

CHAPTER V

CONCLUSION

This chapter discuss the conclusion and also managerial implication of this research. The limitation of this research is also discussed in this chapter and some suggestions by researcher for PT. Dharma Lautan Utama is also discussed in this chapter. Suggestion for future research will end this chapter.

5.1 Conclusion

Several founding can be concluded, based on the research analysis that has been conducted:

1. Based on the result of t-test analysis, meaningful work has a significant and positive effect on the organizational commitment of employees in PT. Dharma Lautan Utama. Hence, first hypothesis in this research is supported.
2. Based on the result of t-test analysis, sense of community in the workplace has a positive effect on the organizational commitment of employees in PT. Dharma Lautan Utama. Hence, second hypothesis in this research is supported.
3. Based on the result of t-test analysis alignment with organizational values has a positive effect on the organizational commitment of employees in PT. Dharma Lautan Utama. Hence, third hypothesis in this research is supported.

5.2 Managerial Implication

Managing human resource is important within an organization. Employees is the key to success for organization, and in order to remain competitive PT. Dharma Lautan Utama needs to make sure that their employees are committed to the organization. PT. Dharma Lautan Utama needs to understand and support factor-factors that affect organizational commitment of employees such as work spirituality. This research is useful for PT. Dharma Lautan Utama regarding the impact of dimensions of work spirituality on organizational commitment of their employees.

Work spirituality have a significant and positive impacts on organizational commitment of PT. Dharma Lautan Utama Surabaya, despites differences in values or belief backgrounds. The reason for this is because work spirituality is about employee relation with co-workers, meaning or purpose of their job, and personal values align with organizational values. While work spirituality is about relation with God.

The findings of this research showed that sense of community has the biggest impact on organizational commitment, followed by alignment of values, and meaningful work. Out of these three dimensions, the mean of meaningful work is the lowest with 4,81. Both sense of community and alignment of values have the same mean with 4,84. This thing implied that employees of PT. Dharma Lautan Utama Surabaya experience a lower level of meaningful work compared to sense of community and alignment of values.

Employees feel moderate that their spirit is energized by work and work is connected to what they think is important in life. In order to improve the meaningful work of employees, PT. Dharma Lautan Utama can use job crafting. Through task crafting, relationship crafting, and cognitive crafting. Job crafting is chosen, because it gives employees opportunities to redefine and imagine their job designs in a more personal way.

PT. Dharma Lautan Utama Surabaya can implement job crafting, by giving employees opportunities to give input to supervisors regarding the way to do their jobs. Another way to implement job crafting in the office is by changing the mindsets about the tasks that employees do. By changing perspectives on what they are doing, employees can find or create more meaning of their jobs. The example of this is for the cleaning service, by changing the mindsets from just cleaning into making customers journeys more comfortable and memorable. It can give them more meaning as they are giving contribution to the others and not just about cleaning.

PT. Dharma Lautan Utama employees, think that employees are linked to a common purpose moderately. In order to improve this, PT. Dharma Lautan Utama can add more regular social events, such as volunteering opportunities for employees where employees with the same vision can work together and feel connected through a sense of shared achievement. It will increase the chemistry, communication, and sense of belonging to employees. At the same time, it can improve alignment of values and meaningful work dimensions of work spirituality.

Lastly, PT. Dharma Lautan Utama can develop employees work spirituality by giving workshops and seminars about spirituality at the workplace. It can help employees to cope and enhance employees work spirituality and improve organizational commitment. In order to do this, PT. Dharma Lautan Utama needs to change the title of the workshop. Rather than using work spirituality as the title or topic, PT. Dharma Lautan Utama can use the dimensions of work spirituality as the topic. The reason for this is because, people tend to not join a workshop when the topic seems hard such as work spirituality. Hence, the example for the topic can be, “Find Purpose in Your Job and Life”. This topic seems less hard and more interesting.

5.3 Research Limitation

Researcher realize that there are some limitations that can affect the result of the research. The limitations that are found by researcher are as follow:

1. This research is conducted only in PT. Dharma Lautan Utama Surabaya. hence the results of the research do not generally apply to other organizations.
2. In order to distribute the questionnaire, researcher gave the link of the questionnaire to human resource department so they can share it to employees. Indirect distribution of questionnaire may result in unqualified respondents. Besides that, researcher cannot make sure whether respondents understand the questions or not.

3. The questionnaire is distributed through online form which is Google Form. Hence, researcher do not have any control during the fulfilment process.
4. The number of samples used in this research was only 91. Small number of samples that were used in this research decreased the statistical power of this thesis. It decreased the reliability of this thesis.

5.4 Future Research

Based on the result of the research, there are several suggestions for future research:

1. If further research uses the same topic, the researcher can add other variables to see the influence work spirituality on other variables such as job performance.
2. Replication of this research in the future can be conducted on other types of company such as logistic, retail, small and medium enterprise, or multinational corporation. If future research also conducted in shipping company, researcher can use more than one sample, hence it can be used and compared with this research.
3. Data collection in the future can use additional method such as deep interview, to gain deeper analysis of the variables and research.
4. If future research uses similar topic, researcher can analyse the impact of work spirituality on different types of organizational commitment especially

affective commitment. As work spirituality works differently on different types of organizational commitment, with the higher effects on affective commitment Mohamed and Ruth (2016).

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APPENDIX I

QUESTIONNAIRE

Yogyakarta, 23 April 2020

Bapak/Ibu yang terhormat.

Saya Yudi Kristianto, mahasiswa pada Fakultas Bisnis dan Ekonomika Universitas Atma Jaya Yogyakarta. Saat ini, saya sedang melakukan penelitian untuk penyusunan skripsi dengan dosen pembimbing M. Parnawa Putranta, MBA., PhD. Secara umum, penelitian ini bertujuan untuk membahas pengaruh spiritualitas kerja terhadap komitmen karyawan di PT. Dharma Lautan Utama Surabaya. Perlu dipahami, kalau spiritualitas kerja berbeda dari spiritualitas pada agama. Spiritualitas pada agama merupakan sebuah kepercayaan, sedangkan spiritualitas kerja merupakan sebuah hubungan pada rekan dan komunitas.

Bapak/Ibu dipilih sebagai calon responden karena penelitian ini sangat memerlukan informasi dari Bapak/Ibu sebagai karyawan di PT. Dharma Lautan Utama. Oleh karena itu, dengan ini saya mohon bantuan Bapak/Ibu untuk meluangkan waktu bagi saya guna menjawab serangkaian pertanyaan yang terdapat di dalam kuesioner ini. Kemudian, setelah kuesioner ini terisi lengkap, Bapak/Ibu dimohon untuk menyerahkan kepada saya.

Perlu diketahui, penelitian ini sudah mendapat izin dari pimpinan institusi tempat Bapak/Ibu bekerja. Semua pertanyaan yang berkaitan dengan hal tersebut, dapat dialamatkan kepada email peneliti di bawah ini.

Terima kasih atas perhatian Bapak/Ibu.

Hormat Saya,

Yudi Kristianto

Email: yudikristianto313@gmail.com

KUESIONER

DATA RESPONDEN

Untuk pertanyaan berikut, berilah tanda silang (X) pada salah satu jawaban yang anda anggap sesuai.

1. Jenis Kelamin
 - a. Laki-Laki
 - b. Perempuan
2. Usia pada saat ulang tahun terakhir
 - a. < 25 th
 - b. $25 \leq 30$ th
 - c. $31 \leq 35$ th
 - d. $36 \leq 40$ th
 - e. > 40 th
3. Pendidikan Terakhir
 - a. SMA / SMK
 - b. D3
 - c. S1
 - d. S2 dan S3
4. Masa Kerja (Tahun)
 - a. < 1 th
 - b. $1 \leq 5$ th
 - c. $5 \leq 10$ th
 - d. > 10 th

KUESIONER PENELITIAN

Berilah tanda silang (X) pada salah satu jawaban yang menurut anda paling sesuai dengan keadaan anda.

Petunjuk Pengisian:

Berilah tanda silang (X) pada kolom jawaban yang anda pilih sesuai dengan keadaan yang anda rasakan.

Keterangan:

SS : Sangat Setuju S : Setuju N : Netral

TS : Tidak Setuju STS : Sangat Tidak Setuju

BAGIAN I

No.	Pertanyaan	STS	TS	N	S	SS
1.	Saya merasa gembira dalam melakukan pekerjaan					
2.	Saya merasakan spirit yang dibangkitkan oleh pekerjaan					
3.	Saya merasa bahwa pekerjaan berhubungan dengan hal yang penting dalam hidup					
4.	Saya tidak sabar untuk pergi bekerja					

5.	Saya melihat hubungan antara pekerjaan yang saya lakukan dengan hal-hal yang baik secara sosial					
6.	Saya memahami apa yang memberi pekerjaan makna pribadi					

BAGIAN II

No.	Pertanyaan	STS	TS	N	S	SS
1.	Bekerja kooperatif dengan sesama merupakan sesuatu yang dihargai					
2.	Di tempat saya bekerja, saya merasa sebagai bagian dari komunitas					
3.	Saya percaya bahwa di tempat saya bekerja rekan kerja saling mendukung					
4.	Di tempat saya bekerja, saya merasa bebas dalam mengekspresikan opini					
5.	Di tempat saya bekerja, saya merasa bahwa karyawan sejalan dengan tujuan bersama dalam pekerjaan					
6.	Saya percaya bahwa karyawan di tempat saya bekerja saling peduli satu sama lain					

7.	Di tempat saya bekerja, saya merasa sebagai satu keluarga					
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BAGIAN III

No.	Pertanyaan	STS	TS	N	S	SS
1.	Saya merasa positif terhadap nilai-nilai organisasi tempat saya bekerja					
2.	Saya merasakan bahwa tempat saya bekerja peduli pada kaum yang kesusahan atau tertindas					
3.	Organisasi tempat saya bekerja memberi perhatian pada semua karyawan					
4.	Saya merasakan bahwa organisasi tempat saya bekerja memiliki <i>conscience</i> / hati Nurani yang tertuang dalam tujuan dan pengelolaan organisasi					
5.	Saya merasa tergerak dengan tujuan-tujuan organisasi					
6.	Saya merasa bahwa organisasi peduli terhadap kesehatan karyawan					
7.	Saya merasa terhubung dengan misi organisasi					

8.	Saya merasa bahwa organisasi peduli pada kehidupan spiritual karyawan					
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BAGIAN IV

No.	Pertanyaan	STS	TS	N	S	SS
1.	Saya bersedia untuk bekerja lebih dari yang diharapkan untuk membantu organisasi ini menjadi sukses					
2.	Saya menceritakan organisasi tempat saya bekerja pada orang lain sebagai organisasi yang hebat untuk tempat bekerja					
3.	Saya merasa tidak terlalu setia kepada perusahaan tempat saya bekerja					
4.	Saya akan menerima hampir semua jenis pekerjaan agar tetap dapat bekerja untuk organisasi ini					
5.	Saya percaya bahwa apa yang dianggap baik oleh organisasi itu juga baik untuk saya					
6.	Saya bercerita dengan bangga ke orang lain kalau saya bagian dari organisasi ini					

7.	Saya bisa bekerja untuk organisasi yang berbeda asalkan jenis pekerjaannya sama.					
8.	Organisasi ini benar-benar menginspirasi yang terbaik dalam diri saya dalam hal performa kerja					
9.	Dibutuhkan sedikit perubahan dalam keadaan saya saat ini untuk membuat saya meninggalkan organisasi ini					
10.	Saya sangat bersyukur saya memilih untuk bekerja di organisasi ini dibandingkan organisasi lain yang saya pertimbangkan saat saya melamar.					
11.	Saya merasa tidak banyak hal yang bisa saya dapatkan dari bertahan di organisasi ini tanpa batas.					
12.	Seringkali, saya merasa sulit untuk menyetujui kebijakan organisasi mengenai hal-hal penting yang berkaitan dengan karyawan.					
13.	Saya sangat peduli dengan kondisi dan keberlangsungan organisasi ini.					
14.	Bagi saya organisasi ini merupakan tempat yang terbaik untuk bekerja daripada organisasi lainnya.					

15.	Bekerja untuk organisasi ini adalah sebuah kesalahan					
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APPENDIX II

RESEARCH LETTER



PT. DHARMA LAUTAN UTAMA

armada pelayaran nasional



Nomor : 043/SDM-PG/DLU/IV/2020
 Lampiran : -
 Perihal : Ijin Penelitian dan Pengambilan Data

Surabaya, 30 April 2020

Kepada Yth.
 Dekan Universitas Atma Jaya Yogyakarta
 Di
 Tempat,

1. Menindaklanjuti Surat Permohonan Penelitian dan Pengambilan Data dari Universitas Atma Jaya Yogyakarta, untuk mahasiswa atas nama berikut :

Nama	NPM	Prgram Studi
Yudi Kristianto	161222545	Manajemen Internasional

Bahwa PT. Dharma Lautan Utama memberikan ijin kepada mahasiswa yang bersangkutan untuk melakukan Penelitian dan Pengambilan Data guna pengerjaan tugas akhir, di lingkungan kerja Kantor Pusat PT. Dharma Lautan Utama

2. Mahasiswa yang melakukan Penelitian dan Pengambilan Data wajib mengikuti aturan yang ada di lingkungan PT. Dharma Lautan Utama dan diwajibkan untuk mengumpulkan laporan hasil Penelitian dan Pengambilan Data tersebut
3. Demikian agar informasi ini dapat dipergunakan sebagaimana mestinya. Terima kasih

Hormat kami,
 PT. Dharma Lautan Utama
 An.Direktur SDM & Umum

Nia Kristianti, M.Psi.
 Manajer SDM

Tembusan:
 1. Mahasiswa yang bersangkutan

APPENDIX III

QUESTIONNAIRE RESULT

Descriptions of Respondents

Gender	Age	Education	Work Tenure
0	3	3	2
0	3	2	2
1	4	2	2
0	4	2	2
1	3	3	2
0	1	2	2
0	3	2	1
0	4	2	2
0	4	2	2
1	4	2	1
0	2	2	1
0	3	1	2
0	4	3	2
0	4	1	2
1	4	2	2
0	1	2	0
1	4	2	2
0	0	1	0
0	0	1	0
0	2	2	2
0	0	0	2
0	3	2	2
0	3	2	2
0	3	2	1
0	3	1	0
0	2	0	0
0	3	0	2
0	3	0	2
0	4	3	2
1	2	2	1
1	1	2	1
1	1	2	1
1	1	2	0
1	1	2	0
1	3	2	0

1	3	3	1
0	4	2	1
1	2	2	0
0	2	3	1
1	2	2	0
0	1	2	0
0	2	2	0
0	3	2	1
0	4	3	2
0	1	2	0
0	2	2	1
0	1	2	0
1	1	2	0
0	2	2	1
0	3	2	1
0	1	2	0
0	0	0	0
1	2	2	0
0	4	3	2
1	3	2	1
0	2	0	0
0	3	0	1
0	2	0	0
0	3	2	0
0	3	2	1
0	4	3	2
1	3	2	1
1	0	0	0
0	3	2	0
1	0	2	0
1	1	2	0
0	2	2	0
0	4	3	2
0	1	2	0
1	2	2	1
0	2	2	0
0	2	2	0
0	1	2	0
0	2	2	1
0	2	2	0
0	1	2	0
0	2	2	0
1	3	3	1
0	2	2	0
1	0	2	0

1	1	2	0
0	0	2	0
0	1	2	0
1	1	2	0
1	2	2	0
1	1	2	0
0	1	2	0
1	1	2	0
0	1	2	0
1	2	2	1
0	1	2	0

Meaningful Work

MN 1	MN 2	MN 3	MN 4	MN 5	MN 6
4	5	4	5	4	4
5	5	5	5	5	5
5	5	5	5	4	5
5	5	5	5	5	5
5	5	5	5	5	5
4	2	4	5	5	4
5	5	5	4	5	4
5	5	5	5	5	5
4	4	5	4	5	4
5	5	4	4	5	4
5	5	5	5	5	5
5	5	5	5	5	4
4	4	5	4	4	4
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	4	5	4
5	4	5	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
5	4	5	4	4	4
4	4	4	5	4	4
5	5	5	5	5	5
5	4	4	4	4	4
4	4	4	5	4	5
5	4	4	5	5	5
5	5	5	5	5	5
5	5	5	5	5	4
5	5	5	5	5	4
5	5	5	5	5	5
5	5	5	5	5	5
5	4	4	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
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5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
4	5	5	4	5	5

5	5	5	4	5	5
5	5	5	5	5	5
5	5	4	4	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	4	5	5
5	5	4	5	4	5
5	5	5	5	5	4
5	5	4	5	5	5
5	5	5	5	5	5
5	5	5	5	5	4
5	4	5	4	5	5
5	5	5	5	5	5
5	4	5	5	5	5

Sense of Community

SC 1	SC 2	SC 3	SC 4	SC 5	SC 6	SC 7
4	4	4	5	4	4	5
5	4	5	5	5	5	5
5	5	5	5	5	5	5
4	5	5	5	5	4	4
5	5	5	5	5	5	5
4	4	4	4	4	4	4
5	5	5	5	5	5	5
5	5	5	5	5	5	5
5	5	5	4	5	4	5
5	5	4	5	4	5	5
5	5	5	1	5	4	4
5	5	5	4	5	5	5
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5	5	4	5	4	4	4
5	4	4	5	4	4	4
4	5	5	4	5	5	5
5	5	5	5	5	5	5
4	4	5	4	5	5	5
4	4	5	4	5	5	5
5	5	5	4	4	4	5
4	5	5	5	5	5	5
5	5	5	4	5	5	5
5	5	5	5	5	5	5
5	4	4	5	5	5	4
5	5	5	5	5	5	5
5	5	5	5	5	5	5

Alignment of Values

AV 1	AV 2	AV 3	AV 4	AV 5	AV 6	AV 7	AV 8
5	5	5	4	4	4	4	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
4	4	5	5	5	5	5	5
5	5	5	5	5	5	5	5
4	5	4	5	5	4	4	5
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4	4	4	4	4	5	5	4
4	4	4	5	4	5	4	4
5	4	4	5	5	5	5	5
5	4	5	4	4	5	4	4
4	4	4	4	4	5	4	4
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
4	5	4	4	4	4	4	4
4	4	4	4	4	4	4	5
4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4
4	5	4	4	4	4	4	4
4	5	4	4	5	4	5	4
5	5	5	5	5	5	5	5
4	5	4	5	5	5	4	4
4	5	4	4	4	4	4	4
5	5	5	5	4	5	4	5
5	5	5	5	5	5	5	5
4	5	5	5	4	4	4	4
4	5	5	5	4	4	4	4
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	4	5
5	4	5	5	5	5	4	5
5	5	5	4	5	5	5	5
5	5	5	4	5	5	5	5
5	5	5	5	5	4	5	5

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5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
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5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5

Organizational Commitment

OC 1	OC 2	OC 3	OC 4	OC 5	OC 6	OC 7	OC 8	OC 9	OC 10	OC 11	OC 12	OC 13	OC 14	OC 15
4	5	5	5	5	5	5	5	4	4	4	2	4	5	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	4	5	2	5	4	4	5	5	5
4	5	5	4	4	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	4	4	2	4	5	2	4	5	4	4	4	5	4	4
5	5	5	4	5	5	5	5	1	5	5	4	5	5	5
5	5	5	5	5	5	5	5	1	5	5	5	5	5	5
5	5	5	5	5	5	2	4	2	5	4	4	4	5	5
4	4	4	5	2	4	5	4	5	5	4	5	4	5	4
5	4	4	4	5	5	5	5	5	5	5	5	5	4	5
4	4	5	5	5	4	5	4	5	5	5	5	4	4	5
4	4	5	4	4	4	5	4	2	4	5	4	4	4	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	4	5	5	4	4	2
4	4	5	5	5	4	5	4	5	4	4	5	4	4	5
4	4	5	5	4	5	2	4	4	4	5	4	4	4	5
4	4	5	5	4	5	2	4	4	4	5	4	4	4	5
4	4	5	5	5	5	5	4	2	5	5	4	4	4	5
4	5	5	5	4	5	4	5	5	5	5	5	5	5	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	4	4	5	4	4	5	4	2	4	4	4	4	4	5
5	4	5	5	4	4	4	4	4	4	5	4	4	4	4
5	4	5	5	2	5	5	5	5	5	4	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
4	5	5	4	5	4	4	4	5	5	5	5	5	5	5
4	5	5	4	5	4	5	4	5	5	5	5	5	5	5
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5	5	5	5	5	5	1	5	5	5	4	5	5	5	5
5	5	5	5	5	5	1	5	5	5	5	5	5	5	5
4	5	5	5	5	5	2	5	5	5	5	5	5	5	5
5	5	5	5	5	5	4	5	5	5	5	5	5	5	5
4	5	5	4	5	4	1	5	5	5	5	5	5	5	5
4	5	5	5	5	4	4	5	5	4	5	5	5	5	5

5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	4	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	4	5	5	5	5	5	5	5	4	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
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5	5	5	5	5	5	5	5	5	5	5	4	5	5	5
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	5	5	5	4	5	5	5

Mean of Data

MN	SC	AV	OC
4.33	4.29	4.50	4.40
5.00	4.86	5.00	5.00
4.83	5.00	5.00	4.60
5.00	4.57	4.75	4.80
5.00	5.00	5.00	5.00
4.00	4.00	4.50	4.00
4.67	5.00	4.88	4.60
5.00	5.00	5.00	4.73
4.33	4.71	4.25	4.33
4.50	4.71	4.25	4.27
5.00	4.14	4.75	4.73
4.83	4.86	4.38	4.60
4.17	4.00	4.13	4.13
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
4.67	4.43	4.13	4.60
4.33	4.57	4.13	4.47
4.00	4.00	4.00	4.20
4.00	4.00	4.00	4.20
4.33	4.29	4.13	4.40
4.17	4.43	4.38	4.73
5.00	5.00	5.00	5.00
4.17	4.43	4.50	4.07
4.33	4.29	4.13	4.27
4.67	4.71	4.75	4.67
5.00	5.00	5.00	5.00
4.83	4.57	4.38	4.67
4.83	4.57	4.38	4.73
5.00	4.57	5.00	4.00
5.00	4.86	5.00	4.67
4.67	4.86	4.88	4.73
5.00	5.00	4.75	4.73
5.00	4.57	4.88	4.93
5.00	5.00	4.88	4.53
4.67	5.00	4.88	4.73
5.00	4.57	4.88	5.00

5.00	5.00	5.00	4.73
5.00	5.00	4.88	4.87
4.83	4.86	4.75	4.27
4.67	4.57	4.75	4.87
4.83	4.71	4.88	4.60
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	4.73
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
4.50	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	4.93
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	4.93
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	4.93
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	4.93
5.00	5.00	5.00	4.93
5.00	5.00	5.00	4.80
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
4.83	5.00	5.00	4.93
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	5.00
4.33	5.00	5.00	4.93
4.83	5.00	5.00	5.00
4.83	5.00	5.00	4.93
4.83	5.00	5.00	5.00
4.67	5.00	5.00	4.87
4.67	5.00	5.00	4.87
4.83	5.00	5.00	5.00
4.83	5.00	5.00	5.00

5.00	5.00	5.00	4.93
4.67	5.00	5.00	5.00
5.00	5.00	5.00	5.00
5.00	5.00	5.00	4.87
5.00	5.00	5.00	5.00
4.83	5.00	5.00	5.00
4.67	4.86	5.00	5.00
4.83	5.00	5.00	5.00
4.83	5.00	5.00	5.00
5.00	5.00	4.88	5.00
4.83	5.00	5.00	5.00
4.67	5.00	5.00	4.93
5.00	5.00	5.00	5.00
4.83	5.00	5.00	4.93

APPENDIX IV
VALIDITY TEST RESULT

Correlations (Meaningful Work)								
		MN 1	MN 2	MN 3	MN 4	MN 5	MN 6	MN
MN 1	Pearson Correlation	1	.503**	.282**	.330**	.496**	.446**	.718**
	Sig. (2-tailed)		0.000	0.007	0.001	0.000	0.000	0.000
	N	91	91	91	91	91	91	91
MN 2	Pearson Correlation	.503**	1	.339**	.239*	.368**	.434**	.744**
	Sig. (2-tailed)	0.000		0.001	0.023	0.000	0.000	0.000
	N	91	91	91	91	91	91	91
MN 3	Pearson Correlation	.282**	.339**	1	0.065	.306**	0.168	.583**
	Sig. (2-tailed)	0.007	0.001		0.538	0.003	0.111	0.000
	N	91	91	91	91	91	91	91
MN 4	Pearson Correlation	.330**	.239*	0.065	1	.306**	.452**	.566**
	Sig. (2-tailed)	0.001	0.023	0.538		0.003	0.000	0.000
	N	91	91	91	91	91	91	91
MN 5	Pearson Correlation	.496**	.368**	.306**	.306**	1	.466**	.699**
	Sig. (2-tailed)	0.000	0.000	0.003	0.003		0.000	0.000
	N	91	91	91	91	91	91	91
MN 6	Pearson Correlation	.446**	.434**	0.168	.452**	.466**	1	.723**
	Sig. (2-tailed)	0.000	0.000	0.111	0.000	0.000		0.000
	N	91	91	91	91	91	91	91

MN	Pearson Correlation	.718**	.744**	.583**	.566**	.699**	.723**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	91	91	91	91	91	91	91
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

SC	Pearson Correlation	.620**	.760**	.760**	.581**	.749**	.852**	.814**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	91	91	91	91	91	91	91	91
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

AV 8	Pearson Correlation	.763**	.402**	.662**	.631**	.683**	.554**	.629**	1	.852**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	N	91	91	91	91	91	91	91	91	91
AV	Pearson Correlation	.864**	.603**	.813**	.735**	.826**	.747**	.819**	.852**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	91	91	91	91	91	91	91	91	91
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

OC 8	Pearson Correlation	.593**	.683**	0.156	.264*	.369**	.576**	.347**	1
	Sig. (2-tailed)	0.000	0.000	0.139	0.011	0.000	0.000	0.001	
	N	91	91	91	91	91	91	91	91
OC 9	Pearson Correlation	0.194	.243*	-0.046	0.083	0.100	0.140	0.038	.337**
	Sig. (2-tailed)	0.066	0.020	0.666	0.432	0.344	0.187	0.720	0.001
	N	91	91	91	91	91	91	91	91
OC 10	Pearson Correlation	.514**	.496**	-0.003	0.202	.284**	.409**	.275**	.537**
	Sig. (2-tailed)	0.000	0.000	0.981	0.054	0.006	0.000	0.008	0.000
	N	91	91	91	91	91	91	91	91
OC 11	Pearson Correlation	0.087	0.123	.397**	0.033	0.195	0.067	.295**	0.098
	Sig. (2-tailed)	0.412	0.246	0.000	0.755	0.063	0.526	0.005	0.355
	N	91	91	91	91	91	91	91	91
OC 12	Pearson Correlation	0.195	0.142	.235*	0.005	0.062	0.036	0.203	0.161
	Sig. (2-tailed)	0.063	0.180	0.025	0.966	0.561	0.732	0.054	0.127
	N	91	91	91	91	91	91	91	91
OC 13	Pearson Correlation	.334**	.451**	0.094	0.071	.239*	.252*	0.131	.459**
	Sig. (2-tailed)	0.001	0.000	0.375	0.504	0.022	0.016	0.216	0.000
	N	91	91	91	91	91	91	91	91
OC 14	Pearson Correlation	.480**	.734**	0.033	.261*	.264*	.382**	0.113	.588**
	Sig. (2-tailed)	0.000	0.000	0.754	0.012	0.012	0.000	0.287	0.000
	N	91	91	91	91	91	91	91	91
OC 15	Pearson Correlation	0.111	0.061	-0.019	-0.071	.212*	0.103	-0.048	0.045

	Sig. (2-tailed)	0.295	0.564	0.857	0.501	0.044	0.331	0.651	0.673
	N	91	91	91	91	91	91	91	91
OC	Pearson Correlation	.625**	.688**	.424**	.349**	.480**	.464**	.577**	.724**
	Sig. (2-tailed)	0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000
	N	91	91	91	91	91	91	91	91
** . Correlation is significant at the 0.01 level (2-tailed).									
* . Correlation is significant at the 0.05 level (2-tailed).									

Correlations (Organizational Commitment)

		OC 9	OC 10	OC 11	OC 12	OC 13	OC 14	OC 15	OC
OC 1	Pearson Correlation	0.194	.514**	0.087	0.195	.334**	.480**	0.111	.625**
	Sig. (2-tailed)	0.066	0.000	0.412	0.063	0.001	0.000	0.295	0.000
	N	91	91	91	91	91	91	91	91
OC 2	Pearson Correlation	.243*	.496**	0.123	0.142	.451**	.734**	0.061	.688**
	Sig. (2-tailed)	0.020	0.000	0.246	0.180	0.000	0.000	0.564	0.000
	N	91	91	91	91	91	91	91	91
OC 3	Pearson Correlation	-0.046	-0.003	.397**	.235*	0.094	0.033	-0.019	.424**
	Sig. (2-tailed)	0.666	0.981	0.000	0.025	0.375	0.754	0.857	0.000
	N	91	91	91	91	91	91	91	91
OC 4	Pearson Correlation	0.083	0.202	0.033	0.005	0.071	.261*	-0.071	.349**
	Sig. (2-tailed)	0.432	0.054	0.755	0.966	0.504	0.012	0.501	0.001
	N	91	91	91	91	91	91	91	91
OC 5	Pearson Correlation	0.100	.284**	0.195	0.062	.239*	.264*	.212*	.480**
	Sig. (2-tailed)	0.344	0.006	0.063	0.561	0.022	0.012	0.044	0.000

	N	91	91	91	91	91	91	91	91
OC 6	Pearson Correlation	0.140	.409**	0.067	0.036	.252*	.382**	0.103	.464**
	Sig. (2-tailed)	0.187	0.000	0.526	0.732	0.016	0.000	0.331	0.000
	N	91	91	91	91	91	91	91	91
OC 7	Pearson Correlation	0.038	.275**	.295**	0.203	0.131	0.113	-0.048	.577**
	Sig. (2-tailed)	0.720	0.008	0.005	0.054	0.216	0.287	0.651	0.000
	N	91	91	91	91	91	91	91	91
OC 8	Pearson Correlation	.337**	.537**	0.098	0.161	.459**	.588**	0.045	.724**
	Sig. (2-tailed)	0.001	0.000	0.355	0.127	0.000	0.000	0.673	0.000
	N	91	91	91	91	91	91	91	91
OC 9	Pearson Correlation	1	.233*	0.086	.379**	.212*	.320**	-0.023	.463**
	Sig. (2-tailed)		0.026	0.415	0.000	0.043	0.002	0.828	0.000
	N	91	91	91	91	91	91	91	91
OC 10	Pearson Correlation	.233*	1	0.111	.321**	.415**	.653**	.356**	.644**
	Sig. (2-tailed)	0.026		0.295	0.002	0.000	0.000	0.001	0.000
	N	91	91	91	91	91	91	91	91
OC 11	Pearson Correlation	0.086	0.111	1	.460**	0.084	0.042	0.025	.471**
	Sig. (2-tailed)	0.415	0.295		0.000	0.431	0.695	0.817	0.000
	N	91	91	91	91	91	91	91	91
OC 12	Pearson Correlation	.379**	.321**	.460**	1	.230*	0.179	0.106	.527**
	Sig. (2-tailed)	0.000	0.002	0.000		0.028	0.089	0.318	0.000
	N	91	91	91	91	91	91	91	91
OC 13	Pearson Correlation	.212*	.415**	0.084	.230*	1	.447**	.228*	.542**

	Sig. (2-tailed)	0.043	0.000	0.431	0.028		0.000	0.029	0.000
	N	91	91	91	91	91	91	91	91
OC 14	Pearson Correlation	.320**	.653**	0.042	0.179	.447**	1	.250*	.613**
	Sig. (2-tailed)	0.002	0.000	0.695	0.089	0.000		0.017	0.000
	N	91	91	91	91	91	91	91	91
OC 15	Pearson Correlation	-0.023	.356**	0.025	0.106	.228*	.250*	1	.216*
	Sig. (2-tailed)	0.828	0.001	0.817	0.318	0.029	0.017		0.040
	N	91	91	91	91	91	91	91	91
OC	Pearson Correlation	.463**	.644**	.471**	.527**	.542**	.613**	.216*	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.040	
	N	91	91	91	91	91	91	91	91
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

APPENDIX V
RELIABILITY TEST RESULT

Reliability Statistics (Meaningful Work)	
Cronbach's Alpha	N of Items
0.814	7

Reliability Statistics (Sense of Community)	
Cronbach's Alpha	N of Items
0.881	8

Reliability Statistics (Alignment of Values)	
Cronbach's Alpha	N of Items
0.931	9

Reliability Statistics (Organizational Commitment)	
Cronbach's Alpha	N of Items
0.780	16

APPENDIX VI
DESCRIPTIVE ANALYSIS RESULT

Descriptive Statistics (Meaningful Work)					
	N	Minimum	Maximum	Mean	Std. Deviation
MN	91	4.00	5.00	4.81	0.27
MN 1	91	4.00	5.00	4.90	0.30
MN 2	91	2.00	5.00	4.76	0.50
MN 3	91	2.00	5.00	4.76	0.50
MN 4	91	4.00	5.00	4.82	0.38
MN 5	91	4.00	5.00	4.86	0.35
MN 6	91	4.00	5.00	4.78	0.42
Valid N (listwise)	91				

Descriptive Statistics (Sense of Community)					
	N	Minimum	Maximum	Mean	Std. Deviation
SC	91	4.00	5.00	4.84	0.28
SC 1	91	4.00	5.00	4.87	0.34
SC 2	91	4.00	5.00	4.86	0.35
SC 3	91	4.00	5.00	4.84	0.37
SC 4	91	1.00	5.00	4.81	0.54
SC 5	91	4.00	5.00	4.88	0.33
SC 6	91	4.00	5.00	4.81	0.39
SC 7	91	4.00	5.00	4.85	0.36
Valid N (listwise)	91				

Descriptive Statistics (Alignment of Values)					
	N	Minimum	Maximum	Mean	Std. Deviation
AV	91	4.00	5.00	4.84	0.29
AV 1	91	4.00	5.00	4.82	0.38
AV 2	91	4.00	5.00	4.88	0.33
AV 3	91	4.00	5.00	4.85	0.36
AV 4	91	4.00	5.00	4.84	0.37
AV 5	91	4.00	5.00	4.82	0.38
AV 6	91	4.00	5.00	4.87	0.34
AV 7	91	4.00	5.00	4.80	0.40
AV 8	91	4.00	5.00	4.85	0.36
Valid N (listwise)	91				

Descriptive Statistics (Organizational Commitment)					
	N	Minimum	Maximum	Mean	Std. Deviation
OC	91	4.00	5.00	4.81	0.27
OC 1	91	4.00	5.00	4.81	0.39
OC 2	91	4.00	5.00	4.85	0.36
OC 3	91	1.00	5.00	4.81	0.74
OC 4	91	2.00	5.00	4.87	0.43
OC 5	91	2.00	5.00	4.85	0.51
OC 6	91	4.00	5.00	4.89	0.31
OC 7	91	1.00	5.00	4.51	1.18
OC 8	91	4.00	5.00	4.82	0.38
OC 9	91	1.00	5.00	4.66	0.91
OC 10	91	4.00	5.00	4.88	0.33
OC 11	91	1.00	5.00	4.81	0.59
OC 12	91	2.00	5.00	4.76	0.56
OC 13	91	1.00	5.00	4.79	0.55
OC 14	91	4.00	5.00	4.87	0.34
OC 15	91	2.00	5.00	4.91	0.38
Valid N (listwise)	91				

APPENDIX VII
MULTIPLE REGRESSION ANALYSIS
RESULT

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	0.643	0.630	0.166412602311356
a. Predictors: (Constant), AV, MN, SC				

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.334	3	1.445	52.170	.000 ^b
	Residual	2.409	87	0.028		
	Total	6.744	90			
a. Dependent Variable: OC						
b. Predictors: (Constant), AV, MN, SC						

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.718	0.332		2.162	0.033	0.058	1.378
	MN	0.208	0.101	0.209	2.063	0.042	0.008	0.409
	SC	0.346	0.117	0.352	2.952	0.004	0.113	0.580
	AV	0.291	0.120	0.306	2.425	0.017	0.052	0.529
a. Dependent Variable: OC								

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.718	0.332		2.162	0.033
	MN	0.208	0.101	0.209	2.063	0.042
	SC	0.346	0.117	0.352	2.952	0.004
	AV	0.291	0.120	0.306	2.425	0.017