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# **Workplace Spirituality, Employee Engagement, and Professional Commitment: A Study of Lecturers from Indonesian Universities**

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## **Abstract**

The high attention paid by researchers and practitioners to the relationship between employee engagement and spirituality in the workplace is limited, as studies of the two variables still stand alone. This causes an important and increased focus on strength and employee engagement, which are built from organizational culture to show an awareness of spirituality in the workplace. Conversely, reality studies regarding the impact of workplace spirituality are mostly conducted in Western Countries, while little evidence has been provided for the Indonesian background. It is known that many organizations make employee engagement an indicator to evaluate behavior and enhance performance. Hence, the university, which is also an organization, increases performance by giving high attention to lecturers to improve their work behavior concerning innovative research activities. Therefore, the study aims to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia. Also, it is expected to fill the research gap, which is still very limited in this country. The focus of the study is more directed to lecturers in universities because these individuals represent groups linked to the human spirit in relationships with students. It is also associated with the academic world's demands for high professionalism and ethics in performing roles and responsibilities in the fields of teaching, research, and community service.

**Keywords:** employee engagement, workplace spirituality, professional commitment, university

## **JEL Classification**

J53, I230

## Introduction

Many organizations and researchers have acknowledged the existence of growth regarding issues of spirituality in the workplace and employee engagement (Heaton *et al.*, 2004; Saks, 2011; Ke *et al.*, 2017). Hills and Smith (2010) mentioned that the number of employees looking for the meaning and experience of workplace spirituality has increased, while current organizations are attempting to discover ways to enhance employee engagement. However, Saks (2011) stated that research about the relationship between these two variables is still limited, and many studies only discussed one independent of the other.

Employee engagement (EE) has received much attention in the business world, as well as in the society of human resource management (HRM) practitioners. The concept has been mentioned as a new method in HRM where companies can overcome ambiguous and unstable industrial conditions (Lee, 2012). It was first developed by Khan in 1990 (Ke *et al.*, 2017) and several studies have proven that EE predicts employee work results, the financial performance of an organization (Bates, 2004, Richman, 2006, Luthans, 2001), along with job satisfaction and commitment (Saks, 2011). Generally, EE is described as individual contributions, satisfaction, and job passion (Endres & Mancheno-Smoak, 2008). Although this concept is very popular and useful for implementation in organizations, it has been reported that the practice is declining and employee disengagement has been described (Bates, 2004; Richman, 2006). Therefore, the need to promote EE in the workplace is a must and is key for organizational success nowadays.

Employee engagement is influenced by several factors, such as communication within the company, leadership style, company reputation, and corporate culture (Yadnyawati, 2012). A strong organizational culture has a major impact on employee behavior and results in engagement (Yadnyawati, 2012; Robbins & Judge, 2017), and according to Kreitner and Kinicki (2010), the basis is organizational value. Values describe the major principles in organizational culture, which all employees are aware of, accept, and integrate into their every behavior and decision. Consequently, the concept of these values that has been earlier discussed in working environments is known as workplace spirituality. Robbins and Judge (2017) define this as the awareness of people that have an inner life that grows, which is cultivated by a job that is meaningful, and which happens in a community context. Although it is not connected to religion and does not discuss people with certain belief systems (Laabs, 1995; Cavanagh, 1999), spirituality provides values that can be understood and shared. This causes the important growing focus on employee strength and engagement that comes from organizational culture to create an awareness of workplace spirituality (Fernando & Jackson, 2006; Garcia-Zamor, 2003), as well as an analysis of their significance and

goals (Fry, 2003). However, related studies are mostly conducted in Western countries, and research for the context of Asia, and specifically for Indonesia's background is lacking.

Many organizations use employee engagement as an indicator to evaluate behavior and improve performance, and this is also applicable in education, specifically in higher studies in the university environment. Universities offer great attention to improve the work behavior of lecturers regarding innovative lecturing and researching activities, which in turn enhance the organization's performance. Therefore, the focus of this research is directed at university lecturers because these respondents represent groups that are linked to the human spirit when relationships with students are fostered and, thus, require workplace spirituality. Conversely, lecturers have high demands of professional ethics in performing their roles and responsibilities in the university and community and are required to devote themselves to the exploration of truth by the academic field.

Saks (2011) states clearly through his research model that there is a relationship between EE and WPS. EE has been described as an employee's spiritual and emotional aspects in the workplace, which are related to the higher needs in performing their job activities (Quatro, 2004; Saks, 2011). It is expected that WPS practice will influence the employee engagement of the lecturers to ensure enhanced teaching, research, and university performance. Therefore, the purpose of this study is to provide evidence and inspire lecturers and university leaders to improve spirituality in the workplace to enhance their engagement.

Furthermore, this research attempted to examine professional commitment as a mediator in the relationship between WPS and EE. According to Setiawan and Prawirasuyasa (2016), the professional commitment of lecturer's influence student behavior and, together with organizational culture, it was discovered to affect their learning attitude. This was supported by Harini, Luddin, and Hamidah (2019) in their research, which stated that an increase in organizational commitment, along with WLB practices had an impact on improving lecturers' performance. A study from Çağrı San dan Tok (2017) in Turkey with teachers as respondents found that their commitment influenced the formation of three dimensions of employee engagement. Musavi's research (2016) on social workers in Iran produced a similar result, where their professional commitment was shown to be related to engagement behavior. Therefore, it was concluded that engagement is formed from professional commitment possessed by employees, and the results of this study are expected to provide suggestions to both variables.

# **1. Literature Review**

## **Workplace Spirituality (WPS)**

This is defined as an employee's acknowledgment of a related inner life that develops from performing meaningful work in the community (Ashmos & Duchon, 2000). WPS is neither connected to religion, leads people to alter particular systems of belief (Rego & e Cunha, 2008), or ascribed to the culture of a specific religion. Rather it is based on personal values and theories on how employees perceive themselves spiritually, experience meaningfulness and purpose while working (Ashmos & Dunchon, 2000; Harrington *et al.*, 2001; Milliman *et al.*, 2003). Workplace spirituality encourages a sense of ownership amongst members in an organization because the leaders have created cultures that provide peace (Karadag, 2009) and increase the capacity of learning (Aydin & Ceylan, 2009). Moreover, WPS aspects such as work meaningfulness, group community, and organization values of conformity have disclosed certain workplace behaviors, including job satisfaction, turnover intention, citizenship behavior, involvement, and commitment (Margaretha *et al.*, 2020). According to Milliman *et al.* (2003), there are three levels of WPS, which are individual, group, and organizational. Meanwhile, the three main dimensions used in this study were consistent with this researcher, and these were purpose or meaningfulness in one's work, a sense of community, and being in alignment with organizational values and mission. Each represented the three levels that were earlier stated. Furthermore, Pawar (2009) described two perspectives of WPS, which are individual and organizational. The first refers to individual experiences in applying for personal spirituality in a company (Milliman, Czaplewski, & Ferguson, 2003), while the second refers to the organizational value that has been proven with a culture that facilitates individuals to implement spirituality in the workplace. Some benefits for an organization that applies WPS are increased productivity and financial advantage.

## **Employee Engagement (EE)**

Employee engagement was first implemented by the Gallup research group and has statistically shown a relationship with organizational productivity and profitability, as well as employee welfare and customer satisfaction (Endres & Mancheno-Smoak, 2008). Generally, employee engagement is often explained as an emotional and intellectual commitment to the organization (Saks, 2006), and this concept has attracted many business owners, firm consultants, human resource management practitioners, and researchers. EE is defined as a positive and affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in the performance of their roles (Rurkkhum, 2010). Many studies



regarding this mindset frequently explain that engaged employees are highly energized and resilient in performing their duties, put their hearts into the jobs, and are persistent and willing to invest effort. These persons also exhibit strong work involvement, experience feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from work, and fully concentrate and immerse themselves without noticing the passage of time (Bakker & Demerouti, 2008). Konrad (in Endres & Mancheno-Smoak, 2008) noted that EE has three relationship components, which are the cognitive, emotional, and behavioral aspects. The first includes employees' beliefs about the organization, as well as the conditions of their leaders and the work environment. The emotional aspect relates their feelings concerning each factor, along with the possession of positive or negative attitudes towards the organization and the leaders. The behavioral equivalent is a value-added component to the company and consists of efforts for freedom of choice for engaged employees. These persons were brought to their jobs over time and devote strength and intellect to tasks and the company. In a study conducted by Saks (2006), different meanings were found for work or job and organizational engagement. Also, EE is distinct from other organizational behavior concepts, such as job involvement, citizenship, and commitment. (Margaretha *et al.*, 2018).

### **Workplace Spirituality and Employee Engagement**

Previous studies regarding WPS and EE were initially performed in western countries such as Europe and the United States. Then, research related to these variables for Asia was conducted by Ke *et al.* (2014) in China. It was found that WPS is heartfelt and experienced by employees when values in work, groups, and organizations are described and combined, and is known as employee engagement. According to Schaufeli, Bakker, and Salanova (2006), as well as Shuck, Rocco, and Alborno (2011), engagement is a mental state of working that reflects how committed an employee to their role. Kahn (1990 in Ke *et al.*, 2017) explained that EE contains many forms of work experience, including physical, cognitive, and emotional, and gives meaning when employees perform their job roles. Meanwhile, those that possess high spiritual power show a greater tendency to find important job roles. Furthermore, some empirical studies directly proved that WPS was related to employee engagement, and research from Marques (2010), Saks (2011), and Swindell (2014) showed the relationship between both variables. Maslach, Schaufeli, and Leiter (2001), along with Shuck, Rocco, and Alborno (2011), as well as Schaufeli, Bakker, and Salanova (2006) found that spirituality was also related to EE as a dimension of character that affects work behavior. From this explanation, a hypothesis was proposed:

Hypothesis 1: Workplace spirituality has a positive effect on employee engagement

## Workplace Spirituality, Employee Engagement and Professional Commitment

WPS refers to a condition that provides positive psychology to individuals, which gives meaning to work and enables them to exhibit their job ability and satisfaction as intrinsic self-awareness (Ashmos & Duchon, 2000). Professional commitment reflects the devotion of employees towards their work careers and is related to the final result (Ballout, 2009). According to Aryee and Tan (1992, in Ke *et al.*, 2017), individuals with high professional commitment and career expectations will display significant investment in work, as well as a willingness to exert efforts required to achieve career goals. Furthermore, the three main dimensions of workplace spirituality from Milliman *et al.* (2003), which are meaningful work, sense of community, and compatibility with organizational vision and mission values have been proven to increase self-confidence and productivity. They have also been shown to make employees display love or enthusiasm and continuously engage in the job, and this is called a high commitment to professionalism. In the study by Ke *et al.* (2017), individuals that possessed high WPS were discovered to believe that their job was meaningful, showed it in the work environment, and also became more professionally enthusiastic. From this explanation, several hypotheses were proposed as follows:

Hypothesis 2: Workplace spirituality has a positive effect on professional commitment

Hypothesis 3: Professional commitment affects employee engagement

Hypothesis 4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

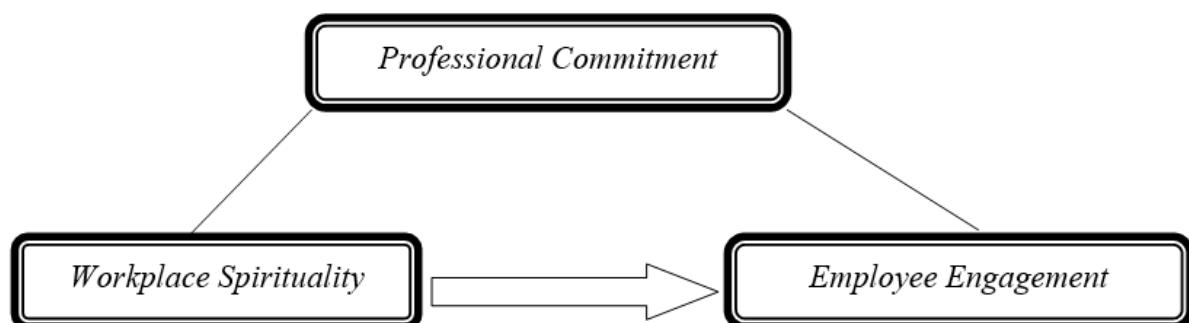


Figure 1. Research Model

## 2. Method

The respondents were 322 lecturers from state and private universities in Indonesia and the data was collected via questionnaires that were distributed directly, through post or mail, or online. The workplace spirituality instrument was developed by Ashmos and Duchon (2000), while employee engagement was assessed by employing questionnaires developed by Schaufeli, Bakker, and

Salanova (2006). Furthermore, the professional commitment was measured by an instrument developed by Meyer and Allen (1991), and finally, the data was analyzed by testing the validity, reliability, and path analysis. The tests were performed to identify the relationship and influence between workplace spirituality, employee engagement, and professional commitment.

### 3. Results and Discussion

The demographic description in Table 1 illustrates general information such as gender, age, marital status, job tenure, educational, and university status to comprehend the type of respondents in this research. Consequently, the results showed that most of the participants comprised 208 females and 105 respondents were in the age range of 34 to 44 years, both of which accounted for 64.4% and 32.6%, respectively. Also, 42 respondents were reported to be single, while 280 were married, and both groups comprised 13% and 87%. Based on educational status, 197 participants, which represented the majority at a proportion of 61.2%, had Master's degrees. The confirmatory factor analysis was used in this study according to underlying theories, where Hair *et al.* (2010) had mentioned that a construct was valid if the factor loading was above 0.40. Subsequently, the analysis results of the three constructs yielded loading factors between 0.451 and 0.829 for the items in question. The reliability values for workplace spirituality were 0.916 and 0.950 for employee engagement, and 0.854 for professional commitment. Table 2 showed the factor loading and Cronbach's alpha (CA) for each variable, and these were said to be reliable when CA value > 0.7 (Hair *et al.*, 2010). This Table also outlined the validity and reliability test results for each variable used in the study, while the means, standard deviation, and correlations coefficients were displayed in Table 3.

**Table 1. Profile of respondents**

Dimension	Category	Number of Respondents		Percentage	
Gender	1. Male	1.	114	1.	35.6%
	2. Female	2.	208	2.	64.4%
Age	1. 25-34 years	1.	47	1.	14.6%
	2. 35-44 years	2.	105	2.	32.6%
	3. 45-54 years	3.	98	3.	30.4%
	4. 54-64 years	4.	66	4.	20.5%
	5. > 64 years	5.	6	5.	1.9%
Marital Status	1. Single	1.	42	1.	13%
	2. Married	2.	280	2.	87%
Educational Status	1. Bachelor Degree	1.	7	1.	2.2%
	2. Master Degree	2.	197	2.	61.2%

Dimension	Category	Number of Respondents	Percentage
Job Tenure	3. Doctoral Degree	3. 118	3. 36.6%
	1. 1-5 years	1. 44	1. 13.7%
	2. 6-10 years	2. 64	2. 19.9%
	3. 11-15 years	3. 53	3. 16.5%
	4. 16-20	4. 59	4. 18.3%
University Status	5. > 20 years	5. 102	5. 31.7%
	1. State university	1. 69	1. 21.4%
	2. Private university	2. 253	2. 78.6%

Source: Data processed

**Table 2. Validity and reliability test results**

	Component		
	1	2	3
WPS1		.599	
WPS2		.611	
WPS3		.678	
WPS4		.671	
WPS5		.575	
WPS6		.487	
WPS7		.743	
WPS8		.680	
WPS9		.544	
WPS10		.697	
WPS11		.600	
WPS12		.631	
WPS13		.644	
WPS14		.549	
WPS15		.629	
WPS16		.697	
WPS17		.677	
WPS18		.633	
WPS19		.586	
WPS20		.633	
WPS21		.640	
EE1			.721
EE2			.756
EE3			.741
EE4			.818
EE5			.829
EE6			.723
EE7			.790
EE8			.790
EE9			.751

EE10			.776
EE11			.812
EE12			.734
EE13			.743
EE14			.747
EE15			.762
EE16			.687
EE17			.624
PC1	.461		
PC2	.465		
PC3	.462		
PC4	.452		
PC5	.451		
PC6	.450		
PC7	.689		
PC8	.692		
PC9	.693		
PC10	.695		
PC11	.727		
PC12	.734		
PC13	.643		
PC14	.594		
PC15	.722		
CA	.854	.916	.950
N of items	15	21	17

Source: Data processed

**Table 3. Descriptive Statistics and correlations analysis of variables**

	M	SD	1	2	3	4	5	6	7
Gender	1.65	0.48	1	-0.069	0.041	0.051	-0.017	-0.009	-0.056
Age	2.62	1.025		1	0.045	0.702**	0.017	0.045	-0.130*
University Status	1.79	0.41			1	-0.022	0.004	0.018	-0.014
Job Tenure	3.35	1.44				1	0.156	0.147	-0.039
Workplace Spirituality	89.52	9.62					1	0.836	0.317
Employee Engagement	71.23	9.25						1	0.411**
Professional Commitment	49.29	8.79							1

Source: Data processed

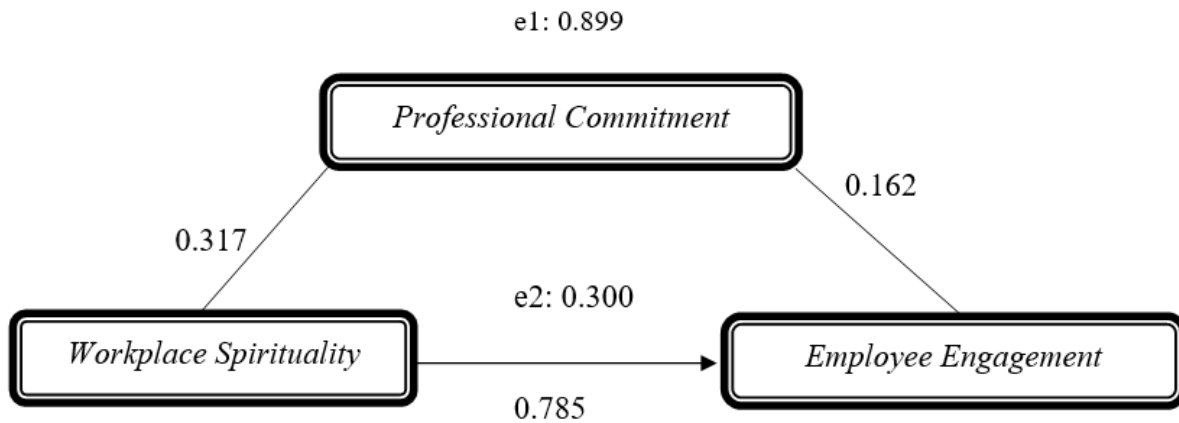


Figure 2. Path Analysis

#### 4. Discussion

The effects of the two variables on employee engagement were tested. and Table 4 showed positive relationships. The results for workplace spirituality were  $\beta = 0.836$ ,  $\rho = 0.000$ , professional commitment yielded  $\beta = 0.461$ ,  $\rho = 0.000$ , while the R-square was 70%. Therefore, workplace spirituality had a direct effect on employee engagement, and this supported H1 and H3, and these findings were consistent with previous studies (Shuck, Rocco & Albornoz, 2011; Schaufeli, Bakker & Salanova, 2006; Ke *et al.*, 2014 and 2017). Subsequently, the relationship between WPS and PC was examined and outcomes of  $\beta = 0.317$ ,  $\rho = 0.000$  were revealed, thus supporting H2. For the last hypothesis, the mediating effect of professional commitment on the relationship between workplace spirituality and job engagement was evaluated and shown in Table 4. The indirect effect of professional commitment at  $\beta = 0.162$ ,  $\rho = 0.000$  on employee engagement was significant hence, Hypothesis 4 was supported. These findings were all consistent with prior studies (Ke *et al.*, 2017).

The results of this study showed that a relationship exists between workplace spirituality and employee engagement, and these findings supported the earlier study by Ke *et al.* (2017). According to Milliman (2003), WPS involves a sense of wholeness, and this is similar to employee engagement, which also involves completeness. It is important to be a whole and integrated individual (Pfeffer, 2010), and when these characteristics are supported by an organization, the employees may become more productive. In this study, the respondents were lecturers from private and state universities in Indonesia. They constituted a special group that faced immense pressure during lecturing, researching, interpersonal relationships, and other issues. Meanwhile, some companies use engagement as an indicator to evaluate and appraise employees' behavior to promote company performance, and recently, many universities have shown increased attention to scientific

researches of innovative behaviors. The WPS of lecturers influenced their engagement, and this eventually affected research and organizational performance. Therefore, this research proved that the campus strengthens the WPS and EE of lecturers from the aspects of meaningful work and organizational values.

**Tabel 4. Hypotheses summary**

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	p-Value	Conclusion
WPS → EE	0.700	0.699	0.836	0.000	Supported
WPS → PC	0.101	0.098	0.317	0.000	Supported
PC → EE	0.169	0.166	0.411	0.000	Supported
WPS → PC → EE	0.723	0.721	0.162	0.000	Supported

Source: Data processed

## 5. Conclusion

Researches regarding workplace spirituality in organizations have been developed and focused on by researchers and human resource analysts in related fields. This study discusses the relationship between WPS and EE of the university lecturers and gives an insight for them to increase their inner spirit. It also encourages leaders in universities to notice the psychology of lecturers, promote their motivation, and strengthen their professional commitments, to facilitate an increase in university performance in all areas such as research, academia, and community development. It is also important to enhance the employee engagement of lecturers to cause an improvement in their performance. Finally, the implementation of workplace spirituality will stimulate the university to enhance their communication and level of trust in lecturers so that the work satisfaction and sense of belonging will increase. This will also shorten the turnover intention rate and certainly improve their contribution to the university.

This study has some limitations, which include the need for an upgrade in research methods by using other techniques, as well as in the scales adopted, which are established in foreign countries. Therefore, the conversion of questionnaires from English to Indonesian language may produce inconsistencies in the results because of cultural differences. Furthermore, this research mostly used only the online survey method in distributing questionnaires due to the Covid-19 pandemic in current work environments. This caused a low response rate making it impossible to generalize the study outcomes, thus, it is better to add other methods to improve the representativeness of the sample and make responding to the research questionnaire easy. For future research, the cultural scale should be embraced to increase the reliability of the study outcomes.

## Author Contribution

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Data Curation: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
Formal analysis: Meily Margaretha  
Investigation: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
Methodology: Meily Margaretha, Susanti Saragih  
Project Administration: Susanti Saragih, Sri Zaniarti, Bena Apeles Deru Parayow  
Resources: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
Software: Meily Margaretha  
Supervision: Meily Margaretha  
Writing – original draft: Meily Margaretha  
Writing – review & editing: Meily Margaretha, Susanti Saragih, Sri Zaniarti

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**2. BUKTI HASIL REVIEW  
PERTAMA & ARTIKEL REVISI  
PERTAMA (19 JAN 2021)**

## MA3120: Notification on Submission

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**k.maschenko@manuscript-adminsystem.com**

**To:** meily\_margaretha@yahoo.com

Tue, Jan 19, 2021 at 7:18 PM

Dear Meily Margaretha,

the manuscript WORKPLACE SPIRITUALITY, EMPLOYEE ENGAGEMENT AND PROFESSIONAL COMMITMENT: STUDY FROM INDONESIA UNIVERSITY LECTURERS, submitted to Problems and Perspectives in Management Journal, needs to be revised.

### **Comments:**

Write the Abstract according to the following algorithm: first two or three sentences indicate the relevance of the topic; the aim and object of the study; the methodology (methods) of the study (for theoretical studies – its theoretical basis) are described; the obtained results and their practical value are characterized. Dedicate most of the Abstract to the result. The volume of the Abstract should be 150-250 words. Indicate the survey method, who was interviewed and how the results were processed.

The keywords should reflect the area of the research. The number of keywords should be 5-10 in average. There should not be the sentences, but the words or word groups. There is no need to replicate words from the title of the manuscript.

Clarify JEL classification codes. They must be two-digital.

The Introduction should be devoted exclusively to the relevance of the research topic and the formulation of the problem in general.

The order should be: Literature review, Aim (clearly formulated), then formulate hypotheses.

As for the Method of research, it should be stated succinctly and without unnecessary sentences.

Conclusions should be devoted to the demonstration of the main ideas of the manuscript, the obtained results, and their novelty. And, most important, Conclusions should be drawn from the result.

It is necessary to treat more responsibly the academic presentation of the material and the demonstration of the scientific component. What was the questionnaire like?

The deadline for revisions is 2021-01-26

To revise a manuscript please don't forget to log in to the system and to upload a revised manuscript!

Kind regards,

Katerina Maschenko  
Managing Editor  
Journal Problems and Perspectives in Management

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# **Workplace Spirituality, Employee Engagement, and Professional Commitment: A Study of Lecturers from Indonesian Universities**

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## **Abstract**

The high attention paid by researchers and practitioners to the relationship between employee engagement and spirituality in the workplace is limited, as studies of the two variables still stand alone. This causes an important and increased focus on strength and employee engagement, which are built from organizational culture to show an awareness of spirituality in the workplace. Conversely, reality studies regarding the impact of workplace spirituality are mostly conducted in Western Countries, while little evidence has been provided for the Indonesian background. It is known that many organizations make employee engagement an indicator to evaluate behavior and enhance performance. Hence, the university, which is also an organization, increases performance by giving high attention to lecturers to improve their work behavior concerning innovative research activities. Therefore, the study aims to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia. Also, it is expected to fill the research gap, which is still very limited in this country. The focus of the study is more directed to lecturers in universities because these individuals represent groups linked to the human spirit in relationships with students. It is also associated with the academic world's demands for high professionalism and ethics in performing roles and responsibilities in the fields of teaching, research, and community service.

**Keywords:** employee engagement, workplace spirituality, professional commitment, university

## **JEL Classification**

J53, I230

## Introduction

Many organizations and researchers have acknowledged the existence of growth regarding issues of spirituality in the workplace and employee engagement (Heaton *et al.*, 2004; Saks, 2011; Ke *et al.*, 2017). Hills and Smith (2010) mentioned that the number of employees looking for the meaning and experience of workplace spirituality has increased, while current organizations are attempting to discover ways to enhance employee engagement. However, Saks (2011) stated that research about the relationship between these two variables is still limited, and many studies only discussed one independent of the other.

Employee engagement (EE) has received much attention in the business world, as well as in the society of human resource management (HRM) practitioners. The concept has been mentioned as a new method in HRM where companies can overcome ambiguous and unstable industrial conditions (Lee, 2012). It was first developed by Khan in 1990 (Ke *et al.*, 2017) and several studies have proven that EE predicts employee work results, the financial performance of an organization (Bates, 2004, Richman, 2006, Luthans, 2001), along with job satisfaction and commitment (Saks, 2011). Generally, EE is described as individual contributions, satisfaction, and job passion (Endres & Mancheno-Smoak, 2008). Although this concept is very popular and useful for implementation in organizations, it has been reported that the practice is declining and employee disengagement has been described (Bates, 2004; Richman, 2006). Therefore, the need to promote EE in the workplace is a must and is key for organizational success nowadays.

Employee engagement is influenced by several factors, such as communication within the company, leadership style, company reputation, and corporate culture (Yadnyawati, 2012). A strong organizational culture has a major impact on employee behavior and results in engagement (Yadnyawati, 2012; Robbins & Judge, 2017), and according to Kreitner and Kinicki (2010), the basis is organizational value. Values describe the major principles in organizational culture, which all employees are aware of, accept, and integrate into their every behavior and decision. Consequently, the concept of these values that has been earlier discussed in working environments is known as workplace spirituality. Robbins and Judge (2017) define this as the awareness of people that have an inner life that grows, which is cultivated by a job that is meaningful, and which happens in a community context. Although it is not connected to religion and does not discuss people with certain belief systems (Laabs, 1995; Cavanagh, 1999), spirituality provides values that can be understood and shared. This causes the important growing focus on employee strength and engagement that comes from organizational culture to create an awareness of workplace spirituality (Fernando & Jackson, 2006; Garcia-Zamor, 2003), as well as an analysis of their significance and

goals (Fry, 2003). However, related studies are mostly conducted in Western countries, and research for the context of Asia, and specifically for Indonesia's background is lacking.

Many organizations use employee engagement as an indicator to evaluate behavior and improve performance, and this is also applicable in education, specifically in higher studies in the university environment. Universities offer great attention to improve the work behavior of lecturers regarding innovative lecturing and researching activities, which in turn enhance the organization's performance. Therefore, the focus of this research is directed at university lecturers because these respondents represent groups that are linked to the human spirit when relationships with students are fostered and, thus, require workplace spirituality. Conversely, lecturers have high demands of professional ethics in performing their roles and responsibilities in the university and community and are required to devote themselves to the exploration of truth by the academic field.

Saks (2011) states clearly through his research model that there is a relationship between EE and WPS. EE has been described as an employee's spiritual and emotional aspects in the workplace, which are related to the higher needs in performing their job activities (Quatro, 2004; Saks, 2011). It is expected that WPS practice will influence the employee engagement of the lecturers to ensure enhanced teaching, research, and university performance. Therefore, the purpose of this study is to provide evidence and inspire lecturers and university leaders to improve spirituality in the workplace to enhance their engagement.

Furthermore, this research attempted to examine professional commitment as a mediator in the relationship between WPS and EE. According to Setiawan and Prawirasuyasa (2016), the professional commitment of lecturer's influence student behavior and, together with organizational culture, it was discovered to affect their learning attitude. This was supported by Harini, Luddin, and Hamidah (2019) in their research, which stated that an increase in organizational commitment, along with WLB practices had an impact on improving lecturers' performance. A study from Çağrı San dan Tok (2017) in Turkey with teachers as respondents found that their commitment influenced the formation of three dimensions of employee engagement. Musavi's research (2016) on social workers in Iran produced a similar result, where their professional commitment was shown to be related to engagement behavior. Therefore, it was concluded that engagement is formed from professional commitment possessed by employees, and the results of this study are expected to provide suggestions to both variables.



# **1. Literature Review**

## **Workplace Spirituality (WPS)**

This is defined as an employee's acknowledgment of a related inner life that develops from performing meaningful work in the community (Ashmos & Duchon, 2000). WPS is neither connected to religion, leads people to alter particular systems of belief (Rego & e Cunha, 2008), or ascribed to the culture of a specific religion. Rather it is based on personal values and theories on how employees perceive themselves spiritually, experience meaningfulness and purpose while working (Ashmos & Dunchon, 2000; Harrington *et al.*, 2001; Milliman *et al.*, 2003). Workplace spirituality encourages a sense of ownership amongst members in an organization because the leaders have created cultures that provide peace (Karadag, 2009) and increase the capacity of learning (Aydin & Ceylan, 2009). Moreover, WPS aspects such as work meaningfulness, group community, and organization values of conformity have disclosed certain workplace behaviors, including job satisfaction, turnover intention, citizenship behavior, involvement, and commitment (Margaretha *et al.*, 2020). According to Milliman *et al.* (2003), there are three levels of WPS, which are individual, group, and organizational. Meanwhile, the three main dimensions used in this study were consistent with this researcher, and these were purpose or meaningfulness in one's work, a sense of community, and being in alignment with organizational values and mission. Each represented the three levels that were earlier stated. Furthermore, Pawar (2009) described two perspectives of WPS, which are individual and organizational. The first refers to individual experiences in applying for personal spirituality in a company (Milliman, Czaplewski, & Ferguson, 2003), while the second refers to the organizational value that has been proven with a culture that facilitates individuals to implement spirituality in the workplace. Some benefits for an organization that applies WPS are increased productivity and financial advantage.

## **Employee Engagement (EE)**

Employee engagement was first implemented by the Gallup research group and has statistically shown a relationship with organizational productivity and profitability, as well as employee welfare and customer satisfaction (Endres & Mancheno-Smoak, 2008). Generally, employee engagement is often explained as an emotional and intellectual commitment to the organization (Saks, 2006), and this concept has attracted many business owners, firm consultants, human resource management practitioners, and researchers. EE is defined as a positive and affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in the performance of their roles (Rurkkhum, 2010). Many studies

regarding this mindset frequently explain that engaged employees are highly energized and resilient in performing their duties, put their hearts into the jobs, and are persistent and willing to invest effort. These persons also exhibit strong work involvement, experience feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from work, and fully concentrate and immerse themselves without noticing the passage of time (Bakker & Demerouti, 2008). Konrad (in Endres & Mancheno-Smoak, 2008) noted that EE has three relationship components, which are the cognitive, emotional, and behavioral aspects. The first includes employees' beliefs about the organization, as well as the conditions of their leaders and the work environment. The emotional aspect relates their feelings concerning each factor, along with the possession of positive or negative attitudes towards the organization and the leaders. The behavioral equivalent is a value-added component to the company and consists of efforts for freedom of choice for engaged employees. These persons were brought to their jobs over time and devote strength and intellect to tasks and the company. In a study conducted by Saks (2006), different meanings were found for work or job and organizational engagement. Also, EE is distinct from other organizational behavior concepts, such as job involvement, citizenship, and commitment. (Margaretha *et al.*, 2018).

### **Workplace Spirituality and Employee Engagement**

Previous studies regarding WPS and EE were initially performed in western countries such as Europe and the United States. Then, research related to these variables for Asia was conducted by Ke *et al.* (2014) in China. It was found that WPS is heartfelt and experienced by employees when values in work, groups, and organizations are described and combined, and is known as employee engagement. According to Schaufeli, Bakker, and Salanova (2006), as well as Shuck, Rocco, and Alborno (2011), engagement is a mental state of working that reflects how committed an employee to their role. Kahn (1990 in Ke *et al.*, 2017) explained that EE contains many forms of work experience, including physical, cognitive, and emotional, and gives meaning when employees perform their job roles. Meanwhile, those that possess high spiritual power show a greater tendency to find important job roles. Furthermore, some empirical studies directly proved that WPS was related to employee engagement, and research from Marques (2010), Saks (2011), and Swindell (2014) showed the relationship between both variables. Maslach, Schaufeli, and Leiter (2001), along with Shuck, Rocco, and Alborno (2011), as well as Schaufeli, Bakker, and Salanova (2006) found that spirituality was also related to EE as a dimension of character that affects work behavior. From this explanation, a hypothesis was proposed:

Hypothesis 1: Workplace spirituality has a positive effect on employee engagement

## Workplace Spirituality, Employee Engagement and Professional Commitment

WPS refers to a condition that provides positive psychology to individuals, which gives meaning to work and enables them to exhibit their job ability and satisfaction as intrinsic self-awareness (Ashmos & Duchon, 2000). Professional commitment reflects the devotion of employees towards their work careers and is related to the final result (Ballout, 2009). According to Aryee and Tan (1992, in Ke *et al.*, 2017), individuals with high professional commitment and career expectations will display significant investment in work, as well as a willingness to exert efforts required to achieve career goals. Furthermore, the three main dimensions of workplace spirituality from Milliman *et al.* (2003), which are meaningful work, sense of community, and compatibility with organizational vision and mission values have been proven to increase self-confidence and productivity. They have also been shown to make employees display love or enthusiasm and continuously engage in the job, and this is called a high commitment to professionalism. In the study by Ke *et al.* (2017), individuals that possessed high WPS were discovered to believe that their job was meaningful, showed it in the work environment, and also became more professionally enthusiastic. From this explanation, several hypotheses were proposed as follows:

Hypothesis 2: Workplace spirituality has a positive effect on professional commitment

Hypothesis 3: Professional commitment affects employee engagement

Hypothesis 4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

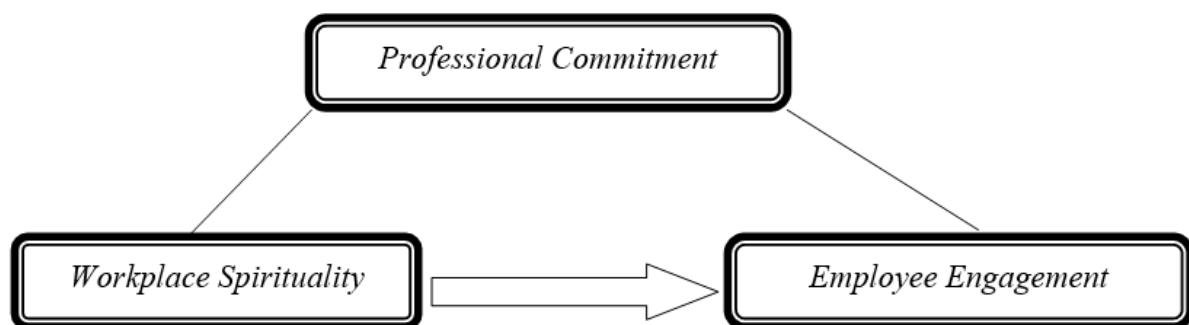


Figure 1. Research Model

## 2. Method

The respondents were 322 lecturers from state and private universities in Indonesia and the data was collected via questionnaires that were distributed directly, through post or mail, or online. The workplace spirituality instrument was developed by Ashmos and Duchon (2000), while employee engagement was assessed by employing questionnaires developed by Schaufeli, Bakker, and

Salanova (2006). Furthermore, the professional commitment was measured by an instrument developed by Meyer and Allen (1991), and finally, the data was analyzed by testing the validity, reliability, and path analysis. The tests were performed to identify the relationship and influence between workplace spirituality, employee engagement, and professional commitment.

### 3. Results and Discussion

The demographic description in Table 1 illustrates general information such as gender, age, marital status, job tenure, educational, and university status to comprehend the type of respondents in this research. Consequently, the results showed that most of the participants comprised 208 females and 105 respondents were in the age range of 34 to 44 years, both of which accounted for 64.4% and 32.6%, respectively. Also, 42 respondents were reported to be single, while 280 were married, and both groups comprised 13% and 87%. Based on educational status, 197 participants, which represented the majority at a proportion of 61.2%, had Master's degrees. The confirmatory factor analysis was used in this study according to underlying theories, where Hair *et al.* (2010) had mentioned that a construct was valid if the factor loading was above 0.40. Subsequently, the analysis results of the three constructs yielded loading factors between 0.451 and 0.829 for the items in question. The reliability values for workplace spirituality were 0.916 and 0.950 for employee engagement, and 0.854 for professional commitment. Table 2 showed the factor loading and Cronbach's alpha (CA) for each variable, and these were said to be reliable when CA value > 0.7 (Hair *et al.*, 2010). This Table also outlined the validity and reliability test results for each variable used in the study, while the means, standard deviation, and correlations coefficients were displayed in Table 3.

**Table 1. Profile of respondents**

Dimension	Category	Number of Respondents		Percentage	
Gender	1. Male	1.	114	1.	35.6%
	2. Female	2.	208	2.	64.4%
Age	1. 25-34 years	1.	47	1.	14.6%
	2. 35-44 years	2.	105	2.	32.6%
	3. 45-54 years	3.	98	3.	30.4%
	4. 54-64 years	4.	66	4.	20.5%
	5. > 64 years	5.	6	5.	1.9%
Marital Status	1. Single	1.	42	1.	13%
	2. Married	2.	280	2.	87%
Educational Status	1. Bachelor Degree	1.	7	1.	2.2%
	2. Master Degree	2.	197	2.	61.2%

Dimension	Category	Number of Respondents	Percentage
Job Tenure	3. Doctoral Degree	3. 118	3. 36.6%
	1. 1-5 years	1. 44	1. 13.7%
	2. 6-10 years	2. 64	2. 19.9%
	3. 11-15 years	3. 53	3. 16.5%
	4. 16-20	4. 59	4. 18.3%
University Status	5. > 20 years	5. 102	5. 31.7%
	1. State university	1. 69	1. 21.4%
	2. Private university	2. 253	2. 78.6%

Source: Data processed

**Table 2. Validity and reliability test results**

	Component		
	1	2	3
WPS1		.599	
WPS2		.611	
WPS3		.678	
WPS4		.671	
WPS5		.575	
WPS6		.487	
WPS7		.743	
WPS8		.680	
WPS9		.544	
WPS10		.697	
WPS11		.600	
WPS12		.631	
WPS13		.644	
WPS14		.549	
WPS15		.629	
WPS16		.697	
WPS17		.677	
WPS18		.633	
WPS19		.586	
WPS20		.633	
WPS21		.640	
EE1			.721
EE2			.756
EE3			.741
EE4			.818
EE5			.829
EE6			.723
EE7			.790
EE8			.790
EE9			.751

EE10			.776
EE11			.812
EE12			.734
EE13			.743
EE14			.747
EE15			.762
EE16			.687
EE17			.624
PC1	.461		
PC2	.465		
PC3	.462		
PC4	.452		
PC5	.451		
PC6	.450		
PC7	.689		
PC8	.692		
PC9	.693		
PC10	.695		
PC11	.727		
PC12	.734		
PC13	.643		
PC14	.594		
PC15	.722		
CA	.854	.916	.950
N of items	15	21	17

Source: Data processed

**Table 3. Descriptive Statistics and correlations analysis of variables**

	M	SD	1	2	3	4	5	6	7
Gender	1.65	0.48	1	-0.069	0.041	0.051	-0.017	-0.009	-0.056
Age	2.62	1.025		1	0.045	0.702**	0.017	0.045	-0.130*
University Status	1.79	0.41			1	-0.022	0.004	0.018	-0.014
Job Tenure	3.35	1.44				1	0.156	0.147	-0.039
Workplace Spirituality	89.52	9.62					1	0.836	0.317
Employee Engagement	71.23	9.25						1	0.411**
Professional Commitment	49.29	8.79							1

Source: Data processed

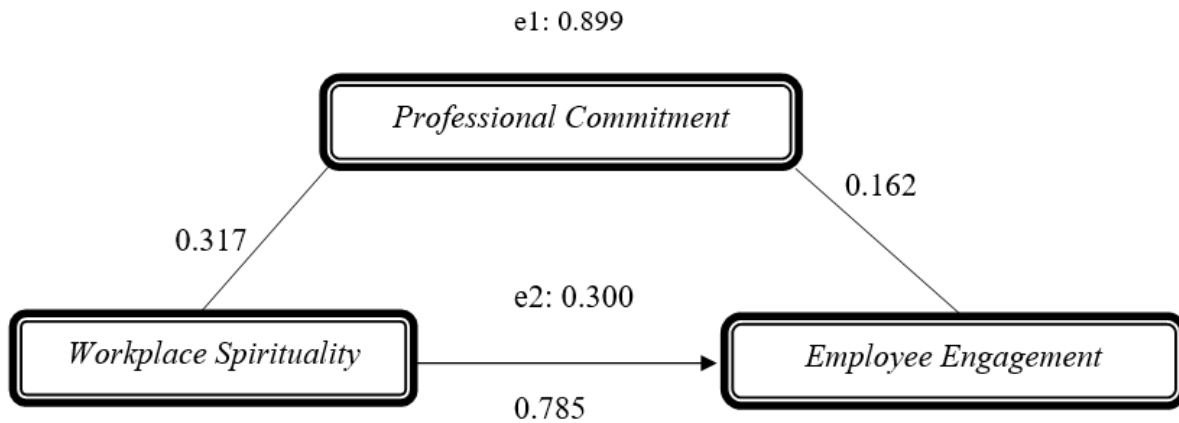


Figure 2. Path Analysis

#### 4. Discussion

The effects of the two variables on employee engagement were tested. and Table 4 showed positive relationships. The results for workplace spirituality were  $\beta = 0.836$ ,  $\rho = 0.000$ , professional commitment yielded  $\beta = 0.461$ ,  $\rho = 0.000$ , while the R-square was 70%. Therefore, workplace spirituality had a direct effect on employee engagement, and this supported H1 and H3, and these findings were consistent with previous studies (Shuck, Rocco & Albornoz, 2011; Schaufeli, Bakker & Salanova, 2006; Ke *et al.*, 2014 and 2017). Subsequently, the relationship between WPS and PC was examined and outcomes of  $\beta = 0.317$ ,  $\rho = 0.000$  were revealed, thus supporting H2. For the last hypothesis, the mediating effect of professional commitment on the relationship between workplace spirituality and job engagement was evaluated and shown in Table 4. The indirect effect of professional commitment at  $\beta = 0.162$ ,  $\rho = 0.000$  on employee engagement was significant hence, Hypothesis 4 was supported. These findings were all consistent with prior studies (Ke *et al.*, 2017).

The results of this study showed that a relationship exists between workplace spirituality and employee engagement, and these findings supported the earlier study by Ke *et al.* (2017). According to Milliman (2003), WPS involves a sense of wholeness, and this is similar to employee engagement, which also involves completeness. It is important to be a whole and integrated individual (Pfeffer, 2010), and when these characteristics are supported by an organization, the employees may become more productive. In this study, the respondents were lecturers from private and state universities in Indonesia. They constituted a special group that faced immense pressure during lecturing, researching, interpersonal relationships, and other issues. Meanwhile, some companies use engagement as an indicator to evaluate and appraise employees' behavior to promote company performance, and recently, many universities have shown increased attention to scientific

researches of innovative behaviors. The WPS of lecturers influenced their engagement, and this eventually affected research and organizational performance. Therefore, this research proved that the campus strengthens the WPS and EE of lecturers from the aspects of meaningful work and organizational values.

**Tabel 4. Hypotheses summary**

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	p-Value	Conclusion
WPS → EE	0.700	0.699	0.836	0.000	Supported
WPS → PC	0.101	0.098	0.317	0.000	Supported
PC → EE	0.169	0.166	0.411	0.000	Supported
WPS → PC → EE	0.723	0.721	0.162	0.000	Supported

Source: Data processed

## 5. Conclusion

Researches regarding workplace spirituality in organizations have been developed and focused on by researchers and human resource analysts in related fields. This study discusses the relationship between WPS and EE of the university lecturers and gives an insight for them to increase their inner spirit. It also encourages leaders in universities to notice the psychology of lecturers, promote their motivation, and strengthen their professional commitments, to facilitate an increase in university performance in all areas such as research, academia, and community development. It is also important to enhance the employee engagement of lecturers to cause an improvement in their performance. Finally, the implementation of workplace spirituality will stimulate the university to enhance their communication and level of trust in lecturers so that the work satisfaction and sense of belonging will increase. This will also shorten the turnover intention rate and certainly improve their contribution to the university.

This study has some limitations, which include the need for an upgrade in research methods by using other techniques, as well as in the scales adopted, which are established in foreign countries. Therefore, the conversion of questionnaires from English to Indonesian language may produce inconsistencies in the results because of cultural differences. Furthermore, this research mostly used only the online survey method in distributing questionnaires due to the Covid-19 pandemic in current work environments. This caused a low response rate making it impossible to generalize the study outcomes, thus, it is better to add other methods to improve the representativeness of the sample and make responding to the research questionnaire easy. For future research, the cultural scale should be embraced to increase the reliability of the study outcomes.



## Author Contribution

Conceptualization: Meily Margaretha  
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Formal analysis: Meily Margaretha  
Investigation: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
Methodology: Meily Margaretha, Susanti Saragih  
Project Administration: Susanti Saragih, Sri Zaniarti, Bena Apeles Deru Parayow  
Resources: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
Software: Meily Margaretha  
Supervision: Meily Margaretha  
Writing – original draft: Meily Margaretha  
Writing – review & editing: Meily Margaretha, Susanti Saragih, Sri Zaniarti

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**2. BUKTI HASIL REVIEW KEDUA &  
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Dear Meily Margaretha,

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The order should be: Literature review, Aim (clearly formulated), then formulate hypotheses (all together and right here), Method.

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# **Workplace Spirituality, Employee Engagement, and Professional Commitment: A Study of Lecturers from Indonesian Universities**

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## **Abstract**

The high attention paid by researchers and practitioners to the relationship between employee engagement and spirituality in the workplace is limited, as studies of the two variables still stand alone. This causes an important and increased focus on strength and employee engagement, which are built from organizational culture to show an awareness of spirituality in the workplace. This study aimed to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia and professional commitment as a mediating effect. The respondents of the study were 322 lecturers from state and private universities in Indonesia. Validity, reliability, simple regression and path analysis were used to analyze the data. The results of the study showed that workplace spirituality had a direct effect on employee engagement and professional commitment played as the mediating effect on the relationship between workplace spirituality and employee engagement. The results suggest the implementation of workplace spirituality and employee engagement is important for universities to enhance the performance of their lecturers.

**Keywords:** employee engagement, workplace, spirituality, professional commitment, university, lecturer

## **JEL Classification**

J24, J53

## INTRODUCTION

Many organizations and researchers have acknowledged the existence of growth regarding issues of spirituality in the workplace and employee engagement (Heaton *et al.*, 2004; Saks, 2011; Ke *et al.*, 2017). Hills and Smith (2010) mentioned that the number of employees looking for the meaning and experience of workplace spirituality has increased, while current organizations are attempting to discover ways to enhance employee engagement. However, Saks (2011) stated that research about the relationship between these two variables is still limited, and many studies only discussed one independent of the other.

Employee engagement (EE) has received much attention in the business world, as well as in the society of human resource management (HRM) practitioners. The concept has been mentioned as a new method in HRM where companies can overcome ambiguous and unstable industrial conditions (Lee, 2012). It was first developed by Khan in 1990 (Ke *et al.*, 2017) and several studies have proven that EE predicts employee work results, the financial performance of an organization (Bates, 2004, Richman, 2006, Luthans, 2001), along with job satisfaction and commitment (Saks, 2011). Generally, EE is described as individual contributions, satisfaction, and job passion (Endres & Mancheno-Smoak, 2008). Although this concept is very popular and useful for implementation in organizations, it has been reported that the practice is declining and employee disengagement has been described (Bates, 2004; Richman, 2006). Therefore, the need to promote EE in the workplace is a must and is key for organizational success nowadays.

Employee engagement is influenced by several factors, such as communication within the company, leadership style, company reputation, and corporate culture (Yadnyawati, 2012). A strong organizational culture has a major impact on employee behavior and results in engagement (Yadnyawati, 2012; Robbins & Judge, 2017), and according to Kreitner and Kinicki (2010), the basis is organizational value. Values describe the major principles in organizational culture, which all employees are aware of, accept, and integrate into their every behavior and decision. Consequently, the concept of these values that has been earlier discussed in working environments is known as workplace spirituality. Robbins and Judge (2017) define this as the awareness of people that have an inner life that grows, which is cultivated by a job that is meaningful, and which happens in a community context. Although it is not connected to religion and does not discuss people with certain belief systems (Laabs, 1995; Cavanagh, 1999), spirituality provides values that can be understood and shared. This causes the important growing focus on employee strength and engagement that comes from organizational culture to create an awareness of workplace spirituality (Fernando & Jackson, 2006; Garcia-Zamor, 2003), as well as an analysis of their significance and



goals (Fry, 2003). However, related studies are mostly conducted in Western countries, and research for the context of Asia, and specifically for Indonesia's background is lacking.

Many organizations use employee engagement as an indicator to evaluate behavior and improve performance, and this is also applicable in education, specifically in higher studies in the university environment. Universities offer great attention to improve the work behavior of lecturers regarding innovative lecturing and researching activities, which in turn enhance the organization's performance. Therefore, the focus of this research is directed at university lecturers because these respondents represent groups that are linked to the human spirit when relationships with students are fostered and, thus, require workplace spirituality. Conversely, lecturers have high demands of professional ethics in performing their roles and responsibilities in the university and community and are required to devote themselves to the exploration of truth by the academic field.

Saks (2011) states clearly through his research model that there is a relationship between EE and WPS. EE has been described as an employee's spiritual and emotional aspects in the workplace, which are related to the higher needs in performing their job activities (Quatro, 2004; Saks, 2011). It is expected that WPS practice will influence the employee engagement of the lecturers to ensure enhanced teaching, research, and university performance. Therefore, the purpose of this study is to provide evidence and inspire lecturers and university leaders to improve spirituality in the workplace to enhance their engagement.

Furthermore, this research attempted to examine professional commitment as a mediator in the relationship between WPS and EE. According to Setiawan and Prawirasuyasa (2016), the professional commitment of lecturer's influence student behavior and, together with organizational culture, it was discovered to affect their learning attitude. This was supported by Harini, Luddin, and Hamidah (2019) in their research, which stated that an increase in organizational commitment, along with WLB practices had an impact on improving lecturers' performance. A study from Çağrı San dan Tok (2017) in Turkey with teachers as respondents found that their commitment influenced the formation of three dimensions of employee engagement. Musavi's research (2016) on social workers in Iran produced a similar result, where their professional commitment was shown to be related to engagement behavior. Therefore, it was concluded that engagement is formed from professional commitment possessed by employees, and the results of this study are expected to provide suggestions to both variables.

# 1. LITERATURE REVIEW

## 1.1 Workplace Spirituality

Workplace spirituality (WPS) is defined as an employee's acknowledgment of a related inner life that develops from performing meaningful work in the community (Ashmos & Duchon, 2000). WPS is neither connected to religion, leads people to alter particular systems of belief (Rego & e Cunha, 2008), or ascribed to the culture of a specific religion. Rather it is based on personal values and theories on how employees perceive themselves spiritually, experience meaningfulness and purpose while working (Ashmos & Dunchon, 2000; Harrington *et al.*, 2001; Milliman *et al.*, 2003). Workplace spirituality encourages a sense of ownership amongst members in an organization because the leaders have created cultures that provide peace (Karadag, 2009) and increase the capacity of learning (Aydin & Ceylan, 2009). Moreover, WPS aspects such as work meaningfulness, group community, and organization values of conformity have disclosed certain workplace behaviors, including job satisfaction, turnover intention, citizenship behavior, involvement, and commitment (Margaretha *et al.*, 2020). According to Milliman *et al.* (2003), there are three levels of WPS, which are individual, group, and organizational. Meanwhile, the three main dimensions used in this study were consistent with this researcher, and these were purpose or meaningfulness in one's work, a sense of community, and being in alignment with organizational values and mission. Each represented the three levels that were earlier stated. Furthermore, Pawar (2009) described two perspectives of WPS, which are individual and organizational. The first refers to individual experiences in applying for personal spirituality in a company (Milliman, Czaplewski, & Ferguson, 2003), while the second refers to the organizational value that has been proven with a culture that facilitates individuals to implement spirituality in the workplace. Some benefits for an organization that applies WPS are increased productivity and financial advantage.

## 1.2 Employee Engagement

Employee engagement was first implemented by the Gallup research group and has statistically shown a relationship with organizational productivity and profitability, as well as employee welfare and customer satisfaction (Endres & Mancheno-Smoak, 2008). Generally, employee engagement is often explained as an emotional and intellectual commitment to the organization (Saks, 2006), and this concept has attracted many business owners, firm consultants, human resource management practitioners, and researchers. EE is defined as a positive and affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in the performance of their roles (Rurkkhum, 2010). Many studies

regarding this mindset frequently explain that engaged employees are highly energized and resilient in performing their duties, put their hearts into the jobs, and are persistent and willing to invest effort. These persons also exhibit strong work involvement, experience feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from work, and fully concentrate and immerse themselves without noticing the passage of time (Bakker & Demerouti, 2008). Konrad (in Endres & Mancheno-Smoak, 2008) noted that EE has three relationship components, which are the cognitive, emotional, and behavioral aspects. The first includes employees' beliefs about the organization, as well as the conditions of their leaders and the work environment. The emotional aspect relates their feelings concerning each factor, along with the possession of positive or negative attitudes towards the organization and the leaders. The behavioral equivalent is a value-added component to the company and consists of efforts for freedom of choice for engaged employees. These persons were brought to their jobs over time and devote strength and intellect to tasks and the company. In a study conducted by Saks (2006), different meanings were found for work or job and organizational engagement. Also, EE is distinct from other organizational behavior concepts, such as job involvement, citizenship, and commitment. (Margaretha *et al.*, 2018).

## **2. AIMS AND HYPOTHESIS DEVELOPMENT**

Previous studies regarding WPS and EE were initially performed in western countries such as Europe and the United States. Then, research related to these variables for Asia was conducted by Ke *et al.* (2014) in China. It was found that WPS is heartfelt and experienced by employees when values in work, groups, and organizations are described and combined, and is known as employee engagement. According to Schaufeli, Bakker, and Salanova (2006), as well as Shuck, Rocco, and Albornoz (2011), engagement is a mental state of working that reflects how committed an employee to their role. Kahn (1990 in Ke *et al.*, 2017) explained that EE contains many forms of work experience, including physical, cognitive, and emotional, and gives meaning when employees perform their job roles. Meanwhile, those that possess high spiritual power show a greater tendency to find important job roles. Furthermore, some empirical studies directly proved that WPS was related to employee engagement, and research from Marques (2010), Saks (2011), and Swindell (2014) showed the relationship between both variables. Maslach, Schaufeli, and Leiter (2001), along with Shuck, Rocco, and Albornoz (2011), as well as Schaufeli, Bakker, and Salanova (2006) found that spirituality was also related to EE as a dimension of character that affects work behavior.

This study aimed to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia. From this explanation, a hypothesis was proposed:

Hypothesis 1: Workplace spirituality has a positive effect on employee engagement

WPS refers to a condition that provides positive psychology to individuals, which gives meaning to work and enables them to exhibit their job ability and satisfaction as intrinsic self-awareness (Ashmos & Duchon, 2000). Professional commitment reflects the devotion of employees towards their work careers and is related to the final result (Ballout, 2009). According to Aryee and Tan (1992, in Ke *et al.*, 2017), individuals with high professional commitment and career expectations will display significant investment in work, as well as a willingness to exert efforts required to achieve career goals. Furthermore, the three main dimensions of workplace spirituality from Milliman *et al.* (2003), which are meaningful work, sense of community, and compatibility with organizational vision and mission values have been proven to increase self-confidence and productivity. They have also been shown to make employees display love or enthusiasm and continuously engage in the job, and this is called a high commitment to professionalism. In the study by Ke *et al.* (2017), individuals that possessed high WPS were discovered to believe that their job was meaningful, showed it in the work environment, and also became more professionally enthusiastic. Furthermore, the other aim of the study is to see professional commitment as a mediating effect in the relationship between WPS and EE. From this explanation, several hypotheses were proposed as follows:

Hypothesis 2: Workplace spirituality has a positive effect on professional commitment

Hypothesis 3: Professional commitment affects employee engagement

Hypothesis 4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

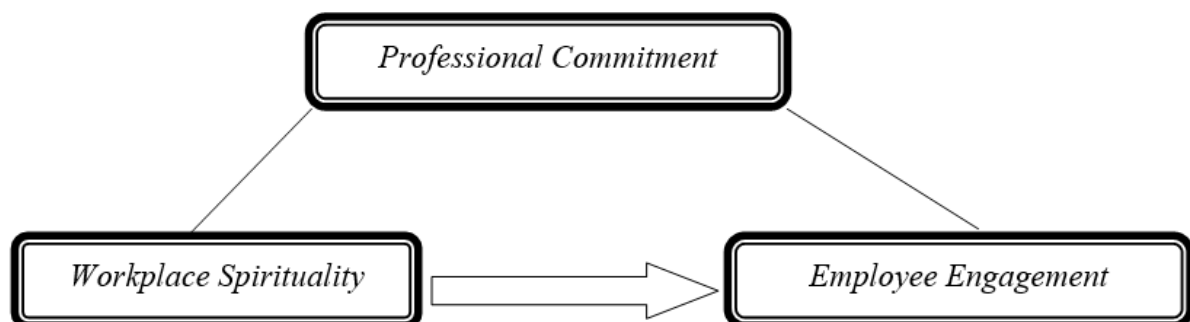


Figure 1. Research Model

### 3. METHODOLOGY

The respondents were 322 lecturers from state and private universities in Indonesia and the data was collected via questionnaires that were distributed directly, through post or mail, or online. The workplace spirituality instrument was developed by Ashmos and Duchon (2000), while employee engagement was assessed by employing questionnaires developed by Schaufeli, Bakker, and Salanova (2006). Furthermore, the professional commitment was measured by an instrument developed by Meyer and Allen (1991), and finally, the data was analyzed by testing the validity, reliability, and path analysis. The tests were performed to identify the relationship and influence between workplace spirituality, employee engagement, and professional commitment.

### 4. RESULTS AND DISCUSSION

The demographic description in Table 1 illustrates general information such as gender, age, marital status, job tenure, educational, and university status to comprehend the type of respondents in this research. Consequently, the results showed that most of the participants comprised 208 females and 105 respondents were in the age range of 34 to 44 years, both of which accounted for 64.4% and 32.6%, respectively. Also, 42 respondents were reported to be single, while 280 were married, and both groups comprised 13% and 87%. Based on educational status, 197 participants, which represented the majority at a proportion of 61.2%, had Master's degrees. The confirmatory factor analysis was used in this study according to underlying theories, where Hair *et al.* (2010) had mentioned that a construct was valid if the factor loading was above 0.40. Subsequently, the analysis results of the three constructs yielded loading factors between 0.451 and 0.829 for the items in question. The reliability values for workplace spirituality were 0.916 and 0.950 for employee engagement, and 0.854 for professional commitment. Table 2 showed the factor loading and Cronbach's alpha (CA) for each variable, and these were said to be reliable when CA value > 0.7 (Hair *et al.*, 2010). This Table also outlined the validity and reliability test results for each variable used in the study, while the means, standard deviation, and correlations coefficients were displayed in Table 3.

**Table 1. Profile of respondents**

Dimension	Category	Number of Respondents		Percentage	
Gender	1. Male	1.	114	1.	35.6%
	2. Female	2.	208	2.	64.4%
Age	1. 25-34 years	1.	47	1.	14.6%
	2. 35-44 years	2.	105	2.	32.6%
	3. 45-54 years	3.	98	3.	30.4%
	4. 54-64 years	4.	66	4.	20.5%
	5. > 64 years	5.	6	5.	1.9%
Marital Status	1. Single	1.	42	1.	13%
	2. Married	2.	280	2.	87%
Educational Status	1. Bachelor Degree	1.	7	1.	2.2%
	2. Master Degree	2.	197	2.	61.2%
	3. Doctoral Degree	3.	118	3.	36.6%
Job Tenure	1. 1-5 years	1.	44	1.	13.7%
	2. 6-10 years	2.	64	2.	19.9%
	3. 11-15 years	3.	53	3.	16.5%
	4. 16-20	4.	59	4.	18.3%
	5. > 20 years	5.	102	5.	31.7%
University Status	1. State university	1.	69	1.	21.4%
	2. Private university	2.	253	2.	78.6%

Source: Data processed

**Table 2. Validity and reliability test results**

	Component		
	1	2	3
WPS1		.599	
WPS2		.611	
WPS3		.678	
WPS4		.671	
WPS5		.575	
WPS6		.487	
WPS7		.743	
WPS8		.680	
WPS9		.544	
WPS10		.697	
WPS11		.600	
WPS12		.631	
WPS13		.644	
WPS14		.549	
WPS15		.629	
WPS16		.697	
WPS17		.677	
WPS18		.633	
WPS19		.586	

WPS20		.633	
WPS21		.640	
EE1			.721
EE2			.756
EE3			.741
EE4			.818
EE5			.829
EE6			.723
EE7			.790
EE8			.790
EE9			.751
EE10			.776
EE11			.812
EE12			.734
EE13			.743
EE14			.747
EE15			.762
EE16			.687
EE17			.624
PC1	.461		
PC2	.465		
PC3	.462		
PC4	.452		
PC5	.451		
PC6	.450		
PC7	.689		
PC8	.692		
PC9	.693		
PC10	.695		
PC11	.727		
PC12	.734		
PC13	.643		
PC14	.594		
PC15	.722		
CA	.854	.916	.950
N of items	15	21	17

Source: Data processed

**Table 3. Descriptive Statistics and correlations analysis of variables**

	M	SD	1	2	3	4	5	6	7
Gender	1.65	0.48	1	-0.069	0.041	0.051	-0.017	-0.009	-0.056
Age	2.62	1.025		1	0.045	0.702**	0.017	0.045	-0.130*
University Status	1.79	0.41			1	-0.022	0.004	0.018	-0.014

Job Tenure	3.35	1.44	1	0.156	0.147	-0.039
Workplace Spirituality	89.52	9.62		1	0.836	0.317
Employee Engagement	71.23	9.25			1	0.411**
Professional Commitment	49.29	8.79				1

Source: Data processed

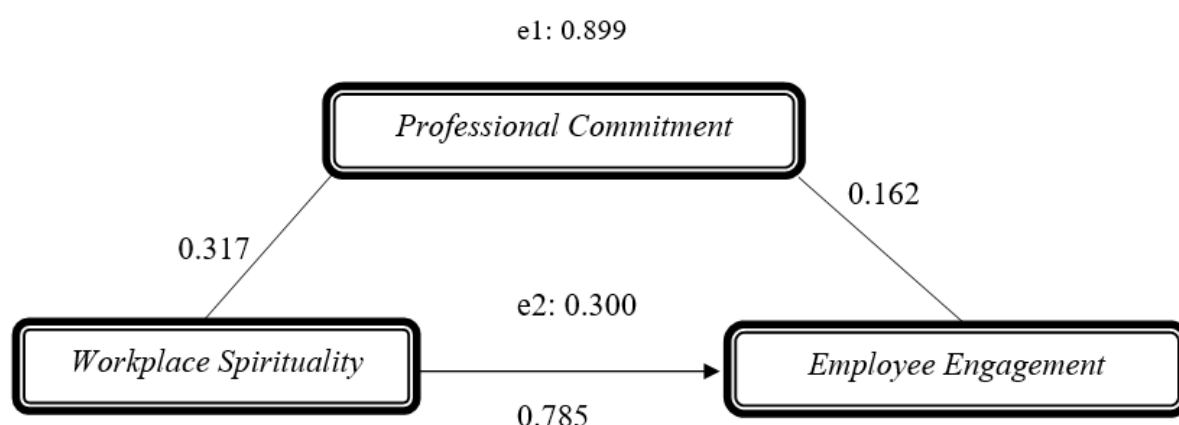


Figure 2. Path Analysis

The effects of the two variables on employee engagement were tested. and Table 4 showed positive relationships. The results for workplace spirituality were  $\beta = 0.836$ ,  $\rho = 0.000$ , professional commitment yielded  $\beta = 0.461$ ,  $\rho = 0.000$ , while the R-square was 70%. Therefore, workplace spirituality had a direct effect on employee engagement, and this supported H1 and H3, and these findings were consistent with previous studies (Shuck, Rocco & Albornoz, 2011; Schaufeli, Bakker & Salanova, 2006; Ke *et al.*, 2014 and 2017). Subsequently, the relationship between WPS and PC was examined and outcomes of  $\beta = 0.317$ ,  $\rho = 0.000$  were revealed, thus supporting H2. For the last hypothesis, the mediating effect of professional commitment on the relationship between workplace spirituality and job engagement was evaluated and shown in Table 4. The indirect effect of professional commitment at  $\beta = 0.162$ ,  $\rho = 0.000$  on employee engagement was significant hence, Hypothesis 4 was supported. These findings were all consistent with prior studies (Ke *et al.*, 2017).

The results of this study showed that a relationship exists between workplace spirituality and employee engagement, and these findings supported the earlier study by Ke *et al.* (2017). According to Milliman (2003), WPS involves a sense of wholeness, and this is similar to employee engagement, which also involves completeness. It is important to be a whole and integrated individual (Pfeffer, 2010), and when these characteristics are supported by an organization, the employees may become more productive. In this study, the respondents were lecturers from private and state universities in Indonesia. They constituted a special group that faced immense pressure



during lecturing, researching, interpersonal relationships, and other issues. Meanwhile, some companies use engagement as an indicator to evaluate and appraise employees' behavior to promote company performance, and recently, many universities have shown increased attention to scientific researches of innovative behaviors. The WPS of lecturers influenced their engagement, and this eventually affected research and organizational performance. Therefore, this research proved that the campus strengthens the WPS and EE of lecturers from the aspects of meaningful work and organizational values.

**Tabel 4. Hypotheses summary**

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	p-Value	Conclusion
WPS → EE	0.700	0.699	0.836	0.000	Supported
WPS → PC	0.101	0.098	0.317	0.000	Supported
PC → EE	0.169	0.166	0.411	0.000	Supported
WPS → PC → EE	0.723	0.721	0.162	0.000	Supported

Source: Data processed

## CONCLUSION

Researches regarding workplace spirituality in organizations have been developed and focused on by researchers and human resource analysts in related fields. This study discusses the relationship between WPS and EE of the university lecturers and to explore the mediating effect of professional commitment in the relationship between WPS and EE. The result showed there is a relationship between WPS and EE, and professional commitment played as the mediating effect on the relationship between the two variables. This research adds empirical evidence to explain the multidimensional relationship between WPS and EE. Furthermore, reality studies regarding the impact of workplace spirituality are mostly conducted in Western Countries, while little evidence has been provided for the Indonesian background. Therefore, this study could be one of the references regarding workplace spirituality and employee engagement in the context of Indonesian background.

This research also encourages leaders in universities to notice the psychology of lecturers, promote their motivation, and strengthen their professional commitments, to facilitate an increase in university performance in all areas such as research, academia, and community development. It is also important to enhance the employee engagement of lecturers to cause an improvement in their performance. Finally, the implementation of workplace spirituality will stimulate the university to enhance their communication and level of trust in lecturers therefore the work satisfaction and sense

of belonging will increase. This will also shorten the turnover intention rate and certainly improve their contribution to the university.

This study has some limitations, which include the need for an upgrade in research methods by using other techniques, as well as in the scales adopted, which are established in foreign countries. Therefore, the conversion of questionnaires from English to Indonesian language may produce inconsistencies in the results because of cultural differences. Furthermore, this research mostly used only the online survey method in distributing questionnaires due to the Covid-19 pandemic in current work environments. This caused a low response rate making it impossible to generalize the study outcomes, thus, it is better to add other methods to improve the representativeness of the sample and make responding to the research questionnaire easy. For future research, the cultural scale should be embraced to increase the reliability of the study outcomes.

## AUTHOR CONTRIBUTION

Conceptualization: Meily Margaretha

Data Curation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Formal analysis: Meily Margaretha

Investigation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

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**2. BUKTI HASIL REVIEW KETIGA  
& ARTIKEL REVISI KETIGA  
(29 APRIL 2021)**

## MA3120: Notification on Submission

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Thu, Apr 29, 2021 at 4:02 PM

Dear Meily Margaretha,

the manuscript WORKPLACE SPIRITUALITY, EMPLOYEE ENGAGEMENT AND PROFESSIONAL COMMITMENT: STUDY FROM INDONESIA UNIVERSITY LECTURERS, submitted to Problems and Perspectives in Management Journal, needs to be revised.

**Comments:**

We recommended "after the Literature Review, clearly and concretely state the aim of the study (right here), and then present the hypotheses (right here and all together)."

To put all the hypotheses together means to write a sentence like this - "In this research, the following hypotheses are considered: ... "and cite them all together. Then proceed to the consideration of research Methods.

Please, follow the comments.

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Kind regards,

Katerina Maschenko  
Managing Editor  
Journal Problems and Perspectives in Management

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# **Workplace Spirituality, Employee Engagement, and Professional Commitment: A Study of Lecturers from Indonesian Universities**

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## **Abstract**

The high attention paid by researchers and practitioners to the relationship between employee engagement and spirituality in the workplace is limited, as studies of the two variables still stand alone. This causes an important and increased focus on strength and employee engagement, which are built from organizational culture to show an awareness of spirituality in the workplace. This study aimed to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia and professional commitment as a mediating effect. The respondents of the study were 322 lecturers from state and private universities in Indonesia. Validity, reliability, simple regression and path analysis were used to analyze the data. The results of the study showed that workplace spirituality had a direct effect on employee engagement and professional commitment played as the mediating effect on the relationship between workplace spirituality and employee engagement. The results suggest the implementation of workplace spirituality and employee engagement is important for universities to enhance the performance of their lecturers.

**Keywords:** employee engagement, workplace, spirituality, professional commitment, university, lecturer

## **JEL Classification**

J24, J53

## INTRODUCTION

Many organizations and researchers have acknowledged the existence of growth regarding issues of spirituality in the workplace and employee engagement (Heaton et al., 2004; Ke et al., 2017; Saks, 2011). Hills and Smith (2010) mentioned that the number of employees looking for the meaning and experience of workplace spirituality has increased, while current organizations are attempting to discover ways to enhance employee engagement. However, Saks (2011) stated that research about the relationship between these two variables is still limited, and many studies only discussed one independent of the other.

Employee engagement (EE) has received much attention in the business world, as well as in the society of human resource management (HRM) practitioners. The concept has been mentioned as a new method in HRM where companies can overcome ambiguous and unstable industrial conditions (Lee, 2012). It was first developed by Khan in 1990 (Ke et al., 2017) and several studies have proven that EE predicts employee work results, the financial performance of an organization (Bates, 2004; Luthans, 2001; Richman, 2006), along with job satisfaction and commitment (Saks, 2011). Generally, EE is described as individual contributions, satisfaction, and job passion (Endres & Mancheno-Smoak, 2008). Although this concept is very popular and useful for implementation in organizations, it has been reported that the practice is declining and employee disengagement has been described (Bates, 2004; Richman, 2006). Therefore, the need to promote EE in the workplace is a must and is key for organizational success nowadays.

Employee engagement is influenced by several factors, such as communication within the company, leadership style, company reputation, and corporate culture (Yadnyawati, 2012). A strong organizational culture has a major impact on employee behavior and results in engagement (Robbins & Judge, 2017; Yadnyawati, 2012), and according to Kreitner and Kinicki (2010), the basis is organizational value. Values describe the major principles in organizational culture, which all employees are aware of, accept, and integrate into their every behavior and decision. Consequently, the concept of these values that has been earlier discussed in working environments is known as workplace spirituality. Robbins and Judge (2017) define this as the awareness of people that have an inner life that grows, which is cultivated by a job that is meaningful, and which happens in a community context. Although it is not connected to religion and does not discuss people with certain belief systems (Cavanagh, 1999; Laabs, 1995), spirituality provides values that can be understood and shared. This causes the important growing focus on employee strength and engagement that comes from organizational culture to create an awareness of workplace spirituality (Fernando & Jackson, 2006; Garcia-Zamor, 2003), as well as an analysis of their significance and



goals (Fry, 2003). However, related studies are mostly conducted in Western countries, and research for the context of Asia, and specifically for Indonesia's background is lacking.

Many organizations use employee engagement as an indicator to evaluate behavior and improve performance, and this is also applicable in education, specifically in higher studies in the university environment. Universities offer great attention to improve the work behavior of lecturers regarding innovative lecturing and researching activities, which in turn enhance the organization's performance. Therefore, the focus of this research is directed at university lecturers because these respondents represent groups that are linked to the human spirit when relationships with students are fostered and, thus, require workplace spirituality. Conversely, lecturers have high demands of professional ethics in performing their roles and responsibilities in the university and community and are required to devote themselves to the exploration of truth by the academic field.

Saks (2011) states clearly through his research model that there is a relationship between EE and WPS. EE has been described as an employee's spiritual and emotional aspects in the workplace, which are related to the higher needs in performing their job activities (Quatro, 2004; Saks, 2011). It is expected that WPS practice will influence the employee engagement of the lecturers to ensure enhanced teaching, research, and university performance. Therefore, the purpose of this study is to provide evidence and inspire lecturers and university leaders to improve spirituality in the workplace to enhance their engagement.

Furthermore, this research attempted to examine professional commitment as a mediator in the relationship between WPS and EE. According to Setiawan and Prawirasuyasa (2016), the professional commitment of lecturer's influence student behavior and, together with organizational culture, it was discovered to affect their learning attitude. This was supported by Harini et al. (2019) in their research, which stated that an increase in organizational commitment, along with WLB practices had an impact on improving lecturers' performance. A study from Çağrı San and Tok (2017) in Turkey with teachers as respondents found that their commitment influenced the formation of three dimensions of employee engagement. Musavi's research (2016) on social workers in Iran produced a similar result, where their professional commitment was shown to be related to engagement behavior. Therefore, it was concluded that engagement is formed from professional commitment possessed by employees, and the results of this study are expected to provide suggestions to both variables.

# **1. LITERATURE REVIEW**

## **1.1 Workplace Spirituality**

Workplace spirituality (WPS) is defined as an employee's acknowledgment of a related inner life that develops from performing meaningful work in the community (Ashmos & Duchon, 2000). WPS is neither connected to religion, leads people to alter particular systems of belief (Rego & e Cunha, 2008), or ascribed to the culture of a specific religion. Rather it is based on personal values and theories on how employees perceive themselves spiritually, experience meaningfulness and purpose while working (Ashmos & Dunchon, 2000; Harrington et al., 2001; Miliman et al., 2003). Workplace spirituality encourages a sense of ownership amongst members in an organization because the leaders have created cultures that provide peace (Karadag, 2009) and increase the capacity of learning (Aydin & Ceylan, 2009). Moreover, WPS aspects such as work meaningfulness, group community, and organization values of conformity have disclosed certain workplace behaviors, including job satisfaction, turnover intention, citizenship behavior, involvement, and commitment (Margaretha et al., 2020). According to Milliman et al. (2003), there are three levels of WPS, which are individual, group, and organizational. Meanwhile, the three main dimensions used in this study were consistent with this researcher, and these were purpose or meaningfulness in one's work, a sense of community, and being in alignment with organizational values and mission. Each represented the three levels that were earlier stated. Furthermore, Pawar (2009) described two perspectives of WPS, which are individual and organizational. The first refers to individual experiences in applying for personal spirituality in a company (Milliman et al., 2003), while the second refers to the organizational value that has been proven with a culture that facilitates individuals to implement spirituality in the workplace. Some benefits for an organization that applies WPS are increased productivity and financial advantage.

## **1.2 Employee Engagement**

Employee engagement was first implemented by the Gallup research group and has statistically shown a relationship with organizational productivity and profitability, as well as employee welfare and customer satisfaction (Endres & Mancheno-Smoak, 2008). Generally, employee engagement is often explained as an emotional and intellectual commitment to the organization (Saks, 2006), and this concept has attracted many business owners, firm consultants, human resource management practitioners, and researchers. EE is defined as a positive and affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in the performance of their roles (Rurkkhum, 2010). Many studies

regarding this mindset frequently explain that engaged employees are highly energized and resilient in performing their duties, put their hearts into the jobs, and are persistent and willing to invest effort. These persons also exhibit strong work involvement, experience feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from work, and fully concentrate and immerse themselves without noticing the passage of time (Bakker & Demerouti, 2008). Konrad (in Endres & Mancheno-Smoak, 2008) noted that EE has three relationship components, which are the cognitive, emotional, and behavioral aspects. The first includes employees' beliefs about the organization, as well as the conditions of their leaders and the work environment. The emotional aspect relates their feelings concerning each factor, along with the possession of positive or negative attitudes towards the organization and the leaders. The behavioral equivalent is a value-added component to the company and consists of efforts for freedom of choice for engaged employees. These persons were brought to their jobs over time and devote strength and intellect to tasks and the company. In a study conducted by Saks (2006), different meanings were found for work or job and organizational engagement. Also, EE is distinct from other organizational behavior concepts, such as job involvement, citizenship, and commitment. (Margaretha et al., 2018).

## **2. AIMS AND HYPOTHESIS DEVELOPMENT**

This study empirically examines the impact of workplace spirituality of lecturers in Indonesia toward employee engagement and tests mediation effect of professional commitment in explaining the relationship between workplace spirituality and employee engagement. Moreover, by conducting this research will add references and give input to research related workplace spirituality and employee engagement that still limited in Indonesia context. This study also expected to provide suggestions for universities to enhance the performance of their lecturers.

The study developed four hypotheses that will be carried out and tested, as follows:

Previous studies regarding WPS and EE were initially performed in western countries such as Europe and the United States. Then, research related to these variables for Asia was conducted by Ke et al. (2014) in China. It was found that WPS is heartfelt and experienced by employees when values in work, groups, and organizations are described and combined, and is known as employee engagement. According to Schaufeli et al. (2006), as well as Shuck et al. (2011), engagement is a mental state of working that reflects how committed an employee to their role. Kahn (1990 in Ke et al., 2017) explained that EE contains many forms of work experience, including physical, cognitive, and emotional, and gives meaning when employees perform their job roles. Meanwhile, those that

possess high spiritual power show a greater tendency to find important job roles. Furthermore, some empirical studies directly proved that WPS was related to employee engagement, and research from Marques (2010), Saks (2011), and Swindell (2014) showed the relationship between both variables. Maslach et al. (2001), along with Shuck et al. (2011), as well as Schaufeli et al. (2006) found that spirituality was also related to EE as a dimension of character that affects work behavior. From this explanation, a hypothesis was proposed:

H1: Workplace spirituality has a positive effect on employee engagement

WPS refers to a condition that provides positive psychology to individuals, which gives meaning to work and enables them to exhibit their job ability and satisfaction as intrinsic self-awareness (Ashmos & Duchon, 2000). Professional commitment reflects the devotion of employees towards their work careers and is related to the final result (Ballout, 2009). According to Aryee and Tan (1992, in Ke et al., 2017), individuals with high professional commitment and career expectations will display significant investment in work, as well as a willingness to exert efforts required to achieve career goals. Furthermore, the three main dimensions of workplace spirituality from Milliman et al. (2003), which are meaningful work, sense of community, and compatibility with organizational vision and mission values have been proven to increase self-confidence and productivity. They have also been shown to make employees display love or enthusiasm and continuously engage in the job, and this is called a high commitment to professionalism. In the study by Ke et al. (2017), individuals that possessed high WPS were discovered to believe that their job was meaningful, showed it in the work environment, and also became more professionally enthusiastic. Furthermore, the other aim of the study is to see professional commitment as a mediating effect in the relationship between WPS and EE. From this explanation, several hypotheses were proposed as follows:

H2: Workplace spirituality has a positive effect on professional commitment

H3: Professional commitment affects employee engagement

H4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

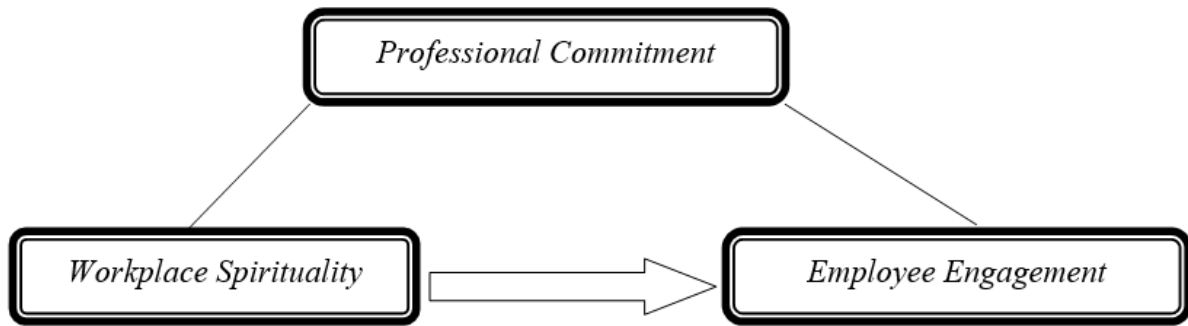


Figure 1. Research Model

### 3. METHODOLOGY

Measurement of each variable is carried out using research instruments developed by previous researchers. Workplace spirituality questionnaire is adopted from Ashmos and Dunchon (2000) with total 21 items, example of the item such as “My spirit is energized by my work”. Employee engagement questionnaire is developed by Schaufeli et al. (2006) with 17 items, the example such as “At my work, I feel bursting with energy”. Professional commitment questionnaire is adopted 15 items scale by Meyer and Allen (1991), example of the item such as “I am very happy being a member of this organization”.

The respondents were 322 lecturers from state and private universities in Indonesia and the data was collected via questionnaires that were distributed directly, through post or mail, or online. Data was analyzed by testing the validity, reliability, and path analysis. The tests were performed to identify the relationship and influence between workplace spirituality, employee engagement, and professional commitment.

### 4. RESULTS AND DISCUSSION

The demographic description in Table 1 illustrates general information such as gender, age, marital status, job tenure, educational, and university status to comprehend the type of respondents in this research. Consequently, the results showed that most of the participants comprised 208 females and 105 respondents were in the age range of 34 to 44 years, both of which accounted for 64.4% and 32.6%, respectively. Also, 42 respondents were reported to be single, while 280 were married, and both groups comprised 13% and 87%. Based on educational status, 197 participants, which represented the majority at a proportion of 61.2%, had Master’s degrees. The confirmatory factor analysis was used in this study according to underlying theories, where Hair et al. (2010) had mentioned that a construct was valid if the factor loading was above 0.40. Subsequently, the analysis results of the three constructs yielded loading factors between 0.451 and 0.829 for the

items in question. The reliability values for workplace spirituality were 0.916 and 0.950 for employee engagement, and 0.854 for professional commitment. Table 2 showed the factor loading and Cronbach's alpha (CA) for each variable, and these were said to be reliable when CA value > 0.7 (Hair et al., 2010). This Table also outlined the validity and reliability test results for each variable used in the study, while the means, standard deviation, and correlations coefficients were displayed in Table 3.

**Table 1. Profile of respondents**

Dimension	Category	Number of Respondents	Percentage
Gender	1. Male	1. 114	1. 35.6%
	2. Female	2. 208	2. 64.4%
Age	1. 25-34 years	1. 47	1. 14.6%
	2. 35-44 years	2. 105	2. 32.6%
	3. 45-54 years	3. 98	3. 30.4%
	4. 54-64 years	4. 66	4. 20.5%
	5. > 64 years	5. 6	5. 1.9%
Marital Status	1. Single	1. 42	1. 13%
	2. Married	2. 280	2. 87%
Educational Status	1. Bachelor Degree	1. 7	1. 2.2%
	2. Master Degree	2. 197	2. 61.2%
	3. Doctoral Degree	3. 118	3. 36.6%
Job Tenure	1. 1-5 years	1. 44	1. 13.7%
	2. 6-10 years	2. 64	2. 19.9%
	3. 11-15 years	3. 53	3. 16.5%
	4. 16-20	4. 59	4. 18.3%
	5. > 20 years	5. 102	5. 31.7%
University Status	1. State university	1. 69	1. 21.4%
	2. Private university	2. 253	2. 78.6%

Source: Data processed

**Table 2. Validity and reliability test results**

	Component		
	1	2	3
WPS1		.599	
WPS2		.611	
WPS3		.678	
WPS4		.671	
WPS5		.575	
WPS6		.487	
WPS7		.743	
WPS8		.680	

WPS9	.544	
WPS10	.697	
WPS11	.600	
WPS12	.631	
WPS13	.644	
WPS14	.549	
WPS15	.629	
WPS16	.697	
WPS17	.677	
WPS18	.633	
WPS19	.586	
WPS20	.633	
WPS21	.640	
EE1		.721
EE2		.756
EE3		.741
EE4		.818
EE5		.829
EE6		.723
EE7		.790
EE8		.790
EE9		.751
EE10		.776
EE11		.812
EE12		.734
EE13		.743
EE14		.747
EE15		.762
EE16		.687
EE17		.624
PC1	.461	
PC2	.465	
PC3	.462	
PC4	.452	
PC5	.451	
PC6	.450	
PC7	.689	
PC8	.692	
PC9	.693	
PC10	.695	
PC11	.727	
PC12	.734	
PC13	.643	
PC14	.594	

PC15	.722		
CA	.854	.916	.950
N of items	15	21	17

Source: Data processed

**Table 3. Descriptive Statistics and correlations analysis of variables**

	M	SD	1	2	3	4	5	6	7
Gender	1.65	0.48	1	-0.069	0.041	0.051	-0.017	-0.009	-0.056
Age	2.62	1.025		1	0.045	0.702**	0.017	0.045	-0.130*
University Status	1.79	0.41			1	-0.022	0.004	0.018	-0.014
Job Tenure	3.35	1.44				1	0.156	0.147	-0.039
Workplace Spirituality	89.52	9.62					1	0.836	0.317
Employee Engagement	71.23	9.25						1	0.411**
Professional Commitment	49.29	8.79							1

Source: Data processed

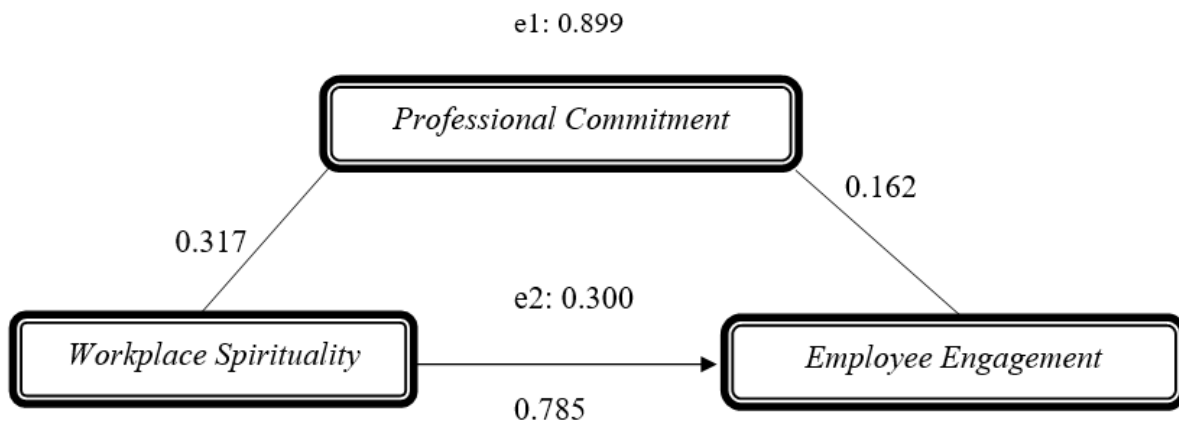


Figure 2. Path Analysis

The effects of the two variables on employee engagement were tested. and Table 4 showed positive relationships. The results for workplace spirituality were  $\beta = 0.836$ ,  $\rho = 0.000$ , professional commitment yielded  $\beta = 0.461$ ,  $\rho = 0.000$ , while the R-square was 70%. Therefore, workplace spirituality had a direct effect on employee engagement, and this supported H1 and H3, and these findings were consistent with previous studies (Ke et al., 2014 and 2017; Shuck et al., 2011; Schaufeli et al., 2006). Subsequently, the relationship between WPS and PC was examined and outcomes of  $\beta = 0.317$ ,  $\rho = 0.000$  were revealed, thus supporting H2. For the last hypothesis, the mediating effect of professional commitment on the relationship between workplace spirituality and job engagement was evaluated and shown in Table 4. The indirect effect of professional



commitment at  $\beta = 0.162$ ,  $p = 0.000$  on employee engagement was significant hence, Hypothesis 4 was supported. These findings were all consistent with prior studies (Ke et al., 2017).

The results of this study showed that a relationship exists between workplace spirituality and employee engagement, and these findings supported the earlier study by Ke et al. (2017). According to Milliman et al. (2003), WPS involves a sense of wholeness, and this is similar to employee engagement, which also involves completeness. It is important to be a whole and integrated individual (Pfeffer, 2010), and when these characteristics are supported by an organization, the employees may become more productive. In this study, the respondents were lecturers from private and state universities in Indonesia. They constituted a special group that faced immense pressure during lecturing, researching, interpersonal relationships, and other issues. Meanwhile, some companies use engagement as an indicator to evaluate and appraise employees' behavior to promote company performance, and recently, many universities have shown increased attention to scientific researches of innovative behaviors. The WPS of lecturers influenced their engagement, and this eventually affected research and organizational performance. Therefore, this research proved that the campus strengthens the WPS and EE of lecturers from the aspects of meaningful work and organizational values.

**Tabel 4. Hypotheses summary**

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	p-Value	Conclusion
WPS → EE	0.700	0.699	0.836	0.000	Supported
WPS → PC	0.101	0.098	0.317	0.000	Supported
PC → EE	0.169	0.166	0.411	0.000	Supported
WPS → PC → EE	0.723	0.721	0.162	0.000	Supported

Source: Data processed

## CONCLUSION

Researches regarding workplace spirituality in organizations have been developed and focused on by researchers and human resource analysts in related fields. This study discusses the relationship between WPS and EE of the university lecturers and to explore the mediating effect of professional commitment in the relationship between WPS and EE. The result showed there is a relationship between WPS and EE, and professional commitment played as the mediating effect on the relationship between the two variables. This research adds empirical evidence to explain the multidimensional relationship between WPS and EE. Furthermore, reality studies regarding the impact of workplace spirituality are mostly conducted in Western Countries, while little evidence has been provided for the Indonesian background. Therefore, this study could be one of the

references regarding workplace spirituality and employee engagement in the context of Indonesian background.

This research also encourages leaders in universities to notice the psychology of lecturers, promote their motivation, and strengthen their professional commitments, to facilitate an increase in university performance in all areas such as research, academia, and community development. It is also important to enhance the employee engagement of lecturers to cause an improvement in their performance. Finally, the implementation of workplace spirituality will stimulate the university to enhance their communication and level of trust in lecturers therefore the work satisfaction and sense of belonging will increase. This will also shorten the turnover intention rate and certainly improve their contribution to the university.

This study has some limitations, which include the need for an upgrade in research methods by using other techniques, as well as in the scales adopted, which are established in foreign countries. Therefore, the conversion of questionnaires from English to Indonesian language may produce inconsistencies in the results because of cultural differences. Furthermore, this research mostly used only the online survey method in distributing questionnaires due to the Covid-19 pandemic in current work environments. This caused a low response rate making it impossible to generalize the study outcomes, thus, it is better to add other methods to improve the representativeness of the sample and make responding to the research questionnaire easy. For future research, the cultural scale should be embraced to increase the reliability of the study outcomes.

## **AUTHOR CONTRIBUTION**

Conceptualization: Meily Margaretha

Data Curation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Formal analysis: Meily Margaretha

Investigation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Methodology: Meily Margaretha, Susanti Saragih

Project Administration: Susanti Saragih, Sri Zaniarti, Bena Apeles Deru Parayow

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Supervision: Meily Margaretha

Writing – original draft: Meily Margaretha

Writing – review & editing: Meily Margaretha, Susanti Saragih, Sri Zaniarti

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**5. BUKTI HASIL REVIEW  
KEEMPAT & ARTIKEL REVISI  
KEEMPAT  
(7 MEI 2021)**

## MA3120: Notification on Submission

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**To:** meily\_margaretha@yahoo.com

Fri, May 7, 2021 at 6:01 PM

Dear Meily Margaretha,

the manuscript WORKPLACE SPIRITUALITY, EMPLOYEE ENGAGEMENT AND PROFESSIONAL COMMITMENT: STUDY FROM INDONESIA UNIVERSITY LECTURERS, submitted to Problems and Perspectives in Management Journal, needs to be revised.

**Comments:**

Please note that you must have such a structure (sections) of the article - Abstract, Introduction, Literature review, Method, Results, Discussion, Conclusion. Do not divide sections into small subsections and do not involve additional sections. Do not merge sections.

Reduce the Introduction. It should be devoted exclusively to the relevance of the research topic and the formulation of the problem in general. It should not be turned into a Literature review.

Increase the Literature review.

After the Literature Review clearly and specifically formulate the aim of the study (right here), and then present hypotheses (right here and all together).

The Conclusions are incorrect. There should be such logic - indicate the aim of the research, briefly demonstrate the result, indicate what conclusions should be drawn from it.

Sentences from the Conclusions should not be repeated in the Abstract.

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Kind regards,

Katerina Maschenko  
Managing Editor  
Journal Problems and Perspectives in Management

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# **Workplace Spirituality, Employee Engagement, and Professional Commitment: A Study of Lecturers from Indonesian Universities**

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## **Abstract**

The high attention paid by researchers and practitioners to the relationship between employee engagement and spirituality in the workplace is limited, as studies of the two variables still stand alone. This causes an important and increased focus on strength and employee engagement, which are built from organizational culture to show an awareness of spirituality in the workplace. This study aimed to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia and professional commitment as a mediating effect. The respondents of the study were 322 lecturers from state and private universities in Indonesia. Validity, reliability, simple regression and path analysis were used to analyze the data. The results of the study showed that workplace spirituality had a direct effect on employee engagement with  $\beta$  value was 0.836, and the R-square was 70%, while professional commitment played as the mediating effect on the relationship between workplace spirituality and employee engagement with  $\beta$  value was 0.162 and the R-square was 72.3%. The results suggest the implementation of workplace spirituality and employee engagement is important for universities to enhance the performance of their lecturers.

**Keywords:** employee engagement, workplace, spirituality, professional commitment, university, lecturer

## **JEL Classification**

J24, J53



## INTRODUCTION

Many organizations and researchers have acknowledged the existence of growth regarding issues of spirituality in the workplace and employee engagement (Heaton et al., 2004; Ke et al., 2017; Saks, 2011). Hills and Smith (2010) mentioned that the number of employees looking for the meaning and experience of workplace spirituality has increased, while current organizations are attempting to discover ways to enhance employee engagement. However, Saks (2011) stated that research about the relationship between these two variables is still limited, and many studies only discussed one independent of the other.

Employee engagement (EE) has received much attention in the business world, as well as in the society of human resource management (HRM) practitioners. The concept has been mentioned as a new method in HRM where companies can overcome ambiguous and unstable industrial conditions (Lee, 2012). Although this concept is very popular and useful for implementation in organizations, it has been reported that the practice is declining and employee disengagement has been described (Bates, 2004; Richman, 2006). Therefore, the need to promote EE in the workplace is a must and is key for organizational success nowadays. Employee engagement is influenced by several factors, such as communication within the company, leadership style, company reputation, and corporate culture (Yadnyawati, 2012). A strong organizational culture has a major impact on employee behavior and results in engagement (Robbins & Judge, 2017; Yadnyawati, 2012), and according to Kreitner and Kinicki (2010), the basis is organizational value. Values describe the major principles in organizational culture, which all employees are aware of, accept, and integrate into their every behavior and decision. Consequently, the concept of these values that has been earlier discussed in working environments is known as workplace spirituality. Robbins and Judge (2017) define this as the awareness of people that have an inner life that grows, which is cultivated by a job that is meaningful, and which happens in a community context. Although it is not connected to religion and does not discuss people with certain belief systems (Cavanagh, 1999; Laabs, 1995), spirituality provides values that can be understood and shared. This causes the important growing focus on employee strength and engagement that comes from organizational culture to create an awareness of workplace spirituality (Fernando & Jackson, 2006; Garcia-Zamor, 2003), as well as an analysis of their significance and goals (Fry, 2003). However, related studies are mostly conducted in Western countries, and research for the context of Asia, and specifically for Indonesia's background is lacking.

Many organizations use employee engagement as an indicator to evaluate behavior and improve performance, and this is also applicable in education, specifically in higher studies in the university environment. Universities offer great attention to improve the work behavior of lecturers regarding innovative lecturing and researching activities, which in turn enhance the organization's performance. Therefore, the focus of this research is directed at university lecturers because these respondents represent groups that are linked to the human spirit when relationships with students are fostered and, thus, require workplace spirituality. Conversely, lecturers have high demands of professional ethics in performing their roles and responsibilities in the university and community and are required to devote themselves to the exploration of truth by the academic field.

Saks (2011) states clearly through his research model that there is a relationship between EE and WPS. EE has been described as an employee's spiritual and emotional aspects in the workplace, which are related to the higher needs in performing their job activities (Quatro, 2004; Saks, 2011). It is expected that WPS practice will influence the employee engagement of the lecturers to ensure enhanced teaching, research, and university performance. Therefore, the purpose of this study is to provide evidence and inspire lecturers and university leaders to improve spirituality in the workplace to enhance their engagement.

Furthermore, this research attempted to examine professional commitment as a mediator in the relationship between WPS and EE. According to Setiawan and Prawirasuyasa (2016), the professional commitment of lecturer's influence student behavior and, together with organizational culture, it was discovered to affect their learning attitude. This was supported by Harini et al. (2019) in their research, which stated that an increase in organizational commitment, along with WLB practices had an impact on improving lecturers' performance. A study from Çağrı San and Tok (2017) in Turkey with teachers as respondents found that their commitment influenced the formation of three dimensions of employee engagement. Musavi's research (2016) on social workers in Iran produced a similar result, where their professional commitment was shown to be related to engagement behavior. Therefore, it was concluded that engagement is formed from professional commitment possessed by employees, and the results of this study are expected to provide suggestions to both variables.

## **LITERATURE REVIEW**

Workplace spirituality (WPS) is defined as an employee's acknowledgment of a related inner life that develops from performing meaningful work in the community (Ashmos & Duchon, 2000). WPS is neither connected to religion, leads people to alter particular systems of belief (Rego & e Cunha, 2008), or ascribed to the culture of a specific religion. Rather it is based on personal values and theories on how employees perceive themselves spiritually, experience meaningfulness and purpose while working (Ashmos & Dunchon, 2000; Harrington et al., 2001; Miliman et al., 2003). Workplace spirituality encourages a sense of ownership amongst members in an organization because the leaders have created cultures that provide peace (Karadag, 2009) and increase the capacity of learning (Aydin & Ceylan, 2009). Moreover, WPS aspects such as work meaningfulness, group community, and organization values of conformity have disclosed certain workplace behaviors, including job satisfaction, turnover intention, citizenship behavior, involvement, and commitment (Margaretha et al., 2020). According to Milliman et al. (2003), there are three levels of WPS, which are individual, group, and organizational. Meanwhile, the three main dimensions used in this study were consistent with this researcher, and these were purpose or meaningfulness in one's work, a sense of community, and being in alignment with organizational values and mission. Each represented the three levels that were earlier stated. Furthermore, Pawar (2009) described two perspectives of WPS, which are individual and organizational. The first refers to individual experiences in applying for personal spirituality in a company, while the second refers to the organizational value that has been proven with a culture that facilitates individuals to implement spirituality in the workplace (Milliman et al., 2003). Some benefits for an organization that applies WPS are increased productivity and financial advantage.

Employee engagement was first developed by Khan (1990). It was first implemented by the Gallup research group and has statistically shown a relationship with organizational productivity and profitability, as well as employee welfare and customer satisfaction (Endres & Mancheno-Smoak, 2008). Generally, EE is described as individual contributions, satisfaction, and job passion (Endres & Mancheno-Smoak, 2008). Employee engagement is often explained as an emotional and intellectual commitment to the organization (Saks, 2006), and this concept has attracted many business owners, firm consultants, human resource management practitioners, and researchers. Several studies have proven that EE predicts employee work results, the financial performance of an organization (Bates, 2004; Luthans, 2001; Richman, 2006), along with job satisfaction and commitment (Saks, 2011). EE is defined as a positive and affective psychological work-related state

of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in the performance of their roles (Rurkkhum, 2010). Many studies regarding this mindset frequently explain that engaged employees are highly energized and resilient in performing their duties, put their hearts into the jobs, and are persistent and willing to invest effort. These persons also exhibit strong work involvement, experience feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from work, and fully concentrate and immerse themselves without noticing the passage of time (Bakker & Demerouti, 2008). Konrad (2006) noted that EE has three relationship components, which are the cognitive, emotional, and behavioral aspects. The first includes employees' beliefs about the organization, as well as the conditions of their leaders and the work environment. The emotional aspect relates their feelings concerning each factor, along with the possession of positive or negative attitudes towards the organization and the leaders. The behavioral equivalent is a value-added component to the company and consists of efforts for freedom of choice for engaged employees. These persons were brought to their jobs over time and devote strength and intellect to tasks and the company. In a study conducted by Saks (2006), different meanings were found for work or job and organizational engagement. Also, EE is distinct from other organizational behavior concepts, such as job involvement, citizenship, and commitment. (Margaretha et al., 2018).

This study empirically aims to examine the impact of workplace spirituality of lecturers in Indonesia toward employee engagement and tests mediation effect of professional commitment in explaining the relationship between workplace spirituality and employee engagement. In this research, the following hypotheses are considered:

H1: Workplace spirituality has a positive effect on employee engagement

H2: Workplace spirituality has a positive effect on professional commitment

H3: Professional commitment affects employee engagement

H4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

The explanation for each hypothesis as follows:

Previous studies regarding WPS and EE were initially performed in western countries such as Europe and the United States. Then, research related to these variables for Asia was conducted by Ke et al. (2014) in China. It was found that WPS is heartfelt and experienced by employees when values in work, groups, and organizations are described and combined, and is known as employee engagement. According to Schaufeli et al. (2006), as well as Shuck et al. (2011), engagement is a

mental state of working that reflects how committed an employee to their role. Kahn (1990) explained that EE contains many forms of work experience, including physical, cognitive, and emotional, and gives meaning when employees perform their job roles. Meanwhile, those that possess high spiritual power show a greater tendency to find important job roles. Furthermore, some empirical studies directly proved that WPS was related to employee engagement, and research from Marques (2010), Saks (2011), and Swindell (2014) showed the relationship between both variables. Maslach et al. (2001), along with Shuck et al. (2011), as well as Schaufeli et al. (2006) found that spirituality was also related to EE as a dimension of character that affects work behavior. From this explanation, a hypothesis was proposed:

H1: Workplace spirituality has a positive effect on employee engagement

WPS refers to a condition that provides positive psychology to individuals, which gives meaning to work and enables them to exhibit their job ability and satisfaction as intrinsic self-awareness (Ashmos & Duchon, 2000). Professional commitment reflects the devotion of employees towards their work careers and is related to the final result (Ballout, 2009). According to Aryee and Tan (1992) individuals with high professional commitment and career expectations will display significant investment in work, as well as a willingness to exert efforts required to achieve career goals. Furthermore, the three main dimensions of workplace spirituality from Milliman et al. (2003), which are meaningful work, sense of community, and compatibility with organizational vision and mission values have been proven to increase self-confidence and productivity. They have also been shown to make employees display love or enthusiasm and continuously engage in the job, and this is called a high commitment to professionalism. In the study by Ke et al. (2017), individuals that possessed high WPS were discovered to believe that their job was meaningful, showed it in the work environment, and also became more professionally enthusiastic. Furthermore, the other aim of the study is to see professional commitment as a mediating effect in the relationship between WPS and EE. From this explanation, several hypotheses were proposed as follows:

H2: Workplace spirituality has a positive effect on professional commitment

H3: Professional commitment affects employee engagement

H4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

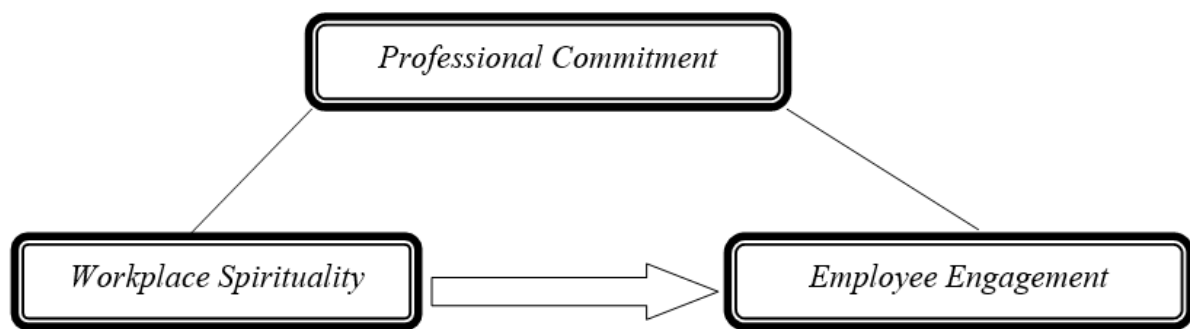


Figure 1. Research Model

## Method

Measurement of each variable is carried out using research instruments developed by previous researchers. Workplace spirituality questionnaire is adopted from Ashmos and Dunchon (2000) with total 21 items, example of the item such as “My spirit is energized by my work”. Employee engagement questionnaire is developed by Schaufeli et al. (2006) with 17 items, the example such as “At my work, I feel bursting with energy”. Professional commitment questionnaire is adopted 15 items scale by Meyer and Allen (1991), example of the item such as “I am very happy being a member of this organization”.

The respondents were 322 lecturers from state and private universities in Indonesia and the data was collected via questionnaires that were distributed directly, through post or mail, or online. Data was analyzed by testing the validity, reliability, and path analysis. The tests were performed to identify the relationship and influence between workplace spirituality, employee engagement, and professional commitment.

## RESULTS AND DISCUSSION

The demographic description in Table 1 illustrates general information such as gender, age, marital status, job tenure, educational, and university status to comprehend the type of respondents in this research. Consequently, the results showed that most of the participants comprised 208 females and 105 respondents were in the age range of 34 to 44 years, both of which accounted for 64.4% and 32.6%, respectively. Also, 42 respondents were reported to be single, while 280 were married, and both groups comprised 13% and 87%. Based on educational status, 197 participants, which represented the majority at a proportion of 61.2%, had Master’s degrees.

**Table 1. Profile of respondents**

Dimension	Category	Number of Respondents	Percentage
Gender	1. Male	1. 114	1. 35.6%
	2. Female	2. 208	2. 64.4%
Age	1. 25-34 years	1. 47	1. 14.6%
	2. 35-44 years	2. 105	2. 32.6%
	3. 45-54 years	3. 98	3. 30.4%
	4. 54-64 years	4. 66	4. 20.5%
	5. > 64 years	5. 6	5. 1.9%
Marital Status	1. Single	1. 42	1. 13%
	2. Married	2. 280	2. 87%
Educational Status	1. Bachelor Degree	1. 7	1. 2.2%
	2. Master Degree	2. 197	2. 61.2%
	3. Doctoral Degree	3. 118	3. 36.6%
Job Tenure	1. 1-5 years	1. 44	1. 13.7%
	2. 6-10 years	2. 64	2. 19.9%
	3. 11-15 years	3. 53	3. 16.5%
	4. 16-20	4. 59	4. 18.3%
	5. > 20 years	5. 102	5. 31.7%
University Status	1. State university	1. 69	1. 21.4%
	2. Private university	2. 253	2. 78.6%

Source: Data processed

The confirmatory factor analysis was used in this study according to underlying theories, where Hair et al. (2010) had mentioned that a construct was valid if the factor loading was above 0.40. Subsequently, the analysis results of the three constructs yielded loading factors between 0.451 and 0.829 for the items in question. The reliability values for workplace spirituality were 0.916 and 0.950 for employee engagement, and 0.854 for professional commitment. Table 2 showed the factor loading and Cronbach's alpha (CA) for each variable, and these were said to be reliable when CA value > 0.7 (Hair et al., 2010). This table also outlined the validity and reliability test results for each variable used in the study, while the means, standard deviation, and correlations coefficients were displayed in Table 3.

**Table 2. Validity and reliability test results**

	Component		
	1	2	3
WPS1		.599	
WPS2		.611	
WPS3		.678	
WPS4		.671	

WPS5		.575
WPS6		.487
WPS7		.743
WPS8		.680
WPS9		.544
WPS10		.697
WPS11		.600
WPS12		.631
WPS13		.644
WPS14		.549
WPS15		.629
WPS16		.697
WPS17		.677
WPS18		.633
WPS19		.586
WPS20		.633
WPS21		.640
EE1		.721
EE2		.756
EE3		.741
EE4		.818
EE5		.829
EE6		.723
EE7		.790
EE8		.790
EE9		.751
EE10		.776
EE11		.812
EE12		.734
EE13		.743
EE14		.747
EE15		.762
EE16		.687
EE17		.624
PC1	.461	
PC2	.465	
PC3	.462	
PC4	.452	
PC5	.451	
PC6	.450	
PC7	.689	
PC8	.692	
PC9	.693	
PC10	.695	



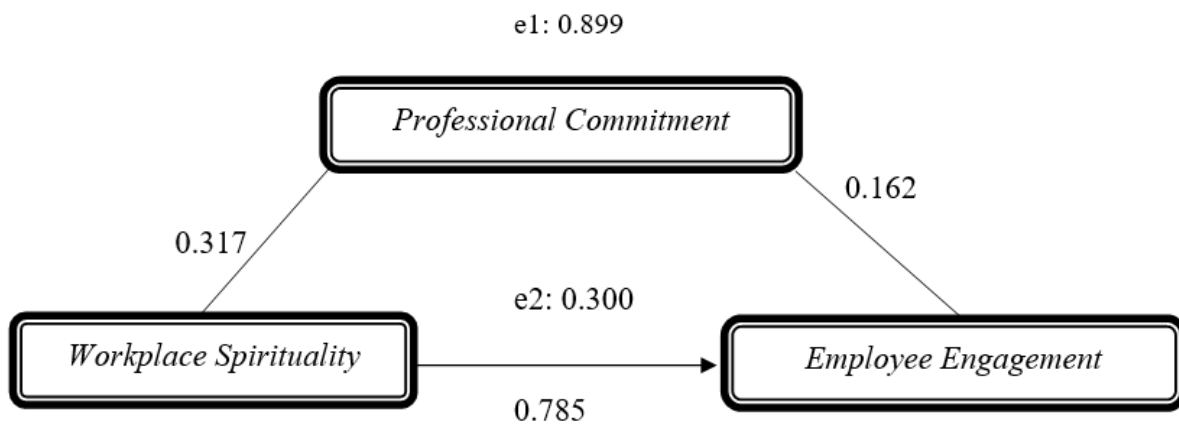
PC11	.727		
PC12	.734		
PC13	.643		
PC14	.594		
PC15	.722		
CA	.854	.916	.950
N of items	15	21	17

Source: Data processed

**Table 3. Descriptive Statistics and correlations analysis of variables**

	M	SD	1	2	3	4	5	6	7
Gender	1.65	0.48	1	-0.069	0.041	0.051	-0.017	-0.009	-0.056
Age	2.62	1.025		1	0.045	0.702**	0.017	0.045	-0.130*
University Status	1.79	0.41			1	-0.022	0.004	0.018	-0.014
Job Tenure	3.35	1.44				1	0.156	0.147	-0.039
Workplace Spirituality	89.52	9.62					1	0.836	0.317
Employee Engagement	71.23	9.25						1	0.411**
Professional Commitment	49.29	8.79							1

Source: Data processed



**Figure 2. Path Analysis**

The effects of the two variables on employee engagement were tested. and Table 4 showed positive relationships. The results for workplace spirituality were  $\beta = 0.836$ ,  $\rho = 0.000$ , professional commitment yielded  $\beta = 0.461$ ,  $\rho = 0.000$ , while the R-square was 70%. Therefore, workplace spirituality had a direct effect on employee engagement, and this supported H1 and H3, and these findings were consistent with previous studies (Ke et al., 2014 and 2017; Shuck et al., 2011; Schaufeli et al., 2006).

Subsequently, the relationship between WPS and PC was examined and outcomes of  $\beta = 0.317$ ,  $\rho = 0.000$  were revealed, thus supporting H2. For the last hypothesis, the mediating effect of professional commitment on the relationship between workplace spirituality and job engagement was evaluated and shown in Table 4. The indirect effect of professional commitment at  $\beta = 0.162$ ,  $\rho = 0.000$  on employee engagement was significant hence, Hypothesis 4 was supported. These findings were all consistent with prior studies (Ke et al., 2017).

The results of this study showed that a relationship exists between workplace spirituality and employee engagement, and these findings supported the earlier study by Ke et al. (2017). According to Milliman et al. (2003), WPS involves a sense of wholeness, and this is similar to employee engagement, which also involves completeness. It is important to be a whole and integrated individual (Pfeffer, 2010), and when these characteristics are supported by an organization, the employees may become more productive. In this study, the respondents were lecturers from private and state universities in Indonesia. They constituted a special group that faced immense pressure during lecturing, researching, interpersonal relationships, and other issues. Meanwhile, some companies use engagement as an indicator to evaluate and appraise employees' behavior to promote company performance, and recently, many universities have shown increased attention to scientific researches of innovative behaviors. The WPS of lecturers influenced their engagement, and this eventually affected research and organizational performance. Therefore, this research proved that the campus strengthens the WPS and EE of lecturers from the aspects of meaningful work and organizational values.

**Tabel 4. Hypotheses summary**

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	p-Value	Conclusion
WPS → EE	0.700	0.699	0.836	0.000	Supported
WPS → PC	0.101	0.098	0.317	0.000	Supported
PC → EE	0.169	0.166	0.411	0.000	Supported
WPS → PC → EE	0.723	0.721	0.162	0.000	Supported

Source: Data processed

## CONCLUSION

This study discusses the relationship between WPS and EE of the university lecturers and to explore the mediating effect of professional commitment in the relationship between WPS and EE. The result showed there is a relationship between WPS and EE, and professional commitment played as

the mediating effect on the relationship between the two variables. Based on the results of the study, it encourages leaders in universities to notice the psychology of lecturers, promote their motivation, and strengthen their professional commitments, to facilitate an increase in university performance in all areas such as research, academia, and community development. Finally, the implementation of workplace spirituality will stimulate the university to enhance their communication and level of trust in lecturers therefore the work satisfaction and sense of belonging will increase. This will also shorten the turnover intention rate and certainly improve their contribution to the university.

Moreover, this research adds empirical evidence to explain the multidimensional relationship between WPS and EE. Furthermore, reality studies regarding the impact of workplace spirituality are mostly conducted in Western Countries, while little evidence has been provided for the Indonesian background. Therefore, this study could be one of the references regarding workplace spirituality and employee engagement in the context of Indonesian background.

This study has some limitations, which include the need for an upgrade in research methods by using other techniques, as well as in the scales adopted, which are established in foreign countries. Therefore, the conversion of questionnaires from English to Indonesian language may produce inconsistencies in the results because of cultural differences. Furthermore, this research mostly used only the online survey method in distributing questionnaires due to the Covid-19 pandemic in current work environments. This caused a low response rate making it impossible to generalize the study outcomes, thus, it is better to add other methods to improve the representativeness of the sample and make responding to the research questionnaire easy. For future research, the cultural scale should be embraced to increase the reliability of the study outcomes.

## **AUTHOR CONTRIBUTION**

Conceptualization: Meily Margaretha

Data Curation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Formal analysis: Meily Margaretha

Investigation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Methodology: Meily Margaretha, Susanti Saragih

Project Administration: Susanti Saragih, Sri Zaniarti, Bena Apeles Deru Parayow

Resources: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Software: Meily Margaretha

Supervision: Meily Margaretha

Writing – original draft: Meily Margaretha

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**6. BUKTI HASIL REVIEW KELIMA  
& ARTIKEL REVISI KELIMA  
(2 JUNI 2021)**

## MA3120: Notification on Submission

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Dear Meily Margaretha,

the manuscript WORKPLACE SPIRITUALITY, EMPLOYEE ENGAGEMENT AND PROFESSIONAL COMMITMENT: STUDY FROM INDONESIA UNIVERSITY LECTURERS, submitted to Problems and Perspectives in Management Journal, needs to be revised.

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How do you explain that the hypotheses in your research intersect with the hypotheses in another work and what is the difference? With <https://m.scirp.org/papers/79955>

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Kind regards,

Katerina Maschenko  
Managing Editor  
Journal Problems and Perspectives in Management

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# **Workplace Spirituality, Employee Engagement, and Professional Commitment: A Study of Lecturers from Indonesian Universities**

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## **Abstract**

The high attention paid by researchers and practitioners to the relationship between employee engagement and spirituality in the workplace is limited, as studies of the two variables still stand alone. This causes an important and increased focus on strength and employee engagement, which are built from organizational culture to show an awareness of spirituality in the workplace. This study aimed to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia and professional commitment as a mediating effect. The respondents of the study were 322 lecturers from state and private universities in Indonesia. Validity, reliability, simple regression and path analysis were used to analyze the data. The results of the study showed that workplace spirituality had a direct effect on employee engagement with  $\beta$  value was 0.836, and the R-square was 70%, while professional commitment played as the mediating effect on the relationship between workplace spirituality and employee engagement with  $\beta$  value was 0.162 and the R-square was 72.3%. The results suggest the implementation of workplace spirituality and employee engagement is important for universities to enhance the performance of their lecturers.

**Keywords:** employee engagement, workplace, spirituality, professional commitment, university, lecturer

## **JEL Classification**

J24, J53

## INTRODUCTION

Many organizations and researchers have acknowledged the existence of growth regarding issues of spirituality in the workplace and employee engagement (Heaton et al., 2004; Ke et al., 2017; Saks, 2011). Hills and Smith (2010) mentioned that the number of employees looking for the meaning and experience of workplace spirituality has increased, while current organizations are attempting to discover ways to enhance employee engagement. However, Saks (2011) stated that research about the relationship between these two variables is still limited, and many studies only discussed one independent of the other.

Employee engagement (EE) has received much attention in the business world, as well as in the society of human resource management (HRM) practitioners. The concept has been mentioned as a new method in HRM where companies can overcome ambiguous and unstable industrial conditions (Lee, 2012). Although this concept is very popular and useful for implementation in organizations, it has been reported that the practice is declining and employee disengagement has been described (Bates, 2004; Richman, 2006). Therefore, the need to promote EE in the workplace is a must and is key for organizational success nowadays. Employee engagement is influenced by several factors, such as communication within the company, leadership style, company reputation, and corporate culture (Yadnyawati, 2012). A strong organizational culture has a major impact on employee behavior and results in engagement (Robbins & Judge, 2017; Yadnyawati, 2012), and according to Kreitner and Kinicki (2010), the basis is organizational value. Values describe the major principles in organizational culture, which all employees are aware of, accept, and integrate into their every behavior and decision. Consequently, the concept of these values that has been earlier discussed in working environments is known as workplace spirituality. Robbins and Judge (2017) define this as the awareness of people that have an inner life that grows, which is cultivated by a job that is meaningful, and which happens in a community context. Although it is not connected to religion and does not discuss people with certain belief systems (Cavanagh, 1999; Laabs, 1995), spirituality provides values that can be understood and shared. This causes the important growing focus on employee strength and engagement that comes from organizational culture to create an awareness of workplace spirituality (Fernando & Jackson, 2006; Garcia-Zamor, 2003), as well as an analysis of their significance and goals (Fry, 2003). However, related studies are mostly conducted in Western countries, and research for the context of Asia, and specifically for Indonesia's background is lacking.

Many organizations use employee engagement as an indicator to evaluate behavior and improve performance, and this is also applicable in education, specifically in higher studies in the university environment. Universities offer great attention to improve the work behavior of lecturers regarding innovative lecturing and researching activities, which in turn enhance the organization's performance. Therefore, the focus of this research is directed at university lecturers because these respondents represent groups that are linked to the human spirit when relationships with students are fostered and, thus, require workplace spirituality. Conversely, lecturers have high demands of professional ethics in performing their roles and responsibilities in the university and community and are required to devote themselves to the exploration of truth by the academic field.

Saks (2011) states clearly through his research model that there is a relationship between EE and WPS. EE has been described as an employee's spiritual and emotional aspects in the workplace, which are related to the higher needs in performing their job activities (Quatro, 2004; Saks, 2011). It is expected that WPS practice will influence the employee engagement of the lecturers to ensure enhanced teaching, research, and university performance. Therefore, the purpose of this study is to provide evidence and inspire lecturers and university leaders to improve spirituality in the workplace to enhance their engagement.

Furthermore, this research attempted to examine professional commitment as a mediator in the relationship between WPS and EE. According to Setiawan and Prawirasuyasa (2016), the professional commitment of lecturer's influence student behavior and, together with organizational culture, it was discovered to affect their learning attitude. This was supported by Harini et al. (2019) in their research, which stated that an increase in organizational commitment, along with WLB practices had an impact on improving lecturers' performance. A study from Çağrı San and Tok (2017) in Turkey with teachers as respondents found that their commitment influenced the formation of three dimensions of employee engagement. Musavi's research (2016) on social workers in Iran produced a similar result, where their professional commitment was shown to be related to engagement behavior. Therefore, it was concluded that engagement is formed from professional commitment possessed by employees, and the results of this study are expected to provide suggestions to both variables.

## **LITERATURE REVIEW**

Workplace spirituality (WPS) is defined as an employee's acknowledgment of a related inner life that develops from performing meaningful work in the community (Ashmos & Duchon, 2000). WPS is neither connected to religion, leads people to alter particular systems of belief (Rego & e Cunha, 2008), or ascribed to the culture of a specific religion. Rather it is based on personal values and theories on how employees perceive themselves spiritually, experience meaningfulness and purpose while working (Ashmos & Dunchon, 2000; Harrington et al., 2001; Miliman et al., 2003). Workplace spirituality encourages a sense of ownership amongst members in an organization because the leaders have created cultures that provide peace (Karadag, 2009) and increase the capacity of learning (Aydin & Ceylan, 2009). Moreover, WPS aspects such as work meaningfulness, group community, and organization values of conformity have disclosed certain workplace behaviors, including job satisfaction, turnover intention, citizenship behavior, involvement, and commitment (Margaretha et al., 2020). According to Milliman et al. (2003), there are three levels of WPS, which are individual, group, and organizational. Meanwhile, the three main dimensions used in this study were consistent with this researcher, and these were purpose or meaningfulness in one's work, a sense of community, and being in alignment with organizational values and mission. Each represented the three levels that were earlier stated. Furthermore, Pawar (2009) described two perspectives of WPS, which are individual and organizational. The first refers to individual experiences in applying for personal spirituality in a company, while the second refers to the organizational value that has been proven with a culture that facilitates individuals to implement spirituality in the workplace (Milliman et al., 2003). Some benefits for an organization that applies WPS are increased productivity and financial advantage.

Employee engagement was first developed by Khan (1990). It was first implemented by the Gallup research group and has statistically shown a relationship with organizational productivity and profitability, as well as employee welfare and customer satisfaction (Endres & Mancheno-Smoak, 2008). Generally, EE is described as individual contributions, satisfaction, and job passion (Endres & Mancheno-Smoak, 2008). Employee engagement is often explained as an emotional and intellectual commitment to the organization (Saks, 2006), and this concept has attracted many business owners, firm consultants, human resource management practitioners, and researchers. Several studies have proven that EE predicts employee work results, the financial performance of an organization (Bates, 2004; Luthans, 2001; Richman, 2006), along with job satisfaction and commitment (Saks, 2011). EE is defined as a positive and affective psychological work-related state

of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in the performance of their roles (Rurkkhum, 2010). Many studies regarding this mindset frequently explain that engaged employees are highly energized and resilient in performing their duties, put their hearts into the jobs, and are persistent and willing to invest effort. These persons also exhibit strong work involvement, experience feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from work, and fully concentrate and immerse themselves without noticing the passage of time (Bakker & Demerouti, 2008). Konrad (2006) noted that EE has three relationship components, which are the cognitive, emotional, and behavioral aspects. The first includes employees' beliefs about the organization, as well as the conditions of their leaders and the work environment. The emotional aspect relates their feelings concerning each factor, along with the possession of positive or negative attitudes towards the organization and the leaders. The behavioral equivalent is a value-added component to the company and consists of efforts for freedom of choice for engaged employees. These persons were brought to their jobs over time and devote strength and intellect to tasks and the company. In a study conducted by Saks (2006), different meanings were found for work or job and organizational engagement. Also, EE is distinct from other organizational behavior concepts, such as job involvement, citizenship, and commitment. (Margaretha et al., 2018).

This study empirically aims to examine the impact of workplace spirituality of lecturers in Indonesia toward employee engagement and tests mediation effect of professional commitment in explaining the relationship between workplace spirituality and employee engagement. This study replicated study of Ke et al. (2017), however in this study we used dimension of workplace spirituality from Ashmos and Dunchon (2000). Therefore, the following hypotheses are considered:

H1: Workplace spirituality has a positive effect on employee engagement

H2: Workplace spirituality has a positive effect on professional commitment

H3: Professional commitment affects employee engagement

H4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

The explanation for each hypothesis as follows:

Previous studies regarding WPS and EE were initially performed in western countries such as Europe and the United States. Then, research related to these variables for Asia was conducted by Ke et al. (2014) in China. It was found that WPS is heartfelt and experienced by employees when values in work, groups, and organizations are described and combined, and is known as employee

engagement. According to Schaufeli et al. (2006), as well as Shuck et al. (2011), engagement is a mental state of working that reflects how committed an employee is to their role. Kahn (1990) explained that EE contains many forms of work experience, including physical, cognitive, and emotional, and gives meaning when employees perform their job roles. Meanwhile, those that possess high spiritual power show a greater tendency to find important job roles. Furthermore, some empirical studies directly proved that WPS was related to employee engagement, and research from Marques (2010), Saks (2011), and Swindell (2014) showed the relationship between both variables. Maslach et al. (2001), along with Shuck et al. (2011), as well as Schaufeli et al. (2006) found that spirituality was also related to EE as a dimension of character that affects work behavior. From this explanation, a hypothesis was proposed:

H1: Workplace spirituality has a positive effect on employee engagement

WPS refers to a condition that provides positive psychology to individuals, which gives meaning to work and enables them to exhibit their job ability and satisfaction as intrinsic self-awareness (Ashmos & Duchon, 2000). Professional commitment reflects the devotion of employees towards their work careers and is related to the final result (Ballout, 2009). According to Aryee and Tan (1992) individuals with high professional commitment and career expectations will display significant investment in work, as well as a willingness to exert efforts required to achieve career goals. Furthermore, the three main dimensions of workplace spirituality from Milliman et al. (2003), which are meaningful work, sense of community, and compatibility with organizational vision and mission values have been proven to increase self-confidence and productivity. They have also been shown to make employees display love or enthusiasm and continuously engage in the job, and this is called a high commitment to professionalism. In the study by Ke et al. (2017), individuals that possessed high WPS were discovered to believe that their job was meaningful, showed it in the work environment, and also became more professionally enthusiastic. Furthermore, the other aim of the study is to see professional commitment as a mediating effect in the relationship between WPS and EE. From this explanation, several hypotheses were proposed as follows:

H2: Workplace spirituality has a positive effect on professional commitment

H3: Professional commitment affects employee engagement

H4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

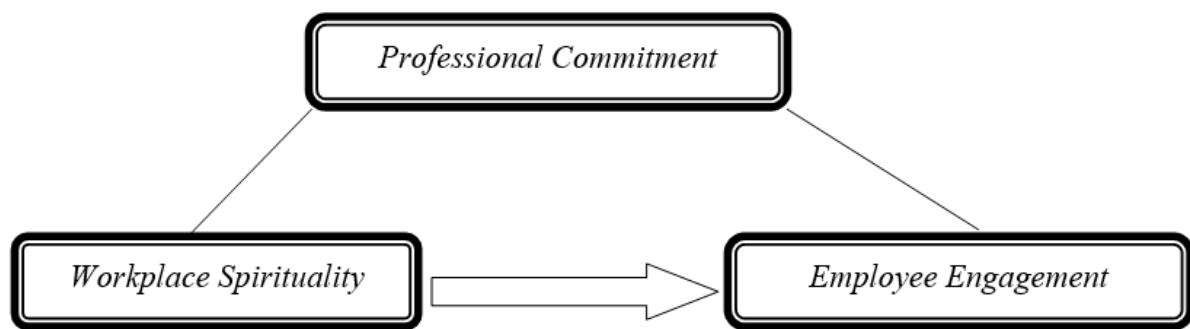


Figure 1. Research Model

## Method

Measurement of each variable is carried out using research instruments developed by previous researchers. Workplace spirituality questionnaire is adopted from Ashmos and Dunchon (2000) with total 21 items, example of the item such as “My spirit is energized by my work”. Employee engagement questionnaire is developed by Schaufeli et al. (2006) with 17 items, the example such as “At my work, I feel bursting with energy”. Professional commitment questionnaire is adopted 15 items scale by Meyer and Allen (1991), example of the item such as “I am very happy being a member of this organization”.

The respondents were 322 lecturers from state and private universities in Indonesia and the data was collected via questionnaires that were distributed directly, through post or mail, or online. Data was analyzed by testing the validity, reliability, and path analysis. The tests were performed to identify the relationship and influence between workplace spirituality, employee engagement, and professional commitment.

## RESULTS AND DISCUSSION

The demographic description in Table 1 illustrates general information such as gender, age, marital status, job tenure, educational, and university status to comprehend the type of respondents in this research. Consequently, the results showed that most of the participants comprised 208 females and 105 respondents were in the age range of 34 to 44 years, both of which accounted for 64.4% and 32.6%, respectively. Also, 42 respondents were reported to be single, while 280 were married, and both groups comprised 13% and 87%. Based on educational status, 197 participants, which represented the majority at a proportion of 61.2%, had Master’s degrees.

**Table 1. Profile of respondents**

Dimension	Category	Number of Respondents		Percentage	
Gender	1. Male	1.	114	1.	35.6%
	2. Female	2.	208	2.	64.4%
Age	1. 25-34 years	1.	47	1.	14.6%
	2. 35-44 years	2.	105	2.	32.6%
	3. 45-54 years	3.	98	3.	30.4%
	4. 54-64 years	4.	66	4.	20.5%
	5. > 64 years	5.	6	5.	1.9%
Marital Status	1. Single	1.	42	1.	13%
	2. Married	2.	280	2.	87%
Educational Status	1. Bachelor Degree	1.	7	1.	2.2%
	2. Master Degree	2.	197	2.	61.2%
	3. Doctoral Degree	3.	118	3.	36.6%
Job Tenure	1. 1-5 years	1.	44	1.	13.7%
	2. 6-10 years	2.	64	2.	19.9%
	3. 11-15 years	3.	53	3.	16.5%
	4. 16-20	4.	59	4.	18.3%
	5. > 20 years	5.	102	5.	31.7%
University Status	1. State university	1.	69	1.	21.4%
	2. Private university	2.	253	2.	78.6%

Source: Data processed

The confirmatory factor analysis was used in this study according to underlying theories, where Hair et al. (2010) had mentioned that a construct was valid if the factor loading was above 0.40. Subsequently, the analysis results of the three constructs yielded loading factors between 0.451 and 0.829 for the items in question. The reliability values for workplace spirituality were 0.916 and 0.950 for employee engagement, and 0.854 for professional commitment. Table 2 showed the factor loading and Cronbach's alpha (CA) for each variable, and these were said to be reliable when CA value > 0.7 (Hair et al., 2010). This table also outlined the validity and reliability test results for each variable used in the study, while the means, standard deviation, and correlations coefficients were displayed in Table 3.

**Table 2. Validity and reliability test results**

	Component		
	1	2	3
WPS1		.599	
WPS2		.611	
WPS3		.678	
WPS4		.671	



WPS5		.575
WPS6		.487
WPS7		.743
WPS8		.680
WPS9		.544
WPS10		.697
WPS11		.600
WPS12		.631
WPS13		.644
WPS14		.549
WPS15		.629
WPS16		.697
WPS17		.677
WPS18		.633
WPS19		.586
WPS20		.633
WPS21		.640
EE1		.721
EE2		.756
EE3		.741
EE4		.818
EE5		.829
EE6		.723
EE7		.790
EE8		.790
EE9		.751
EE10		.776
EE11		.812
EE12		.734
EE13		.743
EE14		.747
EE15		.762
EE16		.687
EE17		.624
PC1	.461	
PC2	.465	
PC3	.462	
PC4	.452	
PC5	.451	
PC6	.450	
PC7	.689	
PC8	.692	
PC9	.693	
PC10	.695	

PC11	.727		
PC12	.734		
PC13	.643		
PC14	.594		
PC15	.722		
CA	.854	.916	.950
N of items	15	21	17

Source: Data processed

**Table 3. Descriptive Statistics and correlations analysis of variables**

	M	SD	1	2	3	4	5	6	7
Gender	1.65	0.48	1	-0.069	0.041	0.051	-0.017	-0.009	-0.056
Age	2.62	1.025		1	0.045	0.702**	0.017	0.045	-0.130*
University Status	1.79	0.41			1	-0.022	0.004	0.018	-0.014
Job Tenure	3.35	1.44				1	0.156	0.147	-0.039
Workplace Spirituality	89.52	9.62					1	0.836	0.317
Employee Engagement	71.23	9.25						1	0.411**
Professional Commitment	49.29	8.79							1

Source: Data processed

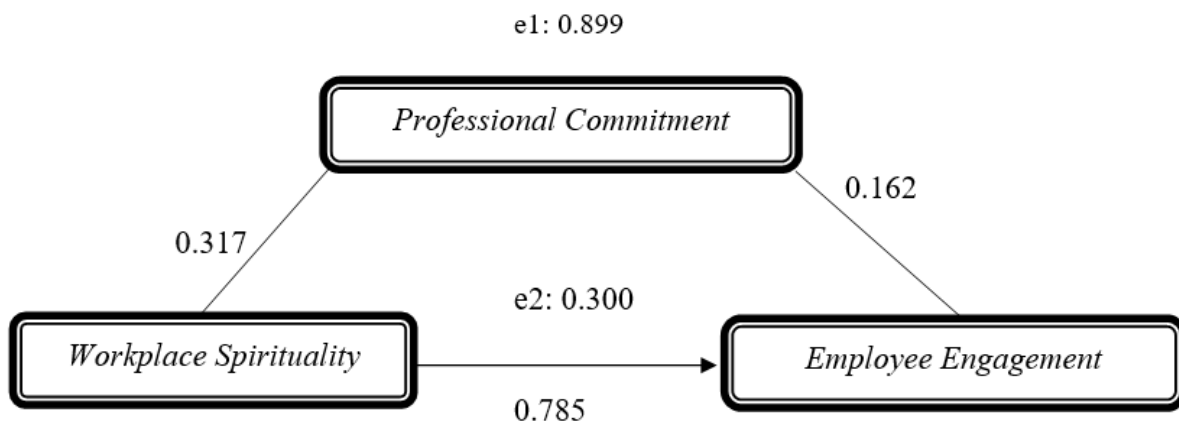


Figure 2. Path Analysis

The effects of the two variables on employee engagement were tested. and Table 4 showed positive relationships. The results for workplace spirituality were  $\beta = 0.836$ ,  $\rho = 0.000$ , professional commitment yielded  $\beta = 0.461$ ,  $\rho = 0.000$ , while the R-square was 70%. Therefore, workplace spirituality had a direct effect on employee engagement, and this supported H1 and H3, and these findings were consistent with previous studies (Ke et al., 2014 and 2017; Shuck et al., 2011; Schaufeli et al., 2006).

Subsequently, the relationship between WPS and PC was examined and outcomes of  $\beta = 0.317$ ,  $\rho = 0.000$  were revealed, thus supporting H2. For the last hypothesis, the mediating effect of professional commitment on the relationship between workplace spirituality and job engagement was evaluated and shown in Table 4. The indirect effect of professional commitment at  $\beta = 0.162$ ,  $\rho = 0.000$  on employee engagement was significant hence, Hypothesis 4 was supported. These findings were all consistent with prior studies (Ke et al., 2017).

The results of this study showed that a relationship exists between workplace spirituality and employee engagement, and these findings supported the earlier study by Ke et al. (2017). According to Milliman et al. (2003), WPS involves a sense of wholeness, and this is similar to employee engagement, which also involves completeness. It is important to be a whole and integrated individual (Pfeffer, 2010), and when these characteristics are supported by an organization, the employees may become more productive. In this study, the respondents were lecturers from private and state universities in Indonesia. They constituted a special group that faced immense pressure during lecturing, researching, interpersonal relationships, and other issues. Meanwhile, some companies use engagement as an indicator to evaluate and appraise employees' behavior to promote company performance, and recently, many universities have shown increased attention to scientific researches of innovative behaviors. The WPS of lecturers influenced their engagement, and this eventually affected research and organizational performance. Therefore, this research proved that the campus strengthens the WPS and EE of lecturers from the aspects of meaningful work and organizational values.

**Tabel 4. Hypotheses summary**

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	p-Value	Conclusion
WPS → EE	0.700	0.699	0.836	0.000	Supported
WPS → PC	0.101	0.098	0.317	0.000	Supported
PC → EE	0.169	0.166	0.411	0.000	Supported
WPS → PC → EE	0.723	0.721	0.162	0.000	Supported

Source: Data processed

## CONCLUSION

This study discusses the relationship between WPS and EE of the university lecturers and to explore the mediating effect of professional commitment in the relationship between WPS and EE. The result showed there is a relationship between WPS and EE, and professional commitment played as

the mediating effect on the relationship between the two variables. Based on the results of the study, it encourages leaders in universities to notice the psychology of lecturers, promote their motivation, and strengthen their professional commitments, to facilitate an increase in university performance in all areas such as research, academia, and community development. Finally, the implementation of workplace spirituality will stimulate the university to enhance their communication and level of trust in lecturers therefore the work satisfaction and sense of belonging will increase. This will also shorten the turnover intention rate and certainly improve their contribution to the university.

Moreover, this research adds empirical evidence to explain the multidimensional relationship between WPS and EE. Furthermore, reality studies regarding the impact of workplace spirituality are mostly conducted in Western Countries, while little evidence has been provided for the Indonesian background. Therefore, this study could be one of the references regarding workplace spirituality and employee engagement in the context of Indonesian background.

This study has some limitations, which include the need for an upgrade in research methods by using other techniques, as well as in the scales adopted, which are established in foreign countries. Therefore, the conversion of questionnaires from English to Indonesian language may produce inconsistencies in the results because of cultural differences. Furthermore, this research mostly used only the online survey method in distributing questionnaires due to the Covid-19 pandemic in current work environments. This caused a low response rate making it impossible to generalize the study outcomes, thus, it is better to add other methods to improve the representativeness of the sample and make responding to the research questionnaire easy. For future research, the cultural scale should be embraced to increase the reliability of the study outcomes.

## **AUTHOR CONTRIBUTION**

Conceptualization: Meily Margaretha

Data Curation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Formal analysis: Meily Margaretha

Investigation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Methodology: Meily Margaretha, Susanti Saragih

Project Administration: Susanti Saragih, Sri Zaniarti, Bena Apeles Deru Parayow

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Software: Meily Margaretha

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Writing – original draft: Meily Margaretha

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**6. BUKTI HASIL REVIEW KEENAM  
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## MA3120: Notification on Submission

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Kind regards,

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# **Workplace Spirituality, Employee Engagement, and Professional Commitment: A Study of Lecturers from Indonesian Universities**

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## **Abstract**

The high attention paid by researchers and practitioners to the relationship between employee engagement and spirituality in the workplace is limited, as studies of the two variables still stand alone. This causes an important and increased focus on strength and employee engagement, which are built from organizational culture to show an awareness of spirituality in the workplace. This study aimed to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia and professional commitment as a mediating effect. The respondents of the study were 322 lecturers from state and private universities in Indonesia. Validity, reliability, simple regression and path analysis were used to analyze the data. The results of the study showed that workplace spirituality had a direct effect on employee engagement with  $\beta$  value was 0.836, and the R-square was 70%, while professional commitment played as the mediating effect on the relationship between workplace spirituality and employee engagement with  $\beta$  value was 0.162 and the R-square was 72.3%. The results suggest the implementation of workplace spirituality and employee engagement is important for universities to enhance the performance of their lecturers.

**Keywords:** employee engagement, workplace, spirituality, professional commitment, university, lecturer

## **JEL Classification**

J24, J53

## INTRODUCTION

Many organizations and researchers have acknowledged the existence of growth regarding issues of spirituality in the workplace and employee engagement (Heaton et al., 2004; Ke et al., 2017; Saks, 2011). Hills and Smith (2010) mentioned that the number of employees looking for the meaning and experience of workplace spirituality has increased, while current organizations are attempting to discover ways to enhance employee engagement. However, Saks (2011) stated that research about the relationship between these two variables is still limited, and many studies only discussed one independent of the other.

Employee engagement (EE) has received much attention in the business world, as well as in the society of human resource management (HRM) practitioners. The concept has been mentioned as a new method in HRM where companies can overcome ambiguous and unstable industrial conditions (Lee, 2012). Although this concept is very popular and useful for implementation in organizations, it has been reported that the practice is declining and employee disengagement has been described (Bates, 2004; Richman, 2006). Therefore, the need to promote EE in the workplace is a must and is key for organizational success nowadays. Employee engagement is influenced by several factors, such as communication within the company, leadership style, company reputation, and corporate culture (Yadnyawati, 2012). A strong organizational culture has a major impact on employee behavior and results in engagement (Robbins & Judge, 2017; Yadnyawati, 2012), and according to Kreitner and Kinicki (2010), the basis is organizational value. Values describe the major principles in organizational culture, which all employees are aware of, accept, and integrate into their every behavior and decision. Consequently, the concept of these values that has been earlier discussed in working environments is known as workplace spirituality. Robbins and Judge (2017) define this as the awareness of people that have an inner life that grows, which is cultivated by a job that is meaningful, and which happens in a community context. Although it is not connected to religion and does not discuss people with certain belief systems (Cavanagh, 1999; Laabs, 1995), spirituality provides values that can be understood and shared. This causes the important growing focus on employee strength and engagement that comes from organizational culture to create an awareness of workplace spirituality (Fernando & Jackson, 2006; Garcia-Zamor, 2003), as well as an analysis of their significance and goals (Fry, 2003). However, related studies are mostly conducted in Western countries, and research for the context of Asia, and specifically for Indonesia's background is lacking.

Many organizations use employee engagement as an indicator to evaluate behavior and improve performance, and this is also applicable in education, specifically in higher studies in the university environment. Universities offer great attention to improve the work behavior of lecturers regarding innovative lecturing and researching activities, which in turn enhance the organization's performance. Therefore, the focus of this research is directed at university lecturers because these respondents represent groups that are linked to the human spirit when relationships with students are fostered and, thus, require workplace spirituality. Conversely, lecturers have high demands of professional ethics in performing their roles and responsibilities in the university and community and are required to devote themselves to the exploration of truth by the academic field.

Saks (2011) states clearly through his research model that there is a relationship between EE and WPS. EE has been described as an employee's spiritual and emotional aspects in the workplace, which are related to the higher needs in performing their job activities (Quatro, 2004; Saks, 2011). It is expected that WPS practice will influence the employee engagement of the lecturers to ensure enhanced teaching, research, and university performance. Therefore, the purpose of this study is to provide evidence and inspire lecturers and university leaders to improve spirituality in the workplace to enhance their engagement.

Furthermore, this research attempted to examine professional commitment as a mediator in the relationship between WPS and EE. According to Setiawan and Prawirasuyasa (2016), the professional commitment of lecturer's influence student behavior and, together with organizational culture, it was discovered to affect their learning attitude. This was supported by Harini et al. (2019) in their research, which stated that an increase in organizational commitment, along with WLB practices had an impact on improving lecturers' performance. A study from Çağrı San and Tok (2017) in Turkey with teachers as respondents found that their commitment influenced the formation of three dimensions of employee engagement. Musavi's research (2016) on social workers in Iran produced a similar result, where their professional commitment was shown to be related to engagement behavior. Therefore, it was concluded that engagement is formed from professional commitment possessed by employees, and the results of this study are expected to provide suggestions to both variables.

## **LITERATURE REVIEW**

Workplace spirituality (WPS) is defined as an employee's acknowledgment of a related inner life that develops from performing meaningful work in the community (Ashmos & Duchon, 2000). WPS is neither connected to religion, leads people to alter particular systems of belief (Rego & e Cunha, 2008), or ascribed to the culture of a specific religion. Rather it is based on personal values and theories on how employees perceive themselves spiritually, experience meaningfulness and purpose while working (Ashmos & Dunchon, 2000; Harrington et al., 2001; Miliman et al., 2003). Workplace spirituality encourages a sense of ownership amongst members in an organization because the leaders have created cultures that provide peace (Karadag, 2009) and increase the capacity of learning (Aydin & Ceylan, 2009). Moreover, WPS aspects such as work meaningfulness, group community, and organization values of conformity have disclosed certain workplace behaviors, including job satisfaction, turnover intention, citizenship behavior, involvement, and commitment (Margaretha et al., 2020). According to Milliman et al. (2003), there are three levels of WPS, which are individual, group, and organizational. Meanwhile, the three main dimensions used in this study were consistent with this researcher, and these were purpose or meaningfulness in one's work, a sense of community, and being in alignment with organizational values and mission. Each represented the three levels that were earlier stated. Furthermore, Pawar (2009) described two perspectives of WPS, which are individual and organizational. The first refers to individual experiences in applying for personal spirituality in a company, while the second refers to the organizational value that has been proven with a culture that facilitates individuals to implement spirituality in the workplace (Milliman et al., 2003). Some benefits for an organization that applies WPS are increased productivity and financial advantage. In this research, the researcher used there dimension from Ashmos and Dunchon (2000) that consist of inner life, meaningful work and connected with the community. Inner life refers to understanding of divine power and how to use it in the real life, and with dimension showed that employees not only have physical, emotional and cognitive necessity but also they have spiritual necessity, and this necessity is brought when they do their work. The second dimension of workplace spirituality is meaningful work, it is related how job creates happiness, enthusiasm to employees and viewed as important in life, therefore the expression of spirituality at work claimed that employees want to be involved in work that gives meaning to their lives. The third dimension is condition for community, this dimension discusses on how an employee as a spiritual being living in a relationship with another employee. According to Ashmos and Duchon (2000) it includes sharing, mutual obligations, and commitments that link each other, therefore The employees will see themselves as part of community that can be

interconnected, and it will build soul and spirit (Pfefer, 2001). of WS from Ashmos and Duchon (2000) relating to the notion that individual as a spiritual being living in a relationship with another individual. The condition for the community includes the notion of sharing, mutual obligations, and commitments that connect each other. This dimension is also important because in the workplace employees can be interconnected as part of community and it will build spirit and soul.

Employee engagement was first developed by Khan (1990). It was first implemented by the Gallup research group and has statistically shown a relationship with organizational productivity and profitability, as well as employee welfare and customer satisfaction (Endres & Mancheno-Smoak, 2008). Generally, EE is described as individual contributions, satisfaction, and job passion (Endres & Mancheno-Smoak, 2008). Employee engagement is often explained as an emotional and intellectual commitment to the organization (Saks, 2006), and this concept has attracted many business owners, firm consultants, human resource management practitioners, and researchers. Several studies have proven that EE predicts employee work results, the financial performance of an organization (Bates, 2004; Luthans, 2001; Richman, 2006), along with job satisfaction and commitment (Saks, 2011). EE is defined as a positive and affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in the performance of their roles (Rurkkhum, 2010). Many studies regarding this mindset frequently explain that engaged employees are highly energized and resilient in performing their duties, put their hearts into the jobs, and are persistent and willing to invest effort. These persons also exhibit strong work involvement, experience feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from work, and fully concentrate and immerse themselves without noticing the passage of time (Bakker & Demerouti, 2008). Konrad (2006) noted that EE has three relationship components, which are the cognitive, emotional, and behavioral aspects. The first includes employees' beliefs about the organization, as well as the conditions of their leaders and the work environment. The emotional aspect relates their feelings concerning each factor, along with the possession of positive or negative attitudes towards the organization and the leaders. The behavioral equivalent is a value-added component to the company and consists of efforts for freedom of choice for engaged employees. These persons were brought to their jobs over time and devote strength and intellect to tasks and the company. In a study conducted by Saks (2006), different meanings were found for work or job and organizational engagement. Also, EE is distinct from other organizational behavior concepts, such as job involvement, citizenship, and commitment. (Margaretha et al., 2018).

This study empirically aims to examine the impact of workplace spirituality of lecturers in Indonesia toward employee engagement and tests mediation effect of professional commitment in explaining the relationship between workplace spirituality and employee engagement. This study replicated study of Ke et al. (2017), however in this study we used three dimensions of workplace spirituality from Ashmos and Dunchon (2000) which are inner life, meaningful work, and the context of community. Therefore, the following hypotheses are considered:

H1: Workplace spirituality has a positive effect on employee engagement

H2: Workplace spirituality has a positive effect on professional commitment

H3: Professional commitment affects employee engagement

H4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

The explanation for each hypothesis as follows:

Previous studies regarding WPS and EE were initially performed in western countries such as Europe and the United States. Then, research related to these variables for Asia was conducted by Ke et al. (2014) in China. It was found that WPS is heartfelt and experienced by employees when values in work, groups, and organizations are described and combined, and is known as employee engagement. According to Schaufeli et al. (2006), as well as Shuck et al. (2011), engagement is a mental state of working that reflects how committed an employee to their role. Kahn (1990) explained that EE contains many forms of work experience, including physical, cognitive, and emotional, and gives meaning when employees perform their job roles. Meanwhile, those that possess high spiritual power show a greater tendency to find important job roles. Furthermore, some empirical studies directly proved that WPS was related to employee engagement, and research from Marques (2010), Saks (2011), and Swindell (2014) showed the relationship between both variables. Maslach et al. (2001), along with Shuck et al. (2011), as well as Schaufeli et al. (2006) found that spirituality was also related to EE as a dimension of character that affects work behavior. From this explanation, a hypothesis was proposed:

H1: Workplace spirituality has a positive effect on employee engagement

WPS refers to a condition that provides positive psychology to individuals, which gives meaning to work and enables them to exhibit their job ability and satisfaction as intrinsic self-awareness (Ashmos & Duchon, 2000). Professional commitment reflects the devotion of employees towards their work careers and is related to the final result (Ballout, 2009). According to Aryee and Tan (1992) individuals with high professional commitment and career expectations will display

significant investment in work, as well as a willingness to exert efforts required to achieve career goals. Furthermore, the three main dimensions of workplace spirituality from Milliman et al. (2003), which are meaningful work, sense of community, and compatibility with organizational vision and mission values have been proven to increase self-confidence and productivity. They have also been shown to make employees display love or enthusiasm and continuously engage in the job, and this is called a high commitment to professionalism. In the study by Ke et al. (2017), individuals that possessed high WPS were discovered to believe that their job was meaningful, showed it in the work environment, and also became more professionally enthusiastic. Furthermore, the other aim of the study is to see professional commitment as a mediating effect in the relationship between WPS and EE. From this explanation, several hypotheses were proposed as follows:

H2: Workplace spirituality has a positive effect on professional commitment

H3: Professional commitment affects employee engagement

H4: Professional commitment mediates the relationship between workplace spirituality and employee engagement

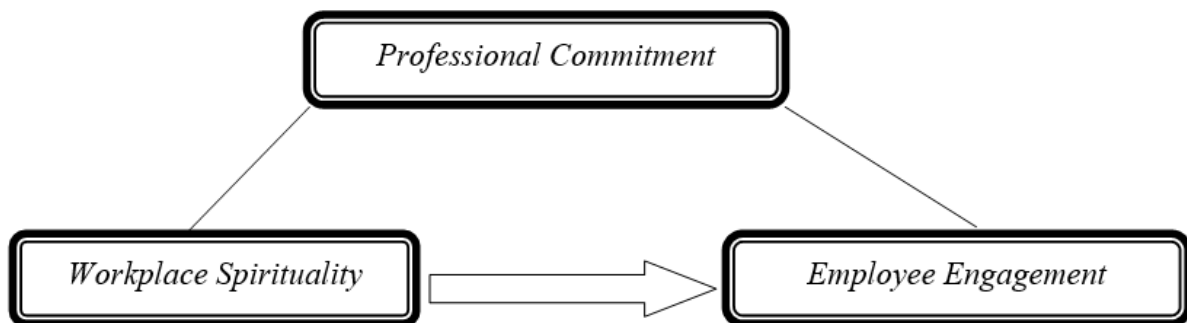


Figure 1. Research Model

## Method

Measurement of each variable is carried out using research instruments developed by previous researchers. Workplace spirituality questionnaire is adopted from Ashmos and Dunchon (2000) with total 21 items, example of the item such as “My spirit is energized by my work”. Employee engagement questionnaire is developed by Schaufeli et al. (2006) with 17 items, the example such as “At my work, I feel bursting with energy”. Professional commitment questionnaire is adopted 15 items scale by Meyer and Allen (1991), example of the item such as “I am very happy being a member of this organization”.



The respondents were 322 lecturers from state and private universities in Indonesia and the data was collected via questionnaires that were distributed directly, through post or mail, or online. Data was analyzed by testing the validity, reliability, and path analysis. The tests were performed to identify the relationship and influence between workplace spirituality, employee engagement, and professional commitment.

## RESULTS AND DISCUSSION

The demographic description in Table 1 illustrates general information such as gender, age, marital status, job tenure, educational, and university status to comprehend the type of respondents in this research. Consequently, the results showed that most of the participants comprised 208 females and 105 respondents were in the age range of 34 to 44 years, both of which accounted for 64.4% and 32.6%, respectively. Also, 42 respondents were reported to be single, while 280 were married, and both groups comprised 13% and 87%. Based on educational status, 197 participants, which represented the majority at a proportion of 61.2%, had Master's degrees.

**Table 1. Profile of respondents**

Dimension	Category	Number of Respondents	Percentage
Gender	1. Male	1. 114	1. 35.6%
	2. Female	2. 208	2. 64.4%
Age	1. 25-34 years	1. 47	1. 14.6%
	2. 35-44 years	2. 105	2. 32.6%
	3. 45-54 years	3. 98	3. 30.4%
	4. 54-64 years	4. 66	4. 20.5%
	5. > 64 years	5. 6	5. 1.9%
Marital Status	1. Single	1. 42	1. 13%
	2. Married	2. 280	2. 87%
Educational Status	1. Bachelor Degree	1. 7	1. 2.2%
	2. Master Degree	2. 197	2. 61.2%
	3. Doctoral Degree	3. 118	3. 36.6%
Job Tenure	1. 1-5 years	1. 44	1. 13.7%
	2. 6-10 years	2. 64	2. 19.9%
	3. 11-15 years	3. 53	3. 16.5%
	4. 16-20	4. 59	4. 18.3%
	5. > 20 years	5. 102	5. 31.7%
University Status	1. State university	1. 69	1. 21.4%
	2. Private university	2. 253	2. 78.6%

Source: Data processed

The confirmatory factor analysis was used in this study according to underlying theories, where Hair et al. (2010) had mentioned that a construct was valid if the factor loading was above 0.40. Subsequently, the analysis results of the three constructs yielded loading factors between 0.451 and 0.829 for the items in question. The reliability values for workplace spirituality were 0.916 and 0.950 for employee engagement, and 0.854 for professional commitment. Table 2 showed the factor loading and Cronbach's alpha (CA) for each variable, and these were said to be reliable when CA value > 0.7 (Hair et al., 2010). This table also outlined the validity and reliability test results for each variable used in the study, while the means, standard deviation, and correlations coefficients were displayed in Table 3.

**Table 2. Validity and reliability test results**

	Component		
	1	2	3
WPS1		.599	
WPS2		.611	
WPS3		.678	
WPS4		.671	
WPS5		.575	
WPS6		.487	
WPS7		.743	
WPS8		.680	
WPS9		.544	
WPS10		.697	
WPS11		.600	
WPS12		.631	
WPS13		.644	
WPS14		.549	
WPS15		.629	
WPS16		.697	
WPS17		.677	
WPS18		.633	
WPS19		.586	
WPS20		.633	
WPS21		.640	
EE1			.721
EE2			.756
EE3			.741
EE4			.818
EE5			.829
EE6			.723
EE7			.790

EE8			.790
EE9			.751
EE10			.776
EE11			.812
EE12			.734
EE13			.743
EE14			.747
EE15			.762
EE16			.687
EE17			.624
PC1	.461		
PC2	.465		
PC3	.462		
PC4	.452		
PC5	.451		
PC6	.450		
PC7	.689		
PC8	.692		
PC9	.693		
PC10	.695		
PC11	.727		
PC12	.734		
PC13	.643		
PC14	.594		
PC15	.722		
CA	.854	.916	.950
N of items	15	21	17

Source: Data processed

**Table 3. Descriptive Statistics and correlations analysis of variables**

	M	SD	1	2	3	4	5	6	7
Gender	1.65	0.48	1	-0.069	0.041	0.051	-0.017	-0.009	-0.056
Age	2.62	1.025		1	0.045	0.702**	0.017	0.045	-0.130*
University Status	1.79	0.41			1	-0.022	0.004	0.018	-0.014
Job Tenure	3.35	1.44				1	0.156	0.147	-0.039
Workplace Spirituality	89.52	9.62					1	0.836	0.317
Employee Engagement	71.23	9.25						1	0.411**
Professional Commitment	49.29	8.79							1

Source: Data processed

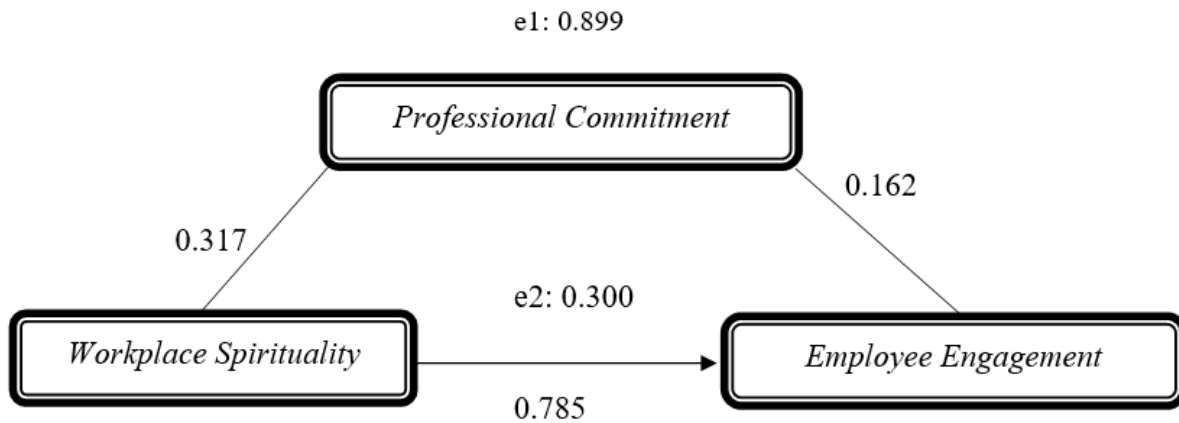


Figure 2. Path Analysis

The effects of the two variables on employee engagement were tested. and Table 4 showed positive relationships. The results for workplace spirituality were  $\beta = 0.836$ ,  $\rho = 0.000$ , professional commitment yielded  $\beta = 0.461$ ,  $\rho = 0.000$ , while the R-square was 70%. Therefore, workplace spirituality had a direct effect on employee engagement, and this supported H1 and H3, and these findings were consistent with previous studies (Ke et al., 2014 and 2017; Shuck et al., 2011; Schaufeli et al., 2006).

Subsequently, the relationship between WPS and PC was examined and outcomes of  $\beta = 0.317$ ,  $\rho = 0.000$  were revealed, thus supporting H2. For the last hypothesis, the mediating effect of professional commitment on the relationship between workplace spirituality and job engagement was evaluated and shown in Table 4. The indirect effect of professional commitment at  $\beta = 0.162$ ,  $\rho = 0.000$  on employee engagement was significant hence, Hypothesis 4 was supported. These findings were all consistent with prior studies (Ke et al., 2017).

The results of this study showed that a relationship exists between workplace spirituality and employee engagement, and these findings supported the earlier study by Ke et al. (2017). According to Milliman et al. (2003), WPS involves a sense of wholeness, and this is similar to employee engagement, which also involves completeness. It is important to be a whole and integrated individual (Pfeffer, 2010), and when these characteristics are supported by an organization, the employees may become more productive. In this study, the respondents were lecturers from private and state universities in Indonesia. They constituted a special group that faced immense pressure during lecturing, researching, interpersonal relationships, and other issues. Meanwhile, some

companies use engagement as an indicator to evaluate and appraise employees' behavior to promote company performance, and recently, many universities have shown increased attention to scientific researches of innovative behaviors. The WPS of lecturers influenced their engagement, and this eventually affected research and organizational performance. Therefore, this research proved that the campus strengthens the WPS and EE of lecturers from the aspects of meaningful work and organizational values.

**Tabel 4. Hypotheses summary**

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	p-Value	Conclusion
WPS → EE	0.700	0.699	0.836	0.000	Supported
WPS → PC	0.101	0.098	0.317	0.000	Supported
PC → EE	0.169	0.166	0.411	0.000	Supported
WPS → PC → EE	0.723	0.721	0.162	0.000	Supported

Source: Data processed

## CONCLUSION

This study discusses the relationship between WPS and EE of the university lecturers and to explore the mediating effect of professional commitment in the relationship between WPS and EE. The result showed there is a relationship between WPS and EE, and professional commitment played as the mediating effect on the relationship between the two variables. Based on the results of the study, it encourages leaders in universities to notice the psychology of lecturers, promote their motivation, and strengthen their professional commitments, to facilitate an increase in university performance in all areas such as research, academia, and community development. Finally, the implementation of workplace spirituality will stimulate the university to enhance their communication and level of trust in lecturers therefore the work satisfaction and sense of belonging will increase. This will also shorten the turnover intention rate and certainly improve their contribution to the university.

Moreover, this research adds empirical evidence to explain the multidimensional relationship between WPS and EE. Furthermore, reality studies regarding the impact of workplace spirituality are mostly conducted in Western Countries, while little evidence has been provided for the Indonesian background. Therefore, this study could be one of the references regarding workplace spirituality and employee engagement in the context of Indonesian background.

This study has some limitations, which include the need for an upgrade in research methods by using other techniques, as well as in the scales adopted, which are established in foreign countries. Therefore, the conversion of questionnaires from English to Indonesian language may produce inconsistencies in the results because of cultural differences. Furthermore, this research mostly used only the online survey method in distributing questionnaires due to the Covid-19 pandemic in current work environments. This caused a low response rate making it impossible to generalize the study outcomes, thus, it is better to add other methods to improve the representativeness of the sample and make responding to the research questionnaire easy. For future research, the cultural scale should be embraced to increase the reliability of the study outcomes.

## AUTHOR CONTRIBUTION

Conceptualization: Meily Margaretha  
 Data Curation: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
 Formal analysis: Meily Margaretha  
 Investigation: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
 Methodology: Meily Margaretha, Susanti Saragih  
 Project Administration: Susanti Saragih, Sri Zaniarti, Bena Apeles Deru Parayow  
 Resources: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
 Software: Meily Margaretha  
 Supervision: Meily Margaretha  
 Writing – original draft: Meily Margaretha  
 Writing – review & editing: Meily Margaretha, Susanti Saragih, Sri Zaniarti

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**8. BUKTI HASIL REVIEW  
KETUJUH & ARTIKEL REVISI  
TUJUH  
(11 JUNI 2021)**

## MA3120: Notification on Submission

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**k.maschenko@manuscript-adminsystem.com**

To: [meily\\_margaretha@yahoo.com](mailto:meily_margaretha@yahoo.com)

Fri, Jun 11, 2021 at 6:40 PM

Dear Meily Margaretha,

the manuscript WORKPLACE SPIRITUALITY, EMPLOYEE ENGAGEMENT AND PROFESSIONAL COMMITMENT: STUDY FROM INDONESIA UNIVERSITY LECTURERS, submitted to Problems and Perspectives in Management Journal, needs to be revised.

**Comments:**

More correctly formulate the marked places (file in another letter). It is necessary to specify more precisely how your research differs from the previous one, what is the aspect of spirituality in your understanding.

The deadline for revisions is 2021-06-17

To revise a manuscript please don't forget to log in to the system and to upload a revised manuscript!

Kind regards,

Katerina Maschenko  
Managing Editor  
Journal Problems and Perspectives in Management

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# **Workplace Spirituality, Employee Engagement, and Professional Commitment: A Study of Lecturers from Indonesian Universities**

## **Abstract**

The high attention paid by researchers and practitioners to the relationship between employee engagement and spirituality in the workplace is limited, as studies of the two variables still stand alone. This causes an important and increased focus on strength and employee engagement, which are built from organizational culture to show an awareness of spirituality in the workplace. This study aimed to explore the relationship between workplace spirituality and the employee engagement of lecturers in Indonesia and professional commitment as a mediating effect. The respondents of the study were 322 lecturers from state and private universities in Indonesia. Validity, reliability, simple regression, and path analysis were used to analyze the data. The results of the study showed that workplace spirituality had a direct effect on employee engagement with  $\beta$  value was 0.836, and the R-square was 70%, while professional commitment played as the mediating effect on the relationship between workplace spirituality and employee engagement with  $\beta$  value was 0.162 and the R-square was 72.3%. The results suggest the implementation of workplace spirituality and employee engagement is important for universities to enhance the performance of their lecturers.

**Keywords:** employee engagement, workplace, spirituality, professional commitment, university, lecturer

## **JEL Classification**

J24, J53

## **INTRODUCTION**

Issue regarding spirituality in the workplace and employee engagement in business phenomenon today have been emphasized in the organization (Baskar & Indradevi, 2020; Ke et al., 2017). Hills and Smith (2010) mentioned that the number of employees looking for the meaning and experience of workplace spirituality has increased, while current organizations are attempting to discover ways to enhance employee engagement. Study of Saks (2011) has explained that there is a link between

workplace spirituality and employee engagement from many research results, however it stated the study regarding those two variables is still limited and only discussed one independent of the other.

Employee engagement (EE) has received much attention in the business world, as well as in the society of human resource management (HRM) practitioners. The concept has been mentioned as a new method in HRM where companies can overcome ambiguous and unstable industrial conditions (Lee, 2012). Although this concept is very popular and useful for implementation in organizations, it has been reported that the practice is declining and employee disengagement has been described (Bates, 2004; Richman, 2006). Therefore, the need to promote EE in the workplace is a must and is key for organizational success nowadays. Employee engagement is influenced by several factors, such as communication within the company, leadership style, company reputation, and corporate culture (Yadnyawati, 2012). A strong organizational culture has a major impact on employee behavior and results in engagement (Robbins & Judge, 2017; Yadnyawati, 2012), and according to Kreitner and Kinicki (2010), the basis is organizational value. Values describe the major principles in organizational culture, which all employees are aware of, accept, and integrate into their every behavior and decision. Consequently, the concept of these values that has been earlier discussed in working environments is known as workplace spirituality. Robbins and Judge (2017) define this as the awareness of people that have an inner life that grows, which is cultivated by a job that is meaningful, and which happens in a community context. Although it is not connected to religion and does not discuss people with certain belief systems (Cavanagh, 1999; Laabs, 1995), spirituality provides values that can be understood and shared. Hence, these shared values create organization value and embedded with workplace spirituality. However, related studies are mostly conducted in Western countries, and research for the context of Asia, and specifically for Indonesia's background is lacking.

Many organizations use employee engagement as an indicator to evaluate behavior and improve performance, and this is also applicable in education, specifically in higher studies in the university environment. Universities offer great attention to improve the work behavior of lecturers regarding innovative lecturing and researching activities, which in turn enhance the organization's performance. Therefore, the focus of this research is directed at university lecturers because these respondents represent groups that are linked to the human spirit when relationships with students are fostered and, thus, require workplace spirituality. Conversely, lecturers have high demands of professional ethics in performing their roles and responsibilities in the university and community and are required to devote themselves to the exploration of truth by the academic field.

Given the fact that EE has been described as employees' physical, emotional, and cognitive connection with their work and represented by a dedicated, energetic, and high-performing employee (Bakker and Leiter, 2010), Saks (2011) developed a model of WPS and EE. It is expected that WPS practice will influence lecturers' engagement in teaching and conducting research. Therefore, the purpose of this study is to provide evidence and inspire lecturers and university leaders to foster workplace spirituality that will lead to higher employee engagement.

Furthermore, this research attempted to examine professional commitment as a mediator in the relationship between WPS and EE. According to Setiawan and Prawirasuyasa (2016), the professional commitment of lecturer's influence student behavior and, together with organizational culture, it was discovered to affect their learning attitude. This was supported by Harini et al. (2019) in their research, which stated that an increase in organizational commitment, along with WLB practices had an impact on improving lecturers' performance. A study from Çağrı San and Tok (2017) in Turkey with teachers as respondents found that their commitment influenced the formation of three dimensions of employee engagement. Musavi's research (2016) on social workers in Iran produced a similar result, where their professional commitment was shown to be related to engagement behavior. Therefore, it was concluded that engagement is formed from professional commitment possessed by employees, and the results of this study are expected to provide suggestions to both variables.

## **LITERATURE REVIEW**

Workplace spirituality (WPS) is defined as an intense feeling of spiritual connection to something larger than self, a connectivity with oneself and others for a common purpose, a belief that the work is based on personal values and belief and has a meaning purpose for community (Afsar & Rehman, 2015). WPS is neither connected to religion, leads people to alter particular systems of belief (Rego & e Cunha, 2008), or ascribed to the culture of a specific religion. Rather it is based on personal values and theories on how employees perceive themselves spiritually, experience meaningfulness and purpose while working (Ashmos & Dunchon, 2000; Harrington et al., 2001; Miliman et al., 2003). Workplace spirituality encourages a sense of ownership amongst members in an organization because the leaders have created cultures that provide peace (Karadag, 2009) and increase the capacity of learning (Aydin & Ceylan, 2009). As suggested by Neal and Bennett (2000), WPS has three levels of analysis, individual, group and organizational. This three-levels

analysis was invoked three core dimensions in WPS, there are meaningful work (individual level), having a sense of community (group level), and being in alignment with the organization's values and mission (organization level). Moreover, these core dimensions have disclosed certain workplace behaviors, including job satisfaction, turnover intention, citizenship behavior, involvement, and commitment (Margaretha et al., 2020). Meanwhile, the three-level analysis and dimensions used in this study were consistent with Neal and Bennett's (2000) model, and these were purpose or meaningfulness in one's work, a sense of community, and being in alignment with organizational values and mission. Each represented the three levels that were earlier stated. Furthermore, Pawar (2009) described two perspectives of WPS, which are individual and organizational. The first refers to individual experiences in applying for personal spirituality in a company, while the second refers to the organizational value that has been proven with a culture that facilitates individuals to implement spirituality in the workplace (Milliman et al., 2003). Some benefits for an organization that applies WPS are increased productivity and financial advantage. This study used three dimensions of workplace spirituality from Ashmos and Dunchon (2000) that consist of inner life, meaningful work and connected with the community. Inner life refers to understanding of divine power and how to use it in the real life, and with dimension showed that employees not only have physical, emotional and cognitive necessity but also they have spiritual necessity, and this necessity is brought when they do their work. The second dimension of workplace spirituality is meaningful work, it is related how job creates happiness, enthusiasm to employees and viewed as important in life, therefore the expression of spirituality at work claimed that employees want to be involved in work that gives meaning to their lives. The third dimension is condition for community, this dimension discusses on how an employee as a spiritual being living in a relationship with another employee.

Employee engagement was first developed by Khan (1990, in Ke et al., 2017). It was first implemented by the Gallup research group and has statistically shown a relationship with organizational productivity and profitability, as well as employee welfare and customer satisfaction (Endres & Mancheno-Smoak, 2008). Generally, EE is described as individual contributions, satisfaction, and job passion (Endres & Mancheno-Smoak, 2008). Employee engagement is often explained as the investment of an individual's complete self – cognitive, emotional and physical – into their work role (Rurkkhum, 2010; Whittington et al, 2017), and this concept has attracted many business owners, firm consultants, human resource management practitioners, and researchers. Many studies regarding this mindset frequently explain that engaged employees are highly energized and resilient in performing their duties, put their hearts into the jobs, and are persistent

and willing to invest effort. These persons also exhibit strong work involvement, experience feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from work, and fully concentrate and immerse themselves without noticing the passage of time (Bakker & Demerouti, 2008). Several studies (i.e., Bates, 2004; Richman, 2006; Schaufeli, 2012; Whittington et al, 2017) have proven that EE predicts employee work results, business-unit performance (i.e., customer satisfaction and loyalty), financial performance of an organization, along with positive job-related attitudes (i.e., extra-role behavior, job satisfaction, commitment, and well-being).

Konrad (2006) noted that EE has three relationship components, which are the cognitive, emotional, and behavioral aspects. The first includes employees' beliefs about the organization, as well as the conditions of their leaders and the work environment. The emotional aspect relates their feelings concerning each factor, along with the possession of positive or negative attitudes towards the organization and the leaders. The behavioral equivalent is a value-added component to the company and consists of efforts for freedom of choice for engaged employees. These persons were brought to their jobs over time and devote strength and intellect to tasks and the company. In a study conducted by Saks (2006), different meanings were found for work or job and organizational engagement. Also, EE is distinct from other organizational behavior concepts, such as job involvement, citizenship, and commitment. (Margaretha et al., 2018).

This study empirically aims to examine the impact of workplace spirituality of lecturers in Indonesia toward employee engagement and tests mediation effect of professional commitment in explaining the relationship between workplace spirituality and employee engagement. This study is based on a prior research model developed by Ke et al. (2017). However, in this study we measured workplace spirituality using dimensions developed by Ashmos and Dunchon (2000). This makes our study distinct from previous studies.

Therefore, the following hypotheses are considered:

H1: There is a positive relationship between workplace spirituality and employee engagement.

H2: There is a positive relationship between workplace spirituality and professional commitment.

H3: There is a positive relationship between professional commitment and employee engagement.

H4: Professional commitment is a mediating variable in the relationship between workplace spirituality and employee engagement.

The explanation for each hypothesis as follows:



Previous studies regarding WPS and EE were initially performed in western countries such as Europe and the United States. Then, research related to these variables for Asia was conducted by Ke et al. (2017) in China. It was found that WPS is heartfelt and experienced by employees when values in work, groups, and organizations are described and combined, and is known as employee engagement. According to Schaufeli et al. (2012), as well as Kahn (1990) engagement is a work-related mental state of working that reflects how committed an employee to their role cognitively, emotionally and physically. Whittington et al. (2017) explained that EE contains many forms of work experience, including physical, cognitive, and emotional, and gives meaning when employees perform their job roles. Meanwhile, those that possess high spiritual power show a greater tendency to find important job roles. Furthermore, previous studies have consistently shown that WPS are positively associated with employee engagement (i.e., Richman, 2006; M; Sack, 2011; Schaufeli, 2012; Whittington et al, 2017). In addition, some research also mentioned that EE is one of behavior's dimension that will affects work performance (Shuck et al., 2011; Schaufeli, 2012).

From this explanation, a hypothesis was proposed:

H1: There is a positive relationship between workplace spirituality and employee engagement.

WPS refers to a condition that emphasis on connection at workplace, ultimate purpose in life and personal values and belief that has a meaning purpose for community (Afsar & Rehman, 2015). WPS enable employee to exhibit their competence and fulfillment as intrinsic self-awareness (Ashmos & Duchon, 2000). Therefore, WPS will promote employees' quality of work and gives positive and meaningful experiences at work. Employees tend to work actively, have a better sense of community, and willing to engage with daily tasks and responsibility (Milliman et al., 2003; Schaufeli, 2012; Sharma and Kurma, 2020)

WPS practices have also been shown as a predictor of employees' willingness to maintain and accept the values of his or her chosen careers (Ballout, 2009). This is called a high commitment to the profession. An employee with a higher level of professional commitment tends to demonstrate positive behaviors, such as engage in organizational activities, willingness to work extra to achieve goals, improved work performance, higher commitment at both organizational and professional levels (Deepak, 2016). A study conducted by Ke et al. (2017) mentioned that individuals that possessed high WPS were discovered to believe that their job was meaningful, showed it in the work environment, and became more professionally enthusiastic. Furthermore, the other aim of the study is to see professional commitment as a mediating effect in the relationship between WPS and EE. From this explanation, several hypotheses were proposed as follows:

- H2: There is a positive relationship between workplace spirituality and professional commitment.
- H3: There is a positive relationship between professional commitment and employee engagement.
- H4: Professional commitment is a mediating variable in the relationship between workplace spirituality and employee engagement.

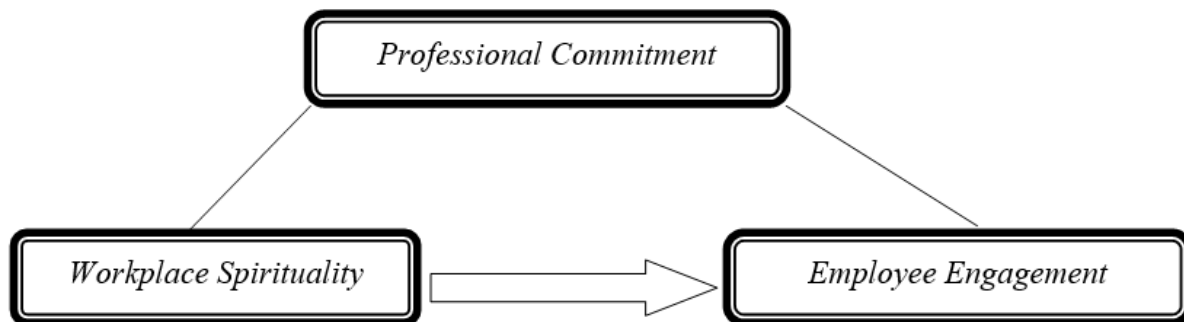


Figure 1. The relationship between workplace spirituality, employee engagement and profesional commitment

## Method

In contrast to the prior research conducted by Ke et al. (2017), this research adopted workplace spirituality questionnaire from Ashmos and Dunchon (2000). WPS questionnaire consists of 21 items, example of the item such as “My spirit is energized by my work”. Meanwhile, we measured employee engagement using Schaufeli et al. (2006) 17-item measure. A sample item is “At my work, I feel bursting with energy”. Professional commitment was assessed using Meyer and Allen (1991) 12-item professional commitment scale. A sample item is “I am very happy being a member of this organization”.

The sample consisted of 322 lecturers from state and private universities in Indonesia and the data was collected via questionnaires that were distributed directly, through post or mail, or online. Data was analyzed by testing the validity, reliability, and path analysis. The tests were performed to identify the relationship and influence between workplace spirituality, employee engagement, and professional commitment.

## RESULTS AND DISCUSSION

The demographic description in Table 1 illustrates general information such as gender, age, marital status, job tenure, educational, and university status to comprehend the type of respondents in this

research. Consequently, the results showed that most of the participants comprised 208 females and 105 respondents were in the age range of 34 to 44 years, both of which accounted for 64.4% and 32.6%, respectively. Also, 42 respondents were reported to be single, while 280 were married, and both groups comprised 13% and 87%. Based on educational status, 197 participants, who represented the majority at a proportion of 61.2%, had master's degrees.

**Table 1. Profile of respondents**

Dimension	Category	Number of Respondents	Percentage
Gender	1. Male	1. 114	1. 35.6%
	2. Female	2. 208	2. 64.4%
Age	1. 25-34 years	1. 47	1. 14.6%
	2. 35-44 years	2. 105	2. 32.6%
	3. 45-54 years	3. 98	3. 30.4%
	4. 54-64 years	4. 66	4. 20.5%
	5. > 64 years	5. 6	5. 1.9%
Marital Status	1. Single	1. 42	1. 13%
	2. Married	2. 280	2. 87%
Educational Status	1. Bachelor's degree	1. 7	1. 2.2%
	2. Master's degree	2. 197	2. 61.2%
	3. Doctoral Degree	3. 118	3. 36.6%
Job Tenure	1. 1-5 years	1. 44	1. 13.7%
	2. 6-10 years	2. 64	2. 19.9%
	3. 11-15 years	3. 53	3. 16.5%
	4. 16-20	4. 59	4. 18.3%
	5. > 20 years	5. 102	5. 31.7%
University Status	1. State university	1. 69	1. 21.4%
	2. Private university	2. 253	2. 78.6%

Source: Data processed

The confirmatory factor analysis was used in this study according to underlying theories, where Hair et al. (2010) had mentioned that a construct was valid if the factor loading was above 0.40. Subsequently, the analysis results of the three constructs yielded loading factors between 0.451 and 0.829 for the items in question. The reliability values for workplace spirituality were 0.916 and 0.950 for employee engagement, and 0.854 for professional commitment. Table 2 showed the factor loading and Cronbach's alpha (CA) for each variable, and these were said to be reliable when CA value > 0.7 (Hair et al., 2010). This table also outlined the validity and reliability test results for each variable used in the study.

**Table 2. Validity and reliability test results**

	Component		
	1	2	3
WPS1		.599	
WPS2		.611	
WPS3		.678	
WPS4		.671	
WPS5		.575	
WPS6		.487	
WPS7		.743	
WPS8		.680	
WPS9		.544	
WPS10		.697	
WPS11		.600	
WPS12		.631	
WPS13		.644	
WPS14		.549	
WPS15		.629	
WPS16		.697	
WPS17		.677	
WPS18		.633	
WPS19		.586	
WPS20		.633	
WPS21		.640	
EE1			.721
EE2			.756
EE3			.741
EE4			.818
EE5			.829
EE6			.723
EE7			.790
EE8			.790
EE9			.751
EE10			.776
EE11			.812
EE12			.734
EE13			.743
EE14			.747
EE15			.762
EE16			.687
EE17			.624
PC1	.461		
PC2	.465		
PC3	.462		

PC4	.452		
PC5	.451		
PC6	.450		
PC7	.689		
PC8	.692		
PC9	.693		
PC10	.695		
PC11	.727		
PC12	.734		
PC13	.643		
PC14	.594		
PC15	.722		
CA	.854	.916	.950
N of items	15	21	17

Source: Data processed

**Table 3. Descriptive statistics and Pearson correlations among variables**

	M	SD	1	2	3	4	5	6	7
Gender	1.65	0.48	1	-0.069	0.041	0.051	-0.017	-0.009	-0.056
Age	2.62	1.025		1	0.045	0.702**	0.017	0.045	-0.130*
University Status	1.79	0.41			1	-0.022	0.004	0.018	-0.014
Job Tenure	3.35	1.44				1	0.156	0.147	-0.039
WPS	89.52	9.62					1	0.836	0.317
EE	71.23	9.25						1	0.411**
PC	49.29	8.79							1

Source: Data processed

**Tabel 4. Hypotheses summary**

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\beta$	p-Value	Conclusion
WPS → EE	0.700	0.699	0.836	0.000	Supported
WPS → PC	0.101	0.098	0.317	0.000	Supported
PC → EE	0.169	0.166	0.411	0.000	Supported
WPS → PC → EE	0.723	0.721	0.162	0.000	Supported

Source: Data processed

The effects of the two variables on employee engagement were tested. and Table 4 showed positive relationships. The results for workplace spirituality were  $\beta = 0.836$ ,  $\rho = 0.000$ , professional commitment yielded  $\beta = 0.461$ ,  $\rho = 0.000$ , while the R-square was 70%. Therefore, workplace spirituality had a direct effect on employee engagement, and this supported H1 and H3, and these

findings were consistent with previous studies (Baskar & Indradevi, 2020; Ke et al. 2017; Mariani et al., 2020).

Subsequently, the relationship between WPS and PC was examined and outcomes of  $\beta = 0.317$ ,  $p = 0.000$  were revealed, thus supporting H2. For the last hypothesis, the mediating effect of professional commitment on the relationship between workplace spirituality and job engagement was evaluated and shown in Table 4. The indirect effect of professional commitment at  $\beta = 0.162$ ,  $p = 0.000$  on employee engagement was significant hence, Hypothesis 4 was supported. These findings were all consistent with prior studies (Ke et al., 2017).

The results of this study showed that a relationship exists between workplace spirituality and employee engagement, and these findings supported the earlier study by Ke et al. (2017). According to Milliman et al. (2003), WPS involves a sense of wholeness, and this is similar to employee engagement, which also involves completeness. It is important to be a whole and integrated individual (Pfeffer, 2010), and when these characteristics are supported by an organization, the employees may become more productive. In this study, the respondents were lecturers from private and state universities in Indonesia. They constituted a special group that faced immense pressure during lecturing, researching, interpersonal relationships, and other issues. Meanwhile, some companies use engagement as an indicator to evaluate and appraise employees' behavior to promote company performance, and recently, many universities have shown increased attention to scientific research of innovative behaviors. The WPS of lecturers influenced their engagement, and this eventually affected research and organizational performance. Therefore, this research proved that the campus strengthens the WPS and EE of lecturers from the aspects of meaningful work and organizational values.

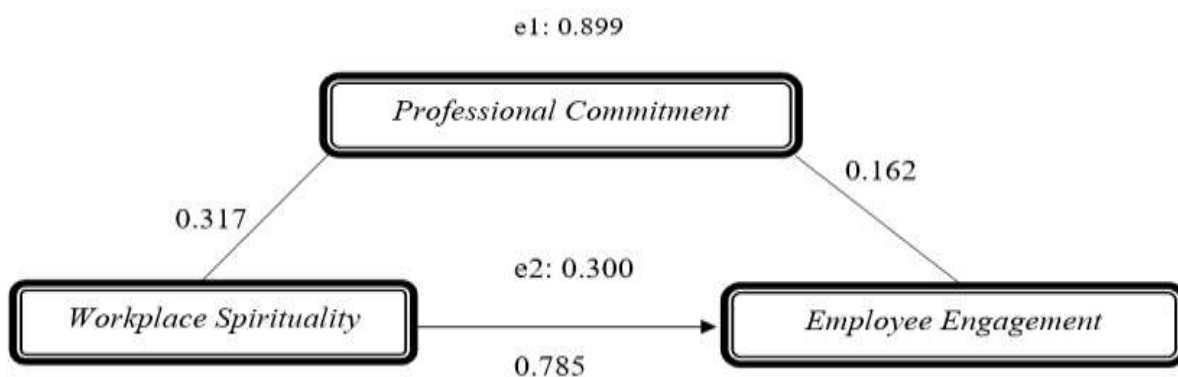


Figure 2. Mediation model of workplace spirituality and employee engagement using professional commitment as the mediator variable

## **CONCLUSION**

This study discusses the relationship between WPS and EE of the university lecturers and to explore the mediating effect of professional commitment in the relationship between WPS and EE. The result showed there is a relationship between WPS and EE, and professional commitment played as the mediating effect on the relationship between the two variables. Based on the results of the study, it encourages leaders in universities to notice the psychology of lecturers, promote their motivation, and strengthen their professional commitments, to facilitate an increase in university performance in all areas such as research, academia, and community development. Finally, the implementation of workplace spirituality will stimulate the university to enhance their communication and level of trust in lecturers therefore the work satisfaction and sense of belonging will increase. This will also shorten the turnover intention rate and certainly improve their contribution to the university.

Moreover, this research adds empirical evidence to explain the multidimensional relationship between WPS and EE. Furthermore, reality studies regarding the impact of workplace spirituality are mostly conducted in Western Countries, while little evidence has been provided for the Indonesian background. Therefore, this study could be one of the references regarding workplace spirituality and employee engagement in the context of Indonesian background.

This study has some limitations, which include the need for an upgrade in research methods by using other techniques, as well as in the scales adopted, which are established in foreign countries. Therefore, the conversion of questionnaires from English to Indonesian language may produce inconsistencies in the results because of cultural differences. Furthermore, this research mostly used only the online survey method in distributing questionnaires due to the Covid-19 pandemic in current work environments. This caused a low response rate making it impossible to generalize the study outcomes, thus, it is better to add other methods to improve the representativeness of the sample and make responding to the research questionnaire easy. For future research, the cultural scale should be embraced to increase the reliability of the study outcomes.

## **AUTHOR CONTRIBUTION**

Conceptualization: Meily Margaretha

Data Curation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Formal analysis: Meily Margaretha

Investigation: Meily Margaretha, Susanti Saragih, Sri Zaniarti

Methodology: Meily Margaretha, Susanti Saragih  
 Project Administration: Susanti Saragih, Sri Zaniarti, Bena Apeles Deru Parayow  
 Resources: Meily Margaretha, Susanti Saragih, Sri Zaniarti  
 Software: Meily Margaretha  
 Supervision: Meily Margaretha  
 Writing – original draft: Meily Margaretha  
 Writing – review & editing: Meily Margaretha, Susanti Saragih, Sri Zaniarti

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**9. BUKTI KONFIRMASI ARTIKEL  
TELAH LULUS PROSES REVIEW &  
MENUNGGU KEPUTUSAN  
PUBLIKASI  
(16 JUNI 2021)**

## MA3120: Notification on Submission

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To: meily\_margaretha@yahoo.com

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Dear Meily Margaretha,

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**11. BUKTI KONFIRMASI  
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ARTIKEL & ARTIKEL YANG  
SUDAH DI CEK PENULIS  
(22 JUNI 2021)**



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**Katerina Maschenko\_Managing Editor of PPM  
journal** <k.maschenko@businessperspectives.org>

**To:** meily\_margaretha@yahoo.com

Tue, Jun 22, 2021 at 8:44 PM

Dear Meily Margaretha,

Attached you'll find a paper for proofreading before publication. Please check the text of your article and correct mistakes (if any). Inform me if there are any corrections indicating page/line/column. Pay attention, only changes to the title of the paper, list of authors or scientific errors will be considered and further approved by the publishing team.

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**12. BUKTI KONFIRMASI ARTIKEL  
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**Katerina Maschenko\_Managing Editor of PPM journal** <k.maschenko@businessperspectives.org>

**To:**meily\_margaretha@yahoo.com

**Cc:**saragihshanty@gmail.com,rie\_eleven@yahoo.com,benaporayow@gmail.com

Thu, Jun 24, 2021 at 3:24 PM

Dear authors,

Hope you are doing well!

Your article "Workplace spirituality, employee engagement, and professional commitment: A study of lecturers from Indonesian universities" has been published on the 24<sup>th</sup> of June, 2021.

Here is the link to the article: [http://dx.doi.org/10.21511/ppm.19\(2\).2021.28](http://dx.doi.org/10.21511/ppm.19(2).2021.28)

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