## THE ROLE OF WORKPLACE SPIRITUALITY ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT

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**Abstract**
This study aims to explore the influence of workplace spirituality on employee performance, considering the mediating role of organizational commitment. A quantitative approach was employed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data collected from questionnaires distributed to auditors in public accounting firms in the West Java region. The findings indicate that workplace spirituality has a significant positive impact on employee performance, with organizational commitment serving as an effective mediator. The high t-statistic value suggests that employee who experience meaning and connection in their work demonstrate higher levels of commitment, ultimately leading to improved performance. These findings align with previous literature stating that workplace spirituality can enhance commitment and performance through increased intrinsic motivation. The practical implications of this study highlight the importance of organizations fostering a work environment that supports employees' spiritual values to enhance commitment and performance.
**Keywords:** Workplace Spirituality, Employee Performance, Organizational Commitment

*Abstrak*
*Penelitian ini bertujuan untuk mengeksplorasi pengaruh spiritualitas di tempat kerja terhadap kinerja karyawan dengan mempertimbangkan peran mediasi dari komitmen organisasi. Pendekatan kuantitatif digunakan dengan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) untuk menganalisis data yang dikumpulkan melalui kuesioner yang dibagikan kepada auditor di kantor akuntan publik di wilayah Jawa Barat. Temuan menunjukkan bahwa spiritualitas di tempat kerja memiliki dampak positif yang signifikan terhadap kinerja karyawan dengan komitmen organisasi sebagai mediator yang efektif. Nilai t-statistik yang tinggi menunjukkan bahwa karyawan yang mengalami makna dan koneksi dalam pekerjaan mereka menunjukkan tingkat komitmen yang lebih tinggi, yang pada akhirnya dapat meningkatkan kinerja. Temuan ini sejalan dengan literatur sebelumnya yang menyatakan bahwa spiritualitas di tempat kerja dapat meningkatkan komitmen dan kinerja melalui peningkatan motivasi intrinsik. Implikasi praktis dari penelitian ini menyoroti pentingnya organisasi membina lingkungan kerja yang mendukung nilai spiritual karyawan untuk meningkatkan komitmen dan kinerja*
*Kata kunci: Spiritualitas di Tempat Kerja, Kinerja Karyawan, Komitmen Organisasi*

## Introduction

In the globalization era marked by rapid and dynamic organizational changes, employee performance is a crucial element in determining the success of an organization. In this context, employee performance is not just an administrative indicator, but the main foundation in achieving

the company's vision and mission. Organizations with high employee performance tend to be more adaptive, innovative, and sustainable in the face of competitive market challenges. Therefore, understanding the factors that influence employee performance is a strategic urgency that must be researched in depth. Employee performance is influenced by various dimensions, ranging from technical, psychological, social, to spiritual aspects (Saeed et al., 2022). Traditional approaches in human resource management have tended to focus on skills, motivation, and compensation as the main determinants of performance. However, this approach often ignores non-material dimensions such as the emotional and spiritual needs of employees. In fact, in practice, many employees experience a decline in performance not because of a lack of ability, but because of a loss of meaning and passion at work. Mhatre & Mehta, (2023) shows that employee performance tends to fluctuate over time, which is not only influenced by work pressure or managerial systems, but also by more profound and personal factors, such as the inner atmosphere and social environment at work.

Jena, (2021) revealed that since most of the time is spent at work, interactions between coworkers have a significant influence on shaping employees' identity and emotional experience. In fact, coworkers can replace the role of family in everyday life. This has implications for the increasing need for employees to find meaning, connection, and value in their work. Unfortunately, many organizations still treat employees only as economic assets, not as whole individuals with spiritual and emotional needs. This imbalance leads to emotional exhaustion, work alienation, and even burnout. It is in this context that the concept of workplace spirituality is gaining attention. Workplace spirituality does not mean bringing religious practices into the workplace, but rather emphasizes the individual experience of finding meaning in life through work, feeling connected to others, and upholding ethical and moral values in daily work activities. Ratu Janisa Gamasiwi et al., (2023)state that workplace spirituality involves three main elements, namely meaningful work, a sense of community and connection, and alignment with organizational values. When these three elements are present in the work environment, employees tend to be more motivated, loyal, and productive.

Previous research supports the view that workplace spirituality has a positive influence on employee performance. For example, Bharadwaj & Jamal, (2020) found that workplace spirituality contributed significantly to improving job satisfaction and employee loyalty. Another study by Srivastava & Madan, (2022) states that spirituality applied in organizations encourages a work atmosphere full of empathy and respect for individual contributions. Labetubun & Dewi, (2022) also added that workplace spirituality can create harmony between individual goals and organizational goals, thus increasing intrinsic motivation and employee innovation. However, the effect of workplace spirituality on performance is not direct. Many studies show that there are mediating variables that strengthen or weaken the relationship between workplace spirituality and employee

performance. One important variable that is often identified is organizational commitment. Garg, (2020) states that workplace spirituality increases employees' affective, normative, and continuance commitment to the organization, which in turn leads to improved work performance. Organizational commitment is the level of emotional, psychological, and moral attachment that an employee has to his or her workplace (Utami et al., 2021). With high commitment, employees tend to show loyalty, enthusiasm, and willingness to contribute more to achieving organizational goals. While some studies have addressed the relationship between workplace spirituality and performance, as well as between workplace spirituality and organizational commitment, few studies have explicitly analysed the mediating role of organizational commitment in these relationships. The majority of previous studies have focused more on the direct effect or correlation between the two variables, without delving into the psychological mechanisms that link the two.

**Research Methods**

This research uses a quantitative approach, which was chosen because it can provide data in the form of numbers that can be analyzed statistically to obtain objective and measurable findings (Creswell, 2015). This approach is considered by the research objectives that aim to test the relationship between variables empirically and systematically. Through a quantitative approach, researchers can explain social phenomena through accurate measurements, so that the research results have high validity and can be generalized to a wider population. In analyzing the relationship between latent and complex variables, this study uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. This method was chosen because it has the advantage of handling models involving many latent constructs, as well as being able to accommodate data with non-normal distributions and relatively small sample sizes (Djaali, 2021).

PLS-SEM is very suitable for use in exploratory and predictive research, as well as when the theoretical model is still in the development stage. Another advantage of PLS-SEM is its ability to estimate causal relationships between variables that cannot be measured directly through reflective or formative indicators. Data collection in this study was carried out by distributing questionnaires to respondents who became the research sample. The questionnaire is designed as the main instrument, which contains statements arranged based on the indicators of each variable studied. The preparation of items in the questionnaire refers to theory and previous findings to reflect the construct validly and reliably (Jaya, 2020). Thus, the data obtained from the questionnaire can be used as a basis for testing hypotheses and answering research problem formulations systematically and objectively.

**Results and Discussion**

The purpose of the mediation test is to determine whether the organizational commitment variable can mediate (intervene) in the link between employee performance and workplace spirituality. The outcomes of this study's mediation hypothesis test are summarized as follows.

**Table 1.** Recapitulation Results of Mediation Hypothesis Testing

| | ORIGINAL SAMPLE (O) | T STATISTICS (|O/STDEV|) | P VALUES | HYPOTHETICAL CONCLUSION |
|---|---|---|---|---|
| **WS → OC → EP** | 0.097 | 3.698 | 0.000 | Accepted |

The mediation test conducted in this study involves comparing the t-statistic against 1.96 or the p-value against 0.05. The test results indicate that organizational commitment effectively mediates the relationship between workplace spirituality and employee performance, as evidenced by a t-statistic value exceeding 1.96, specifically 3.698.

**Picture 2.** PLS Algorithm
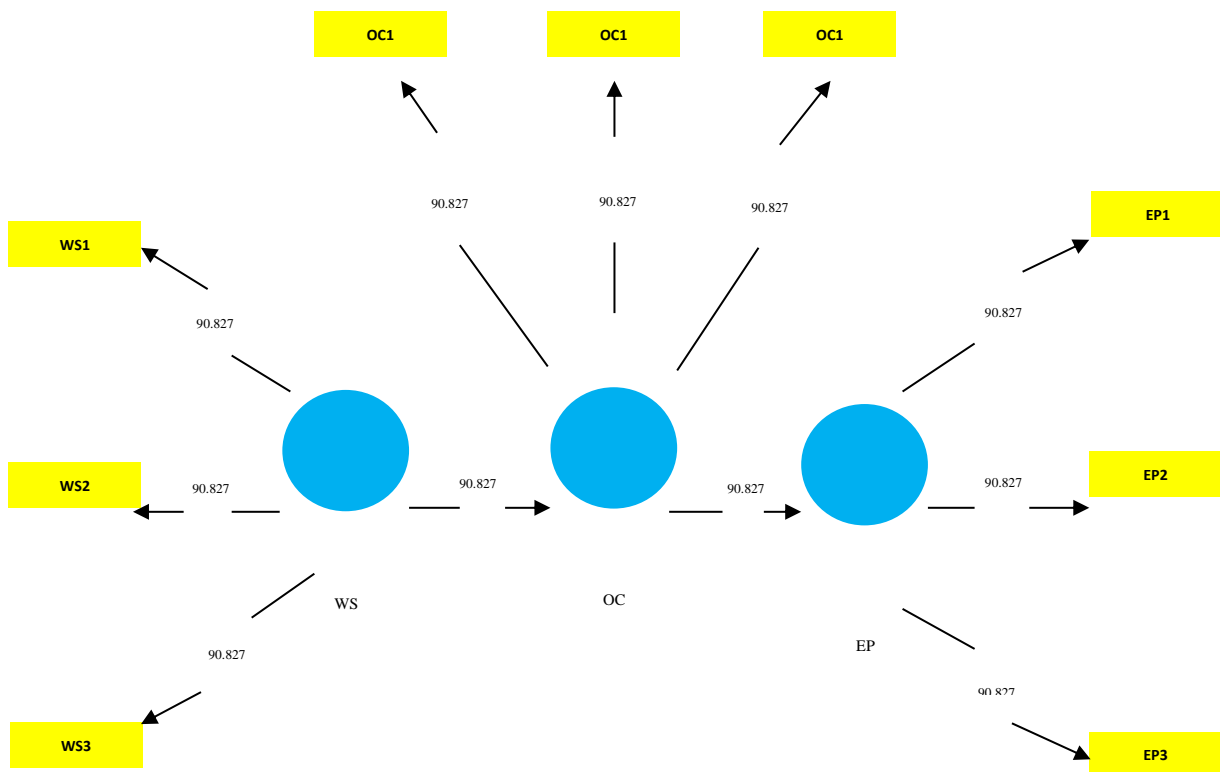


**Picture 3.** Bootstrapping Model
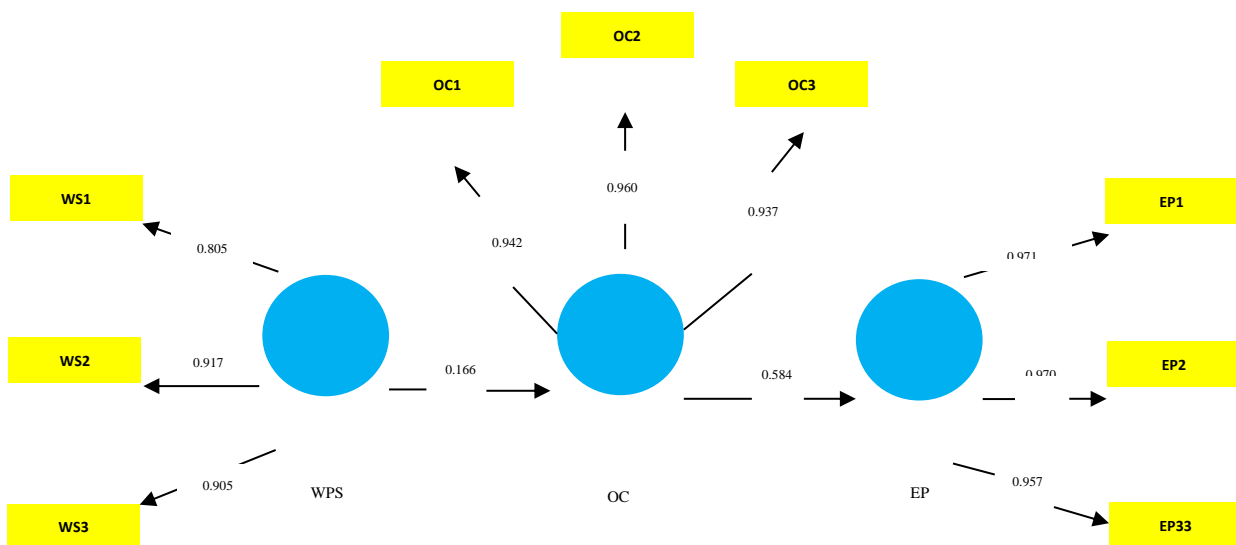
## Convergent Validity Test

The assessment of convergent validity for the measurement model utilizing reflective indicators is conducted by examining the correlation between the item score and the construct score. When the loading factor satisfies the criteria for convergent validity by exceeding a value of 0.5, it indicates that all indicators are effective as measurement instruments for their corresponding variables. In addition to being assessed through the loading factor value, convergent validity can also be evaluated using the average variance extracted (AVE) value. AVE is considered valid when its value exceeds 0.5. The results of the convergent validity test for each research variable are presented below

**Table 2.** Convergent Validity Test

| | ORIGINAL SAMPLE (O) | SAMPLE MEAN (M) | STANDARD DEVIATION (STDEV) | T STATISTICS (|O/STDEV|) | P VALUES |
|---|---|---|---|---|---|
| **EP 1 <- EP** | 0.971 | 0.971 | 0.007 | 135.768 | **0.000** |
| **EP 2 <- EP** | 0.970 | 0.970 | 0.007 | 145.908 | **0.000** |
| **EP 3 <- EP** | 0.957 | 0.957 | 0.009 | 103.657 | **0.000** |
| **OC 1 <- OC** | 0.942 | 0.942 | 0.013 | 71.871 | **0.000** |
| **OC 2 <- OC** | 0.960 | 0.960 | 0.011 | 90.827 | **0.000** |
| **OC 3 <- OC** | 0.937 | 0.937 | 0.017 | 56.268 | **0.000** |
| **WS 1 <- WS** | 0.805 | 0.801 | 0.040 | 20.052 | **0.000** |
| **WS 2 <- WS** | 0.917 | 0.916 | 0.017 | 53.534 | **0.000** |
| **WS 3 <- WS** | 0.905 | 0.904 | 0.014 | 65.995 | **0.000** |

## Discriminant Validity Test

The discriminant validity test is assessed through the cross-loading value, indicating that each indicator measuring a construct should exhibit a higher correlation with its respective construct than with another construct. Therefore, the validity of the cross-loading value can be established when the indicator exerts a predominant influence on the latent variable under examination. In addition to the cross-loading test, discriminant validity can also be assessed using the Fornell-Larcker criteria. This approach indicates that if the $\sqrt{\text{AVE}}$ value exceeds the correlation between other constructs, it can be inferred that the construct demonstrates a strong level of discriminant validity. The results of the discriminant validity test for each variable are presented below.

**Table 3.** Discriminant Validity Test

|      | WS        | TRUST | TL    | EP        | OC        |
|------|-----------|-------|-------|-----------|-----------|
| WS1  | **0.805** | 0.541 | 0.298 | 0.424     | 0.450     |
| WS2  | **0.917** | 0.778 | 0.478 | 0.652     | 0.685     |
| WS3  | **0.905** | 0.873 | 0.621 | 0.778     | 0.778     |
| OC1  | 0.690     | 0.828 | 0.903 | 0.941     | **0.942** |
| OC2  | 0.727     | 0.831 | 0.865 | 0.935     | **0.960** |
| OC3  | 0.729     | 0.792 | 0.862 | 0.920     | **0.937** |
| EP1  | 0.688     | 0.813 | 0.923 | **0.971** | 0.947     |
| EP2  | 0.742     | 0.849 | 0.901 | **0.970** | 0.970     |
| EP3  | 0.700     | 0.816 | 0.907 | **0.957** | 0.937     |

**Discussion**

The findings in this study provide an in-depth understanding of the relationship between workplace spirituality, organizational commitment, and employee performance in the context of modern organizations. Through hypothesis testing using the PLS-SEM method, the results of the study show that workplace spirituality has a significant effect on employee performance through organizational commitment mediation. These findings confirm that spirituality in the workplace is not only a complementary factor but plays a strategic role in shaping employee attitudes and behaviors that impact their performance. The mediation test conducted proved that organizational commitment was able to be an effective mediator between workplace spirituality and employee performance, as evidenced by a t-statistical value of 3,698, which exceeded the threshold of 1.96, and a p-value of 0.000, which was far below 0.05. These results are in line with the views of Sapta et al., (2021), who stated that the experience of spirituality in the workplace can increase commitment to the organization, which in turn has an impact on improving employee performance. This means that when employees feel that their work is meaningful, emotionally connected to their colleagues, and work in an environment that upholds moral and ethical values, they tend to build strong bonds to the organization, both emotionally and psychologically. This bond encourages them to be more involved, loyal, and contribute optimally to the success of the organization.

Convergent validity assessments show that all indicators have loading factor values above 0.5, even most of them are close to the ideal value of 1. This indicates that each indicator has been able to represent the measured variable very well. For example, the EP1 to EP3 indicators that describe employee performance have a very high loading factor, which is above 0.95, which reflects that these three indicators are very appropriate to measure aspects of employee performance. The same can also be seen in the indicators of workplace spirituality and organizational commitment, which show that

the instruments used in this study have met the requirements for convergent validity.

Furthermore, the discriminant validity test through cross-loading analysis and the Fornell-Larcker Criterion also strengthened the validity of the construct in this study. The cross-loading value indicates that each indicator has the highest correlation with the construct for which it is measured compared to the other constructs. For example, workplace spirituality indicators such as WS2 and WS3 have the highest correlation with WS constructs compared to other constructs such as OC or EP, which suggests that each indicator does not overlap in measuring different constructs. In addition, the results of the Fornell-Larcker Criterion show that the value of √AVE for each construct is greater than the correlation between constructs, which confirms that each variable has a strong discriminant validity.

Theoretically, these findings reinforce Astuti et al., (2020) A model of the three dimensions of organizational commitment, affective, continuous, and normative, which states that individuals who have an emotional connection to the organization (affective), feel obligated to stay (normative), and weigh the risk of leaving the organization (continuous), will perform better. High work spirituality will strengthen the affective and normative dimensions of the commitment. When employees feel spiritually and ethically valued, they not only work to meet economic needs, but also feel that their work is meaningful and socially contributing. This is what makes them more loyal and driven to give their best performance. Furthermore, the results of this study are in line with the theory from Asutay et al., (2022), which emphasizes that workplace spirituality includes three important elements: a sense of meaning and purpose at work, a feeling of interconnectedness with fellow workers, and a work life that reflects moral and spiritual values. These three elements are proven to create a healthier and more productive work environment. Employees who feel that their work is meaningful will show higher levels of job satisfaction, which ultimately impacts more optimal performance. In this context, workplace spirituality acts as an emotional foundation that strengthens the employee's psychological attachment to the organization.

Interestingly, these findings also contribute to the development of the concept of human resource management in the modern era, which is increasingly dynamic and competitive. Organizations no longer only focus on technical and financial aspects, but also need to pay attention to the psychological and spiritual dimensions of employees. By providing space for spirituality in the workplace, for example, through an inclusive organizational culture, ethical leadership, and the creation of a harmonious work atmosphere, companies can create a work environment that supports employees' personal and professional growth in a balanced manner. The result is increased commitment to the organization and improved overall work performance.

In addition, the results of this study also underscore the importance of the role of leaders in

building a spiritual culture in the workplace. Leaders who are able to instill spiritual and ethical values in every aspect of an organization's operations will be able to form employee loyalty and commitment naturally. This is supported by transformational leadership theory, where leaders not only focus on achieving the organization's targets but also pay attention to the personal and spiritual development of employees. The urgency of these findings is increasingly relevant in the context of globalization and rapid organizational change. Employees are now faced with high job demands, economic uncertainty, and immense emotional distress. In conditions like this, workplace spirituality is an important factor in maintaining the mental and emotional balance of employees. Spirituality becomes a kind of psychological "buffer" that keeps employees motivated and motivated to work, even in challenging situations.

Thus, this research not only makes a theoretical contribution but also has practical implications for the world of work. Companies and organizations can integrate spiritual values into human resource management policies and practices, such as in leadership training, work culture development, and employee well-being programs. This effort is believed to be able to increase organizational commitment and encourage continuous improvement of employee performance. Overall, the findings of this study confirm that the relationship between workplace spirituality and employee performance is indirect and is strongly influenced by the level of organizational commitment that employees have. When employees feel meaningful at work, feel connected to moral values in the workplace, and have a strong commitment to the organization, they tend to show higher work performance. Therefore, organizations that want to improve their employee performance on an ongoing basis must pay attention to aspects of spirituality and organizational commitment as an integral part of their performance management strategy.

**Conclusion**

This research reveals that workplace spirituality has an important role in improving employee performance, especially through the mediating influence of organizational commitment. The result of the statistical analysis shows that employee who feel a spiritual connection to their work show a stronger commitment to the organization. This commitment will encourage improvement in productivity and quality of performance. This positive effect appears significant, as evidenced by the t-statistic value that exceeds the established threshold, confirming that organizational commitment functions as an effective mediator between workplace spirituality and employee performance. This research is in line with previous research that states that a sense of spiritual connectedness and meaning in the workplace can increase individual happiness outside of work, which then contributes to the integration of work and personal life. This not only strengthens employee loyalty but also encourages them to work more enthusiastically and efficiently. Based on this connection, organizations that pay attention to an aspect of workplace spirituality can benefit by increasing

employee commitment and performance. This has practical implications for human resource management, where organizational leaders are advised to create an environment that supports workplace spirituality and connectedness among employees, so that organizations can achieve their goals more effectively. For future studies, researchers could investigate other potential mediators or moderators of the relationship between workplace spirituality and employee performance.

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