

The Effect of Work Satisfaction and Work Spirituality on Performance through Organizational Commitments: a Quantitative Approach to College Lecturers in Ternate, Indonesia

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The study aims to test the impact of job satisfaction on performance, the influence of workplace spirituality on performance and the implementation of organisational commitment integration on the effect of job satisfaction on performance as well as test the organisational commitment to the influence of workplace spirituality on performance. The object of this research is the teaching staff in the State College in Ternate City. Data collected using questionnaires, distributed to employees working at public universities in Ternate, namely IAIN and Unkhair. There were 340 questionnaires successfully collected and analysed using Structural Equation Model (SEM) to test the hypothesis with the AMOS application and to determine whether the influence of mediation was used using the Sobel Test. The results of this study show that job satisfaction does not affect performance while working spirituality has a positive effect on employee performance. organisational commitment to affect the positive influence of job satisfaction on employee performance and organisational commitments significantly metabolised the positive influence of working spirituality on employee performance.

Keywords: *Organisational Commitments, Work Satisfaction, Work Spirituality, Performance*

Introduction

Organisations are always required to have good or high performance because they can help organisations gain profit, and even organisations or an institution can gain a competitive edge. Senada et al. (2010) say that performance is central to gaining a competitive edge. Because of the organisation, it needs a high performance of each employee to fulfil the objectives of the organisation, to produce special products and services and to finally achieve a competitive advantage (Sonnetag & Frese, 2001). Conversely, when performance decreases, it can harm the organisation. Moreover, amid the strict competition at this time force all organisations to give more attention and encourage them to obtain the best results. Performance is a measurement of the work achievement of individuals and organisations, so it is necessary to know what factors can affect them. In addition to organisations encouraging workers to improve their performance, organisations also need to pay attention to factors that affect worker performance. The various important factors tested were found to have a positive and significant influence on performance, such as organisational culture (Chen, 2004), Leadership (Chu & Lai, 2011) and job satisfaction (Rehman and Waheed, 2011). Rehman and Waheed Research, (2011) found that there were positive and significant influences on job satisfaction on worker performance. Job satisfaction, according to Mathis and Jackson (2009), is a factor that can affect employees' performance. Therefore, organisations must know who can make employees feel satisfied with their work. Job satisfaction plays an important role in a worker in terms of self-welfare and organisation. Employees who have a sense of satisfaction will do positive things in the organisation. Because satisfied individuals will display disciplined behaviour, work optimally and pay the very attention to the place where he works so that it is encouraged to perform achievements.

In line with Fisher's opinion (2003), happy workers are more satisfied and more productive in the organisation, with job satisfaction which is a positive attitude that employees do to their work, it will achieve employee's performance. Some of the phenomena, concepts and theories above correspond to the empirical fact done by Rahman and Waheed (2011), Miao and Kim (2010), which show that work satisfaction significantly affects performance. However, theoretical relations and some of the results of the study are contradictions with the study conducted by Shaikh et al. (2012), finding that job satisfaction has no significant effect on performance. The effect of job satisfaction on performance is found to be pro and counter or inconsistent. Based on the theoretical review and previous research results, there has been a gap or difference of concept of connectedness between job satisfaction and employee performance, so that the work satisfaction variable becomes attractive to further refiner. The inconsistencies of the research resulted in a suspected researcher that there is a variable that radiated the effect of job satisfaction on performance. The consistency of research on the influence of job satisfaction on worker performance requires an integrating role of organisational commitment. To increase the competitive advantage or good performance,

high-commitment workers are indispensable in the Organisation (LOK & Crawford, 2001). Because a low commitment to an organisation will have a bad impact on organisational performance. Thus to defend the workers, the organisation must increase the commitment of the Organisation (Stallworth, 2003). Organisations require creative workers, have high work satisfaction, productive, and committed to achieving and maintaining a competitive edge (Marschke, Preziosi, & Harington, 2009). The working conditions of the workplace often suffer from high levels of stress, less motivated, feel the lack of work security and the increasing uncertainty of work due to the economic crisis, streamlining, and restructuring in the organisation (Freshman, 1999; Malik & Naeem, 2011). Tight competition pressures make organisations think about adapting to changing environments. Along with the changing composition of the workforce, also change the collective values, objectives and needs of human resources. Organisation needs to see other factors that should be considered, workplace spirituality. When working climate conditions become very dynamic, and the competition of business is increasingly tight, the issue of workplace spirituality then appears (Heaton, Wilk, & Travis, 2004; Marschke et al., 2009).

Ashmos and Duchon (2000) define work spirituality as an acknowledgment of the inner life that is growing and maintained by meaningful work occurring within a community context. Working spirituality becomes an insight into new knowledge that focuses on discussion both in the world of organisational and academic practices in the field of the organisation since the beginning of the new millennium (Milliman, Andrew, & Ferguson, 2003; Vasconcelos, 2009; Lazar, 2010). Another backdrop to the emergence of working spirituality is the work environment being where one spends most of its time (Karakas, 2010). As a result, the work environment is the main place for individual activities in realising their purpose of life (Cameron, Dutton, & Quinn, 2003 in Geldenhuys, Laba, & Venter, 2014). The definition of work spirituality by Ashmos and Duchon (2000) has three main components (Duchon & Plowman, 2005). First, working spirituality means acknowledging workers are spiritual beings; They have an inner life that demonstrates the need for meaning inactivity. Second, spirituality works not only about the nature of the worker who needs meaning or meaning, but also the sense of belonging, being a part of the community. Third, this variable includes the notion that the worker's need for meaning can be achieved through a work that has a meaning (the meaningful work). Milliman et al. (2003) mention that working spirituality can be present when workers feel meaningful and beneficial work in a community. Gupta and Kumar (2012) stated that organisations should understand that worker satisfaction is not only material, but they want more than that. Every worker requires birth and inner, and fulfilment of inner life can grow meaning in work and improve work productivity. Dehaghi et al. (2012) suggest that by enhancing the climate of working spirituality so that individual and organisational performance can be improved. Based on the inconsistencies of some of the previous research results that have been shown before, the research attempts to test the conceptual model of job satisfaction, and working spirituality affects employee performance

through commitment Organisations in college. The output is expected to provide a comprehensive overview through the variables that are driving the increasing performance of employees and try to test how much the relationship influence work satisfaction variables on performance, influence of working spirituality on the performance and role of the organisational variables mediation commitments. The purpose of this research is to test whether job satisfaction affects performance, whether work spirituality affects performance, whether organisational commitment has the effect of working satisfaction on performance, and whether organisational commitment has an influence of working spirituality on performance.

Theoretical Background and Hypotheses

Job Satisfaction and Performance

Performance is often thought of as the achievement of a task, where the term task itself comes from thinking of the activities needed by workers (Gibson et al., 2006). Worker performance refers to a person's achievements as measured by standards or criteria set by the organisation. To achieve high human resource performance is intended to improve the overall organisation. Performance, according to Robbins and Mary (2007), is the final result of an activity. Worker performance refers to a person's achievements as measured by standards or criteria set by the organisation. Achieving high human resource performance is intended to improve the overall organisation. Performance is the result achieved by someone in doing work (Baron & Greenberg, 2003). Job satisfaction has an important role for a worker in terms of the welfare of himself and the organisation. Satisfied workers will do positive things for the organisation. Because a satisfied individual will display disciplinary behaviour, work optimally and pay close attention to the place where he works so motivated to make achievements. The positive impact of job satisfaction felt by workers will trigger an increase in the performance of the workers themselves. Fisher (2003) shows that happy workers are more satisfied and more productive in organisations. Empirical evidence Rehman and Waheed (2011) show that job satisfaction is significantly and greatly affects performance. Thus, the hypothesis proposed is:

H1: Job satisfaction has a positive effect on organisational performance

The spirituality of Work and Performance

Ashmos and Duchon (2000) systematically define that spirituality in the workplace is an individual's self-understanding as a spiritual being whose soul needs maintenance in the workplace with all the values that exist within itself; experience the sense of purpose and meaning in his work; also experience the feeling of being connected to others and the community in which the individual works. Work spirituality is a type of psychological

climate in the workplace. Regarding this matter explained by Duchon and Plowman (2005) that spirituality in the workplace is one type of psychological climate in which people (workers) see themselves as having an internal life that is cared for by meaningful work and placed in the context of a community. Work spirituality is considered to be able to foster work ethics among workers and increase work productivity (Gibbons, 2000; McGhee & Grant, 2008). Organisations that focus on maintaining a spirituality climate in the work process, such as always fostering and maintaining work motivation and encouraging workers to find meaning in their lives, can often increase worker retention, which will have a positive impact on profitability (Marschke et al., 2009).

Furthermore, Marschke et al. (2009) explain the impact of working spirituality on the work environment when workers find meaning and meaning in their work activities, and feel the spirituality climate in organisations, workers feel happiness at work. They show a collaborative attitude towards the organisation, showing all abilities and maximum potential at work. Work spirituality is a type of psychological climate in the workplace. Regarding this matter explained by Duchon and Plowman (2005) that spirituality in the workplace is one type of psychological climate in which people (workers) see themselves as having an internal life that is cared for by meaningful work and placed in the context of a community. A work unit that has a high level of spirituality means experiencing the climate, and it can be expected that the work unit will experience higher performance. Research by Milliman, Czaplewski, and Ferguson (2003) on apprentices in an organisation, found that the components of spirituality in the workplace (meaningful work, feeling connected to the community, and enforcement of values) in a person contribute significantly to the components -components on the construct of individual work behaviour. The results of other studies, by Dehaghi et al. (2012) show that increasing the spirituality climate in the workplace so that individual and organisational performance can be improved. Thus, the hypothesis proposed is:

H2: Work spirituality has a positive effect on organisational performance

Organisational Commitment, Job Satisfaction, and Performance

The relationship of job satisfaction with worker performance was also stated by Ostroff (1992) shown by the state of the organisation where more satisfied workers tended to be more effective than organisations with less satisfied workers. Some empirical findings show the relationship between commitment and performance, such as Porter (2005) and Tubbs (1993) commitment to certain goals can help predict performance. Organisational commitment is defined as individual beliefs and acceptance of goals and organisational values, willingness to work hard on behalf of the organisation and a strong desire to remain in an organisation (Bergmann, Lesterm, De Meuse, & Grahn, 2000). Worker organisational commitment is

closely related to job performance. Empirical evidence shows a positive relationship between organisational commitment and job performance (for example, see Ward and Davis, 1995). Likewise, other findings show that job performance is related to organisational commitment (Bishop et al., 2000). Jaros (1997) argues that highly committed workers are more likely to be involved in citizenship activities and high performance which is considered beneficial for the organisation. This relationship shows that organisational commitment is an antecedent for performance. Clugston (2000) shows the influence of organisational commitment mediation which consists of three components on the relationship between job satisfaction to leave the organisation. Job satisfaction felt by someone will influence organisational commitment. Organisational commitment caused by job satisfaction will ultimately affect performance. An employee who has an organisational commitment will show his support for organisational goals, is obliged to serve his work and try to continue to work to meet his needs. This will ultimately affect performance. Thus, the hypothesis proposed is:

H3: Organisational commitment mediates the effect of job satisfaction on organisational performance.

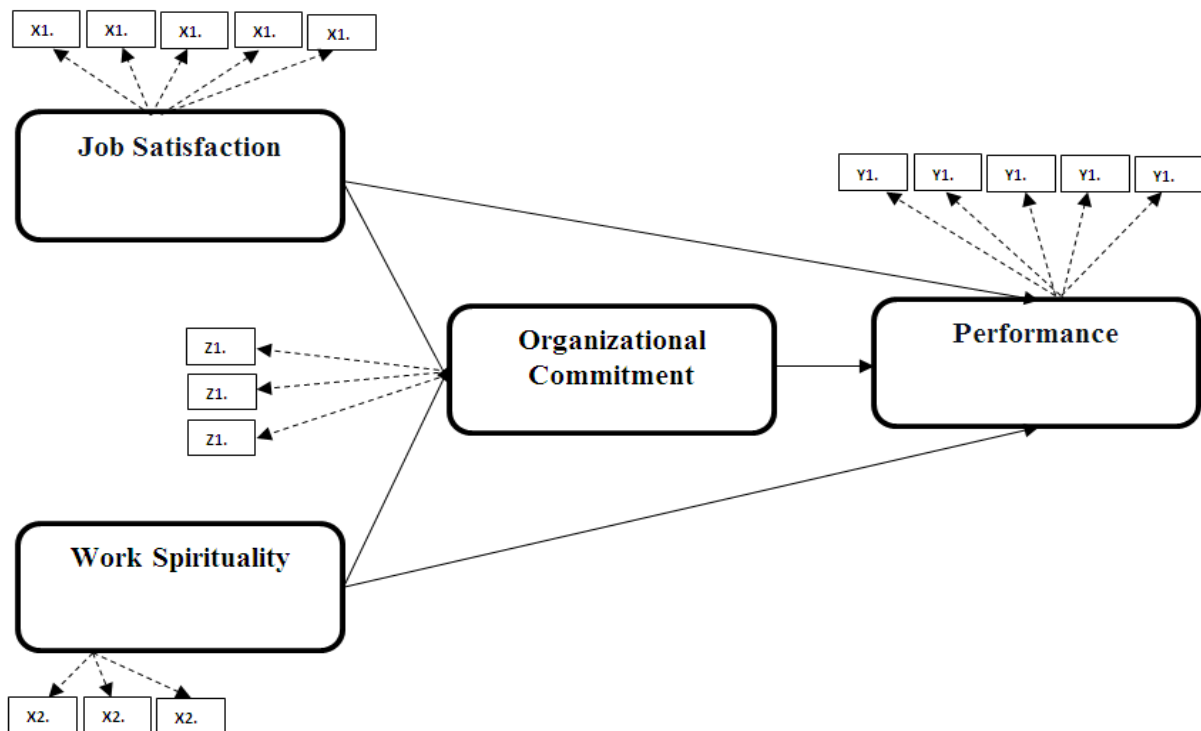
Organisational Commitment, Work Spirituality, and Performance

Rego and Cunha (2008) conclude that when a person has spirituality at work, they feel more effective attached to the workplace organisation and loyalty to the organisation. By improving the spirituality climate, managers can increase commitment and impact on individual and organisational performance. Milliman et al. (2003) and Pawar (2009) find that working spirituality has a positive effect on organisational commitment. When someone feels their inner needs are met through work that is meaningful to them and feels an attachment to the social community at work, the worker decides to commit and stay in the organisation. Also, the influence of working spirituality on organisational commitment has been investigated by Rego and Cunha (2008), finding that workers have a high organisational commitment when workers have a sense of being attached to the community at work, feel personal and organisational values are similar, feel they are doing meaningful work, feel happy when doing work, and the organisation provides opportunities to meet the inner needs of workers. Spirituality is also assumed to influence performance through organisational commitment. Milliman et al. (2003) state that working spirituality can be present when workers feel work that has meaning and benefit in a community. Work spirituality is considered to be able to foster work ethics among workers and increase work productivity (Gibbons, 2000; McGhee & Grant, 2008). Organisations that focus on maintaining a spirituality climate in the work process, such as always fostering and maintaining work motivation and encouraging workers to find meaning in their lives, can often increase worker retention, which will have a positive impact on profitability (Marschke et al., 2009). On this basis, individuals with high spirituality will increase their loyalty or commitment by getting a

commitment that will affect performance and productivity. Work spirituality will improve performance through workers with high organisational commitment. So the hypothesis proposed is:

H4: Organisational commitment mediates the effect of working spirituality on organisational performance

Figure 1. Research Framework



Methodology

A quantitative research methodology was employed, which tries to make accurate measurements of something (Cooper & Schindler, 2011). The research aims to test the hypothesis. The unit of analysis in this study are individuals. The type of data used is cross-sectional data which is a study by collecting data at a certain time (Neuman, 2011). The selection of the analysis unit is obtained after considering the suitability and limitations of data collection in this study, namely the teaching staff who are in state universities in Ternate as learning institutions. The determination of sample size in this study was determined based on applying the Structural Equation Modeling (SEM) assumption, namely by considering the number of indicators of all variables used and the corresponding sample criteria between 100 and 200 (Hair et al., 2010).

Furthermore, Hair et al. (2010) state that for the model to fit, the recommended sample is 200 samples or more. The probability sampling technique determined the sampling technique in this study because it provides equal opportunities for each member of the population to be selected as a sample member. So that in this study getting 340 samples to be studied. Data collection in this study uses a survey method or complete self-administered survey using a questionnaire. This survey technique was carried out as a primary data search step based on individual opinions. The survey was an appropriate method for research questions regarding the beliefs or behaviour of someone reported (Neuman, 2006).

Characteristics of Respondents

Characteristics of respondents is a description of the existence of respondents in the study area. The research location is in Ternate City, and the respondents are lecturers or lecturers in state universities of Ternate City. Respondent characteristics in this study include gender, age, status, education level, agency and years of service as presented in Table 5.2.

Table 1: Characteristics of Respondents

Characteristics	Respondent	Percentage (%)
Sex		
Men	221	65.0
Women	119	35.0
Age		
25-29	42	12.4
30-39	169	49.7
40-49	99	29.1
50-59	28	8.2
> 60	2	.6
Qualification		
Master's Degree	340	100
Years		
0-1	8	2.4
1-4	60	17.6
5-10	115	33.8
> 10	157	46.2
Institution		
IAIN	101	2.8
Unkhair	239	4.6

Source: Date, 2019

Table 5.2 shows that in general, the majority of respondents were 221 men with a percentage of 65.0% and followed by 119 female respondents, with a percentage of 35.0%. The majority of respondents ranged in age from 30-39 (169 people) with a percentage of 49.7%, and the percentage of the age of respondents who were at least around 60 years is 0.6% (two people). The majority of respondents were married as many as 280 people with a percentage of 82.4% and followed by unmarried respondents as many as 60, with a percentage of 17.6%. In the educational background, the majority of respondents, in general, were postgraduate as many as 340 people with a percentage of 100.0%. It also shows the length of service and instances of the respondent. The majority of respondents' tenure of over ten years is 157 people with a percentage of 46.2%, and the minimum tenure of respondents is 0-1 years with eight people with a percentage of 2.1%. The majority of respondents with work agencies were 239 people with a percentage of 70.3%, and the fewest respondents were IAIN agencies as many as 101 people with a percentage of 29.7%.

Results

Data Analysis

Validity and Reliability Test

Confirmatory Factor Analysis (CFA) in table 1 by referring to the GFI index > 0.90 (Hair et al., 1998) this conformity index can be concluded that the measurement model or measurement model on the proposed construction is fit or has a good fit. While the reliability test conducted was constructed reliability (CR) and variance extracted (AVE) testing. Construct reliability and extracted variance show consistent instruments, which are indicated by construct reliability values above 0.07 and extracted variance ≥ 0.50 . Value Meets the criteria if Construct Reliability > 0.7 (Hair et al., 2010). And all the constructs in the model have good reliability values. This can be seen from the AVE value; all constructs have a value greater than 0.5 so that the test can proceed to the next stage.

Table 1: Validity and Reliability Test

Variable	GFI	CR	AVE
Work Spirituality	1.000	0.917	0.719
Job Satisfaction	0.930	0.841	0.678
Performance	0.978	0.902	0.639
Organisational Commitment	1.000	0.890	0.721

The composite reliability test results from table 1 show that the composite reliability value in each construct has been greater than 0.7. it indicates that the construct being tested has been reliable. Another measurement that is also used to test reliability is to use the AVE value with a recommended minimum of 0.5.

The goodness of Fit Index

Table 2: Goodness of Fit Index

The goodness of Fit Index	Cut off Value	Results	Conclusion
<i>Significance probability</i>	$\geq 0,05$	0.000	Marginal
RMSEA	$\leq 0,08$	0.106	Marginal
GFI	$\geq 0,90$	0.941	Fit Model
AGFI	$\geq 0,90$	0.911	Fit Model
CMIN/DF	$\leq 2,00$	1.315	Marginal
TLI	$\geq 0,95$	0.745	Marginal
CFI	$\geq 0,95$	0.791	Marginal

Table 2 shows the estimated results of the model measurement or the Goodness of Fit Index. The calculation results show that GFI and AGFI according to the suitability index can be concluded that the measurement model or measurement model in the construct proposed by all fit or have a good fit so that no elimination of indicators from each variable is needed. Although on RMSEA criteria, CMIN/DF CFI and TLI, index values are almost close to the recommended minimum. So from the various suitability indices, it can be concluded that the measurement model or measurement model in the proposed construct is fit or has conformity. Although marginal according to Hair et al. (1998), the value is close to the recommended value; then the model is still feasible to proceed.

Table 3 shows that the effect of job satisfaction on performance is not significant, meaning Hypothesis 1, job satisfaction has a significant positive effect on performance, rejected. But the influence of working spirituality on performance is significantly positive, meaning Hypothesis 2, work spirituality has a significant positive effect on performance, accepted.

Table 3: The Hypothesis Results

Correlation		Estimate	S.E.	C.R.	P
Organisational Commitment	<--- Job Satisfaction	.083	.042	1.974	.048
Organisational Commitment	<--- Work Spirituality	.546	.102	5.337	***
Performance	<--- Organisational Commitment	.213	.054	3.924	***
Performance	<--- Job Satisfaction	-.032	.019	-1.676	.094
Performance	<--- Work Spirituality	.157	.052	3.026	.002

Testing the hypothesis of mediating variables can be done with the Sobel t-test (Hayes, 2013) to test the strength of the indirect effect of the independent variable (X) to the dependent variable (Y) through the intervening variable (M). If the calculated t value is greater than the t table value, it can be concluded that there is a mediation effect. So as to test the mediation hypothesis it can be seen that hypothesised 3 can be broken down by: Sab value = 0.0005, ab value = 0.005, t-count = 71,646, t-table = 1,967. These results indicate that t arithmetic is greater than the value of t table; it can be concluded that there is a mediating effect. Hypothesis 3, job satisfaction has a significant positive effect on performance with organisational commitment mediation, accepted. Whereas to test the mediation hypothesis, it can be seen that hypothesised 4 can be described by: Sab value = 0.0072, ab value = 0.0026, t-count = 34,643, t-table = 1,967. These results indicate that t arithmetic is greater than the value of t table; it can be concluded that there is a mediating effect. Hypothesis 4, work spirituality has a significant positive effect on performance by mediating organisational commitment, accepted.

This is also reinforced by Baron and Kenny (1986), which show that job satisfaction does not affect employee performance. Still, job satisfaction affects organisational commitment and organisational commitment has a significant impact on employee performance. This means that employees who feel satisfaction do not directly produce employee performance but through high organisational commitment, so that full mediation occurs supporting hypothesis 3. While hypothesis 4 shows, there is mediation because positive work spirituality significantly influences employee performance and work spirituality also influences organisational commitment and commitment organisation significantly influences employee performance so that it supports hypothesis 4.

Result and Discussion

Effect of Job Satisfaction on Performance

Hypothesis testing conducted showed that there was no significant effect between job satisfaction and employee performance with a Critical Ratio (C.R) of -0.719 with a P (Probability) of 0.472 ($p > 0.05$). These results contradict research conducted by Rehman and Waheed (2011), which show that there is a positive and significant influence on job satisfaction on employee performance. This hypothesis is not accepted because the research object found in the lecturer, due to the organisational culture conditions or the characteristics formed by the lecturer (civil servants), makes what he has obtained so far (including salary, awards, and other benefits) considered as something ordinary. So that satisfaction in their work cannot be driven on increasing the employee or lecturer. This means that they remain independent and focus on their work without regard to what has been obtained so far. Therefore, this study confirms the research conducted by Shaikh et al. (2012), finding that job satisfaction has no significant effect on performance.

Effect of Work Spirituality on Performance

Hypothesis testing conducted showed that there was a positive influence between work spirituality and performance with a Critical Ratio (C.R) 4.115 with a P (Probability) of 0.000 ($p < 0.05$). These results support research conducted by Dehaghi et al (2012) showing that by increasing the spirituality climate in the workplace so that individual and organisational performance can be improved. The spirituality of work, according to Asmos and Duchon (2000), is defined as an understanding of an individual's self as a spiritual being whose soul needs maintenance in the workplace with all the values that exist in him; experience the sense of purpose and meaning in his work, and experience the feeling of being connected to others and the community. Marschke et al. (2009) argue that organisations that focus on maintaining a spirituality climate in the work process, such as always fostering and maintaining work motivation of workers and encouraging workers to look for the meaning of work for their lives, can often increase worker retention, which will have a positive impact on profitability (Marschke et al., 2009). Furthermore, Marschke et al. (2009) explain the impact of working spirituality on the work environment when workers find meaning and meaning in their work activities, and feel the spirituality climate in organisations, workers feel happiness at work.

Mediation of Organisational Commitment on the Effect of Job Satisfaction on Performance

The results of hypothesis 3 can be described by: the value of $S_{ab} = 0.0005$, the value of $ab = 0.005$, $t\text{-count} = 71.646$, $t\text{-table} = 1.967$. These results indicate that t arithmetic is greater than the value of the t table; it can be concluded that there is a mediating effect. This means that the mediation parameters are significant. Thus the indirect effect model of the job satisfaction variable on performance through organisational commitment can be accepted, or organisational commitment mediates the relationship between job satisfaction and employee performance. This can be interpreted that organisational commitment has a contribution to performance, and can mediate the relationship between satisfaction with employee performance. This is in line with Clugston (2000) showing the effect of mediating organisational commitment consisting of three components on the relationship between job satisfactions to leave the organisation. Job satisfaction felt by someone will influence organisational commitment. Organisational commitment caused by job satisfaction will ultimately affect performance. An employee who has an organisational commitment will show his support for organisational goals, is obliged to serve his work and try to continue to work to meet his needs. This will ultimately affect performance. This means that organisational commitment can have a mediating influence on the relationship of job satisfaction with performance. Commitment tends to involve workers in ideal behaviours such as high performance, high motivation and providing value to their organisations (Meyer

et al., 2002). Fu and Deshpande's research (2014) show that organisational commitment influence.

Mediating Organisational Commitment on the Effect of Work Spirituality on Performance

The results of hypothesis 4 can be described by Sab value = 0.0072, ab value = 0.0026, t-count = 34.643, t-table = 1.967, showing that t-count is greater than the value of t-table then it can be concluded that there is a mediating effect. This means that the mediation parameters are significant. Then the indirect influence model of work spirituality variables on performance through organisational commitment can be accepted, or organisational commitment mediates the relationship between working spirituality and employee performance. This can show the spirituality of work can increase organisational commitment because by increasing organisational commitment can achieve employee performance. This is in line with research conducted by Rego and Cunha (2007) showing that workplace spirituality has a positive effect on organisational commitment. That is, the higher the work spirituality will be followed by an increase in one's organisational commitment. With the working spirituality can improve affective and normative employee relationships with organisations so that individuals can be motivated to contribute more to the organisation (Rego & Cunha, 2007). Individuals with a high commitment to the organisation can influence employees to try to improve employee performance better. Strengthened by the research of Chen et al. (2006), Khan et al. (2010), and Fu and Deshpande (2014) that organisational commitment influences performance. So that organisational commitment has a contribution to performance and is able to mediate the relationship between working spirituality and employee performance.

Conclusion

Further research can develop both in terms of endogenous latent variables used, exogenous latent variables. Further research needs to add independent variables (exogenous) that affect organisational commitment to improving employee performance or endogenous variables and mediating variables. In addition, the research indicators used in the study can be added to other indicators outside this study that are relevant to the research to be conducted. This study is limited to samples and settings which can only confirm the level of job satisfaction, work spirituality, organisational commitment and performance, for that in future studies generalisations on different subjects must be considered. Hence, future studies need to test the external validity of the settings different. This study uses a homogeneous sample. It would be better for future studies to use heterogeneous samples to obtain greater variation to confirm the variables of job satisfaction, work spirituality, organisational commitment and performance. In addition, the use of heterogeneous samples will provide information about



the phenomenon of the level of performance in various work contexts, because each job has a different level of performance.

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