



Impact of Spirituality at Work on Organizational Commitment

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ABSTRACT

Spirituality at work can provide positive energy for employees who experience various pressures, anxiety, alienation between individuals, and fatigue in the workplace, so that strengthening spirituality at work by companies is a strategic step to keep employees committed to their work and the company. This study aims to determine the influence of workplace spirituality on organizational commitment (OC), using a research sample of 60 employees of CV Cahaya Surya. Quantitative methods with structural models were used in this study. According to the findings of the pathway analysis, there was a positive and substantial relationship between the aspects of meaningful work and a sense of community with OC. Another finding reported that sense of community moderated the relationship between alignment with corporate value and OC. This study provides an important understanding that spirituality at work can encourage the growth of OC.

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INTRODUCTION

Companies face various challenges to achieve company goals due to increasingly tight economic competition, companies are required to develop human resources not only focusing on improving the quantity and quality of work, but also increasing work enthusiasm. Managers are more equipped to enhance the working circumstances for employees, as well as the standard of living for consumers and society at large, when firms perform better (Rego & Pina e Cunha, 2008). One of the spiritual approaches is increasingly being adopted by company managers to improve the psychological well-being of employees. Spirituality can encourage harmony and cooperation in the workplace, not fear (Quatro, 2004).

As long as it is done with regard for human dignity, increasing spirituality at work might affect employee dedication and organizational success (Rego & Pina e Cunha, 2008). The understanding that workers have an inner existence that both feeds and is nourished by meaningful work, which takes place in a communal setting, is known as spirituality at work (Ashmos & Duchon, 2000); highlighting the three dimensions of meaningful work, sense of community, and alignment with organizational values (Milliman et al., 2003). Workplace spirituality can improve employee mental health. Spirituality at work is necessary since it may impact the environment, the company, and individuals (e.g., professional dedication) (Ke et al., 2017). Spirituality of work can nurture employees' spiritual needs and offer employees

opportunities to grow and contribute to the social community in meaningful ways, and can increase organizational commitment (Utami et al., 2021). Every organization or company certainly expects high employee commitment to work and the company, because employees who have high commitment can have a positive impact on the workplace. Employees with high organizational commitment perform at their highest level and give their all at work, continuing to benefit from both the perks and drawbacks of the firm and staying with it for the long run. Enhancing spirituality in the workplace helps foster a more devoted and committed workforce (Sapta et al., 2021).

Spirituality at work and employee commitment with organization have been linked in a number of prior empirical investigations (Ke and Deng, 2018; Khusnah (2020). According to Mousa and Alas (2016), the organizational values dimension has a very weak (insignificant) influence on the three commitment approaches, whereas the dimensions of spirituality at work—meaningfulness of work, and sense of community—have a significant relationship with the affective commitment, continuance commitment, and normative commitment. According to Rego and Pina e Cunha (2008), affective commitment and normative commitment were positively and significantly correlated with the five aspects of spirituality at work. According to Haryokusumo (2015), organizational commitment (affective, normative, and continuity) is positively impacted by workplace spirituality's components of inner life, meaningful job, and community circumstances.

In order to help CV Cahaya Surya, one of the organizations in the distribution industry, survive the challenges of a continuously shifting business climate, personnel must be highly committed to meeting the rising demands for quality work. For example, fluctuations in raw material prices, increasingly tight competition from industry competitors, and changes in government policies related to trade, so that a strategy is needed for the sustainability of CV Cahaya Surya's business. One strategy from the HR aspect is to increase employee commitment to work in order to improve overall work quality, and to increase commitment requires strengthening spirituality at work which can be seen from the aspects of meaningful of work, sense of community, and alignment with corporate values. CV Cahaya Surya was selected to conduct an empirical study on the connection between spirituality of work and boosting employee loyalty to the organization because of its mission, which encompasses both business and spirituality in workplace, emphasizing the significance of attending to employee welfare and growth, including the spiritual aspect. Maintaining a work environment based on values such as honesty, empathy and sympathy, as well as mutual respect between employees, CV Cahaya Surya creates space for employees to foster a balance between personal life and work.

LITERATURE REVIEW

Organizational Commitment

An individual's psychological bond with an organization is referred to as organizational commitment. In addition to being driven to contribute to the success of the company, highly dedicated employees are likely to feel pleased to be a part of it and are eager to stay. According to Meyer and Allen (1991). organizational commitment is composed of three elements: 1) affective, which shows how an employee identifies with and participates in their organization;

2) normative, which suggests loyalty based on a sense of duty to their employer; and 3) continuance, which shows an attachment to the workplace based on the perceived costs of quitting.

Employees with high spirituality at work are probably more inclined to be emotionally invested in the company than those with less spirituality at work, as affective commitment is based on emotional attachment to the company. According to Luthans (2011), normative commitment is a reflection of the social norms that link workers to the company. Employee internalization of corporate norms and values through regular participation and socialization fosters normative commitment. If they believe their employer has given them possibilities for growth or assistance, workers with strong normative commitment may feel a moral need to remain with the company. Workers typically decide to stay with the company because they don't want to lose the investment and accomplishments that have been earned through consistent dedication (Sapta et al., 2021).

Spirituality at Work

The idea of spirituality in organization is part of corporate culture and management. Spirituality at work refers to an individual's beliefs and experiences about the meaning and purpose of life that are integrated into the individual's work. This includes feeling connected to something larger than oneself, having a meaningful purpose in work, and feeling a sense of community in the workplace. This involves having a meaningful purpose at work, experiencing a sense of community at work, and feeling a part of something bigger than oneself. The search or investigation of values in work and work activities is referred to as workplace spirituality.

According to Weinberg and Locander (2014), spirituality in the workplace is founded on personal beliefs and values; hence, religion may be a component of spirituality for some individuals but not for others. According to Tabassum (2018), According to Tabassum (2018), workplace spirituality is related to how employees see themselves as spiritual beings whose souls also need to be nurtured. Spirituality is felt by employees when they find meaning and purpose in their work, and who feel connected to the workplace community and each other (Ashmos & Duchon, 2000; Milliman et al., 2003). It does not necessarily entail a relationship with a specific religious tradition. According to Mitroff (2003) in Tabassum (2018), spirituality is open-minded, tolerant, and inclusive.

According to Milliman et al. (2003) there are three dimensions of spirituality at work, consisting of three (levels): individual, community and organizational. At the individual level, meaningful work is a fundamental component of workplace spirituality that gauges one's capacity to sense the job's greatest meaning and purpose. The dimension at the community level is sense of community which is human behavior that focuses on interactions between fellow coworkers. Alignment with corporate values, or the fit between an employee's personal values and the organization's mission and objectives, is the organizational level dimension.

Spirituality at Work and Organizational Commitment

Social exchange theory (SET) serves as the theoretical foundation for the connection between spirituality at work and organizational commitment (Blau, 2017). This theory explains

that the link between individuals and organizations is based on the exchange of resources and benefits. In the context of spirituality at work, employees who feel the dimensions of spirituality at work (e.g. meaningfulness of work, sense of community, and alignment with corporate values) tend to feel more appreciated and cared for by the company. This can be considered a form of organizational investment in employee welfare. Employees will be inspired to offer more to the company if they feel valued and cared for. Workers will be more committed, feel more emotionally invested in the company, and be more eager to put in more effort to meet company objectives. To put it another way, spirituality at work may boost corporate commitment by creating a system for social exchange that benefits both the firm and its personnel. Social identity theory (SIT) is also the foundation for the link between spiritual at work and organizational commitment. SIT uses psychological processes connected to social identity, namely a person's sense of belonging to a group and the positive or negative sentiments associated with that membership, to explain the interaction between large social groupings (Harwood, 2020).

Increasing organizational commitment is largely dependent on meaningful employment, which is one aspect of spirituality at work on an individual basis. The capacity to sense the true meaning and purpose of a job is known as meaningful work, or meaningfulness of work (Milliman et al., 2003). The relationship between work duties, life objectives, and individual inner thoughts regarding the purpose and meaning of work is associated with meaningful work (Soha et al., 2016). A link between the soul and the work is necessary for meaningful employment to have a positive impact on the development of employee commitment. The capacity to grasp the true meaning, and purpose of one's work is known as meaningful work. This is achieved when an employee's own values and the company's values connect, which forges a strong sense of identification and belonging. When workers believe their efforts are making a difference, their motivation and loyalty are boosted.

Meaningful work can strengthen employees' social identity with the organization. Employees are more likely to feel proud and a sense of loyalty to the company that supports that objective when they believe that their effort is making a difference in something greater than themselves. Meaningful work triggers positive emotions such as pride, enthusiasm, and a sense of belonging to the work. Strong emotional attachment to work and the organization encourages employees to give their best and contribute maximally. Several empirical studies that report the positive impact of meaningful work on organizational commitment include: Haryokusumo (2015); Fanggidae et al. (2016); Mousa and Alas (2016); Prakoso (2018); Kaur and Mittal (2020); Hisam and Sanyal (2021); Sapta et al. (2021); Gagola and Prapunoto (2024). Referring to the premise of SET and empirical findings showing the relationship between meaningful work with organizational commitment, the first hypothesis (H1) in the empirical study is formulated as follows:

H₁: Meaningful work significantly increases organizational commitment

Recognizing that employees have an inner life with a purpose in their job, have positive connections with their coworkers, and align their views with the organization's ideals is known as spirituality at work (Fanggidae et al., 2016). An individual's dedication to the company is

referred to as organizational commitment, and each person exhibits fundamentally distinct behaviors depending on their particular commitments. Perceiving oneself as a part of the organization's community and having strong relationships with one's coworkers are two aspects of a feeling of community. Individual engagement with people who have similar interests and objectives is what creates a sense of community (McMillan & Chavis, 1986). The mental, emotional, and spiritual connections among employees in a team or group inside a company make up spirituality at this level. The existence of strong interpersonal bonds that include protection, support, and freedom of expression forms the basis of this dimension.

A person's likelihood of sticking with an organization increases with their feeling of community (Nowell et al., 2016). In order to boost organizational commitment, a sense of community is a mental and emotional bond that includes safety, support, and the ability to express oneself (Milliman et al., 2003). According to Rego and Pina e Cunha (2008), the team's sense of community and organizational commitment are positively correlated. Consequently, a strong feeling of community boosts organizational commitment. Previous research conducted by Mousa and Alas (2016); Prakoso (2018); Marpaung et al. (2024) showed that the sense of community dimension can significantly effects on organizational commitment. Haryokusumo (2015) reported that the condition for community dimension increases organizational commitment. According to the SET assumption, people are more likely to maintain their social ties if they are beneficial. Taking into account the findings of several earlier studies, the second hypothesis (H2) is stated as follows:

H2: Sense of community significantly increases organizational commitment

The alignment of employees' personal values with the organization's mission and objectives is the organizational level facet of spirituality at work, also known as alignment with organizational values (Milliman et al., 2003), or may be defined as the alignment with workers' personal values with the corporate's mission and objectives. This dimension pertains to the idea that an individual must give their all to the organization and that organizational goals are more important than personal ones. When employees feel that the management in their company has the same values, and cares about the welfare of the workforce, then this condition can increase employee loyalty. There are still few prior research that found a strong and positive correlation between organizational commitment and alignment with its principles, such as Rego and Pina e Cunha (2008); Prakoso (2018). Thus, it is expected that alignment with organizational value as one of the dimensions of spirituality in the workplace has a positive and significant effect on organizational commitment. The formulation of the third hypothesis (H3) is as follows:

H3: Alignment with corporate values significantly increases organizational commitment.

Since employees who feel a part of a strong community are more likely to be motivated, loyal, and eager to offer more to the company, there is a positive correlation between a strong feeling of community at work and higher organizational commitment. The degree to which employee values correspond with business ideals can be reinforced by the link between organizational commitment and feeling of community. The term "sense of community" at work describes how people feel about their coworkers and the company—a sense of support,

connection, and belonging. The degree to which workers feel identified, invested, and emotionally connected to the company where they work is reflected in organizational commitment. Employees who feel more at ease and accepted at work are more likely to align their values with those of the company, which in turn strengthens the sense of community among employees as they perceive a shared experience with their coworkers and the organization as a whole. The fourth hypothesis (H4) of this empirical study, which examines the function of sense of community as a moderator of the effect of alignment with corporate values on organizational commitment, is as follows:

H4 : The relationship of alignment with corporate values and organizational commitment is moderated by a sense of community

METHOD

This study takes a quantitative approach and employs a causal research design. The purpose of statistical or quantitative data analysis is to test the hypothesis that has been formed. The research method used is a survey by distributing questionnaires or surveys. The research population as well as the research sample are all permanent employees of CV Cahaya Surya totaling 60 people (38 operational staff, 15 general staff, and 7 administrative staff) and all are taken as research samples. Smart PLS software version 3 is used to analyze data, encompassing both the outer and inner model tests.

Table 1 displays the three characteristics of spirituality at work as measured by Milliman et al. (2003). A 5-point Likert scale is used to assess the three aspects of spirituality at work.

Table 1. Measurement of Spirituality of Work

Dimension	Indicators	Measurement Items
Meaningful work is the essence of work and the quality of work	The Essence of Work	. Feeling that work is related to important things in life . Recognizing the link between social good and work . Understanding the personal meaning that work provides
	Quality of Work	. Feel joy at work . Feel the spirit awakened by work
Sense of community is an emotional connection and shared purpose	Emotional relationship	. Feeling appreciated when working with others . Feeling part of a community at work . Feeling free to express opinions
	Common Goals	. Believe that coworkers support each other . Feel that every employee must achieve common goals
Alignment with organizational (corporate) values is the organization's mission and	Organization (Corporate)	. Feeling that the organization (corporate) carries out positive values
	Mission	. Feeling that management has a conscience . Feeling connected to the Organization's mission (corporate's mission)

organizational (corporate) concerns	Organizational (Corporate) Concern	<ul style="list-style-type: none"> a. Feeling that the organization (corporate) cares about employee welfare b. Feeling that the organization (corporate) cares about things that can improve the spirit of its employees
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Operationally speaking, organizational commitment is the sentiments, attitudes, and actions of individual workers who identify as belonging to the organization, participate in its operations, and show loyalty to it in order to accomplish its objectives. The measurement of organizational commitment adapts Allen and Mayer (1990) (Luthans, 2009), including affective, normative, and continuance aspects (Table 2). A 5-point Likert scale is used to test the three aspects of organizational commitment.

Table 2. Measurement of Organizational Commitment

Indicators	Measurement Items
Affective	<ul style="list-style-type: none"> 1. Feel happy and comfortable being part of the company 2. Feel proud and have an emotional bond with the company 3. Feel involved in the development of the company
Normative	<ul style="list-style-type: none"> 4. Feel responsible to continue working at the company 5. Feel obliged to advance the company 6. Feel bound by an employment contract so that they must complete the contract
Continuance	<ul style="list-style-type: none"> 7. Consider working as a necessity 8. Feel at a loss if leaving the company 9. Feel unsure about being accepted at another company if leaving the current company.

RESULTS AND DISCUSSION

The number of questionnaires distributed was 60 and all of them were returned with complete answers, so they could be used for further testing.

Table 3. Respondent Characteristics

Characteristics		Frequency	Percentage
Gender	Men	44	73.3
	Women	16	26.7
Age	18-25 years	9	15.0
	26-33 years	9	15.0
	34-41 years	17	28.3
	42-49 years	19	31.7
	>50 years	6	10.0
Working Time	<1 year	3	5.0
	1-5 years	27	45.0
	>5-10 years	17	28.3
	>10 years	13	21.7

Table 3 shows the characteristics of respondents based on gender, namely 44 men respondents (73.3 percent), and 16 women respondents (26.7 percent). Respondents aged 18-25 years old numbered 9 people (15 percent); aged 26-33 years old numbered 9 people (15

percent); aged 34-41 years numbered 17 people (28.3 percent); aged 42-49 years numbered 19 people (31.7 percent); aged >50 years numbered 6 people (10 percent). The number of respondents with a work period of <1 year was 3 people (5 percent); a work period of 1-5 years was 27 people (45 percent); a work period of >5-10 years was 17 people (28.3 percent); a work period of >10 years was 13 people (21.7 percent).

The validity tests that are performed on the outer model include reliability tests (Cronbach's alpha, consistency reliability = CR), convergent validity tests (outer loading = OL, average variance extracted = AVE), and discriminant validity tests (Fornell-larker criterion = FLC, cross loading = CL).

Table 4. Outer Model Test

Variable	Code	OL >0.600	p- value < 0.05	α >0.600	CR >0.700	AVE >0.500
Meaningful work	MW3	0.871	0.000	0.837	0.901	0.753
	MW4	0.855	0.000			
	MW5	0.877	0.000			
Sense of Community	SoC1	0.850	0.000	0.822	0.832	0.654
	SoC2	0.864	0.000			
	SoC3	0.726	0.000			
	SoC5	0.788	0.000			
Alignment with Corporate Values	AOV1	0.800	0.000	0.862	0.899	0.641
	AOV2	0.793	0.000			
	AOV3	0.849	0.000			
	AOV4	0.765	0.000			
	AOV5	0.794	0.000			
AC	AC1	0.864	0.000	0.633	0.845	0.732
	AC3	0.846	0.000			
NC	NC1	0.833	0.000	0.629	0.843	0.729
	NC2	0.874	0.000			
CC	CC2	0.909	0.000	0.568	0.815	0.689
	CC3	0.743	0.006			
OC	AC	0.839	0.000	0.738	0.821	0.515
	NC	0.881	0.000			
	CC	0.612	0.000			

Note: MW= meaningful work; SoC= Sense of Community; AOV= Alignment with Organizational (Corporate) Values; AC=Affective Commitment; NC= Normative Commitment; CC=Contiunance Commitment

There are six (6) measurement items that were removed for further analysis, because they had outer loadings values >0.600, namely items MW 1 and MW2 on the meaningful work dimension, item SoC4 on the sense of community dimension, item AC2 on the affective commitment dimension, item NC3 on the normative commitment dimension, and item CC1 on the continuance commitment dimension. Figure 1 is the final result of the outer loadings test.

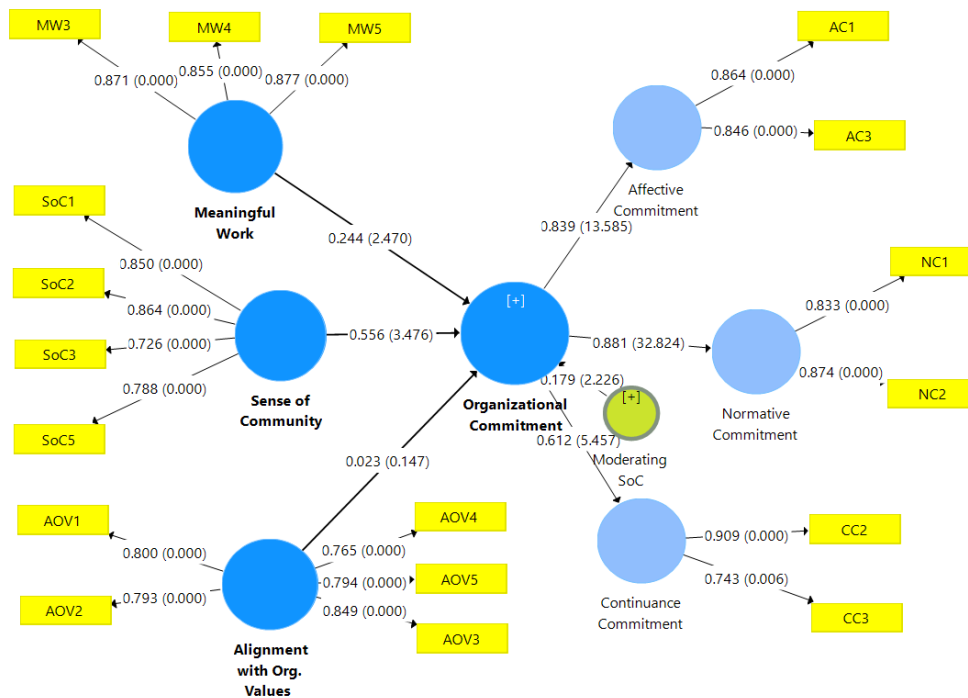


Figure 1. Outer Loadings Test

The results of the convergent validity test (Table 4) for each statement item from the three (3) dimensions of spirituality at work and the dimensions of organizational commitment as a whole, meet the requirements for convergent validity, seen from: 1) outer loadings have a value of >0.600 ; 2) the AVE value of each measurement dimension used has a value of >0.500 . Outer loadings and their p-values can also be seen in Figure 2. The results of the discriminant validity test were carried out by looking at the FLC value (Table 5) and cross loadings (Table 6).

For each statement item from the three (3) dimensions of spirituality of work, as well as the dimensions of organizational commitment and organizational commitment overall, the convergent validity test results (Table 4) satisfy the requirements for convergent validity, as can be observed from: 1) outer loadings are greater than 0.600; 2) each measurement dimension's AVE value is greater than 0.500. Figure 2 also displays outside loadings and corresponding p-values. The FLC value (Table 5) and cross loadings (Table 6) were examined in order to determine the outcomes of the discriminant validity test.

Table 5. FLC Measurement of Research Variables

Code	AC	AOV	CC	MW	NC	SoC
AC	0.855					
AOV	0.540	0.801				
CC	0.261	0.376	0.830			
MW	0.653	0.657	0.396	0.868		
NC	0.621	0.533	0.372	0.605	0.854	
SoC	0.605	0.761	0.451	0.758	0.625	0.809

FLC is a discriminant validity test that identifies the extent to which a construct is significantly different from other constructs in a structural equation model. FLC on three (3) dimensions of workplace spirituality variable measurement and three (3) dimensions of organizational commitment (Table 5) shows that each construct (dimension) has the highest value (bolded numbers) on each latent construct tested with other latent constructs and does not exceed the threshold (0.900). This means that each indicator can be predicted well by each latent construct.

Table 6. Cross Loadings of Measurement Variables

Code	AC	AOV	CC	MW	NC	SoC
AC1	0.864	0.527	0.249	0.645	0.542	0.552
AC3	0.846	0.393	0.195	0.467	0.521	0.481
AOV1	0.527	0.800	0.382	0.594	0.531	0.657
AOV2	0.443	0.793	0.312	0.425	0.412	0.640
AOV3	0.426	0.849	0.287	0.636	0.456	0.770
AOV4	0.357	0.765	0.164	0.538	0.346	0.716
AOV5	0.364	0.794	0.312	0.411	0.336	0.683
CC2	0.279	0.405	0.909	0.419	0.395	0.481
CC3	0.126	0.176	0.743	0.199	0.185	0.220
MW3	0.606	0.586	0.358	0.871	0.594	0.656
MW4	0.588	0.627	0.362	0.855	0.531	0.687
MW5	0.488	0.479	0.301	0.877	0.427	0.623
NC1	0.376	0.446	0.403	0.570	0.833	0.520
NC2	0.667	0.464	0.243	0.471	0.874	0.547
SoC1	0.507	0.693	0.514	0.656	0.511	0.850
SoC2	0.534	0.759	0.345	0.652	0.565	0.864
SoC3	0.449	0.671	0.340	0.505	0.450	0.726
SoC5	0.461	0.661	0.235	0.632	0.492	0.788

Each variable measurement indicator has a greater score with the measured construct than its correlation with other constructs, according to the examination of cross loadings. Table 6 shows that each measurement indicator of the three dimensions of spirituality at work and organizational commitment has a higher cross loading value compared to the cross loadings value to the other dimensions (constructs) (bold and blocked numbers), so it is concluded that the research variable measurement instrument meets the criteria for discriminant validity.

Multicollinearity Test

Multicollinearity testing to see whether there is common method bias is done by looking at the VIF value (Kock, 2017). According to Sarstedt et al. (2017), there are no symptoms of multicollinearity in the model if the VIF value is <5. The inner VIF value is <5 (meaningful work = 2,697, alignment of organizational value = 3,874, sense of community = 1,170). Multicollinearity is not an issue, as indicated by the outer VIF value in Table 7, which is less than 5. This is supported by the absence of a strong correlation between independent variables as in Table 8.

Table 7. Outer VIF Values

Variable	Kode	VIF
Workplace Spirituality	MW3	1.919
	MW4	1.843
	MW5	2.303
	AOV1	1.715
	AOV2	1.799
	AOV3	2.263
	AOV4	2.052
	AOV5	2.269
	SoC1	2.052
	SoC2	2.137
Organizational Commitment	SoC3	1.449
	SoC5	1.717
	AC1	1.273
	AC3	1.273
	NC2	1.266
	CC2	1.186
	CC3	1.186

It may be inferred that the inner model that was constructed does not have a problem with breaking the multicollinearity assumption because Table 8 demonstrates that there is neither a high correlation (>0.900 or <-0.900) between constructs.

Table 8. Correlation between Constructs

	AC	AOV	CC	MW	NC	OC	SoC
AC	1.000						
AOV	0.540	1.000					
CC	0.261	0.376	1.000				
MW	0.653	0.657	0.396	1.000			
NC	0.621	0.533	0.372	0.605	1.000		
OC	0.839	0.623	0.612	0.716	0.881	1.000	
SoC	0.605	0.861	0.451	0.758	0.625	0.720	1.000

Evaluation of Determination Coefficient (R-square= R²)

R², which represents the combined influence of exogenous latent variables on endogenous latent variables, is a metric used to evaluate the predictive accuracy of the model and determine the extent to which exogenous constructs can explain endogenous constructs. Only when some or most of the explanatory factors are statistically significant is an R² between 0.10 and 0.50 appropriate for social science research (Ozili, 2023). The research model's R² value is shown in Table 10.

Table 10. R² value

Model	R ²	Adjusted R ²
OC= α +MW β ₁ +AOV β ₂ +SoC β ₃ + AOV*SoC β ₄ + e ₁	0.659	0.634

According to Table 10, the $OC = \alpha + MW\beta_1 + AOV\beta_2 + SoC\beta_3 + AOV*SoC\beta_4 + e_1$ model has an R^2 value of 0.659, which indicates that the aspects of spirituality at work—meaningful work, alignment with corporate values, and sense of community—account for 65.90 percent of the variance in organizational commitment. Figure 2 displays the R^2 value.

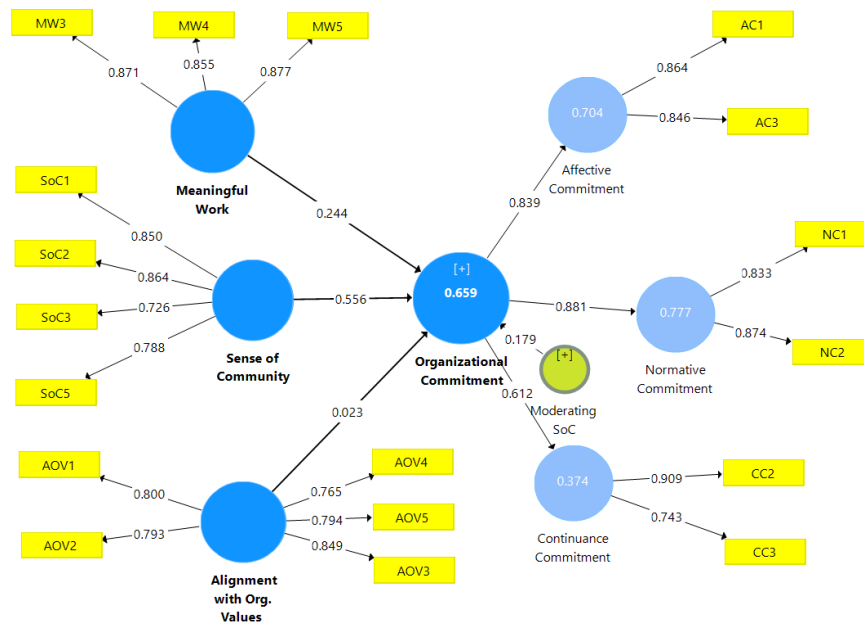


Figure 2. Nilai R^2

Inner Model Test Results

Table 11 shows the results of the inner model test to test the four formulated hypotheses, where there are three (3) accepted hypotheses (H1, H2, and H3) and one (1) rejected hypothesis (H3). The results of this test can also be seen in Figure 1.

Table 11. Path Analysis Results

Path	β	STDEV	T Statistics	P Values	Result
Path Coefficients					
MW→OC	0.244	0.099	2.470	0.015	Significant, H1 accepted
SoC→OC	0.556	0.160	3.476	0.000	Significant, H2 accepted
AOV→OC	0.023	0.158	0.147	0.883	Not significant, H3 rejected
AOV*SoC→OC	0.179	0.080	2.226	0.028	Significant, H4 accepted
Total Indirect Effects					
MW→AC	0.204	0.083	2.240	0.016	Significant
MW→NC	0.215	0.087	2.469	0.015	Significant

MW→CC	0.149	0.017	2.105	0.038	Significant
SoC→ AC	0.466	0.133	3.515	0.001	Significant
SoC→ NC	0.490	0.141	3.478	0.001	Significant
SoC→ CC	0.340	0.113	2.994	0.003	Significant
AOV→ AC	0.020	0.131	0.149	0.882	Not Significant
AOV→ NC	0.021	0.140	0.147	0.884	Not Significant
AOV→ CC	0.014	0.098	0.146	0.885	Significant
AOV*SoC→AC	0.150	0.068	2.207	0.030	Significant
AOV*SoC→NC	0.157	0.072	2.196	0.030	Significant
AOV*SoC→CC	0.109	0.048	2.290	0.024	Significant

The results of the H1 test indicate that meaningful work considerably raises organizational commitment, with a coefficient of effect (β) of 0.244, or 24.4 percent, a t-value of $2.470 > 2.000$ and a p-value of $0.015 < \alpha = 0.050$. According to the H2 test results, feeling of community considerably boosts organizational commitment, with a β value of 0.556, or 55.6 percent, on organizational commitment, a t-value of $3.478 > 2.000$, and a p-value of $0.000 < 0.050$. Of the two measures, sense of community's β value is the biggest, indicating a dominating association between sense of community and organizational commitment. With a t-value of $0.147 < 2.000$ and a p-value of $0.883 > 0.050$, testing H3 yielded a β alignment with corporate value on organizational commitment of 0.023, or 2.3 percent. This indicates that alignment with organizational value cannot substantially improve organizational commitment. As demonstrated by the β moderation value of sense of community on alignment with corporate values of 0.179, or 17.9 percent, with a t-value of $2.226 > 2,000$ and a p-value of $0.028 < 0.050$, the results of testing H4 revealed that sense of community significantly moderates the impact of alignment with corporate values on organizational commitment.

Two aspects of spirituality at work—meaningful work and sense of community—have a positive significant relationship with the three aspects of organizational commitment. In contrast, there is a weak (not significant) relationship between alignment with company values and the three aspects of organizational commitment. These findings are further supported by the path coefficient. Nonetheless, because sense of community acts as a moderator in the link between alignment with corporate values and organizational commitment, there is a substantial (significant) effect between these two variables.

Discussion

Impact of Meaningful Work on Organizational Commitment

Organizational commitment is positively and significantly impacted by meaningful work. People who are able to sense the greatest meaning and purpose of their job are engaging in meaningful work, which is a type of individual-level spirituality. When individuals feel meaningful work, it means that there is a connection between the individual's soul and work, thus having an impact on increasing individual commitment to work and the organization. Meaningful work triggers positive emotions in an employee such as pride, enthusiasm, and a sense of belonging to the work, thus encouraging employees to give their best and contribute maximally. These results indicate that creating a work environment that facilitates meaningful

work in employees can increase employee commitment to the organization as a whole. These findings strengthen similar studies that report a positive impact of meaningful work on organizational commitment (Haryokusumo, 2015; Fanggidae et al., 2016; Mousa and Alas, 201; Prakoso, 2018; Kaur and Mittal, 2020; Hisam and Sanyal, 2021; Sapta et al., 2021; Gagola and Prapunoto, 2024).

Meanwhile, in the study by Dechawatanapaisal (2020), it was reported that meaningful work can have an impact on career satisfaction with work engagement as a partial mediator; then Faisaluddin et al. (2024) reported that meaningful work has an indirect relationship with affective organizational commitment (AOC) through work engagement as a partial mediator; and)showed the impact of meaningful work on employee identity with employee retention as a partial mediator. Various studies on meaningful work are intrinsic motivation, which gives employees a sense of being valued and appreciated in the workplace, so that it can increase various positive attitudes and outcomes for employees. Positive work outcomes, such as work engagement and organizational commitment, which are management efforts to improve employees' meaningful work, have long-term benefits for the organization.

Impact of Sense of Community on Organizational Commitment

Spirituality experienced at the group level in the workplace is known as a sense of community. According to these research findings, corporate commitment and a feeling of community have a strong and positive association. This component of spirituality at work is more prevalent than the other two (alignment with company values and meaningful work). The findings of this study are consistent with the assertion made by Milliman et al. (2003) that a person's sense of community is a combination of mental and emotional factors, such as protection, support, and freedom of expression, which can boost organizational commitment. Nowell et al. (2016) also stated that a person's likelihood of remaining a member of an organization (loyal) increases with their sense of community.

People's sentiments of support, attachment, and belonging to their coworkers and the company they work for are referred to as their sense of community. The degree to which workers feel identified, invested, and emotionally connected to the company where they work is reflected in organizational commitment. According to the study's findings, more organizational commitment is positively connected with a strong feeling of community at work. Workers are more likely to be devoted, driven, and eager to offer more to the company when they feel like they belong to a strong community.

These results support the social exchange theory's central claim that people are more inclined to maintain social interactions if they are beneficial. The following are some previous studies that show a relationship between sense of community and organizational commitment: Rego and Pina e Cunha (2008); Mousa and Alas (2016); Prakoso (2018); Marpaung et al. (2024); Hisam and Sanyal (2021) Workers who have a strong feeling of belonging and who share the organization's values are more likely to be proud to work there, contribute to its success, and remain motivated to stay with the company.

Other unique study results that show the relationship between a sense of community and positive employee attitudes include: job satisfaction (Hassan et al., 2016); person-organization

fit (Naz et al., 2020); social well-being (Chen et al., 2020); general well-being (Huang et al., 2023); a sense of community is indirectly related to altruistic behavior through community identity (Yang et al., 2020) and community participation (Huang et al., 2023). Meanwhile, the study by Yalçın et al. (2021) shows that psychological well-being has a positive relationship with emotional commitment and normative commitment, but not related to attendance commitment. Several empirical findings on the positive impact of sense of community on positive work attitudes (such as job satisfaction and organizational commitment) and psychological well-being, indicate that spirituality at work is a means to increase intrinsic motivation so that employees remain enthusiastic when facing and overcoming challenges and seeking creative solutions so as to increase resilience and performance.

Impact of Alignment with Corporate Values on Organizational Commitment

According to the test results, there is no discernible effect of alignment with corporate values on organizational commitment. This result is in line with Hisam and Sanyal (2021) who reported that organizational value has no effect on organizational commitment. This finding contradicts a number of earlier empirical research, such as those by Rego and Pina e Cunha (2008), that found a strong and positive effect between organizational commitment and alignment with corporate values: Rego and Pina e Cunha (2008); Prakoso (2018). Using a feeling of community as a moderator to test the association between organizational commitment and alignment with values reveals a positive and substantial relationship. According to the test results, the link between organizational commitment and alignment with corporate values is favorably moderated or strengthened by a feeling of community. This suggests that when workers have a strong feeling of belonging, their personal beliefs might be more aligned with the business, increasing organizational commitment. When employees feel that their values match the values of the organization that strengthens the sense of community among employees, they tend to feel more comfortable and accepted in the work environment in turn, increasing organizational commitment. Employees who have a strong feeling of belonging and who share the corporate's values are more likely to be proud to work there, contribute to its success, and remain motivated to stay with the company.

Theoretical Implications

The following theoretical implications are provided by the findings of the considerable link between meaningful work and organizational commitment: 1) The philosophy of organizational commitment was developed. This discovery enhances scholarly comprehension of the aspects of organizational commitment. In addition to factors such as organizational justice and job satisfaction, meaningful work also emerged as an important predictor. This paves the way for further research to integrate meaningful work into the organizational commitment model. 2) Motivation theory. From a motivation theory perspective, this finding supports the idea that humans are not only motivated by external rewards (salary, promotion), but also by intrinsic factors such as meaning and purpose. Employees' psychological demands for autonomy, competence, and relatedness may be met by meaningful work, which boosts commitment and motivation. 3) Social Identity Theory. Meaningful work can strengthen

employees' social identity with the organization, where when employees feel that the work they do contributes to something bigger than themselves, employees tend to feel proud and attached to the organization that facilitates that goal.

The study findings show a positive significant link between sense of community and organizational commitment, providing theoretical implications, as follows: 1) Development of organizational commitment theory. Sense of community as a predictor of commitment broadens the understanding of the factors that drive employee attachment to the organization, thus complementing existing commitment models, which may focus more on transactional or instrumental aspects. 2) Social Identity Theory. Sense of community strengthens employee identification with the organization, where when employees feel part of a solid and supportive community, they tend to internalize the values and goals of the organization as part of their own identity 3) Social Exchange Theory. A sense of belonging fosters a social environment where workers feel appreciated and encouraged. Employee dedication and performance rise in return as a result of this encouragement.

The theoretical implications of the findings regarding the moderating role of sense of community on the link between individual value alignment with corporate values and organizational commitment are as follows: 1) Enriching the organizational commitment model, namely providing a deeper understanding of how and why value alignment can affect commitment. As a moderator, sense of community demonstrates that the impact of value alignment varies depending on the social context in which the individual lives. 2) Social Identity Theory. When individuals feel part of a strong community within the organization, value congruence becomes more important because it strengthens their identity as members of the group. Value congruence is not only about personal fit, but also about social acceptance and belonging. 3) Social Exchange Theory. A sense of community creates a positive social exchange climate. When a person feels supported and valued by their community, they are more likely to respond to value congruence with higher commitment, in return for the support received.

Practical Implications

The study's conclusions have applications for businesses looking to boost employee loyalty: 1) Building a sense of community. Organizations can create a work environment that supports a sense of community through activities such as team events, mentoring programs, or open communication forums. 2) Ensuring value alignment. Organizations need to clearly communicate the organization's values to employees and ensure that employee recruitment and development processes take value alignment into account. 3) Encouraging participation: Employers may foster a feeling of community and belonging by allowing staff members to participate in decision-making and by giving them chances to support the organization's objectives. 4) Creating an inclusive environment, where every employee feels accepted and valued, is essential to fostering a sense of community, by ensuring that all employees have equal opportunities to participate and contribute. 5) Job Design: Organizations can enhance meaningful work by designing jobs that provide employees with autonomy, variety, feedback, and a sense of responsibility. Furthermore, it's critical to convey the organization's vision and

goals as well as how each person's efforts fit into the overall goal. 6) Leadership: Leaders play a key role in creating a culture that supports meaningful work. Leaders may do this by inspiring others, praising workers' efforts, and fostering a supportive and cooperative workplace.

CONCLUSION

According to the test results, organizational commitment is significantly impacted by two aspects of spirituality at work: meaningful work and a sense of community. The alignment with corporate values dimension and organizational commitment do not directly impact, but they do have a significant relationship after being moderated by the sense of community dimension. Employees who engage in meaningful work feel more valued and satisfied with their jobs, have a greater sense of purpose and inner fulfillment, and are more devoted to the company. Employee camaraderie fosters support and solidarity, boosts comfort levels, and strengthens organizational commitment. Employee commitment to work and the organization's aims and vision is reinforced when they are in line with corporate values and have a sense of belonging, which makes them feel proud and devoted to the company.

Considering several previous studies, regarding the positive impact of spirituality at work on positive attitudes and behavior in the workplace, it is worth developing it for further research in exploring different units of analysis (e.g. hospitals, government institutions) with additional variables that are consequences of spirituality at work, such as: work engagement (Dechawatanapaisal, 2020;Faisaluddin et al., 2024); person-organization fit (Naz et al., 2020); social well-being (Chen et al., 2020); general well-being (Huang et al., 2023).

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