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The relationship of workplace spirituality, organizational commitment on employees performance, and job satisfaction as moderating variable

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Abstract. An organization is a social system that includes a complex set of human interactions with the surrounding community, as well as their relationships with one another and with the outside world. If the climate or workplace conditions support the organization's internal integration process, it will function smoothly. All of these components interact in the system to make it work well. The purpose of this study is to see how the relationship between workplace spirituality and organizational commitment to employee performance is influenced by job satisfaction as a moderating variable of workplace spirituality's impact on employee performance. Questionnaires and in-depth interviews were used to collect data from 177 employees of Islamic banks in East Java Province. The Smart PLS analysis tool is used to process the collected data. The study's findings show that workplace spirituality has a positive and significant impact on employee performance, organizational commitment has no impact on performance, and employee contentment can be moderated by enhancing the impact of workplace spirituality on employee performance.

Keywords. workplace spirituality, organizational commitment, job satisfaction and employee performance, Indonesian Islamic bank

1. Introduction

An organization is a social system that includes a complex set of human interactions with the surrounding community, as well as their relationships with one another and with the outside world. A site or area for a partnership between one person and another who has the same aim is characterized as an organization. [1]. Based on initial observations made in several provincial Islamic banks in East Java by taking samples in the selected cities there is an excessive workload, the workload can be used as a benchmark for employees / organizational units in measuring employee work stress, namely in the form of norms work completion time, work efficiency level, and workload standards, as well as performance. There have been many phenomena that have emerged in the practice of carrying out basic tasks and functions, such as being trusted by superiors in carrying out many tasks, at first it is fun, but when it exceeds capabilities, sometimes it can cause feelings of boredom as felt by most employees, this is caused by the workload. which is too much so that they have to continue to work beyond a reasonable working time (overtime).

In this study, the main problem as described above is the performance of employees with the object of research is Islamic bank employees who are identical with Islamic values. But there are still many unscrupulous employees who have very low commitment and performance. In general, the behavior of Islamic bank employees is still far from sharia values, because there is no appreciation of the organizational work climate. Employee performance is influenced by various factors, one of which is the company's workplace which is considered the main factor affecting performance. [2] There is a weak and powerful company culture, according to the author. The distinction is that a strong corporate culture will have a great impact on employees, such as the level of togetherness and intensity among members to jointly maintain control of the work culture's execution.

At Islamic banks in several cities in East Java every month there are always employees who do not come to work for various reasons, so this causes the quality of work and employee performance to not meet the expectations of the regulations that have been applied. The number of employees who do not come due to various reasons can damage the use of the time that has been given by the central leadership of the bank. Based on the description of the background, there is a unique phenomenon to be revealed, as well as the purpose of this research, namely, how is the relationship between workplace spirituality and organizational commitment to employee performance with job satisfaction as a moderating variable of the influence between commitment to performance. So the author is interested in conducting research entitled "Relationship of workplace spirituality, organizational commitment on employees performance, and job satisfaction as moderating variables"

2. Literature Review

2.1 Workplace Spirituality

According to [3], spirituality, according to him, is mankind's inner consciousness.. Other than that. [4] argues that spirituality is a process of self-enlightenment, in this definition, spirituality can be usually defined as a multi-faceted, difficult concept to understand, special and difficult to grasp in a general definition. There is emerging evidence in spirituality research that work environment spirituality activities result in positive individual dimensions for employees, for example, euphoria, serenity, job fulfillment, and commitment. [5]–[7]. Furthermore, empirical evidence suggests that spiritual practice in the workplace boosts productivity and lowers employee turnover and absenteeism. While [8] In his research, he discovered a positive link between organizational citizenship, job involvement, and contentment, as well as spirituality in the workplace. The following hypothesis can be taken from the preceding description:

H1: Workplace spirituality has a positive effect on employee performance

H2: Workplace spirituality has a positive effect on organizational commitment

2.2 Organizational Commitment

From the cultural aspect, workplace spirituality affects employee commitment as stated by [9] and [10] there are differences in research as stated by [11] that the workplace has a negative effect on commitment unless moderated by leadership. Theoretically, organizational commitment has three components [12]: (a) Affective commitment is described as an employee having an emotional attachment to the organization. (b) Continuity commitment is the perceived economic value with the organization compared to leaving it, which arises when employees remain in an organization because they need a salary or other benefits. (c) Employees' values drive normative commitment, which is a responsibility to stay with the company for moral or ethical grounds. Employees remain members of the organization because they understand the

importance of making a commitment to the organization. The following hypothesis can be taken from the preceding description :

H3: organizational commitment has a positive effect on employee performance

2.3 Job Satisfaction

[2] The correlation between employee job satisfaction and employee performance is quite strong, where employees will be more productive if there is a sense of satisfaction or happiness within employees for their work. When reviewing the data on satisfaction and productivity of the organization as a whole, it can be seen that organizations or companies with high levels of job satisfaction will tend to be more effective when compared to organizations with low job satisfaction. According to [13] Job satisfaction is interpreted as an emotional response to the work that is charged. Some indicators of job satisfaction according to [2] where this indicator can be used to measure employee job satisfaction: the job itself, supervisor (supervision), co-workers, promotion opportunities, and salary. Job satisfaction can also be interpreted as a feeling that is felt by a person for the achievements produced with a sense of pleasure, happiness and tends towards a positive emotional direction. [14].

2.4 Employee Performance

[1] states that the definition of performance is the result of work in quality and quantity achieved by an employee in carrying out tasks by their duties. Performance is defined as the success achieved by a person, this success size cannot be equated between one employee with another, but rather leads to the results achieved by a person according to the applicable size according to the work being completed. From a motivational point of view, performance will be negatively related to role ambiguity and role conflict because it tends to undermine effort and performance [15]. [16], [17] found that managerial prowess was negatively related to perceived empowerment, self-efficacy, and control. About performance, managerial resources explain additional variance in managerial success. Walumbwa in a study conducted in 2011 confirmed that ethical leadership positively affects employee performance through the leader-member exchange (LMX), self-efficacy, and organizational identity. While [18] provides three main criteria that can be used to measure performance, namely: (a) Quality: the degree to which the process or result of the work implementation approaches perfection or the desired goal (b) Quantity: The amount that can be produced by employees in carrying out their duties, (c) Timelines: the degree to which the assigned work can be completed in a given time. Based on the description above, the following hypothesis can be drawn :

H4 : Job satisfaction plays a role in increasing the influence of workplace spirituality on performance

Figure 1. Conceptual Framework

3. Research Methodology

This study uses a positivist or quantitative approach because it aims to test the hypothesis. The population of this study (unit of analysis) is 177 employees of Bank Syariah Indonesia throughout East Java Province, because the total population is only 177 respondents, then a saturated sample is used, that is, all respondents will be sampled. The data of this study were gathered from a variety of primary and secondary sources. Primary data was gathered by sending out online questionnaires and conducting interviews with all employees who fit within a predetermined demographic. Using a 5-point Likert scale measurement, the questionnaire's collection of questions was constructed based on indicators of research factors. Secondary data was gathered from a variety of relevant publications, and the questionnaire is detailed in the appendix. PLS was utilized for data analysis via the bootstrapping method or random doubling, and SPSS version 23.0 was employed for the instrument test in this work.

4. Result and Discussion

Based on the data obtained in this study amounted to 177 respondents, the majority of respondents in this study were all women, amounting to 69.50%. The majority of respondents in the study were aged 26-30 years, amounting to 120 people (67.79%). Diploma or S1 is the majority level of education in this study with a total of 144 respondents (81.35%). The majority of respondents served with a range of 1-3 years with a total of 95 respondents (53.67%).

Table 1. Demographics of Respondents

Gender	Man	54	30.50%
	Women	123	69.50%
Age	20 – 25 year	18	10.16%
	26 – 30 year	120	67.79%
	31 – 35 year	19	10.73%
	36 – 40 year	20	11.27%
Duration of Work	1 – 3 year	95	53.67%
	4 – 6 year	45	25.42%
	7 – 10 year	32	18.07%
	> 10 year	5	2.82%
Education	High School	23	12.99%
	Diploma/ Undergraduate	144	81.35%
	Postgraduate	10	5.64%

Source: Processed Data, 2021

Measurement Test

This study measures the model with three measures, namely, validity, reliability, and AVE value. For data validity, the basic outer loading value is expected to be > 0.5 , while for composite reliability the CR value is > 0.7 and the AVE value is expected to be > 0.5 [19]. The results of these measurements are presented in table 2 below:

Table 2. Measurement Test Results

Variabel	Indicator	Outer Loading	Composite Reliability (CR)	AVE
WS	WS1	0.820	0.874	0.636
	WS2	0.855		
	WS3	0.653		

	WS4	0.844		
OC	OC1	0.775	0.804	0.579
	OC2	0.794		
	OC3	0.711		
SF	SF1	0.719	0.869	0.571
	SF2	0.706		
	SF3	0.778		
	SF4	0.800		
	SF5	0.771		
EP	EP1	0.855	0.883	0.716
	EP2	0.884		
	EP3	0.797		

Source: Processed Data, 2021

Goodness of Fit Model

Each endogenous variable is expressed by the R² value, among others: The endogenous variable Organizational Commitment (OC) is 0.252 or 25.2% OC is influenced by Workplace Spirituality (WS). Then the endogenous variable Employees Performance (EP) is 0.519 or 51.9% EP is influenced by WS, OC, and Job Satisfaction (JS). The day the result of the R square value is obtained, the calculation of the predictive relevance (Q²) is as follows:

$$Q^2 = 1 - (1 - R^2_{12})(1 - R^2_{22})$$

$$Q^2 = 1 - (1 - 0.2522)(1 - 0.5192)$$

$$Q^2 = 1 - (1 - 0.063)(1 - 0.269)$$

$$Q^2 = 1 - 0.684$$

$$Q^2 = 0.316$$

Based on the calculation above, it shows a value of 0.316 the model is declared to have a predictive-relevance value. This means that 31.6% of employee performance is influenced by Workplace Spirituality, Organizational Commitment, and job satisfaction or the information described in the model. Meanwhile, 68.4% explained variables outside the variables studied.

4.3 Test Hipotesis

The inner model or structural model test was conducted to see the relationship between the significance value construct and the R-square of the research model. The structural model was evaluated using R-square for the dependent construct of the t-test and the significance of the coefficients of the structural path parameters. There are two types of influence, namely direct influence and indirect influence.

Figure 2. PLS Results

Table 5. Hypothesis Test Results

Direct effect	Original sample	T-statistic	P-value	Sig.
WS → OC	0.502	8.453	0.000	Supported
OC → EP	0.131	1.510	0.132	Not Supported
WS → EP	0.163	2.158	0.032	Supported
Indirect effect	Original sample	T-statistic	P-value	Sig.
WS*SF → EP	0.132	3.088	0.002	Supported

Source: Processed Data, 2021

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Hypothesis testing can be done by comparing t-statistics with t-tables. t-table can be obtained from 177 respondents which in the end obtained a t-table of 1.960. So it can be concluded that the results of the analysis of hypothesis testing are H1, H2, and H4 are accepted and H3 are rejected.

Hypothesis 1 shows that the influence of workplace spirituality (WS) on performance (EP) shows a path coefficient value of 0.163 with a t-value of 2.158. This value is greater than the t table (1.960). These results mean that workplace spirituality has a positive and significant effect on performance. This means that H1 is accepted, the better the influence of the workplace at Indonesian Islamic Banks throughout East Java, the higher the employee performance will be.

This research is in line with research [7] which states that work environment spirituality activities produce positive individual dimensions for employees, for example, euphoria, serenity, job fulfillment and commitment. One of the spiritual dimensions of the workplace is tranquility, with a comfortable place and a calm climate, it will increasingly make employees able to complete their work as well as possible. [20] in his research conducted in Turkey stated that the ethical climate was proven to be able. to strengthen the relationship between

organizational acceptance and organizational identification. Hypothesis 2 shows that the influence of workplace spirituality (WS) on organizational commitment (OC) shows a path coefficient value of 0.502 with a t-value of 8.453. This value is greater than the t table (1.960). This result means that H2 is accepted, that workplace spirituality has a positive and significant influence on commitment, which means that the better the work environment with a strong spiritual atmosphere, the higher the employee's organizational commitment. This also means that Bank Syariah Indonesia can establish a conducive working atmosphere, fulfill facilities and good facilities to encourage the level of commitment of employees. This is by the research proposed by [6] and [21] which confirms empirically that spiritual activities in the workplace increase productivity and reduce staff turnover and absenteeism, increasing productivity is synonymous with greater employee commitment.

Hypothesis 3 shows that the effect of organizational commitment (OC) on employee performance (EP) shows a path coefficient value of 0.131 with a t-value of 1.510. This value is smaller than the t table (1.960). This result means that H3 is rejected, that organizational commitment does not affect organizational performance. This means that the commitment of employees will not lead to good performance, because employees assume that commitment is a personal matter. From individual employees feel inspiration, facilities, and trust that affect their performance. This is not by the research [22] which states that low-commitment employees will have an impact on turnover, high absenteeism, increased work slack and lack of intensity to stay in the organization. [23]. But the results of the research that we found are by the research presented [24] there is a difference with the proposed research, namely finding a positive relationship between corporate citizenship (defined as economic, legal, ethical, and policy activities) and employee commitment to the company. Employee commitment to the organization decreased, product quality and customers left, and employee turnover skyrocketed indicated as ethics also declined.

Hypothesis 4 shows that job satisfaction produces a path coefficient of 0.132 with a t value of 3.088. This shows that H4 is accepted, that job satisfaction (JS) can increase the influence of workplace spirituality (WS) on employee performance (EP). Employee satisfaction results in increased employee compliance with the organization, rules, and laws, facilitates the implementation of organizational change and increases employee contributions in terms of performance [25]. However, this satisfaction is abstract, only felt by each individual, this is reflected in an increase in employee performance. Satisfaction will be higher with the situation created by both the physical and non-physical environment.

5. Conclusion

Based on the results of research analysis both descriptively and by calculations using the Smart PLS software that has been described in the previous chapter, it can be concluded several things as follows: The results of the analysis show that the workplace spirituality variable has a significant positive effect on performance. These results explain that the workplace situation is thick with spiritual nuances in determining ethical interests in the organization and encouraging decisions that are guided by internal rules and regulations. Workplace spirituality also has an impact on employees' organizational commitment. This shows that Islamic Bank Indonesia has a combination of a good workplace with integrity, ethical standards, and fair treatment. Commitment has no effect, meaning the leader's task is to create a sense of individual ownership of the company so that performance will increase. Satisfaction is always improved to support employee commitment and performance optimally. Based on the limitations of this study, there are several suggestions for the leadership of Bank Syariah Indonesia, namely this research shows that the work environment initiated by the workplace must always highlight the side of

spiritualism, obedience to God Almighty with a comfortable atmosphere, and hospitality. Companies must meet the needs of employees to maintain motivation, commitment, and satisfaction so that it is in line with the desired performance.

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