

How the workplace spirituality influences work engagement through organizational commitment: Evidence from banking industry

Agung Nugroho Adi^{a*} and Noora Fithriana^b

^aManagement Department, Faculty of Economics and Business, Universitas Brawijaya, Malang, Indonesia

^bFaculty of Politics Sciences and Social Sciences, Tribhuwana tunggadewi University, Indonesia

CHRONICLE

Article history:

Received: April 29, 2020

Received in revised format:

April 30 2020

Accepted: May 24, 2020

Available online:

May 26, 2020

Keywords:

Workplace Spirituality

Organizational Commitment

Work Engagement

ABSTRACT

This paper aimed to investigate the relationship between employee spirituality, organizational commitment, and work engagement in Banking-sector. 243 respondents were collected in this research which represents 81 percent response rate. Validity used Confirmatory Factor Analysis used KMO and Bartlett's tests, and the reliability test conducted in this study was Cronbach-Alpha (Minimum Score is 0.7). Moreover, assumption of classic test result for normality test used were Kolmogorov-Smirnov test, Heteroscedasticity used Park test. Findings. The research findings indicate that Workplace spirituality influenced on Organizational Commitment and Organizational Commitment influenced on Work Engagement. Also, the total score of Organizational Commitment mediated between Workplace Spirituality and Work Engagement. The findings in this research show the relationship model between work engagement, commitment, and work spirituality occurred both directly and indirectly where such relationship between workplace spirituality and work engagement was never measured in previous studies.

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1. Introduction

Work engagement has been a primary goal to improve organizational performance through maintaining employee productivity and performance. Work engagement in Indonesia if compared with other countries in South East Asia in 2016 achieved the lowest level than other countries in South East Asia. Work engagement score, based on Gallup in 2016, was only 13 percent, which means employees were not engaged for about 76 percent, and actively disengaged was 11 percent (Portalhr.com, 2016). Moreover, the majority respondents from Gallup research was the millennial generation s born from 1980 to 1996 and the generation had more radical perspective than the previous generation (because of their critical perspective to some issue and loyalty to the brand that they already knew before). Furthermore, work engagement was the primary tools to improve organizational productivity and performance over 15 years and high prospect employees might think their organization positively, also, they contributed to company brand improvement, had strength willingness to stay in the organization, had powerful contribution to company brand, and had low employee turnover intention (Khoreva & Van Zalk, 2016). Furthermore, Khoreva (2016) said work engagement could be employees to reach the highest level in their effort and productivity, customer engagement and customer satisfaction, company revenue growth, operating and profit margins (Federman, 2009), and organizational performance (Ball et al., 2013 in Khoreva, 2016). Even though, engagement is the main driver to boost organizational performance, but consideration of the variables that influence work engagement is important to be identified. Many variables could be considered as the drivers of work engagement such as, collaborative environment, challenging work, input on decision making, resources to get the job done, authority to make decisions, career advancement opportunities, company brand or reputation, and a clear vision from the board or director (Cook, 2008). Even though many studies tried to related work engagement to many variables but it is still debatable when work engagement relates to organizational commitment. The debate

* Corresponding author.

E-mail address: agungnugrohoadi@ub.ac.id (A. N. Adi)

concern on where is the position between organizational commitment and work engagement (the consequences or antecedents). There are a few evidences tried to relate work engagement with organizational commitment such as Aktar research (2018) who believed that organizational commitment is the intervening variable between HRM practices and employee engagement. Other researchers tried to linked between work engagement and commitment but organizational commitment was the consequences (Kalliath et al., 2012; Nazir & Ul Islam, 2017). At the same time, organizational commitment was related to workplace spirituality. Workplace spirituality in Indonesia achieved significant growth in the past few decades. Workplace spirituality can be described as searching of meaning, have faith or belief that there is fabulous power outside humans that can benefit their lives and become the way of life (Sintaasih et al., 2019). Workplace spirituality in Indonesia has been discussed massively today. The discussion foundation based on the phenomenon that Indonesia face government bureaucracy condition that rife with corruption, collusion, and nepotism also brings impact to unethical business practices (Akbar et al., 2018). Moreover, Akbar et al. (2018) said “one of the driving factors of happening various unethical leadership practices and business is due to the tendency of Indonesian people including the leaders who are more concerned to the value of materialism than spiritualism, etc.”. In other perspectives, many regions in Indonesia have a unique culture for example in Bali island context. The prominent of economic condition, in the Sintaasih et al. (2019) research, which is achieved by Lembaga Prekreditasi Desa (LPD) or the rural credit institution is a financial institution belong to the traditional village and that institution is well managed by Hinduism cultural make workplace spirituality play essential roles in Indonesian context. The relationship between workplace spirituality on organizational commitment and job satisfaction which is taken place in private universities at the Kupang city Indonesia gave additional evidence interconnectedness between workplace spirituality and organizational commitment in Indonesia. Whereas, the workplace spirituality is not related to work engagement directly but it is indirectly connected to Work engagement through organizational commitment. In addition, just only a few researches discussed between workplace spirituality, organizational commitment, and work engagement in the one frame model. The reason occurred why just only a few researches deliberated about this interconnection which was interconnectedness between workplace spirituality, organizational commitment, and work engagement was never deeply discussed in many researches and the relationship between that variable is vague. Because of this matter, this research will answer the questions related with (1) Is workplace spirituality influenced to organizational commitment? (2) Is the organizational commitment influenced to work engagement? (3) Is the workplace spirituality influenced to work engagement through organizational commitment? (4) Is the workplace spirituality influenced to work engagement directly?

2. Literature review

2.1 Workplace Spirituality

Workplace spirituality can be described as finding of meaning, belief or faith that realized something spectacular outside human that can benefit their lives and become the way of life, also, universal things that is related with meaning, purpose, and value (Sintaasih et al., 2019). Thus, workplace spirituality is involved with three dimensions: condition for the community, meaning at work and inner life. Workplace spirituality as the phenomenon to find out of meaningful life and gaining deeper self-knowledge to a higher level where individual staff motivates to find the meaning and purpose to their existence which this awareness gets from experience in the work environment or high spirit toward completing their tasks while achieving the firm's objectives. Also, workplace spirituality is the beliefs of significant religions systematically teach of meaning of life, which helps to fulfill the expression of the soul and forms interconnectedness with others and spirited human beings and have different desires that energize their respective work environment for better performance (Rahman et al., 2019). Workplace spirituality consists of (1) team sense of community (2) alignment between organizational and individual values (3) the sense of contribution to the community (4) the sense of enjoyment at work, and (5) Opportunities for inner life. Workplace spirituality asserted “that when employees possess a deep sense of meaning and purpose in their work, sense of community and connectedness with others, and being in alignment with their personal values and organization values, they are bound to become more satisfied, more creative, and being more committed to the organization and ultimately, influence individual's well-being and organizational performance” (Djafri & Noordin, 2017). Workplace spirituality is riveting vision and belief that is characterized through whole-souled commitment, social care and understand organizational growth and organizational development (Jena & Pradhan, 2018). Workplace spirituality manifested into behaviors such as cultural mannerisms (recognition for contribution, meaningful work assignment, trustworthiness, and feeling of self-worth) to create engagement at the workplace (Jena & Pradhan, 2018). Workplace spirituality consists of three kinds view, first, the intrinsic-origin view defined workplace spirituality as “our inner consciousness” and “that which is spiritual comes from within-beyond our programmed beliefs and values” and “spirituality avoids the formal and ceremonial connotations of religion, it is non-denominational, non-hierarchical, and non-ecclesiastical. Spiritual implies an inner search for meaning or fulfillment that may be undertaken by anyone regardless of religion”. Second, religious views that defined workplace spirituality as “beliefs, actions, and institutions which assume the existence of supernatural entities with powers of action, or impersonal powers or processes possessed of moral purpose”. Third views, existentialist views, workplace spirituality described as the true meaning what the employees doing at the workplace that related to the questions (1) why am I doing this work? (2) What is the meaning of the work I am doing? (3) Where does this lead me to? (4) Is there a reason for my existence and the organizations? (Sukumarakurup & Christopher, 2002). Workplace spirituality is defined as a foundation of organizational value which is represented as promotes employee experience of transcendence through the work process, facilitation of their sense of being connected to others in a way that provides feelings of completeness and joy (Long & Mills, 2010). Workplace spirituality involved (1) spirituality as

religious commitment (2) spirituality as behavior that is led by values and principles (3) spirituality as a state of transpersonal or intrapersonal rise above (Long & Mills, 2010). Workplace spirituality consists of individual presence related with three dimensional construct, first is individual level (meaningful work) which is elevated to enjoy work, energized by work, and work gives personal meaning and purpose, second is sense of community (sense of community) which upraised with sense of connection with co-workers, employees support each other, and linked with a common purpose characters, third is organizational level (alignment with organization values) which is embossed feel connected to organization's goals, identify with organization's mission and values, organization cares about employees (Milliman et al., 2003; Rego & Cunha Solange Souto, 2008; Shankar-Pawar, 2009). Moreover, Rego et al. (2008) said that personal values related to spirituality are trust, benevolence, justice, respect, humanism, meaningful work, hope, dignity, and honesty. Workplace spirituality is being conceived as desire to find ultimate purpose in life, and the search for meaning in life is a part of one's journey towards spiritual awareness (Cavanagh, 1999; Frankl, 2000 in Klerk, 2005). Klerk (2005) said Workplace spirituality should considered as "wellness" as the main focus and interpreted as sense of unity with universe, meaning of life, and awareness of a "life force" and divided into 13 prepositions (1) work orientations (2) and (3) work centrality (4) biography (5) career commitment (6) job involvement (7) work satisfaction (8) goal attainment (9) intrinsic motivation (10) work involvement (11) finding meaningful work (12) work/life balance (13) work values (Klerk, 2005).

2.2 Organizational Commitment

Organizational commitment is described as employee loyalty to the organization which is manifested into: (1) powerful willingness to be member of the organization (2) willingness to work hard as desired by the organization (3) a particular belief or faith and acceptance of organizational value and purpose (Sintaasih et al., 2019). Organizational commitment incriminates affective commitment (emotional attachment, identification and the involvement of an individual in the organization), continuance commitment, and normative commitment. Similar to Sintaasih et al. (2019) and Rahman et al. (2019). organizational commitment embedded into affective commitment, continuance, and normative commitment. Affective commitment refers to employees who feel that the organization fairly treats every employee with respect and support. Also, continuance commitment develops when the employee perceives that there are no alternatives other than the organization where the employee works for. Finally, normative commitment broadens in the employee minds when they adopt the organization's norms and roles through socialization activities and get many benefits that encourage them to positively feel or accept the terms of psychological contract between the employees and organization (Rahman et al., 2019). Organizational commitment as relative strength of an individual identification and involvement within an organization, an attachment that is initiated and sustained by the extended to which an individual's identification with a role, behavior, value, or institution is considered to be central among alternatives as a source of identity, also, organizational commitment is an individual's psychological attachment to an organization that decreases the likelihood that the employees will leave the organization (Djafri & Noordin, 2017). In addition, it is categorized into three kinds: affective, continuance, and normative commitment. The Organizational commitment is demonstrated as the condition when employees are capable of elaborating in their assigned roles, totally bringing their presence at the workplace, engage their full potential and committed to organizational goals (Jena & Pradhan, 2018). The commitment classifies into three kinds: affective commitment, normative commitment, and continuance commitment. Rego et al. (2008) at first time, defined organization commitment as (1) the affective commitment which develops when the employee becomes involved in, recognizes the value-relevance of, and/or derive his/her identity from the association with organization, (2) continuance commitment develops when the employee recognizes that he/she stands to lose investments in the organization, and/or perceives that there are no alternatives other than remaining in the organization, (3) Normative commitment develops when people internalize in the organization (Rego et al., 2008). In conclusion, Rego et al. (2008), spirituality defined as (1) the individual feels part of something bigger than him/herself (2) the self is integrated and is able to reconcile in an authentically way the several dimensions of the self at work (3) the individual feels him/herself to be on a development path toward self-actualization and the achievement of inner potential.

2.3 Work Engagement

Work engagement is explained as "a positive fulfilling work-related of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002, p.74 in Albrecht, 2012; Schaufeli et al., 2002, p.74 in Aktar, 2018; Schaufeli et al., 2002, p.74 in Farndale et al, 2014; Nazir & Ul Islam, 2017). Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties; dedication by being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. Work engagement is the integration of both cognitive and emotional work and work activities experiences which makes an individual behave while performing the job (May et al., 2004 in Aktar, 2018; Nazir & Ul Islam, 2017). Kahn (1990 in Farndale et al., 2014, p.4) who is the founder of work engagement discovered that "people occupy roles at work to varying degrees (personal engagement or disengagement), suggesting that people can use varying degrees of their selves-cognitive, emotionally, and physically-in the roles they perform". Moreover, Kahn (1990) said that meaningfulness at workplace, availability, and safety is the fundamental construction of engagement (Farndale et al., 2014). Work engagement is defined as the condition persistently and pervasive affective and cognitive state that is not focused on any particular object, event, individual, or behavior (Schaufeli et al., 2007, p.70 in Khoreva & Van Zalk, 2016). Also, work

engagement is charged by energy and fully dedicated to one's work (Khoreva & Van Zalk, 2016). Work engagement represents "a psychological or motivational concept that is related to a willingness of the individual to dedicate personal resources (physical, emotional, and cognitive energies) to their job with a focus on the actual work tasks, as opposed to the characteristics of the organization or job" (Christian et al, 2011 in Prottas et al., 2017).

2.4 Workplace Spirituality and Organizational Commitment

Sintaasih et al. (2019) research which is conducted in Lembaga Perkreditan Daerah (local leasing in Bali) on 363 administrators and finds out workplace spirituality (X1) has significant relationship with organizational commitment (Y1) and employee performance (Y2). Workplace spirituality has a significant relationship to sales performance and employee commitment (affective commitment, continuance commitment, and normative commitment) (Rahman et al., 2019). Even, the workplace spirituality has a significant impact on the organizational commitment and sales (organizational) performance but when the path analysis was conducted, organizational commitment was failed to interconnected between workplace spirituality and sales performance. Djafri and Noordin (2017) revealed that workplace spirituality had a positive significant on organizational commitment. The research respondents were 600 insurance company staff in Malaysia (the employees who gave feedback was 395 employees). The relationship between workplace spirituality and organizational commitment was found to be substantial, positive, and significant. Also, this research recommended Islamic insurance companies to understand the importance of spirituality in the workplace and could further improve their function and performance by way of enhancing employee's spirituality in the workplace. Also, developing more spiritual training, workshops, lectures, and seminars on spirituality at the workplace could possibly help employees deal with life problems, reduce stress, boost loyalty and enhance organizational commitment (Djafri & Noordin, 2017). Workplace spirituality has a significant impact on employee commitment but at the same time, the organizational citizenship behavior had an insignificant impact when intermediated workplace spirituality and employee commitment. Also, Emotional intelligence was failed to moderating between workplace spirituality and employee commitment. These research respondents were 761 executives who were working in Indian manufacturing and service organization and it used multiple regression analysis to predict the results (Jena & Pradhan, 2018). Shankar Pawar (2009) tried to make a conceptual development model that mentioned workplace spirituality and individual spirituality increased organizational outcomes. The organizational outcomes that will appeared are job satisfaction, job involvement, and organizational commitment.

Hypothesis 1: Workplace Spirituality has significant impact to Organizational Commitment.

2.5 Organizational Commitment and Work engagement

Albrecht (2012, p.4) research mentioned that team atmosphere, job-resources (autonomy, job feedback, skill utilization, supervisor support, and opportunities for career development) influenced to engagement. Moreover, the explicit organizational and team level resources have interrelated between employee engagement (work engagement), employee well-being, positive attitude (organizational commitment) and performance (Albrecht, 2012). Thus, the research which is addressed 4.182 respondents in large multinational mining company found that organizational resources has significantly influenced to team resources, team resources and job resources (supervisory coaching, career development, role clarity, autonomy) together influenced to engagement, and engagement itself has significant influenced to commitment, performance/behavior (Albrecht, 2012). Work engagement has a close relationship with work outcomes (affective commitment, continuance commitment, organizational citizenship behavior (OCB), active learning, initiative, job satisfaction), and organizational performance (Farndale et al., 2014). Furthermore, Farndale et al. (2014) research revealed affective commitment has negative relationship and significant with organization engagement and work engagement, Continuance commitment has positive relationship but insignificantly to organization engagement and work engagement, Active learning has positive relationship with organization engagement and work engagement, Initiative has positive relationship and significant with work engagement and organization engagement, OCB has positive relationship but insignificantly with work engagement and organization engagement, Job satisfaction has negative relationship and significant to work engagement and organization engagement, and the result indicated that organizational performance had negative relationship and significant with work engagement and organization engagement (Farndale et al., 2014). This study investigated as many 326 employees from many companies in the UK and Netherlands in many positions. Work engagement, organizational commitment, job involvement, and organizational identification might share similar characteristics, thus, work engagement was confirmed as theoretically and empirically that had unique characteristic other idiom and it concerned to the employee and the work. Work engagement also important factors to the determinant of individual and organizational performance outcomes (Khoreva & Van Zalk, 2016). Nazir and Ul Islam (2017) research supported previous research that presumes organizational commitment had strong relationship with work engagement. Answering these questions, Nazir and Ul Islam (2017) did a questionnaire survey on 600 employees from various units (government as well as private) in higher educational institutes of Delhi. The study result disclosed the perceived organizational support influenced on employee performance and affective commitment mediated by employee engagement, also, employee engagement itself contributed positively significant on employee performance and affective commitment (Nazir & Ul Islam, 2017; Prottas et al., 2017). From the elaboration related with relationship between Organizational Commitment and Work Engagement construction of hypothesis we propose the following hypothesis,

Hypothesis 2: Organizational commitment has significantly influenced to Work Engagement.

2.6 Workplace Spirituality and Work engagement

Milliman et al. (2003) mentioned that workplace spirituality trait could be categorized as the three main dimension construct: first is individual level (meaningful work) which is elevated to enjoy work, energized by work, and work gives personal meaning and purpose, second is sense of community (sense of community) which upraised with sense of connection with co-workers, employees support each other, and linked with a common purpose characters, third is organizational level (alignment with organization values) which is embossed feel connected to organization's goals, identify with organization's mission and values, organization cares about employees (Milliman et al., 2003) and this trait adjoining with work engagement trait such as, participation (Aktar, 2018), engagement also related with positive affect, which lead to work efficiencies, employee retention, creativity (Albrecht, 2012). Energized at workplace belongs to work engagement and workplace spirituality, also, meaningful at the workplace has a close relationship with a dedication which is one main trait of work engagement. This leads to other formulations of hypotheses as mentioned below:

Hypothesis 3: Workplace Spirituality has a significant relationship with Work Engagement.

Hypothesis 4: Workplace Spirituality has significantly influenced to Work Engagement.

Based on previous literature review, the study suggests five hypotheses consisting of four alternative hypotheses and one null hypotheses. Fig. 1 is a model developed for this study depicting the summary of the hypotheses.

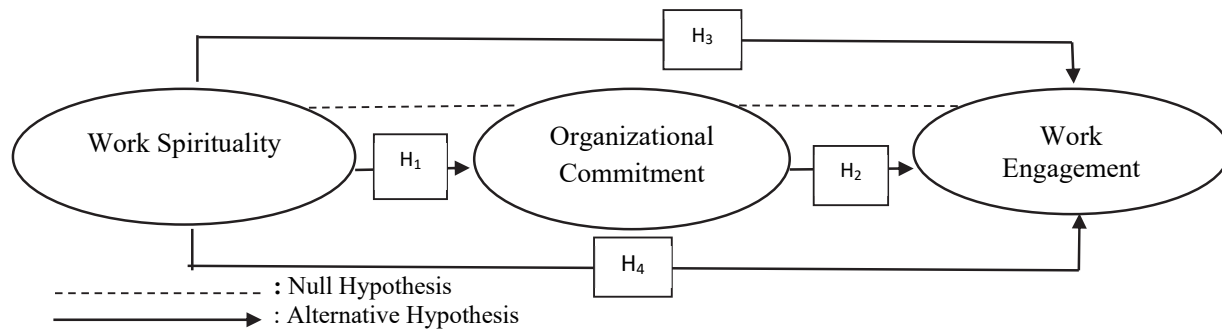


Fig. 1. Theoretical model

3. Methodology

3.1 Population and Sample

As many as 300 questionnaires were spread randomly to Bank employees in Indonesia during mid-year 2018 until beginning 2019 and in August 2018 received 40 questionnaires, September 2018 gained 55 questionnaires, December 2018 received 60 questionnaires, and January 2019 gained 66 questionnaires, and the last reception on February 2019 received as many as 22 questionnaires which represented 81 percent response rate or 243 responses. Likert scale was used by this research from 1 to 5 where 1 meant very disagree and 5 meant very agree.

3.2 Variables Description

This study had two independent variables and One Dependent Variable. Two Independent Variables consist of: (1) Workplace Spirituality and (2) Organizational Commitment. Workplace Spirituality consists of individual presence related with three dimensional construct, first is individual level (meaningful work) which is elevated to enjoy work, energized by work, and work gives personal meaning and purpose, second is sense of community (sense of community) which upraised with sense of connection with co-workers, employees support each other, and linked with a common purpose characters, third is organizational level (alignment with organization values) which is embossed feel connected to organization's goals, identify with organization's mission and values and organization cares about employees. Organization commitment is defined as (1) the affective commitment which develops when the employee becomes involved in, recognizes the value-relevance of, and/or derive his/her identity from the association with organization, (2) continuance commitment develops when the employee recognizes that he/she stands to lose investments in the organization, and/or perceives that there are no alternatives other than remaining in the organization, (3) Normative commitment develops when people internalize in the organization. One dependent variable was Work Engagement. Work Engagement described as "a positive fulfilling work-related of mind that is characterized by vigor, dedication, and absorption".

3.3 Validity and Reliability Result

Table 1

Workplace Spirituality Validity Result (used CFA analysis: KMO and Bartlett's Test)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.910
Bartlett's Test of Sphericity	Aprox Chi Square	1573.555
	Df	36
	Sig.	.000

Table 2: Organizational Commitment Validity Result (used CFA analysis)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.869
Bartlett's Test of Sphericity	Aprox Chi Square	920.960
	Df	36
	Sig.	.000

Table 3**Work Engagement Validity Result (used CFA analysis)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.802
Bartlett's Test of Sphericity	Aprox Chi Square	2251.756
	Df	36
	Sig.	.000

Table 1 shows Workplace Spirituality items score was 0.910 with sig. 0.000, Table 2 describes Organizational Commitment items score was 0.869 with sig. 0.000, and Table 3 reports the score for Work Engagement which is equal to 0.802 with sig. 0.000. These results have concluded that all items were related with Work Spirituality, Organizational Commitment, and Work Engagement variables (Ghozali, 2013).

Table 4**Validity All Items of Workplace Spirituality, Organizational Commitment, and Work Engagement used Confirmatory Factor Analysis (CFA): KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.877
Bartlett's Test of Sphericity	Aprox Chi Square	5162.455
	Df	36
	Sig.	.000

According to Table 4, the significance Kaiser-Meyer-Olkin score was .877 with significance score .000, which means that all items of Workplace Spirituality, Organizational Commitment, and Work Engagement passed the validity test.

3.4 Reliability Result

Table 4**Workplace Spirituality Reliability Statistics Result**

Cronbach's Alpha	N of Items
.927	9

Workplace Spirituality reliability score is 0.927 (higher than 0.70) and it can be concluded that all items in Workplace Spirituality are reliable (Ghozali, 2013).

Table 5**Organizational Commitment Reliability Statistics Result**

Cronbach's Alpha	N of Items
.971	9

Table 5 shows that Organizational Commitment reliability score result is 0.971 (higher than 0.70). It can be summarized that all items in Organizational Commitment reliability were reliable (Ghozali, 2013).

Table 6**Work Engagement Reliability Statistics Result**

Cronbach's Alpha	N of Items
.908	9

Table 6 shows the reliability score for Work Engagement is equal to 0.908 (higher than 0.70) and we can conclude that all items in Work Engagement were reliable (Ghozali, 2013).

3.5 Path Analysis

This research employs three data analyses *i.e.* descriptive, Classic Assumption Test, and Path Analysis. Descriptive analysis aims to describe research each variables itens, research demographics, while Assumption Classic test intends to identify (1) data normality which made sure data residual was distributed normal (2) Heteroscedacity Test (Scatter Plot and Park Test (Ghozali, 2013). This research was deployed the respondent demographics to describe big picture of respondents' characteristics based on work experiences, gender, and educational background. Classic assumption test was conducted in this research to make sure the data is normal and homogeneous. Path analysis was added to measure the relationship between work spirituality, organizational commitment, and work engagement. Also, significance of the result was measured by manual formula that gathered from variables coefficients and variable significance score (Ghozali, 2013).

4. Results and discussion

Fig. 2 presents the summary of personal characteristics of the participants.

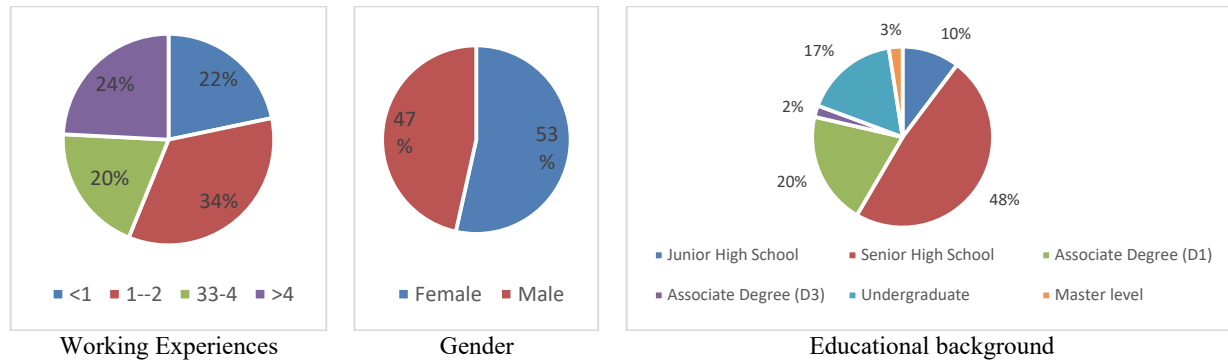


Fig. 2. Personal characteristics of the participants

Table 7 shows the results of some basic statistics associated with the primary data of the survey.

Table 7
Descriptive of Summaries and Mean Workplace Spirituality (WS)

	N	Minimum	Maximum	Mean	Std. Deviation
WS item 1	243	3.00	5.00	3.9588	.58771
WS item 2	243	3.00	5.00	3.8807	.61503
WS item 3	243	3.00	5.00	3.9136	.58629
WS item 4	243	3.00	5.00	3.8313	.61012
WS item 5	243	3.00	5.00	3.9506	.58000
WS item 6	243	3.00	5.00	3.4198	.99417
WS item 7	243	3.00	5.00	3.7819	.79107
WS item 8	243	3.00	5.00	3.8889	.64282
WS item 9	243	3.00	5.00	3.7984	.62031
Valid N (listwise)	243				

The highest score from work spirituality items was Item (1) “If I did not perform this job well, I am afraid my colleagues can’t perform their job well” mean score was 3.95, item (5) “My prior priorities related with my high effort to finish every task in my job” mean score was 3.95, item (3) “I know every task in my job have high contribution to the my company” mean score was 3.91, Item (2) “I feel my job is important to the others especially my company and my colleagues” mean score was 3.88, item (8) “I believe I proper for this position” mean score was 3.88, item (4) “I have to finished my job before I go back home” mean score was 3.83, item (9) “If I found some difficulties, I believe I can solved with my best effort” mean score was 3.79, item (7) “I believe I can finished every responsibilities that given to me” mean score was 3.78 which had categorized good condition. Only, item (6) “If I can’t finish every task, it has meant I proper to filled this position” mean score was 3.41 which had categorized enough condition.

Table 8
Descriptive of Summaries Organizational Commitment Mean Score

	N	Minimum	Maximum	Mean	Std. Deviation
OC item 1	243	3.00	5.00	3.7407	.74597
OC item 2	243	3.00	5.00	3.9383	.55326
OC item 3	243	3.00	5.00	3.9053	.59204
OC item 4	243	3.00	5.00	3.8930	.60034
OC item 5	243	3.00	5.00	3.9630	.63202
OC item 6	243	3.00	5.00	4.0041	.54921
OC item 7	243	3.00	5.00	3.8848	.59881
OC item 8	243	3.00	5.00	3.8354	.55079
OC item 9	243	3.00	5.00	3.8560	.58901
Valid N (listwise)	243				

Table 9
Work Engagement Items Descriptive Summaries and Mean

	N	Minimum	Maximum	Mean	Std. Deviation
WE item 1	243	3.00	5.00	4.0247	.61608
WE item 2	243	3.00	5.00	3.9959	.60643
WE item 3	243	3.00	5.00	4.0329	.62897
WE item 4	243	3.00	5.00	3.9753	.65509
WE item 5	243	3.00	5.00	3.9547	.59787
WE item 6	243	3.00	5.00	4.1111	.54545
WE item 7	243	3.00	5.00	4.0000	.57496
WE item 8	243	3.00	5.00	4.0329	.60894
WE item 9	243	3.00	5.00	4.0206	.58528
Valid N (listwise)	243				

The work engagement item variable highest score was Item (6) “I am not realized my colleagues present when I am working” mean score was 4.11, Item (3) “I had to stimulate myself with positive words at workplace” mean score was 4.03, item (8) “I chose to focused to finish my job than talk to my colleagues in the office” mean score was 4.03, Item (1) “In the early morning, I feel enthusiastic to work” mean score was 4.02, item (9) “It is difficult to detach me and my job/task when I am working in the office” mean score was 4.02, item (7) “I felt time flies when I was working at workplace” mean score was 4.00, Item (2) “I feel I can’t wait to start working at workplace” mean score was 3.99, item (4) “I can’t sleep in the evening If I did not finished my task in the office” mean score was 3.97, item (5) “I felt guilty when I came back in my home If I could not finished my job in the office” mean score was 3.95 which had been categorized good condition.

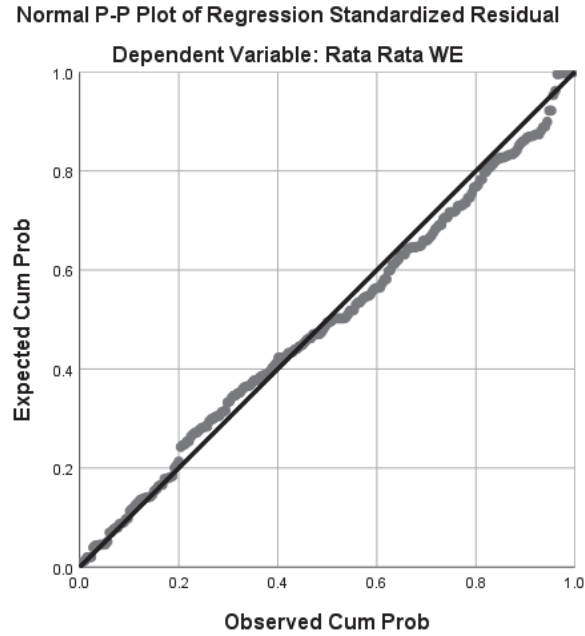


Fig. 3. Work Spirituality, Organizational Commitment, and Work Engagement Normality test results

Fig. 3 shows that Workplace spirituality, Organizational Commitment, and Work Engagement model were distributed normally because the data spread followed the diagonal line in the chart (Ghozali, 2013).



Fig. 4. Heteroscedacity Test (Scatter Plot Test)

Table 10
Normality test with One Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		243
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.50450989
Most Extreme Differences	Absolute	.056
	Positive	.046
	Negative	-.056
Test Statistic		.056
Asymp. Sig. (2-tailed)		.066 ^c

Table 10 describes the Kolmogorov Smirnov beta score was 0.056 with sig. 0.066. The result score meant that data residual was distributed normal (Ghozali, 2013). Fig. 4 indicates that the data spread randomly around top chart and down chart in number 0 in Y axis. It could be concluded that no heteroscedacity in this study (Ghozali, 2013).

Table 11
Heteroscedacity Test (Park Test)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.408	.534		-2.637	.010
	Average score of Work Spirituality	.247	.137	.198	1.798	.075
	Average score of Organizational Commitment	-.049	.140	-.038	-.348	.729

Table 11 depicts no independent variable coefficients was statistically significant, which means we can conclude the regression model had no heteroscedacity (Ghozali, 2013).

4.1 Path Analysis

Relationship between Workplace Spirituality (WS) and Organizational Commitment (OC)

Table 12
Model Summary between WS and OC

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522	.273	.269	.36289

Table 15 describes about how the work spirituality was related to work engagement. The R² score was 0.273 or 26 percent work spirituality was related with work engagement and the rest or 73 percent was decided by other variable that were not discussed in this research.

Table 13
Coefficient Beta (WS to OC)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.866	.214		8.704	.000
	Average score of Work Spirituality	.529	.056	.522	9.501	.000

Table 13 shows work spirituality had positive relationship significance with organizational commitment (it had scored 0.522, sig. 0.000).

The Relationship between Workplace Spirituality (WS), Organizational Commitment (OC), and Work Engagement (WE)

Table 14
Model Summary WS, OC, and WE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558	.312	.306	.37434

Table 14 represents that work spirituality and organizational commitment influenced on work engagement for about 31 percent and the rest (69 percent) was influenced by others variables.

Table 15
ANOVA between WS, OC, and WE

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.242	2	7.621	54.384	.000 ^b
	Residual	33.631	240	.140		
	Total	48.872	242			

According to Table 15, work spirituality and organizational commitment simultaneously influenced on work engagement.

Table 16
Coefficients between WS, OC, and WE

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.399	.254		5.516	.000
	Average score of Work Spirituality	.405	0.067	.378	6.016	.000
	Average of Organizational Commitment	.274	0.066	.259	4.126	.000

According to Table 16, work spirituality (0.378 with sig. 0.000) and organizational commitment (0.259 with sig. 0.000) influenced work engagement partially.

How to Organizational Commitment (OC) had influenced to Work Engagement (WE) through Workplace Spirituality (WS)

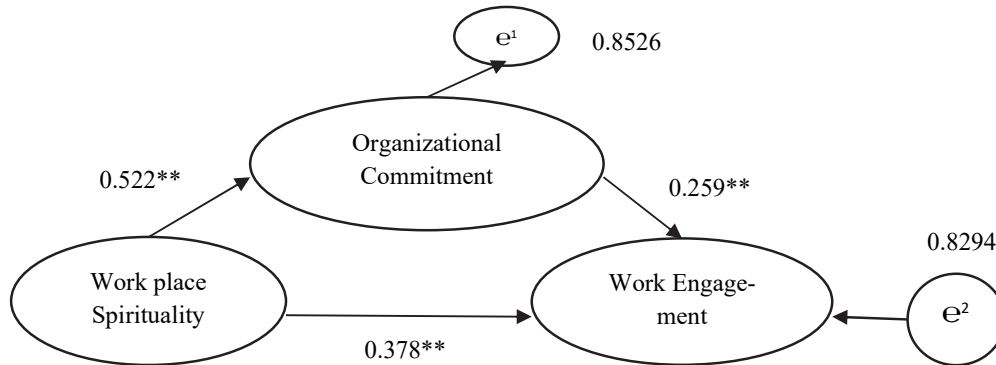


Fig. 3. The Relationship between Workplace Spirituality (WS), Organizational Commitment (OC), and Work Engagement (WE)

The mediated variable could be calculated as follow: e1 score was 0.8526, e2 score was 0.8294, P3 score was 0.274, Sp2 score was 0.056, P2 score was 0.529, Sp3 score was 0.066 and, the Sp2p3 score was **0.03831**. In purpose to test significance, T test significance was needed. Thus, t test significance is equal to 9.44642, In other words, this score is higher than significance score when the level of significance is 0.05, which means that 0.135198 coefficient mediation was mediated completely.

4.2 Hypothesis Testing

H₁ = Workplace Spirituality has positive relationship and significant to organizational commitment.
H₁ has been accepted. This result is consistent with Sintaasih et al. (2019), Rahman et al. (2019), Djafri and Noordin (2017), Jena & Pradhan (2018) and Shankar Pawar (2009).

H₂ = Organizational Commitment has positive relationship and significant to Work Engagement.
H₂ is accepted and this result is not consistent with other studies (e.g, Albrecht, 2012; Farndale et al., 2014; Khoreva & Van Zalk, 2016; Nazir & Ul Islam, 2017; Prottas et al., 2017)

H₃ = Workplace Spirituality has positive relationship and significant on Work Engagement.
H₃ has been accepted. This result was supported by Milliman et al. (2003), Akbar et al. (2018), Aktar (2018) and Albrecht S. L., (2012).

H₄ = Workplace Spirituality has significant relationship with Work Engagement mediated Organizational Commitment.
H₄ has been accepted. This result is confirmed by Akbar et al. (2018), Aktar (2018) and Albrecht (2012).

5. Discussion

In this study, Workplace spirituality has positive relationship and significant to organizational commitment which had similarity with Sintaasih et al. (2019), Rahman et al. (2019), Djafri & Noordin (2017), Jena & Pradhan (2018), Pawar (2009) research. Sintaasih et al. (2019) conducted a study in banking sector also, Rahman et al. (2019) conducted their survey in manufacturing on sales division only, Djafri and Noordin (2017) research was carried on Islamic financial insurance, which was related with banking industry, Jena and Pradhan (2018) performed a survey in manufacturing and service organization, and Pawar (2009) performed a survey in various fields. Thus, it could be concluded that this study was associated with the relationship between Workplace spirituality and organizational commitment could be implemented in various fields.

Organizational commitment had positive relationship and significant to Work Engagement. This result supported Aktar and Pangli (2017) which conducted the research in Banking sector and involved Human resource practice (such as, Career advancement, Employee participation, Job security, Performance feedback, Rewards & Recognition, Training & Development), organizational commitment and employee engagement. Thus, this study result had supported Gelderen & Bilk (2016) research that organized in Police department in Dutch which tried to associate with other variable such as, social resources, extra role performance, work engagement, and service performance. Thus, the results of the study result also supported findings of Albrecht (2012), Farndale et al. (2014), Khoreva and Van Zalk (2016), Nazir and Ul Islam (2017) and Prottas et al. (2017). Albrecht (2012) research was conducted in mining industry (manufacturing industry) with employee engagement as the mediation variable which considered (organizational) commitment as the outcome and Work engagement. Farndale et al. (2014) research was held by Work engagement, Organization engagement, and Work Engagement associated with organizational commitment (affective commitment, continuance commitment, active learning, organizational citizenship behavior organization (OCBO), and job satisfaction). Khoreva and Van Zalk (2016) did a survey in leadership development as the independent variable and Psychological Contract Fulfilment as the mediation variable and gender was dummy variable. Nazir and Islam (2017) research involved perceived organizational support, employee engagement, affective commitment, and employee performance as their variables model/

Workplace spirituality had significant and positive impact to work engagement supported by Milliman et al. (2003) which mentioned that workplace spirituality contained meaningful at work as the individual level, sense of community also as the individual level, and how the organizational did strategy steps to correlated between individual purpose and organization level as the organization level to relate with work engagement. Also, Aktar (2018) mentioned participation as the correlated with work engagement, Albrecht et al. (2012) reported similar results between positive affect, work efficiencies and employee retention creativity had close relationship with work engagement consequences.

6. Conclusion remarks

The result of this study supported previous theories that were explaining how to Workplace spirituality may impact on organizational commitment and work engagement directly. The findings supported and strengthened previous theory and research. Companies in Indonesia especially Banking sector have to exposure workplace spirituality in purpose to gain better performance on work engagement (positive feeling with vigor, dedication, and absorption traits) and organizational commitment (affective, continuance, and normative commitment) especially on how to recognize the contribution at workplace, to create meaningful work assignment, and trustworthiness and feeling self-worth at the workplace. Two-uniqueness in this research could be found. First uniqueness of this research was how to measure relationship model between workplace spirituality, organizational commitment, and work engagement was measured directly or indirectly especially how to measured Work Spirituality to Work Engagement directly which was never accomplished before in previous research. Thus, Second, this study also was performed in banking sector and previous study or research never elaborated before. The study has a few limitations: (1) this study only focused in Banking sector perhaps it will gain different results when it is implemented in other sectors, (2) Sample is gathered randomly perhaps next research could get use different sample method such as, stratified or etc. (3) bigger sample is needed to gain better perspective in the future especially in Indonesia which consists of many ethnic, race, and religion.

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