

1.6 Structure of The Thesis

This research will be divided into five chapters as follow:

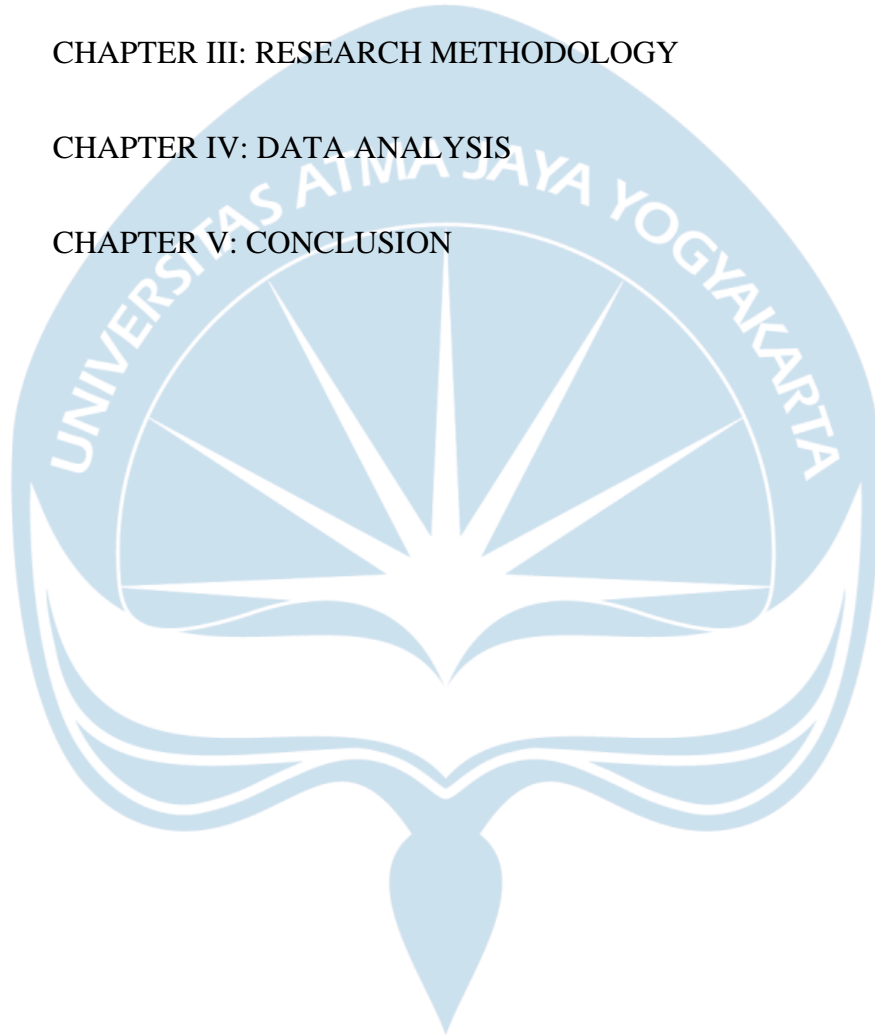
CHAPTER I: INTRODUCTION

CHAPTER II: LITERATURE REVIEW

CHAPTER III: RESEARCH METHODOLOGY

CHAPTER IV: DATA ANALYSIS

CHAPTER V: CONCLUSION



CHAPTER II

LITERATURE REVIEW

2.1. Introduction

In the early 21st century workplace spirituality started to getting attention because of its role in the workplace (Foster & Foster, 2019). However, spirituality not always about religion as what people would suggest, it can be about the individual's purpose, peace, and its purpose is to achieved their full potential (Petchsawang & Mclean, 2017). Workplace spirituality is about individual values that rooted in sense of connectedness, meaning, purpose, tolerance, and open-mindedness (Afsar & Rehman, 2015).

Organizational commitment as a part of management and organizational behavior offer characterizing an employee's relationship base on psychological state with organization to minimize the possibility of leaving (Pradhan & Jena, 2016). There are numerous theories of organizational commitment that was developed. First, Commitment itself refers to the understanding between individual that have the same goal with organization, who willingly do it on behalf of organization, and have desire to stay with the organization (Mustafa et al., 2019). The in-depth theories and the components of workplace spirituality and organizational commitment will be explained down below.

2.2. Workplace Spirituality Definition

The definition of "Spirituality" has different meaning for every individual (Houghton et al., 2016; Marques et al., 2005). There are three perspectives of "spirituality" definitions: the intrinsic-origin view, the religious

view, and existentialist view. First intrinsic-origin view of spirituality, in this concept it argues that this view of spirituality is a principle that come from inside of an individual. Meaning that spirituality viewed as our inner consciousness that's come from our programmed belief and values. Intrinsic-origin view was about a power that from inside, which came from a feeling of being connected with individual's work and others. Second existentialist view of spirituality, in this concept it argues that this view of spirituality is the most connected to the search of our meaning in workplace. "Search for meaning" has been a question of people that considering quitting their job. This view was the most relevant with a conceit of searching meaning at workplace. Third view of spirituality which is in religious view, in this concept it argues that this religious view is based on specific religion. For example in Christianity, spirituality is the "call for work"; in Hindus, spirituality is when people doing their work with utmost devotion; and in Buddhist, spirituality as a way to enriched their life and work by doing hard work and devotion (Houghton et al., 2016; Krishnakumar & Neck, 2002).

Study from Karakas (2010) which is discussed in Houghton, Neck and Krishnakumar (2016) and from Gupta, Kumar and Singh (2013) have stated that spirituality and religion is not same with each other and quite difference. Study in Petchsawang and Mclean (2017) stated that religion is about formal structured institutional belief systems, while spirituality is about individual experience that comes from inner being. Religion in spirituality is a set of organized belief and practices that normally shared by a religious community

or group to connected with God. While spirituality itself is about individual practices to find their sense of peace and purpose.

Study from Afsar and Rehman (2015), the researcher stated that workplace spirituality is not always about religion. Workplace spirituality is about individual values that rooted in sense of connectedness, meaning, purpose, tolerance, and open-mindedness. Workplace spirituality is a practice of connection between individuals that are involved in a particular work process which is created from individual goodwill. This connection leads to brings motivational organizational culture, that resulting an increase in overall performance that leads to sustainability of organization (Hassan et al., 2016). In addition, a study from Ashmos and Duchon (2000) which is discussed in Gupta, Kumar and Singh (2013) stated that workplace spirituality is a place where individual can have their inner-selves being fulfill by doing a meaningful work with a feeling connected with the community.

Study from Ashmos and Duchon (2000) which is discussed in Houghton, Neck and Krishnakumar (2016), there are three dimensional framework of workplace spirituality that was the common ground and widely accepted by scholars. The three dimension will be adopted from Milliman et al. (2003) findings; meaningful work, sense of community, and alignment with organizational values. Each dimension is on different levels, “meaningful work” is in individual level, “sense of community” is in group level, and “alignment with organization’s values” is in organization level. Each level will have their own characteristic or interactions which will considered as their respective level.

Ultimately workplace spirituality is about individual or employee's inner motivation, truth, and willingness to be part of activities which give a greater meaning to their life (Djafri & Noordin, 2017; Milliman et al., 2003). The experience of workplace spirituality will help individuals or employee to growth their potential self at work (Houghton et al., 2016). Hence the importance of workplace spirituality that in hope able to rise benefits for organization such as organizational commitment among employees.

2.2.1. Dimension of Workplace Spirituality

There are three dimension of workplace spirituality that was adopted from Milliman, Czaplewski and Ferguson (2003) study. Consist of meaningful work, sense of community, and alignment with organizational values. Which will be discussed as follows:

1. Meaningful Work

The first dimension of workplace spirituality is meaningful work. Meaningful work is when individual have deep sense of meaning and purpose in the work. This dimension is in individual level that connected with what the individual feeling toward their work, such as enjoy their work, energized by work, and give personal meaning and purpose. Meaningful work offer improvement for creativity that ultimately leads to happiness and joy (Gupta et al., 2013; Milliman et al., 2003).

2. Sense of Community

The second dimension of workplace spirituality is sense of community. This dimension is in group level that was connected with the

interaction of individual within a group of co-workers. The feeling of connection with co-workers, supporting between co-workers, and have a common purpose between co-workers. The sense of community happens when individual as a part of organization or community that they involve in. (Milliman et al., 2003)

3. Alignment with Organizational Values

The third dimension of workplace spirituality is alignment with organizational values or also known as alignment with values. This dimension in on organizational level that connected with an individual that involve with certain organization and have a strong sense of alignment between the personal values and organization's values or goals (Houghton et al., 2016). Sense of community can achieve when an individual feel connected with the organization's values or goals and when an organization actually cared about the employees (Milliman et al., 2003). If the value of individual or employee misalign with the organizational value, the organization will have numerous problems from produce process to services (Fanggidae et al., 2016)(Zaidi et al., 2019).

An individual or employee that possess a deep sense of meaningful work, sense of community, and alignment with organization are more often to become more satisfied with their work, more creative, and importantly more committed to an organization that they involved. Ultimately it will give an influence to individual's well-being and organizational performance, which is organization will be received as a benefit.

2.3. Organizational Commitment Definition

Commitment refers to individual who understand and share the same goal with organization, who willingly do it on behalf of organization, and have desire to stay with the organization (Mustafa et al., 2019). One term that can be used to describe organizational commitment is the relation between organization and employee among other things (Yahaya & Ebrahim, 2016; Meyer and Allen, 1997). According to Mowday & Strees (1979) in Djafri & Noordin (2017), the concept of organizational commitment is about the strength of relationship between individual's identification with and involvement in an organization.

There is various definition of organizational commitment from various studies. According to Kadiresan *et al.* (2015) most of definition have something in common, which is the connection of employee to organization. Organizational commitment are the psychological relation between employee and organization, it is also shown the level of loyalty and support that employee have toward the organization they involved in (Ramalho Luz et al., 2018). Organizational commitment are essential for organization to retain its talents, ultimately only the ones that's committed to their organization will stay and give support for its organization to achieved the goals (Nagar, 2012).

The most known and used commitment construct was developed by Meyer & Allen in (1991), the three component model that's consist of affective commitment, continuance commitment, and normative commitment. The dimension act as representative for various individual psychological states (Kerns, 2019).

2.3.1 Organizational Commitment Three Components Model

According to Meyer & Allen (1991) in Meyer et al. (2013), Organizational Commitment categorized into three components; Affective Commitment, Normative Commitment, and Continuance Commitment.

1. Affective Commitment

According to Meyer et al. (2013) in Rawashdeh & Tamimi (2019), Affective Commitment is the employee emotional attachment to the organization and identify themselves as part of certain organization. This affective commitment shown their emotional attachment and willingness to stay within a certain organization. The employee that has this type of commitment stay in the organization because they want to (Pathak, 2017).

2. Continuance Commitment

According to Meyer et al. (2013) in Wołowska (2014), Continuance Commitment is the understanding of the cost to the individual if they are leaving their organization. In (Meyer et al., 2013), this type of commitment the employee stay and commit to the organization because they have to, and need to do so. The employee that this type of commitment will considering all of their action that they have taken during their time in certain organization, to make calculate the cost related with leaving the organization. Those action can be work-related or non-work-related. For example, the possibility of losing attractive benefits, privileges, and personal relationships,

those can be seen as potential cost if leaving a certain company (Meyer et al., 2013). The employee that have this type of commitment stay in the organization because they have to (Pathak, 2017).

3. Normative Commitment

According to Meyer et al. (2013) in Wołowska (2014), Normative Commitment is when individual feel the duty and obligation to stay in the organization. Employee can develop this type of commitment if the organization give them benefits and makes them to feel the need to reciprocate with the terms of contract (Rego & Pina E Cunha, 2008). The employee that has a high level of this type of commitment will stays because it is what they ought to do (Pathak, 2017; Wołowska, 2014).

2.3.2 The Factors Influencing Organizational Commitment

Study from Steers (1977) in Mustafa et al. (2019) in stated that there are few factors that influence organizational commitment:

1. Age

The older / senior employee tends to be more committed compared to a younger employee. Study from Nagar (2012) shown that the reason why the older employee tend having stronger commitment is because the employee become more mature, have more experience, and enjoy better position in the organization. In other hand, study from Yahaya & Ebrahim (2016) stated that the other reason is because the

older employees might have less job alternative and might induce more cost by leaving than staying in the organization.

2. Gender

Female tends to be more committed to the organization compared to a male. Study from Nagar (2012) stated that female have more commitment to the organization because as a female they have to overcome more barriers than male to join an organization.

3. Education

Employee with lower-level education tend to have more commitment to the organization than the higher-level education employees. Study from Mustafa et al. (2019) stated that the reason behind higher-level education have less commitment to the organization is because they might feels it is easier for them to find job alternative in other organization compared to those with less-level education.

4. Work Experience

Study from Steers (1977) in Mustafa et al. (2019) stated that employee that have more experience tend to have more commitment to the organization. Employee will have more commitment when the organization give their trust to the employee.

5. Tenure

Study from Meyer & Allen (1997) in Yahaya & Ebrahim (2016) stated that employee that have higher level of commitment tend to stay

while the less committed employee tend to leave the organization. Study from Iqbal et al. (2011) also stated that employee that stay in the organization in a long period have investing their time and effort to the organization. Those investment in the organization increase the level of commitment.

2.4 Workplace Spirituality and Organizational Commitment

Organization that able fulfilling the needs of spiritual need of employees and community will have a positive relation to the employee commitment (Fanggidae et al., 2016). The dimensions of workplace spirituality are connected on how they feel toward their workplace environment. Organizational commitment is how the employee psychological connection/relation with the organization. Each variable is the psychological/emotional feeling of an employee. If the employee has positive feeling toward workplace environment and how their work is meaningful for them, their value is aligned with the organization, they are accepted in the community, then they will have more desire to stay with the organization. The more the employee have personal attachment and positive feeling toward the organization the more they are committed to its organization. Which is supported by few studies, according to Pathak (2017) study, there are a positive and significant impact between workplace spirituality and organizational commitment. The employees will be more committed they are to the organization. Study from Fanggidae et al. (2016), also shown that there are a significant relation of workplace spirituality to organizational commitment

Workplace spirituality have numerous benefits organization, such as promote positivity, enhance trust among employees, improving interconnectedness, increase

employees motivation (Jurkliewicz L. & Giacalone A., 2004; Marques et al., 2005; Pathak, 2017; Piryaei & Zare, 2013). Study from Nasurdin et al. (2013) stated that when employee have acquired sense of meaning and purpose in their work, sense of community, and connectedness with others, and when their personal values align with the organization values. Lead into more satisfied, creative, committed, improved well-being and organizational performance. Study from Pathak (2017), also stated that employee will be become more honest, confidence, and decrease absenteeism.

2.5 Hypothesis Development

2.5.1 Meaningful work and Organizational Commitment

Meaningful work have an important role to enhance employee self-esteem, self-efficacy, and makes them see their work as important (Rosso et al., 2010). Based on previous study from Jung & Yoon (2016), employee that have meaningful work can have more motivation which will improve their commitment to the organization, reduce absenteeism, lateness. Study from Chalofsky & Krishna (2009) shown that to improve organizational commitment in an organization, the organization should come with new approaches to increase employees motivation. On that study also stated that external motivation is not enough, hence organization should implement internal approaches such as meaningful work. Study from Djafri & Noordin (2017) stated that employee that have more experience with meaningful work will become more committed to the organization.

Therefore, the proposed hypothesis is:

Hypothesis 1: Meaningful work has significant and positive effect on the organizational commitment

2.5.2. Sense of Community and Organizational Commitment

Sense of community the connectedness and dependence between employees. This variable makes employees become together and encourages them to support each other while connected with each other. Employee's sense of community can be growth by having a shared vision, values, supporting each other, sharing responsibility, a study have been conducted and shown that the often employee experience connectedness with other employee the more favorable the job outcome (Aboobaker et al., 2020)

It had been proven that sense of community have a positive relation to organizational commitment (Lampinen et al., 2017). Study from Glew & Russell (2013) stated that sense of community related to organizational commitment, according to the study sense of community can have a positive impact to the organization's productivity, efficiency, and morale and makes for an enjoyable workplace. Sense of community also can enhance self-confidence and independence.

Therefore, the proposed hypothesis is:

Hypothesis 2: Sense of community has significant and positive effect on the organizational commitment

2.5.3. Alignment with Organizational Values and Organizational Commitment

Values are the standard to relating between workplace that was individual see as the “right” one or the individual preferences. Individual that works in a workplace where their personal values and organization values is not align, it will not only negative for the individual but also for the organization. The result of this mis-alignment between personal and organizational values are the risk of employee well-being, less committed, and less productive (Finegan, 2000). However, if an employee work in a workplace that their values align with each other than the employee will have deep and strong alignment between personal values and organizational values. This will be resulting employee think their work is more than just a job (Kazemipour et al., 2012).

Therefore, the proposed hypothesis is:

Hypothesis 3: Alignment with Organizational Values has significant and positive effect on the organizational commitment

2.6. Research Framework

Study from Nasurdin et al. (2013), show that when employee experience a deep and strong sense of meaning and purpose in their job, sense of community and connectedness with each other, and a sense of alignment with organizational values will resulting into more satisfied, creative, committed to organization, well-being, and organizational performance.

In this research they are 2 variables, independent and dependent variable. Independent variable of this research consists of 3 items, meaningful work, sense

of community, and alignment with organizational values. Dependent variable was consisting of 1 item, organizational commitment. Below is the conceptual framework based on description above:

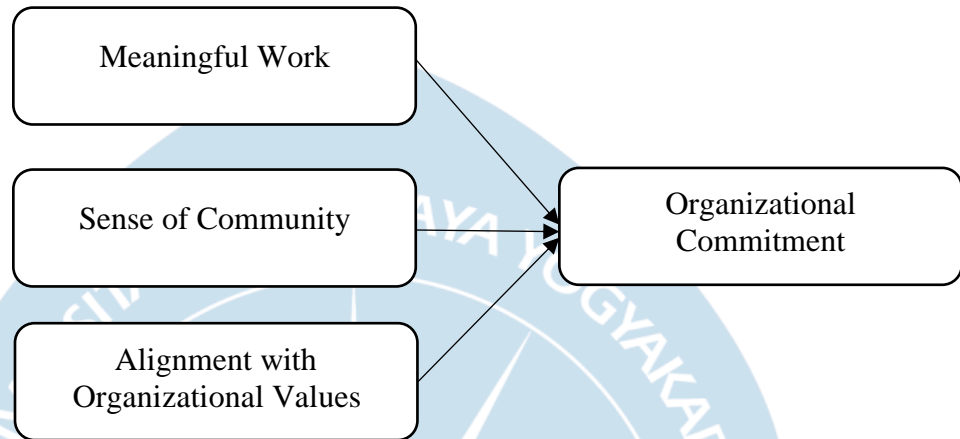


Figure 2.1. Research Framework

Source: Adopted from (Djafri & Noordin, 2017)