the indirect effect statistically insignificant (above the maximum standard value of 0.05). Little empirical evidence exist to support the claim that OCB has a substantial impact on the association between spirituality in the workplace and aberrant conduct. It can be safely assumed that the H9 is not supported due to the reasons given below:

Organizational citizenship behaviour and its impact on justice within organisations is the focus of the ninth hypothesis (H10), which aims to evaluate this mediation. The following hypothesis is created to evaluate the suggested connection.

**H10:** *Organizational Citizenship Behavior significantly mediates the relationship of Organizational Justice with Workplace Deviant Behavior.*

Organizational citizenship behaviour in the Education Sector of Pakistan has been hypothesised to have a moderating influence on both organisational justice and workplace deviant behaviour. The effect's Beta value is -0.077, which indicates a negative variance of 77.0% when taking unit change into account (see table 4.8). Research illustrates that ethical behaviour in the workplace has a positive effect on organisational justice and anti-social conduct. The P-value for the effect is 0.000, indicating its statistical significance (below the maximum standard value of 0.05). Hence, ( $B = -0.077$ ,  $S.D. = 0.022$ ,  $P = 0.000$ ) is consistent with the H10 hypothesis.

## 5. Conclusion

Organizational Justice, Workplace Spirituality, and Ethical Climate are the foci of this research. The Mediating Effect of Organizational Citizenship Behavior on Deviant Conduct in the Workplace. Ethical climate characteristics were found to be a significant explanation for deviant behaviour among employees at a sample of public and private educational institutions in Pakistan, which might have a negative impact on the attainment of corporate goals and objectives (what employees believe to be ethically correct or wrong). The study was inspired by the need to learn whether or not aberrant behaviour in the workplace is associated with the ownership of educational institutions. A thorough analysis of the existing literature found these voids. The study found that ethical climate characteristics are a significant determinant of deviant conduct among employees at a subset of public and private institutions. Seven climates have been established so far, with evidence for only two of the theorised climates still lacking. Individually, 259 people have been surveyed, yet they all work for different companies. The same seven ethical climates have been identified at both the organisational and subunit levels of analysis. The presence of these ethical macroclimates remains debatable, however, due to the limited sample size and lack of diversity among the examined businesses. Before a typology of organisational climates can be established, more research on representative samples of businesses is necessary.

## 6. Limitation

There are widespread caveats to this study. Most studies have at least one major flaw, such as a too-small sample size, a reliance on subjective, individualist viewpoints, etc. Researchers in the future may use a larger sample size and incorporate other variables such as organisational politics, individuality vs. collectivism, and related ones to duplicate this study in different industries such as textile, health, banking, etc. Several academic institutions and Pakistan are included in this analysis. Future studies might expand its focus to include underexplored regions. In a similar vein, they might aggregate information by college or division when conducting surveys (i.e., the dean and staff in each college within the university, or department chair and faculty within academic departments). The respondents could be surveyed again at different points in time to add to the current study. Absenteeism, the number of recorded incidences of theft or fraud, and similar indicators of bad behaviour should also be examined.

## 7. Future Research Direction

Managers who want to get rid of or at least lessen the prevalence of deviant workplace behaviour can take a few cues from this study's empirical findings. To begin with, the data showed that organisational justice discourages bad behaviour on the job. If

upper management treats its employees fairly, it may help reduce disruptive behaviour in the workplace. This means that workers will respond favourably to their supervisor and the organisation as a whole if they believe that their superior cares about justice-based policies and justice-related concerns, especially in the context of the supervisor-subordinate relationship. Managers need to exercise greater care in how they handle their staff, and timely delivery of relevant information will aid in establishing and strengthening a favourable impression. This favourable impression of the supervisor or manager as a caring and helpful leader has the potential to influence employee behaviour. So, workers with good behavioural intentions are less likely to engage in hazardous aberrant conduct. Second, regardless of the type of ownership structure, it is safe to say that responses to ethical climate are consistent across all types of institutions. The systemic disparities in the organisational environments of the public and private sectors may explain why the ethical climate has a greater impact on deviant behaviour in public institutions (Richard, 2006). The study's results shed light on the significance of an ethical culture. This means that in addition to administrative duties, managers will need an understanding of their staff's emotional needs. They should have a solid background knowledge, understanding, and experience with justice concerns. Managers need to be able to work well with others. If workers have a positive impression of their manager and the company as a whole, they will be less likely to engage in inappropriate behaviour.

## 8. Recommendations

Due to the fact that spirituality in the workplace is inversely related to dishonesty in the job (the dependent variable). It follows that managers should prioritise fostering spirituality in order to lessen instances of workplace deviation. Moreover, organisational citizenship conduct mediates between spirituality in the workplace and antisocial behaviour in the workplace. Managers in the education sector are urged to keep an eye on their employees' citizenship conduct and take steps to curb workplace deviation. It is also suggested that managers give spirituality the attention it deserves and do what they can to foster a spiritual atmosphere in the workplace. They'll be better able to control their feelings, which in turn will cut down on job disruptions. These findings have important implications for Pakistan's educational sector, which must adopt them into standard practise if it wants to attract and retain talented teachers and other staff. In this aspect, more accountability is placed on the shoulders of upper-level management. Human resource managers, for instance, can be crucial in elevating workers' sense of fair treatment inside their organisations. To prevent employees from engaging in illegal or unethical behaviour, human resource policies and practices should be transparent and fair.

In addition, future research might be undertaken in interdisciplinary settings to learn more about the effects of ethical business practises in Pakistan's manufacturing industry. The results of these research could help company leaders learn to foster organisational justice within their respective cultures, leading to improved efficiency and integrity in the workplace. Moreover, it is worth noting that, although it was assumed that WDB caused unit performance in the current study, it is possible that poor unit performance actually acted as a precipitator of WDB.

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