

## **SPIRITUALITY IN WORKPLACE, INDIVIDUAL SPIRITUALITY AND WORK BEHAVIOUR: THE STUDY OF HIGHER EDUCATION IN INDONESIA**

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### *Abstract*

Spirituality in the workplace include feeling connected to the community, the meaningfulness of the work, the ability to express their feelings and ability to work independently, have the power of doing work believed to be correct. This study seeks to analyze spirituality in the workplace and individual spirituality on the behavior of employees working at universities in Indonesia.

The samples of the study are employees who work at universities in Surakarta with a sample of 132 employees. Data is analyzed using multiple regressions.

The result of regression analysis showed that the concept of spirituality in the workplace include feelings of community teams, inner life and meaningful work affect on work behavior (job satisfaction, organizational commitment and job involvement). The results of this study indicate that there is no significant effect between the communities at work on job satisfaction. While the inner variable life, Meaningful in work and Individual Spirituality significantly influences job satisfaction. There was no significant effect between community at work and meaning at work on job involvement. While the inner variable life and Individual Spirituality significantly influences job involvement. There was no significant effect between the meanings at work to organization commitment. While the inner life variable, community at work and individual spirituality significantly influence organization commitment.

Employees feel that life is full of hope in the future, and spiritual values also includes in making life choices. Employees at the college considers that his work has a deeper meaning than other jobs because they relate to the services to education and a strong desire to express spiritual practices in working life.

### *Abstrak*

Spiritualitas di tempat kerja termasuk merasa diterima oleh komunitas, kebermaknaan pekerjaan, kemampuan untuk mengekspresikan perasaan dan kemampuan untuk bekerja secara mandiri, serta memiliki kekuatan untuk melakukan pekerjaan yang diyakini benar. Penelitian ini bertujuan untuk menganalisis spiritualitas di tempat kerja dan spiritualitas individu pada perilaku karyawan yang bekerja di berbagai universitas di Indonesia .

Sampel penelitian ini adalah karyawan yang bekerja di universitas di Surakarta dengan sampel sebanyak 132 karyawan. Data dianalisis dengan menggunakan regresi berganda.

Hasil analisis regresi menunjukkan bahwa konsep spiritualitas di tempat kerja meliputi perasaan diterima oleh komunitas, kehidupan batin dan pekerjaan yang berarti mempengaruhi perilaku kerja (kepuasan kerja, komitmen organisasi, dan keterlibatan kerja). Hasil penelitian ini menunjukkan bahwa tidak ada pengaruh yang signifikan antara komunitas di tempat kerja terhadap kepuasan kerja. Sementara variabel kehidupan batin, merasa berarti dalam pekerjaan dan spiritualitas individu berpengaruh secara signifikan terhadap kepuasan kerja. Tidak ada pengaruh yang signifikan antara komunitas di tempat kerja dan makna bekerja pada keterlibatan kerja. Sementara variabel kehidupan batin dan Individu spiritualitas berpengaruh secara signifikan terhadap keterlibatan kerja. Tidak ada pengaruh yang signifikan antara makna bekerja untuk komitmen organisasi. Sedangkan

variabel kehidupan batin, komunitas di tempat kerja dan spiritualitas individu berpengaruh signifikan terhadap komitmen organisasi.

Para karyawan merasa bahwa hidup penuh harapan di masa depan, dan nilai-nilai spiritual termasuk di dalamnya adalah membuat pilihan hidup. Karyawan di perguruan tinggi menganggap bahwa karya memiliki arti yang lebih mendalam daripada pekerjaan lain karena pekerjaan yang berhubungan dengan layanan pendidikan dan keinginan yang kuat untuk mengekspresikan praktik spiritual dalam kehidupan kerja.

**Keywords:** Spirituality in workplace, individual spirituality, organization commitment, work involvement and job satisfaction

**JEL Classification:** L23

## **1. Research Background**

In companies, the effective of human resources is a must so that the organization can achieve its goals. The qualified human resources is indispensable to face the increasingly severe competition. Currently, many companies began to develop workplace spirituality dimensions in its management. The importance of spirituality is increasingly realized either by the owner, manager or by the employees themselves. The awareness that the fulfillment of the needs of spirituality at workplace and individual spiritual will be able to create a conducive atmosphere that encourages employees to be able to work as good as possible. According to Marques (2005) there are five aspects of American companies in developing spirituality in the workplace, namely: 1) the increasing pressure on global competition requires organizational leaders foster the creativity of its employees, 2) the occurrence of technostuctural which includes changes in organizational structure, reengineering and downsizing, 3) the fact that the workplace has become a new community for employees, 4) the increasing access and curiosity of the east philosophy, and 5) the development of interest in the meaning of life is very contemplative .

The terms spirituality is often used as an approach of value for management that seeks to know the personal of a person as a whole not just purely functional. Successful managers want to be bounded from heart to heart and mind with his colleagues. They want to establish a better relationship, not just a relationship that led to the exchange of interests such as money and skill exchange. Heart relationship is a kind of communication with a person's soul in the deepest realm where one's identity and the meaning of life is found. This is often called the "the part of spiritual", the terms often used to describe the purpose and meaning of life.

Meanwhile (Valasek, 2009; in Osman, et al, 2013), defines spirituality into seven general categories such as; looking for meaning and purpose, living in harmony with others; personal wholeness, well-being, holistic; achieve personal growth; ethics, integrity or based on values; based beliefs; and has a sense of justice.

Spirituality is not the same as religion. However, spirituality can grow through the universal values in religion, because spirituality concerns the universal internal life, which exists within every person. Spirituality may be taken for granted to be developed in private life, but it is often considered as not in proper place when placed in the workplace. In fact, spirituality will not be realized if it is not developed in an integrated manner in the different spheres of our lives. Meanwhile, according to Fletcher (2004) religiosity is a quality of award and the attitude of one's life based on religious values that are believed and also pay attention to religious ritual. Religiosity is appreciated in the universal religion values substantially, so according to Fletcher (2004) it does not rule out and it is also encouraged by the solidarity of religious symbols. Therefore, spirituality is different from

religion, but both have a relationship that cannot be separated . So it can be said that they can be distinguished but not separated.

Spirituality in workplace consider employees as part of a community that can be trusted, employees undergo personal growth as a part of the community, the employees feel to be appreciated and supported, is a workplace where spirituality is growing. Spirituality in the workplace provides the deepest values for individual to support the work. In addition, they give hope of self-fulfillment in depth and balanced, so that experiencing the joy and meaning in their work, can see themselves as part of a community which can be trusted, undergo personal growth as a part of a community, where they feel to be appreciated and supported. If the organizations provide opportunity of work spirituality by building shared values, it makes people feel equal and allows them to live in an environment free from fear, so they have much sharper in intuition and creativity, and a sense of belonging to the organization. So far the majority of research on spirituality in the workplace, especially focusing on the individual level, both studies reveal important information on understanding the impact of spirituality in the workplace which can occur in the working group. In this study combine between workplace spirituality (spirituality team) and individual spirituality and investigate how it impacts on work behavior. Problem formulations of the research are how to improve institutional support to employees in working through spirituality in the workplace and individual spirituality so that employees have increased job commitment, the better job satisfaction and job involvement with the expectations of employees in all aspects of both academic and official affair will increase so that will have an impact on students' satisfaction as users of educational services?

Spirituality in workplace is understanding of his/herself as a spiritual being that his/her soul need of care in the workplace by upholding the values; the experience of purpose and meaningfulness of employment, and also about feeling connected to each others and to her communities in work (Ashmos and Duchon, 2000). Spirituality in the workplace is one of the psychological climate where people (employees) consider themselves owning an internal life with meaningful employment and be placed in the context of a community. Work units which have a high spirituality means to experience the climate, and it is supposed that the work unit will have higher performance. The development of spirituality in the workplace can be started from the respective ourselves personally. However, the development of spirituality in the workplace will be effective when supported by the work environment which is equally aware of the importance of spirituality in the workplace.

The purpose of spirituality in the workplace according to (Shankar, 2009) firstly, the growth and advancement of spiritual experiences involving mental growth and problem solving as well as individual learning as a basis for the development of individuals, secondly, spiritual growth reflects the satisfaction of individual needs such as the desire of achievement, thirdly, individual context broadly include connectivity of the work-family and arrangements in the workplace and, fourthly, spirituality in the workplace is communicated and reinforced through institutional leaders, organizational culture, policies, job design and other factors.

Fundamental aspect of spirituality in the workplace involves the sense of belonging deeply of meaning and purpose in one's work. Expression of spirituality in the workplace involves the assumption that every person has his own inner motivation and the truth and the desire to engage in activities that give greater meaning to his life and others' lives (Ashmos and Duchon, 2000). The dimension of spirituality in the workplace has a deep relationship, or relationships with others, which has been articulated as a sense of community (Ashmos and Duchon, 2000). The dimension of spirituality in the workplace occurs at the level of groups of human behavior and concerns of the interaction between

employees and their coworkers, their personal values and their organization's mission and goals.

Component of the work spirituality includes employee interaction with the larger goals of the organization (Mitroff and Denton, 1999). Organizational values associated with the premise that the purpose of the larger individuals should contribute to others or society. Alignment also means that people believe that managers and employees in their organization have the right value, has a strong conscience, and concern about the well-being of employees and communities (Ashmos and Duchon, 2000). In line with the values of the organization involves the concept that employees have the desire to work in an organization whose purpose is not only a good company, but an organization that seeks to have ethics and integrity as well as provide a greater contribution to the welfare of employees, customers, and communities. While the alignment of the concept of organizational value indicates that there are several companies that have employees with a high level of commitment, customers, and society than others. For example, there is some evidence to suggest that many employees at Southwest Airlines was aligned with a company that offers cheap tickets (allowing people to fly who usually cannot afford), the frequent and on time flight, and personal service marked by a pleasant personality and humor (Milliman, et al., 1999).

Components of spirituality in the workplace according to Ashmos and Duchon include: 1) The inner life as a spiritual identity (inner life); 2) The meaning and purpose in work (meaningful work); 3) Feeling connected to the community (community). Meanwhile, according to Khasawneh (2011) spirituality in the workplace include feeling connected to the community, the meaningfulness of the work, were able to express their feelings and ability to work independently, have the power of doing work believed to be correct, feel the presence of a higher power at work that help them in dealing with work stress and maintain enthusiasm and focused vision, a feeling of harmony in the work.

Spirituality in the workplace is the discovery of chance at work to express various aspects of a person, not just the ability to display physical tasks and intellectual. Understanding spirituality in the workplace can be started by understanding that every person has an inner life and physical life and that the maintenance of the inner life can produce a more meaningful life and productive.

After knowing the spiritual element within workers, the acceptance is required that workers need to be involved in work that gives meaning to his life. The importance of meaningful work is expressed by an author named Fox, as follows: "Life and livelihoods (livelihood) are not two separated things but rather flows from the same source, namely the spirit. Spirit means life, and the lives and livelihood is related to life in the depths, life with meaning, purpose, joy, and the feeling of having contribution to the wider community. Work spirituality relates to how to brings the life and livelihood back together and the spirit in it".

Mitroff and Denton (1999) describe spirituality as a desire to find ultimate meaning and purpose in one's life and to live in integrated life. Similarly, spiritual workplace is one that has more meaning than just a financial reward in the traditional view which is associated with the workplace. To support the spiritual growth of employees and work performance should be a convergence between the perceptions of employees and their own lives and the meaning of their work (Sheep, 2006). It can be summarized that the conceptualization of spirituality in the workplace should include, not only the recognition that people have in inner life that encourages them to seek meaning, but it was part of the search for meaning is the satisfaction of meaningful work.

Spirituality in the workplace is also about how one can life and connect with others. Bureaucracy and management model of scientific organizations recommend specialization,

which in turn give rise to isolated and alienated feelings among workers. However, workplace is now recognized as a type of community itself. The work itself is found as a source of spiritual growth and connection (relationship) with someone else. The feeling of being part of a community is an essential element for the development of spirituality. There are many religious traditions that emphasize the aspects of friendship (fellowship) of spiritual development. On this, (Ashmos and Duchon, 2000) stating that the friendship helps leaders and their members to deal with loneliness, disappointment, and hurt caused by modern organizations and to ensure that these conditions do not continue to eliminate the spirit of the organization and the people in it.

According to Robbins and Tymothy (2011) job satisfaction is a positive feeling about one's job is the result of an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings towards their job. While people who are not satisfied with their work have negative feelings about the job. Each job is not just a set of paper or wait for the customer, but every job requires interaction and relationships with colleagues and the boss, follow the rules and policies of the company, meets the standards of work, accept working conditions that are often less than ideal. This means that the assessment of an employee about how he/she felt satisfied or not satisfied with his/her work is the presentation of a complex of a number of different elements of the work.

Weiss (2002) suggested that job satisfaction gave a positive or negative evaluation of the opinion of someone about their job. Job satisfaction is generally defined as the extent to which employees like their job (Agho, Muller and Price 1993; Locke 1976; Dirania Kuchinke, 2011). Locke (1976) considers that job satisfaction as a positive or affective appreciation of the situation caused by the assessment of an individual towards their job or work experience. The study of job satisfaction suggests that the main reason of employees leave their job is because of job dissatisfaction.

According to (Milliman, et al, 2001), there is influence of spirituality in the workplace and employee attitudes are studied both by regression analysis and structural equation models. Regression results support the hypothesis between dimensions of spirituality and organizational commitment, individual intentions to quit, intrinsic job satisfaction, job involvement, and respect for the organization. Overall dimensions of spirituality explains 68% of the variance in organizational commitment, 36% of the variance in individual intention to quit, 33% intrinsic job satisfaction, 34% of the variance in job involvement, and 50% of the variance in respect for the organization. In addition, the result of SEM showed that dimension of spirituality was significantly associated with five dimensions of work. Overall results showed no significant positive relationship between the three aspects of spirituality in the workplace and a number of organizational behavior variables. Meaningful work can also be expected to influence employee attitudes towards work. (Jaques, 1966, Millman, 2001), suggest that when individuals work fits with their potential ability, they are more likely to reach their full potential. Employees who have a greater motivation to work showed a higher level of satisfaction.

According to (Robbins and Tymothy, 2011) work engagement is the extent to which a person favoring a work actively participate in it and considers important performance as a form of self-esteem. Job involvement measures the extent to which individuals are psychologically favoring their work and consider that it is important that the level of performance achieved as a form of self-esteem. Employees who have a high level of job involvement are very impartial and genuinely concerned with the field of work they do. According to Blau (1986), job involvement regards the extent to which an individual identifies with and actively participate in its work and considers being important to their performance.

According to Fry (2003), the dimension of spirituality in the workplace by fulfilling the needs of the employees will be affected positively with job involvement. The dimensions of spirituality in the workplace provide intrinsic motivation to employee through work activities that cause increased intrinsic motivation and consequently greater involvement in the work, so the dimension of spirituality in the workplace will be a positive influence on job involvement. The research of (Milliman, et al, 2003) also supports the finding that there are advantages in the three dimensions of spirituality in the workplace and five working attitude of employees. Five dimensions of work attitudes variables studied empirically related to other variables which attracts to the organization, such as reduced income and absenteeism, increased creativity and work performance. The results of this study state that spirituality in the workplace have positive impact on employee's attitudes including job involvement and ultimately improve organizational performance.

Organizational commitment is the degree to which an employee favoring an organization of employees and the goals and wishes to maintain membership in the organization. Thus, high job involvement means in favor of particular job of individual, while high organizational commitment means favor of the organization that recruit the individual. Therefore, (Mowday et al, 1982; and Crewson, 1997) summarize that organizational commitment operationalized as a combination of the following three components: a strong desire to constantly become a member of the organization (loyalty), willingness to achieve a high level of effort for the sake of organization (attachment), a strong belief and acceptance of the values and goals of the organization (identification / recognition).

The most common clasification widely used is the classification of organizational commitment of (Mayer and Allen, 1991) which consists of the dimensions of affective, continuous and normative. They state that when the three types of commitment are considered, the individual's relationship with the organization can be better understood. If these types of commitment increase, the desire of individuals to remain in the organization also increased. These three components should not be seen as mutually exclusive types of commitment, but as a component that can coexist, meaning a person's commitment can be based on one, two or all the three.

Affective commitment is employee engagement, identification, and involvement in the organization. Employees with a strong affective commitment, continue to work in the organization (Meyer and Allen, 1997). Mowday et al (1979, 1982) marked affective commitment in the definition of organizational commitment as a strong belief and acceptance of the goals and values of the organization, willingness to perform a large amount of effort on behalf of the organization, and a strong desire to maintain membership in the organization. Affective commitment indicates a sense of belonging and tied feelings to the organization. Affective commitment occurs when employees are committed emotionally or psychological commitment and wanted to remain in the company. Individuals whose organizational commitment is based on affective commitment do the job with the organization because of their desire to do so; this desire is based on the level of an individual's identification with the organization and their willingness to help the organization to realize its objectives.

According to (Rego and Cunha, 2007), affective commitment tend to rely on one's emotional attachment to the organization, it is likely that employees who have high spiritual values in the workplace would have more affective commitment and will be more motivated to make a greater contribution to the organization than employees with weak affective ties. Therefore, this model is expected to predict that low affective commitment

will reduce employee productivity, reduces absenteeism, improved performance, and increased the behaviour of organizational citizen.

This relates to the costs that come about if an employee leave organization or have little or do not have an alternative at all when he/she leave the organization. When employees feel continuance commitment, he thinks that the cost of leaving the organization is too high (Meyer and Allen, 1997). Some of the potential costs of leaving the organization include the loss of effort if skill or the system cannot be moved; disorders related to changes in the design of the family, the loss of value and future opportunities. Continuance commitment increases when individuals invest in the organization or get benefit of the organization because they will lose when he left the organization. For example, an employee may be committed to an employer because he is paid with a high reward and think that the resignation from the company will destroy his family (Robbins and Tymotheny, 2011).

Spirituality in the workplace should be conducted with respecting for the inner life of employees, looking for meaningful work in the context of a community. the research of Rego and Cunha (2007) showed that 1) the people with high affective, normative and continuance commitment would have a higher relationship with the community in their team work, 2) employees feel that there is alignment with the values of the people in organizations, 3) the employee considers that what they do is meaningful and assist the work, and 4) they feel pleasure at work and assume that the organization gives them an opportunity for their inner life. It's probably an important finding, even the dimensions of spirituality in the workplace consistently as antecedents of organizational commitment which affect organizational performance and team performance.

Normative commitment shows people feeling obliged to stay in the organization, not for personal benefit, but because an individual thinks that such behavior is ethical and right. Commitments, which grow as a result of socialization, demonstrate individual's loyalty to the employer. Normative commitment may survive only until the "debt" was paid off and therefore it exposed rationalization if other circumstances change (Meyer and Allen, 1997). For example, an employee pioneering a new initiative may survive with employers because they think that they will leave a burden to others if he leaves (Robbin and Tymotheny, 2011).

By increasing the spiritual climate, managers can increase organizational commitment and organizational performance. It is very possible because people react reciprocally to an organization that meets the needs of their spiritual, and allow them to have a sense of psychological safety, and make employees feel that they are respected as human beings and that they deserve to be treated respectfully, and allow them to have a goal and determine their purpose. Employees who have affective and normative commitment are more likely to receive or ready for organizational change, and if spirituality relates to the second aspect of the commitment, the organization and the manager cannot ignore spirituality when preparing and conducting organizational change. On the other hand, managers and organizations need to be careful when making changes, because if the impact of changes in spirituality in a negative way (e.g. clashed with a sense of community, a sense of meaning harm in the workplace and / or cause a breach in the alignment of individual and organizational), then the result can reduce affective and normative commitment, and subsequent decline of the performance of individual and organizational performance degradation (Rego and Cunha , 2007).

The research hypothesis are:

H1 : Dimensions of Spirituality in the workplace will positively affect the employee's job satisfaction.

H1a : The meaning and purpose in working positively influence job satisfaction

- H1b : Communities in the workplace positively influence job satisfaction
- H1c : Inner life have positive effect to job satisfaction
- H2 : Dimensions of Spirituality in the workplace has a positive effect to employee engagement
- H2a : The meaning and purpose in working affect positively to employees' job involvement
- H2b : Community at work has a positive effect to employee engagement
- H2c : The inner life have positive effect on employee involvement
- H3 : Dimensions of Spirituality in the workplace will affect the organizational commitment of employees
- H3a : The meaning and purpose in working positively influence organizational commitment
- H3b : Community at work has a positive effect to organizational commitment
- H3c : Inner life affect positively to organizational commitment
- H4a : There is a positive effect between individual spirituality employees and job satisfaction
- H4b : There is a positive effect between individual spirituality of employees and job involvement
- H4c : There is a positive effect between individual spirituality and organizational commitment of employees

## **2. Research Methods**

### **2.1. Sample and Population**

The target population in this study is all employees of the college. Basic consideration in choosing a college employee is that the employee at the college is considered more objective and rational in judging any issues relating to problems at work. While the samples frame in this study are employees of universities in Surakarta because Surakarta is known as the education city. The sample used in this study is permanent and contract employees who have served more than 3 years in working place. This study used non-probability sampling where every element of the population does not have the same chance to be selected as the samples in the study (Sekaran, 2003) were selected according to the judgement of the reseacrher that the sample could be selected to represent the population. The sample of this study involved 132 employees of universities in Surakarta.

### **2.2. Technique of Data Analysis**

This study uses multiple regression analysis using SPSS 16. Prior to regression analysis, testing of questionnaire is conducted regarding the validity and reliability of questionnair. The questionnaire is reliable, if the the value of Cronbach alpha more than 0.7 (Nunally, 1994). Besides, it also tests the validity by considering the value of correlation coeficient. A criterion for validity testing can be seen from Corrected item-total correlation above 0.40 which means it has a high internal consistency (Karlina and Ghozali, 2013; Hair, 1998).

Once satyifying the validity and reliability of the questionnaire, data obtained from the questionnaire is regressed using three different dependent variables namely job satisfaction, job involvement and organizational commitment. While independent variable are spirituality in the workplace and individual spirituality. To see how much variation in independent variables explain the variation of dependent variable, R-square test is used, whereas to see the goodness of the model fit, it can be seen from the significance of F-test. Testing of the hypothesis is done by looking at the value of the significance of t-test of each variable.

### 2.2.1. Descriptive Statistic

**Table 1. Descriptive Statistic of Construct**

Constructs	Komtim	Spiritind	Inerlife	meaning	kepuas	Terlibat	Komitmen
Mean	16,33	36,25	23,88	24,38	56,02	15,03	191,21
Std Deviasi	2,611	3,867	2,950	4,174	6,497	2,255	4,958
Community at work	1						
Spiritind	.397**	1					
Inerlife	.458**	.624**	1				
Meaning in work	.327**	.409**	.503**	1			
Job satisfaction	.420**	.602**	.660**	.578**	1		
Job Involvement	.307**	.480**	.534**	.395**	.726**	1	
Organization Commitment	.435**	.508**	.493**	.402**	.623**	.531**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 1 above shows the results of the descriptive statistical analysis of each construct that is conducted in this study. Construct of job involvement has the lowest mean value that is 15.03, while the construct of job satisfaction has the highest mean value namely 56.02. Likewise, the standard deviation value of the construct of job satisfaction has the highest value, 6.497. Construct of work engagement has the lowest value, 2,255. The correlation testing using the method of Pearson product moment shows the correlation between the value of the construct as well as a testing monological validity for predicting the relationship between constructs. The results show that all correlation values are significant at the 0.01 level or significant at 1% alpha.

### 2.2.2. Validity Testing

By removing items that have a coefficient Corrected item - total correlation below 0.40, then the variables in this study had high internal consistency (Karlina and Ghozali, 2013, Hair, 1998). Community variables at work have value Corrected item - total correlation above 0.4, namely  $X_1 = 0.55$ ,  $X_2 = 0.73$ ,  $X_3 = 0.79$ ,  $X_4 = 0.58$ . The value of Corrected value of the item - total correlation of Inner Life Variable are  $X_{24} = 0.499$ ,  $X_{25} = 0.48$ ,  $X_{26} = 0.437$ ,  $x_{27} = 0.669$ ,  $X_{28}$  and  $X_{29} = 609 = 0.415$ . Meaning at work have Corrected value of the item - total correlation as follows  $X_{30} = 0.484$ ,  $X_{31} = 0.470$ ,  $X_{32} = 0.453$ ,  $x_{35} = 0, 420$ . Individual spirituality variable have coefficients Corrected item - total correlation of  $X_{15} = 0.489$ ,  $X_{17} = 0.537$ ,  $X_{18} = 0.522$ ,  $X_{19} = 0, 639$ ,  $X_{20} = 0.497$ ,  $X_{21} = 0.525$ ,  $X_{22} = 0.574$ ,  $X_{23} = 0.540$ . The coefficients Corrected item - total correlation of Job Satisfaction variabel are  $X_{41} = 0.559$ ,  $X_{42} = 0.495$ ,  $X_{43} = 0.547$ ,  $X_{44} = 0.464$ ,  $X_{45} = 0.513$ ,  $x_{46} = 0.530$ ,  $X_{47} = 0.530$ ,  $x_{49} = 0.617$ ,  $X_{50} = 0.477$ ,  $X_{51} = 0.524$ ,  $X_{52} = 0.547$ ,  $X_{53} = 0.406$ ,  $X_{54} = 0.592$ ,  $X_{55} = 0.655$ . Work involvement have coefficients Corrected item - total correlation as follows  $X_{61} = 0.573$ ,  $X_{62} = 0.414$ ,  $X_{63} = 0.521$ ,  $X_{64} = 0, 439$ . Finally, the coefficients Corrected item - total correlation of Organizational commitment are as follows  $X_{65} = 0.628$ ,  $X_{67} = 0.572$ ,  $X_{68} = 0.545$ ,  $X_{69} = 0, 636$ ,  $X_{70} = 0.649$ ,  $X_{77} = 0.559$ ,  $X_{79} = 0.562$ ,  $X_{80} = 0.579$ ,  $X_{81} = 0.547$ . Therefore, all items are valid in measuring each constructs.

### 2.2.3. Reliability Testing

Reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A reliable questionnaire is reliable if the answers of the statements are consistent or stable over time. Testing of reliability of the research instrument uses Cronbach Alpha value. According to (Nunnally, 1994) a construct or variable is reliable if it has a value of Cronbach alpha  $> 0.7$ . The sample size is 132 observations reliability testing. Table 2 shows the value of Cronbach alpha of each constructs in this study.

**Table 2. The Result of Reliability Testing**

Variables	Cronbach Alpha	Conclusion
Community At Work	0,832	Reliable
Inner Life	0,768	Reliable
Meaning in Work	0,805	Reliable
Individual Spirituality	0,819	Reliable
Job Satisfaction	0,873	Reliable
Job Involvement	0,699	Not Reliable / Moderate
Organization Commitment	0,716	Reliable

Based on the reliability testing results show that there is a construct that is not reliable because it has a Cronbach Alpha value below a predetermined critical value;  $> 0.7$ . The construct is Job Involvement. However, its value approaches the critical value that has been determined so that all constructs can be used in the study.

### 3. Result and Discussion

The findings in this study are shown in Table 3, the F test is used to determine the effect of community variables at work, Inner life, meaning in work and individual spirituality together in influencing job satisfaction. The results of regression analysis shows that the p-value is  $0.00 < 0.05$  which means that the community at work, Inner life, meaning in work and individual spirituality influence job satisfaction simulataneously. The determination coefficient ( $R^2$ ) is 0.523. This means that 52.3 % of variation of job satisfaction variable is explained by the variation of independent variable which includes community at work, Inner life, meaning in work and individual spirituality. While the remaining 47.7 % is explained by other factors that not observed. This study shows that there is no significant effect between the community at work on job satisfaction ( $\beta=0,217$ ,  $p>0,05$ ). While the inner life variable significantly affects job satisfaction ( $\beta=0,823$ ,  $p<0,01$ ). Meaning in Work have significant impact on job satisfaction ( $\beta=0,377$ ,  $p<0,1$ ). Individual Spiritual significantly affects job satisfaction ( $\beta=0,387$ ,  $p<0,01$ ).

**Table 3. Results of Multiple Linear Regression Analysis**  
The Dependent variable is Job Satisfaction

Variables	$\beta$ (unstandardized coefficients)	t_test	F_test	R_square
Constanta	9.746	.020	.000 <sup>b</sup>	.523
Community At Work	.217	.234	33.433	
Inner Life	.823	.000*		
Meaning in Work	.377	.053***		
Individual Spirituality	.387	.009*		

Notes: \* $P<0,01$ , \*\* $P<0,05$ , \*\*\* $P<0,1$

The findings of this study are shown in Table 4, the F test is used to determine the effect of community variables at work, Inner life, meaning in work and individual spirituality simulataneously influencing job satisfaction. The results of F-test shows that p-value is  $0.00 < 0.05$ , which means that the community at work, Inner life, meaning in work and individual spirituality simulataneously affect job involvement. The result of the

calculation for the value of R square is 0.339. This means that 33.9 % of variation of job involvement is explained by the variables of community at work, Inner life, meaning in work and individual spirituality. Meanwhile, the remaining 66.1 % is explained by other factors. This study shows that there is no significant effect between community at work and job involvement ( $\beta=0,038$ ,  $p>0,1$ ). Inner life affects significantly to job involvement ( $\beta=0,241$ ,  $p<0,01$ ). Meaning at work does not has significantly effect to job involvement ( $\beta=0,073$ ,  $p>0,1$ ). Finally, individual spiritual influence on job involvement significantly ( $\beta=0,126$ ,  $p<0,05$ ).

**Table 4. The Result of Multiple Linier Regression  
The Dependent Variable is Job Involvement**

Variables	$\beta$ (Unstandardized Coefficients)	t_test	F_test	R_square
Constanta	2.291	.174	.000 <sup>b</sup>	.339
Community At Work	.038	.597	15.865	
Inner Life	.241	.003*		
Meanning in Work	.073	.122		
Individual Spirituality	.126	.024**		

Notes: \* $P<0,01$ , \*\* $P<0,05$ , \*\*\* $P<0,1$

The findings in this study are shown in Table 5, the F\_test is used to determine the effect of community variables at work, Inner life, meaning in work and individual spirituality simulatnaeusly influencee job satisfaction. The value of F-test shows that p-value is  $0.00 < 0.05$ , which means that the community at work, Inner life, meaning in work and individual spirituality affect the organization commitment simultaneously. The result of R-square test is 0.380. This means that 38 % of variation of organizational commitment is explained by the variable of community at work, Inner life, meaning in work and individual spirituality. Meanwhile, the remaining 62 % is explained by other factors. This study shows that there is significant effect between the community at work to organizational commitment ( $\beta=0,415$ ,  $p<0,01$ ). Meanwhile, the inner life has significant effect to organizational commitment ( $\beta=0,276$ ,  $p<0,1$ ). Conversely, meanning at work does not effect to organizational commitment community ( $\beta=0,157$ ,  $p>0,1$ ). Finally, individual Spirituality significantly influence organizational commitment ( $\beta=0,349$ ,  $p<0,01$ ).

**Table 5. The Result of Regression Analysis  
Dependent Variable is Organization Commitment**

Variables	$\beta$ (Unstandardized Coefficients)	t_test	F_test	R Square
Constanta	161.440	.000	.000 <sup>b</sup>	.380
Community At Work	.415	.007**	18.861	
Inner Life	.276	.099***		
Meanning in Work	.157	.112		
Individual Spirituality	.349	.003*		

Notes: \* $P<0,01$ , \*\* $P<0,05$ , \*\*\* $P<0,1$

The results of this study are supported by (Shankar, 2009) that the community at work and individual spirituality is not significantly affected by job involvement. The results also showed that individual spiritual does not influence organizational commitment. This study shows that community at work of employees in higher education have a tendency in the attitudes of employees who feel that the team does not make them work as one family of mutual support between members of a team or group. In addition, there are conditions under which employees feel concern for each other is getting low so will cause the work relationship becomes more tenuous that job involvement is lower.

However, there are significant effect between the inner life and meaningful work. This suggests that the possibility of increasing the positive benefits of spirituality in work organizations. The results of this study can provide relevant input to the actions of leadership and organizational development efforts by implementing a spirituality of work in the organization. Second, the findings indicate that the spirituality of work has an effect on employee work attitude even after accounting for the influence of individual spirituality, but individual spirituality do not have a significant effect on work attitude that affect spirituality in the workplace. This suggests that to improve employee attitude, may be more appropriate to focus on the process of designing a suitable organization that gives employees spirituality in workplace; the experience, meaning, and purpose of the organization which is positive rather than focus on selecting individual employees with a high level of spirituality or increase the level of individual spirituality through employee development efforts.

The results of this study indicate that the variable meaning at work and inner life affect on job satisfaction. Employees feel they have a life full of hope and spirituality, have a healthy life and feeling happy when they work. In addition, in understanding meaning in work lead to the attitude of the spirit of the work, reduce absenteeism and have a steady job is something that is very meaningful for employees. According to (Daniel, 2010) that the organization is increasingly incorporate the aspects of spirituality in work, creating a better environment for its employees. When team members feel the spirituality in the workplace, some of the important attributes/properties such as confidence, creativity and self- respect can be found in the organization and wiall have an impact on the effectiveness of a team that includes the satisfaction of team members , team conflict and team performance. The belief provide a positive relationship with team member satisfaction and team performance, and a negative relationship with task and conflict process as well as relationship conflict. Meanwhile, creativity is positively related to team member satisfaction, team performance, and the related tasks and process conflict is negatively related to relationship conflict. Lastly, respect is positively related to team member satisfaction, task conflict and team performance, but negatively related to the process of conflict and relationship conflict.

The results also show that the the variable of inner life, community at work and individual spirituality significantly influence the organization commitment. This result is consistent with research of (Rego and Pina, 2007) who study the impact of five dimensions of workplace spirituality, namely a feeling of community teams , alignment with organizational values, a sense of contributing to society, feeling happy at work, and inner life on affective commitment, normative commitment and continuance commitment. Five dimensions of spirituality explain affective commitment as much as 48%, normative commitment as much as 16% and continuance commitment as much as 7%. This finding suggests that when people experience spirituality in the workplace, they feel more affective against the organization, experience a feeling of loyalty to the organization and feel less committed. By improving the spiritual climate, managers can improve organizational commitment and thus improve the performance of individuals and organizations. This is

most likely because people react reciprocally to organizations that satisfy their spiritual purposes, allow them to experience the feeling of psychological security, making them feel that their worth as human beings and they deserve to be treated with dignity and allow them to undergo a sense of having purpose, determination their destiny, feelings of love and feeling of belonging each others.

Khasawneh (2011) suggest that the spirituality in workplace is a key component of organizational success. The majority of employees is looking for meaningful work environment for employees and can provide a sense of connection with the community. This study is very important for researchers and practitioners in Jordan and the international business and education communities. If the University has spirituality and a healthy work environment for faculty members who will subsequently be reflected in the type of graduates produced for the job market. This argument is supported by the view (Helliwell, 1999), which states that the organization is based on the life can lead to increased organizational performance and ultimately the national economy will be healthy.

According to (Osman, et al, 2013), based on empirical findings of their study, organizations can develop policies and strategies to improve the performance of employees by encouraging spiritual activity in the workplace, regardless of religion and spiritual beliefs, which further facilitate the understanding and mutual respect. Respect custom to faith and belief differences should be instilled in the workplace by encouraging proper code of conduct and uphold the values of tolerance, respect and compassion, which will result in a more productive team work and improved performance.

According to (Shankar, 2009), spirituality of managers allows that managers in business hope to get a better perspective on their companies, families, neighbors, communities and themselves. Spiritual of managers will bring to them that their success is also dependent on someone outside of themselves, so such view will reduce stress. This vision also allows managers to integrate their lives, so that they less segmented or compartmentalized. There is ample evidence of this new interest in spirituality in business. Business manager and the company is now more dependent on vision and spirituality in the workplace. This new movement is manifested in various ways, and is largely compatible with a variety of religious and spiritual support. Religion-oriented university thus challenged to take a leadership role in helping to integrate spirituality and religious values in their education. Religion-oriented business schools have an important role to take the role in fulfilling their mission of the university. In addition, spirituality provides a unique opportunity to create some of the most valuable elements of the valuable legacy for others.

#### **4. Conclusion**

The results of this study are supported by research (Shankar, 2009), that the community at work and individual spirituality is not significantly affected by job involvement. The results also showed that no individual spiritual influence the organizational commitment, while other hypothesis in this study is evidenced. This research is corroborated by research conducted by Khasawneh (2011), which found that spirituality in the workplace led to members of the organization faculty are encouraged not only bring their souls to work, but also have the freedom to practice work independently, freely and can be accounted for, in the hope of giving every job great benefit to the organization. It is in line with research of Milliman (2003).

The practical implication of this research is employees feel, that life is full of hope in the future, the spiritual value also follow in making life choices. Employees at the college considers that their work has a deeper meaning than other jobs because their work relate to the services of education and a strong desire to express spiritual practices in working life. They have a strong belief that the work will create a sense of happiness when

done in earnest conceptual framework proposed in the study as an attempt to develop the initial research and encourage future research with other variables and can be studied in more depth. This study contributes to several fields of studies. Firstly, the team is used as a unit of research analysis. So far the majority of researches on spirituality in the workplace, especially focusing on the individual level, while this study combines spirituality in individual level and spirituality in the workplace or team level. Secondly, studies reveal important information about the understanding of the impact of spirituality in the workplace which suggest that it can occur in the working group. Organization that focuses on the team can have a better understanding of the implications and impact of spirituality in the workplace that may occur on the employees, and can improve or develop the organizational environment by implementing programs aimed at improving performance. Spiritual practices and the spiritual values are considered as a variable that is highly correlated with personal, team, and organizational effectiveness.

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