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Abstract

Workplace spirituality is an organisational value that evidenced in the culture to promote employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy. Hence, the study of the effects of this value is very much important especially towards the organizational commitment among employees. Therefore, main objective of this research is to determine the effects of workplace spirituality on organizational commitment among employees in one of the development bank in Malaysia. In this study, the dimensions of workplace spirituality included are the sense of community, meaningful work, and work experience.. The methodology of this research is a quantitative survey that was conducted among 173 employees in the studied development bank headquarter in Kuala Lumpur, Malaysia. A standardized questionnaire is used in collecting data and all measurement items in the questionnaire had been adapted from the previous study. Proportionate stratified random sampling was the sampling method of this study. SPSS version 25.0 software is used by the researcher to analyse the primary data and test the hypotheses. A regression test had been used in this research to test the relationship between variables. The findings indicated that sense of community and meaningful work were significantly affecting organizational commitment whilst the work experience was not. This study also includes a discussion of the research objectives and recommendations for the organization. It is suggested that future research should extend this study among employees of other type of banks such as commercial and investment as well as other industries so that a coherent understanding could be established

Introduction

The importance and role of workplace spirituality and organizational commitment have been studied by various researchers from time to time. The study was to examine whether workplace spirituality can affect organizational commitment positively or negatively. It is very important for the organizations to have a good commitment in order to move fast, efficient and precise. Thus, by looking at the spirituality at the workplace, it can show the

commitment in the organization. Spirituality at work is not just about religion or the transformation of people into a particular belief system (Campbell & Hwa, 2014). Many researchers organized that employees' values are important aspect in improving organizational commitment.

According to Lloyd (1990), organizations with a less sense of workplace spirituality will leave behind those with greater spirituality. This also can show that greater sense of workplace spirituality can increase commitment in the organization which they have a positive value on each individual. Spirituality in itself is most likely critical and not merely a supporting component of organizational profitability. Malik et al (2011) recommends that in the organizational and management development circles, spirituality has gained a better purpose. Based on previous studies, spirituality at work always has a positive impact which have been studied by previous researcher about employees' attitude (Gibbons, 2000).

Lack of organizational commitment may increase turnover rate in some companies as well as can increase turnover rate in Malaysia when there are too many employees leave their company for some reason. Based on Towers Watson (2013), annual the turnover rate of employees increased from 12.3 percent in 2012 to 13.2 percent in 2013 for the Malaysia's general industry. In Malaysia, according to Choo, Desa and Assari, (2016); Lo and Min (2009), it is a common thing occurrence when employees, younger generations, who have grown up in a highly industrialized economy and have many choices to work for, complain and are no longer loyal as in the past and tend to leave their companies because of low commitment in the organization in particular. It is therefore very important that organizations pay more attention to the question of organizational commitment.

According to many researchers, workplace spirituality influenced by meaningful work, sense of community and alignment with organizational values, but this research, workplace spirituality emphasizes sense of community, meaningful work and work experience. Work experience (Pathak, Saxena, & Jaiswal, 2017) is added to make a new result whether it can affect organizational commitment or not. Therefore, the objective of this study was to identify the effects of workplace spirituality through all of its dimension as per following sub-objectives:

1. To examine whether there is an effect of sense of community towards organizational commitment.
2. To ascertain whether there is an effect of meaningful work towards organizational commitment.
3. To appraise whether there is an effect of work experience towards organizational commitment.

Workplace Spirituality

According to Giacalone and Jurkiewicz (2003) define workplace spirituality as a framework of organizational values that promote the transcendence experience of employees through the process of work, allowing them to relate to others in a way that gives them completeness feelings and happiness. Moreover, Marschke (2007) suggested that spirituality in the workplace is a domain which not directly to God, but to morality and ethics, meaningful work and business ethics. Many researchers applied and defined spirituality at work in terms of the definition of spirituality. Spirituality in the workplace is important at the individual and organizational level of analysis (Kolodinsky et al., 2008; Pawar, 2008). Individual spirituality is a cognitive and affective experience which the employee feels a spiritual relationship and believes with work. Spirituality can be seen at the organizational level as a

value reflection that are part of the culture of the organization and are used to inform behaviour, decision-making, and allocation of resources (Kolodinsky et al., 2008). In this study the dimensions of spirituality in the workplace are sense of community, meaningful work, and work experience.

Firstly, the sense of community in spirituality in the workplace means that people see themselves as interconnected and that there is some kind of relationship exists between the inner self and the inner self of other (Rego & Cunha, 2008). At group level, a significant dimension of spirituality in the workplace is a sense of community in which the spiritual worker has a strong relationship with colleagues (Ashmos & Duchon, 2000). It involves a sense of being an integral part of the workplace and yet a relationship of interdependence with fellow members (Mitroff & Denton, 1999). The sense of community enables employees to benefit from loving support, empowerment and colleagues' sincerity (Munda, 2015). Results from Prakoso, Susilo, and Aini (2018) stated that sense of community variable has a significant influence on the organizational commitment variable. Furthermore, referring to Prakoso, Susilo, and Aini (2018), they specified that most respondents' answers lead to increasing organizational commitment. This can be interpreted those employees who believe that coworkers support each other and employees who feel free in expressing their opinions are a form of sense of community which can affect the organizational commitment. Thus, employees will feel unsure about being accepted by another company and employees feel they have a responsibility to keep working.

Next, meaningful work was described as individual experience about his/her work as an important part of life (Duchon & Plowman, 2005). Essentially, when a spiritual employee considers quality work as an inner expression that is part of the broad goals of life, there is the motivation in his chosen work to seek a deeper meaning and purpose to make a difference in the lives of others (Ashmos & Duchon, 2000). Meaningful work also can be seen as most important in broad life objectives (Mitroff, 2003). Work is therefore not only seen as forms of stimulating substance and challenges to build character, but also as a platform through which an individual achieves meaning and builds identity at work (Duchon & Ashmos, 2005). In their study, Rego and Cunha (2008) found that when people experience spirituality in the workplace, they feel more affectionately attached to their organization and feel a sense of commitment and loyalty to their organization. They also suggest that managers can promote organizational commitment by improving the spiritual environment in the organization. Spirituality has important effects on commitment from previous studies, which affects trust and the culture of cooperation within an organization.

Lastly, work experience will be defined as length of experience in each occupation (McDaniel, Schmid, & Hunter, 1988). There were not many previous researchers studied work experience as one of the dimensions in workplace spirituality. In this study, therefore, the researcher wants to demonstrate that there is a positive relationship between work experience and organization. According to Delaney (2005), work experience identified most significant dimension of workplace spirituality. Based on the study by Pathak, Saxena, and Jaiswal (2017), it shows that work experience and organizational commitment have a positive impact on their study's regression analysis. The results of this study show that workplace spirituality has a positive and significant impact on organizational commitment, for example, the more employees have workplace spirituality, the more committed they are to their organization (Pathak, Saxena, & Jaiswal, 2017). The theoretical framework is derived from the literature review.

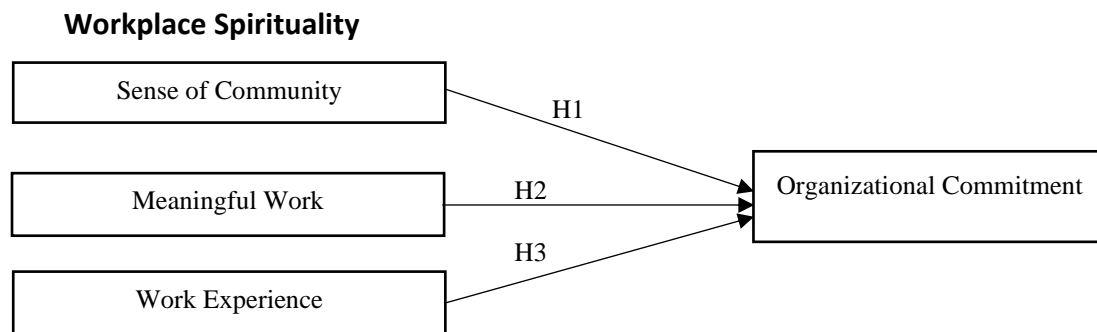


Figure 1. The relationship between Workplace Spirituality on Organizational Commitment

Organizational Commitment

On the previous years, a lot of research has been done upon the topic of organizational commitment. Apart from that, we have found many definitions from the previous researchers. According to Meyer and Herscovitch's (2001), commitment refers to a psychological force that moves people into ways of acting relevant to a variety of objectives. Organizational commitment is employees' commitment to facilitate the achievement of the organization's objectives and involves the level of employee involvement, identification and loyalty (Caught & Shadur, 2000). Organizational commitment is the dependent variable in this study. According to Robbins and Judge (2015), organizational commitment is defined as the level, objectives, and expectations of an organization for membership are identified by the worker. Thus, according to previous studies, the spirituality of the workplace has important effects on the commitment that affects trust and the culture of cooperation within an organization. Employees as well as workplace need to have a good spirituality or values to increase their commitment in organization. Based on previous studies on the effect of workplace spirituality (sense of community, meaningful work, and work experience) on organizational commitment, many previous researchers stated that there is positive relationship between workplace spirituality and organizational commitment. Therefore, the hypothesis that can be obtained in this study:

H1: There is positive effect on sense of community towards organizational commitment.

H2: There is positive effect on meaningful work towards organizational commitment.

H3: There is positive effect on work experience towards organizational commitment.

Methodology

In this study, quantitative methods of data collection and analysis were used rather than qualitative methods. The type of investigation is correlational. Other than that, time horizon for this research design will be cross sectional. The unit of analysis for this research was therefore individual, which employees were randomly selected from five departments in the surveyed bank. In this research, only five department has been selected to make survey which are Human Resource Management Department, Finance Department, Communication Strategic Department, Retail Banking Department and Digital Banking Department and proportionate stratified random sampling is used which fall under the category of probability. The best-known of the research instruments used for gathering information from people is questionnaire. The questionnaire consists of two parts. The first part is the demographic

profile of the respondents, while the second part is composed of several sections concerning independent variables (sense of community, meaningful work and work experience) and dependent variable (organizational commitment). For each variable consist of 4 to 7 questions. This questionnaire used the first part of the nominal scale and the second part of the questionnaire used Likert seven points from 1= strongly disagreed to 7= strongly agreed.

Results & Discussions

The researcher has distributed 173 questionnaires to the respondents of the bank's employees. From the distribution of questionnaires, all the questionnaires were returned and usable for analysis. The overall rate of this research was 100%. From the questionnaire distributed, 62.4 percent with 108 respondents are female. Malay respondents are the highest respondents participate in this survey which is 170 (37.6%) respondents. Next, most of respondents aged 41 to 50 years old with 69 (39.9%) out of 173 respondents. 134 (77.5%) respondents out of 173 respondents were married people. Then, that most of the respondents' educational level were bachelor's degree which is 64 (37.0%) respondents. Based on the respondents' years of work experience in the company that contribute in this survey that has the highest percentage was respondents that has 4 to 6 years of experience which is 48 (27.7%) respondents. Based on the respondents' years of work experience in this position (including other organization) that contribute in this survey that has the highest percentage was respondents that has 4 to 6 years of experience which is 41 (23.7%) respondents. Other than that, most of the respondents were Clerk/Senior Clerk with 60 (34.7%) respondents and most of the respondents were from Strategic Communication Department which is 46 (26.6%) respondents. Lastly, 85 (49.1%) respondents has income of RM3,000.00 to RM4,000.00.

Table 1
Descriptive Statistics

Variables	Mean	Std. Deviation	Min.	Max.
Organizational Commitment	5.50	0.69	3.67	7.00
Workplace Spirituality:				
Sense of Community	5.54	0.66	3.00	7.00
Meaningful Work	5.41	0.78	2.25	7.00
Work Experience	5.39	0.80	2.25	7.00

Based on Table 1, the maximum value for organizational commitment is 7.00 and a minimum value of 3.67. Also, it has a mean of 5.50 which indicate high scores referring to Thaoprom (2004) best principles. The sense of community has the maximum value of 7.00 and minimum value of 3.00. The mean value for sense of community is 5.54 which also indicate as high scores. Next, the score for meaningful work is within the range 2.25 to 7.00 and the mean is at 5.41 which indicate high scores according to Thaoprom (2004). Lastly, work experience has minimum value of 2.25 and maximum value of 7.00. While the mean is 5.39 which also indicate as a high score. Overall, sense of community has a highest value of mean and the lowest mean value is work experience.

As shown in Table 2, result for the reliability statistics in this study shows variable that has the highest Cronbach's Alpha is organizational commitment which is 0.896 (Good) while the second highest Cronbach's Alpha is sense of community which is 0.891 (Good) followed by meaningful work and work experience which are 0.884 (Good) and 0.825 (Good). As a result, all the variables in this research paper are reliable.

Table 2
Reliability Statistics

Variable	No of Item	Cronbach's Alpha	Strength of Association
Organizational Commitment	6	0.896	Good
Workplace Spirituality:			
Sense Of Community	7	0.891	Good
Meaningful Work	4	0.884	Good
Work Experience	4	0.825	Good

Based on Table 3, it shows the correlation between the dependent variable and independent variables. It shows that the relationship between sense of community, meaningful work and work experience and organizational commitment has positive relationship. The Pearson's Correlation Coefficient between organizational commitment and all independent variables which are sense of community (0.694**), meaningful work (0.675**) and work experience (0.429**) are significant at the 0.01 level according to Table 3. Based on the Guilford's Law, since the P-value is within the range 0.40 to 0.70, the correlation between organizational commitment and workplace spirituality is moderate correlation. Thus, a substantial relationship is created and significant at the 0.01 level.

Table 3
Data on Pearson's Correlation Analysis

Variable	Organizational Commitment	Sense Of Community	Meaningful Work	Work Experience
Organizational Commitment	1			
Workplace Spirituality:				
Sense Of Community	0.694**	1		
Meaningful Work	0.675**	0.656**	1	
Work Experience	0.429**	0.544**	0.542**	1

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

Based on Table 4, this study intent to examine the significant effect and the relationship between four variables, namely organizational commitment as the dependent variable and independent variables are sense of community, meaningful work and work experience. The R Square of 0.567 implies that all the independent variables explain 56.7 percent of the variance in dependent variable. Another 43.3 percent of the variance in the dependent variable is not explained by the independent variable in this research. This indicates, there are other independent variables which are not included in this study and could further strengthen the regression equation.

Next, F-test is significant base on the value of 0.000. Therefore, all independent variables significantly explained dependent variable. The result for sense of community variable and meaningful work are 0.000 (0%), which is below the 5% significant level. Therefore, sense of community and meaningful work variables are significant. Thus, it explains that sense of community and meaningful work are positively related with dependent variable. Meanwhile, work experience is not significant because the p-value for work experience variable is 0.631 (63.1%), which is above the 5% significant level. Hence, this explain that work experience is not related with dependent variable.

Then, for unstandardized beta coefficients are the value of regression equation function for predicting the dependent variable from the independent variable. The column in Table 4 of estimates provides the value for β_0 , β_1 , β_2 for this equation.

$$\text{Organizational Commitment} = 1.106 + 0.474 \text{ Sense of Community} + 0.352 \text{ Meaningful Work} - 0.026 \text{ Work Experience}$$

For each one-unit increase in sense of community and meaningful work, organizational commitment will increase by 0.474 units and 0.352 units with holding other independent variable constant. In other hand, for each one-unit increase in work experience, organizational commitment will decrease by 0.026 units with holding other independent variable constant. In addition, based on standardized beta coefficients in Table 4, the beta uses a standard unit that is the same for all variables in the equation. It tells the same as unstandardized beta value but is expressed as standard deviation. As sense of community and meaningful work increase by one standard deviation, organizational commitment increases by 0.450 and 0.396 of a standard deviation. Next, as work experience increase by one standard deviation, organizational commitment decreases by 0.030 of a standard deviation. As a result, the strongest would be sense of community with a beta weight of 0.450. The weakest would be meaningful work with a beta weight of 0.396. While work experience variable does not explain the variance in organizational commitment significantly.

Table 4
Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.106	.314		3.524	.001
Sense Of Community	.474	.074	.450	6.410	.000
Meaningful Work	.352	.062	.396	5.645	.000
Work Experience	-.026	.055	-.030	-.481	.631
F Value	73.645				
Sig.	.000				
Adjusted R Square	0.559				
R Square	0.567				

Conclusion

The main objective of this research is to determine the effects of workplace spirituality towards organizational commitment in the studied development bank. First hypothesis (H1) and second hypothesis (H2) of this study are accepted where sense of community and meaningful work has significant positive relationship on organizational commitment. Meanwhile, the third hypothesis (H3) of this study are not accepted where work experience is not significant relationship on organizational commitment. Thus, from the regression analysis, it was found that sense of community has the most significant effect on organizational commitment in the bank based on the regression analysis and as a recommendation that can be recommended to the bank to increase more in sense of community in the organization by creating a support systems or programmes. Creating support systems or programmes are to encourage employees to socialize with people around them so that they can feel confident and have a high self-esteem. Other than that, organizations also can implement award system which celebrate a job well done by employee and increase their performance. These can make employees feel part of the community and team.

For meaningful work, in order to have a high organizational commitment, organizations need to give their employees a work that have meaning to their inner motivations which employees can feel motivate to come to the workplace, employees feel energized to do their work and looking forward to come to the workplace. Employees also need to have their own goal to be part of the organizations by doing their work that can share their values and be success in future. Employees need to find something that align with their vision and organizations also need to need to pay attention when hiring employees. Organizations need to hire employees that have an experience which suitable with the job, so that employees will have motivations to do the job that they like. Therefore, future researcher may need to conduct this study with different independent variables which different variable with this study that can give effect to organizational commitment. As the trend in organization is changing from time to time, the management system may be improved. Thus, future researcher can conduct the study to find out is there any improvement regarding organizational commitment.

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