

# Islamic Spirituality and Constructive Patriotism as Moderators between Intrinsic Job Satisfaction, Work Engagement, and Organisational Commitment: A Systematic Literature Review

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## Abstract

This systematic literature review (SLR) aimed to determine whether Islamic Spirituality (IS) and Constructive Patriotism (CP) have been examined as moderators of the relationships between intrinsic job satisfaction (IJS) and organisational commitment (OC), and between work engagement (WE) and OC. Based on Social Exchange Theory, it is proposed that employees who are constructively patriotic and spiritually Islamic may experience higher levels of satisfaction and engagement, thereby enhancing their commitment. Using the PRISMA framework, the review synthesised studies published between 2012 and 2025 in the Web of Science, Scopus, and ProQuest databases. Findings confirm that IJS and WE are strong positive predictors of OC, and moderators such as task proficiency, coworker exchange, job satisfaction, role conflict, person–organisation fit, and positive psychological traits have been tested. However, no study has examined IS or CP as moderators in these relationships. This reveals a clear research gap, as incorporating value-based moderators like IS and CP could yield new theoretical insights and practical relevance for organisations emphasising patriotism, such as government and military bodies, and for those operating in Islamic contexts.

**Keywords:** Islamic Spirituality, Constructive Patriotism, Intrinsic Job Satisfaction, Work Engagement, Organisational Commitment, Moderators, Systematic Literature Review

## Introduction

Organisational commitment (OC) has long been regarded as a fundamental predictor of employee retention, performance, and overall organisational success (Meyer & Allen, 1991; Mowday et al., 1979). OC represents the psychological attachment employees feel towards their organisation, influencing their intention to remain within the organisation and their

willingness to exert discretionary effort in their roles (Meyer et al., 2002). Given its pivotal role in shaping both individual and organisational outcomes, organisations must understand the factors that influence OC in order to design interventions that enhance employee engagement, reduce turnover, and improve overall performance.

Among the key factors influencing OC, intrinsic job satisfaction (IJS) and work engagement (WE) have consistently been identified as strong predictors (Schaufeli et al., 2002; Linz, 2003). IJS refers to the satisfaction derived from the inherent aspects of one's work, such as autonomy, meaningfulness, and opportunities for personal growth (Herzberg, 1966). When employees find intrinsic satisfaction in their work, they are more likely to develop a sense of commitment to their organisation. Similarly, WE are characterised by vigour, dedication, and absorption, representing the psychological state where employees are fully engaged with and immersed in their work (Bakker & Demerouti, 2008). Employees who are highly engaged in their work are not only more productive but also more likely to feel a deep sense of commitment to their organisation. As such, both IJS and WE are integral to fostering OC, making them important constructs in organisational behaviour research.

Despite the well-established relationships between IJS, WE, and OC, the mechanisms and contextual factors that shape these relationships remain inadequately explored. While many studies have examined the direct effects of IJS and WE on OC, less attention has been paid to the moderators that influence the strength or direction of these relationships. Moderators are variables that alter the intensity or direction of the relationship between two other variables, and identifying these moderators is crucial for understanding when and how IJS and WE are more likely to lead to higher OC (Eisenberger et al., 1986; Breevaart et al., 2015). Identifying these moderating factors is essential because it allows organisations to create more tailored and effective strategies for improving OC, focusing on the specific conditions that enhance the impact of IJS and WE.

Existing literature has identified several moderators of the IJS–OC and WE–OC relationships, including organisational factors such as person–organisation fit (Huynh et al., 2023). These factors are important because they directly influence how employees perceive their environment, thereby affecting how IJS and WE are translated into OC. However, despite the significant role of these moderators, there is an underexplored dimension in the literature: values-based moderators. Values-based constructs, such as Islamic Spirituality (IS) and Constructive Patriotism (CP), have not been widely examined as potential moderators in these relationships. The role of values in shaping attitudes and behaviours, particularly in multicultural and diverse organisational settings, has become increasingly relevant. While existing research has focused predominantly on organisational and contextual moderators, the personal, cultural, and value-driven factors that influence employee attitudes towards their organisation remain an overlooked area of study.

Islamic Spirituality (IS), which encompasses principles such as Tawheed (oneness of God), Taqwa (God-consciousness), and Ihsan (excellence), has been shown to influence employees' attitudes and behaviours in culturally diverse workforces (Ali et al., 2005; Asutay et al., 2022). These values provide employees with a sense of purpose and meaning in their work, potentially enhancing their emotional attachment to their organisation. In settings where employees' religious and spiritual values are central to their identity, IS can act as a resource

that shapes not only their work behaviour but also their commitment to the organisation. Similarly, Constructive Patriotism (CP), which refers to a critical yet loyal attachment to one's nation, may also play a significant role in fostering commitment, especially in contexts where national identity and cultural values are integral to organisational culture (Schatz et al., 1999; Huddy & Khatib, 2007). CP can instil a sense of duty and loyalty towards one's country and organisation, which can potentially enhance OC in organisations with a strong sense of national identity or organisational purpose.

Despite the potential relevance of IS and CP as moderators, a notable gap exists in the literature regarding their role in moderating the relationship between IJS, WE, and OC. This gap is significant because determining if these value-based constructs influence organisational commitment can offer new insights into how organisations can foster commitment in culturally diverse environments. In such environments, employees' personal values and cultural backgrounds may shape their perceptions of work and their commitment to the organisation in ways that are not captured by traditional organisational variables, such as leadership or support systems.

Focusing on moderators, such as IS and CP, offers a more efficient approach to improving OC. Rather than merely enhancing IJS or WE in a generalised manner, identifying the moderators that strengthen these relationships allows organisations to develop more targeted and effective interventions. For example, suppose IS is found to enhance the relationship between WE and OC, as well as between IJS and OC. In that case, organisations can leverage spirituality-based programmes or initiatives to foster commitment among employees who value spirituality. Similarly, suppose CP plays a role in strengthening both the WE–OC relationship and the IJS–OC relationship. In that case, organisations in national or patriotic settings can implement initiatives that appeal to employees' sense of duty and pride in their nation. By focusing on these moderators, organisations can maximise the impact of IJS and WE on OC, creating a more tailored approach to employee engagement and retention.

Hence, this systematic literature review (SLR) seeks to address the gap in the existing literature by synthesising empirical research on the moderators of the relationships between IJS and OC, and WE and OC. Therefore, its research questions are as follows:

- i. What moderators have been identified in the relationship between intrinsic job satisfaction (IJS) and organisational commitment (OC) in the existing literature?
- ii. What moderators have been identified in the relationship between work engagement (WE) and organisational commitment (OC) in the existing literature?
- iii. To what extent have value-based constructs such as Islamic Spirituality (IS) and Constructive Patriotism (CP) been examined as moderators in the relationships of WE–OC as well as IJS–OC?

## **Methodology**

### *Review Design and Framework*

To address the research questions outlined earlier, this study employed a systematic literature review (SLR) to synthesise empirical evidence on moderators in the relationships between intrinsic job satisfaction (IJS), work engagement (WE), and organisational commitment (OC). Particular attention was given to value-based constructs such as Islamic spirituality (IS) and constructive patriotism (CP).

A systematic review was chosen as it is widely regarded as the most rigorous method for integrating and critically appraising existing research to answer defined questions while minimising bias (Moher et al., 2009; Petticrew & Roberts, 2008). This approach enables the consolidation of knowledge, identification of research gaps, and the provision of insights relevant to both theory and practice (Tranfield et al., 2003; Booth et al., 2022).

Given the fragmented nature of current research on IJS, WE, and OC, particularly in relation to value-based moderators, an SLR was considered essential to integrate scattered findings, develop a cohesive understanding, and identify directions for future research (Petticrew & Roberts, 2008; Booth et al., 2022). To ensure transparency, rigour, and reproducibility, this review adhered to the PRISMA 2020 guidelines (Page et al., 2021). The process involved specifying a review protocol, conducting a systematic search, critically appraising studies, extracting relevant data, and synthesising findings (Dickson, 2017; Kitchenham, 2004). This SLR focused on empirical studies (quantitative, qualitative, or mixed-methods) published in peer-reviewed journals, in English, and indexed in Scopus, ProQuest, and Web of Science (WoS). These databases were selected for their recognised comprehensive coverage of management, organisational studies, psychology, and social science literature (Tranfield et al., 2003; Booth et al., 2022).

#### *Search Strategy and Study Selection*

The search strategy was designed to capture empirical studies examining moderators in the relationships between intrinsic job satisfaction (IJS), work engagement (WE), and organisational commitment (OC), with specific attention to value-based moderators such as Islamic spirituality (IS) and constructive patriotism (CP). As mentioned, three databases, namely Scopus, ProQuest, and Web of Science (WoS), were selected for their comprehensive and complementary coverage of peer-reviewed journal literature in management, organisational behaviour, psychology, and related social sciences (Tranfield et al., 2003; Petticrew & Roberts, 2006). The search was restricted to studies published between 2010 and 2024 to ensure the inclusion of contemporary research. Only articles published in English were considered to maintain consistency and comparability of findings. No subject area filters were applied during database searches to capture potentially relevant interdisciplinary studies. Boolean operators, wildcards, and phrase searching were used to ensure precise retrieval while accounting for variations in spelling (e.g., organisational/organisational) and terminology. The exact search strings used are presented in Table 1.

Table 1

*Search Strings Used*

Search String No.	Search Query (Scopus and ProQuest)	Search Query (Web of Science)
1	"intrinsic job satisfaction" AND "organi*ational commitment" AND moder*	intrinsic job satisfaction AND organisational commitment AND moderator
2	"intrinsic job satisfaction" AND "organi*ational commitment" AND moder* AND "Islamic spirituality" OR islam*	intrinsic job satisfaction AND organisational commitment AND moderator AND Islamic spirituality
3	"intrinsic job satisfaction" AND "organi*ational commitment" AND moder* AND "constructive patriotism" OR patrio*	intrinsic job satisfaction AND organisational commitment AND moderator AND constructive patriotism
4	"work engagement" AND "organi*ational commitment" AND moder*	work engagement AND organisational commitment AND moderator
5	"work engagement" AND "organi*ational commitment" AND moder* AND "Islamic spirituality" OR islam*	work engagement AND organisational commitment AND moderator AND Islamic spirituality
6	"work engagement" AND "organi*ational commitment" AND moder* AND "constructive patriotism" OR patrio*	intrinsic job satisfaction AND organisational commitment AND moderator AND constructive patriotism

**Results***Study Selection*

The database searches of Scopus, ProQuest, and Web of Science yielded 2,778 records. After removing duplicates, 1,250 unique records remained for screening. In the first screening stage, titles and abstracts were reviewed, and studies that were clearly irrelevant were excluded. Full-text screening was then conducted for 13 articles against the predefined inclusion and exclusion criteria, resulting in six studies being included in the final synthesis. Studies excluded at the full-text stage were removed because they did not provide sufficient evidence to address the research questions. The study selection process is illustrated in the PRISMA flowchart in Figure 1 (Page et al., 2021).

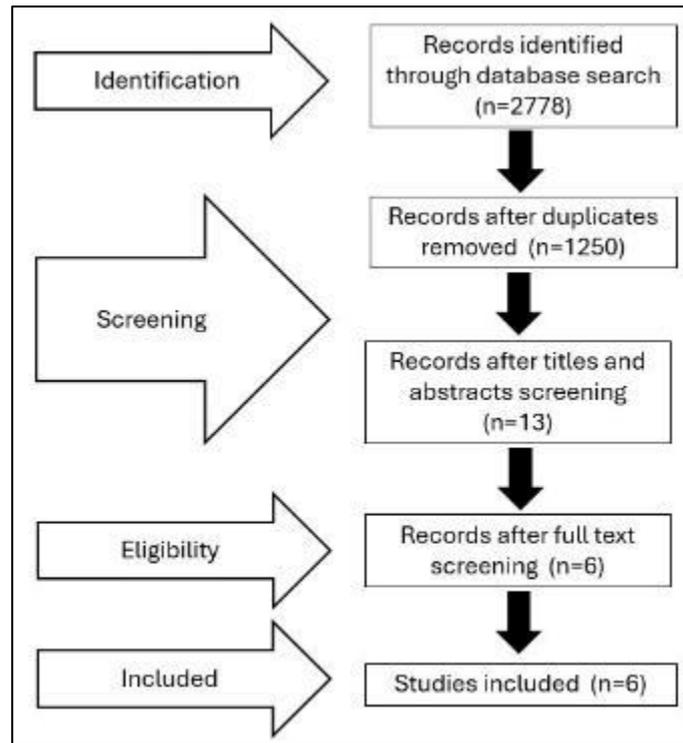


Fig 1. – PRISMA Flowchart

### *Study Characteristics*

The six studies included in the final synthesis were published between 2014 and 2021 and were conducted across diverse national and organisational contexts, including the Netherlands, South Korea, China, Botswana, and Namibia. Four studies examined the relationship between work engagement (WE) and organisational commitment (OC), while two investigated intrinsic job satisfaction (IJS) as the predictor. All studies incorporated a moderating variable, though the type of moderator varied, including task proficiency, HRM strength, person–organisation fit, coworker exchange, leader–member exchange, role conflict, role ambiguity, job satisfaction, and positive psychological traits such as adult state hope, meaning in life, and work locus of control. Across the studies, both WE and IJS showed positive associations with OC, though the nature and strength of the moderation effects differed. Some moderators, such as task proficiency, coworker exchange, and job satisfaction, strengthened the predictor–outcome relationship. In contrast, others, such as role conflict, weakened it, and several showed non-significant moderation effects.

Table 2

Summary of Key Literature on Work Engagement, Job Satisfaction, and Organisational Commitment

No	Authors (Year)	Country	Sample & Context	Predictor Variable(s)	Outcome Variable(s)	Moderator(s)	Methodology	Key Findings
1	Boon & Kalshoven (2014)	Netherlands	260 employees from various organisations	Work Engagement (WE)	Organisational Commitment (OC)	Task Proficiency	Quantitative; survey; hierarchical regression	WE positively related to OC; task proficiency strengthened the WE-OC relationship for employees with high task proficiency.
2	Huynh et al. (2023)	Vietnam	402 educational managers in the public education sector, Ho Chi Minh City	Job satisfaction, Work engagement	Organisational Commitment (OC)	Person-organisational fit, Fun at work, Role stress	Quantitative; survey; structural equation modelling	Job satisfaction and work engagement positively affect organisational commitment. Person-organisational fit and fun at work strengthen the relationship, while role stress weakens it.
No	Authors (Year)	Country	Sample & Context	Predictor Variable(s)	Outcome Variable(s)	Moderator(s)	Methodology	Key Findings
3	Jung et al. (2021)	South Korea	261 employees from various industries	Work Engagement (WE)	Organisational Commitment (OC)	Leader-Member Exchange (LMX), Coworker Exchange (CWX)	Quantitative; survey; PROCESS moderation	WE positively related to OC; CWX moderated the relationship by buffering

								loneliness' negative effect; LMX was not significant.
4	Orgambídez et al. (2021)	Spain	179 IT employees from service companies	Work Engagement (WE)	Affective Organisational Commitment (OC)	Role Conflict, Role Ambiguity	Quantitative; survey; hierarchical regression	WE positively associated with OC; role conflict weakened the relationship; role ambiguity showed no significant effect.
<b>No</b>	<b>Authors (Year)</b>	<b>Country</b>	<b>Sample &amp; Context</b>	<b>Predictor Variable(s)</b>	<b>Outcome Variable(s)</b>	<b>Moderator(s)</b>	<b>Methodology</b>	<b>Key Findings</b>
5	Morake et al. (2021)	Botswana	405 local government employees	Intrinsic Job Satisfaction (IJS)	Organisational Commitment (OC)	Adult State Hope, Meaning in Life, Work Locus of Control	Quantitative; survey; multiple regression	IJS positively related to OC; some moderators showed partial mediation but no significant moderation effect.
6	Mitonga-Monga (2019)	Namibia	839 railway organisation employees	Work Engagement (WE)	Organisational Commitment (OC)	Job Satisfaction	Quantitative; survey; moderation analysis	WE positively related to OC; job satisfaction significantly moderated the WE-OC relationship.

### *Synthesis of Findings*

Research Question 1 inquired about the moderators that have been identified in the relationship between intrinsic job satisfaction (IJS) and organisational commitment (OC). The findings show that IJS consistently exerts a strong positive influence on OC, with employees who experience autonomy, meaningfulness, person-organisation fit, fun at work and growth opportunities displaying greater commitment. However, moderators of this relationship are limited in the literature. While variables such as adult state hope, meaning in life, and work locus of control were examined, they functioned more as partial mediators rather than significant direct moderators. This suggests that the IJS–OC relationship is robust and stable, but also highlights the need for further investigation into contextual or cultural moderators that may condition this link.

Research Question 2 focused on moderators of the work engagement (WE) and OC relationship. The evidence confirms that WE is a reliable predictor of OC across diverse contexts, but its strength varies depending on moderating factors. Favourable conditions such as task proficiency, coworker exchange, job satisfaction, HRM strength, fun at work and person–organisation fit were found to strengthen the WE–OC link, underscoring the importance of employee capability, supportive peer relations, and alignment with organisational values. By contrast, role conflict and role stress weakened the relationship, suggesting that stressors can undermine the benefits of engagement. Other potential moderators, such as leader–member exchange, role ambiguity, and certain psychological traits, showed no significant effects, indicating their limited or context-specific influence.

Research Question 3 examined the extent to which value-based constructs such as Islamic Spirituality (IS) and Constructive Patriotism (CP) have been tested as moderators. The review found no empirical evidence of these constructs being used as moderators in the IJS–OC or WE–OC relationships. Existing studies have predominantly focused on organisational and psychological moderators, leaving value-driven factors unaddressed. This gap is important, as IS and CP may shape how employees transform satisfaction and engagement into commitment, particularly in organisations where spirituality and patriotism are central to identity and culture, such as in Islamic or military contexts. Future research that incorporates these values-based moderators could provide both theoretical advancement and practical strategies for enhancing commitment in such settings.

### **Discussion**

This review aims to explore the effects of intrinsic job satisfaction (IJS) and work engagement (WE) on organisational commitment (OC), with a particular focus on the role of moderating variables. The synthesis confirms that both IJS and WE are consistently positive predictors of OC across diverse organisational and cultural settings. Employees who derive satisfaction from the intrinsic aspects of their work, or who demonstrate vigour, dedication, and absorption, tend to display stronger emotional attachment and loyalty to their organisations. These findings reinforce established perspectives such as the Job Demands–Resources (JD–R) model and Social Exchange Theory, which emphasise the reciprocal nature of positive work experiences and employee commitment.

Notably, the review identifies a range of moderators that shape the strength of these relationships. Task proficiency, coworker exchange, job satisfaction, HRM strength, and person–organisation fit emerged as significant enhancers of the IJS–OC and WE–OC links,

suggesting that competence, supportive peer relations, and organisational alignment are crucial conditions under which satisfaction and engagement translate most effectively into commitment. Conversely, role conflict was shown to weaken the WE–OC relationship, highlighting the damaging influence of stressors and competing demands. Other factors, such as leader–member exchange, role ambiguity, and certain psychological traits, demonstrated limited or non-significant effects, implying that their impact may be context-specific or indirect. These findings underscore that the pathways from IJS and WE to OC are not uniform but contingent on supportive or disruptive workplace conditions.

A central contribution of this review is its identification of an important research gap: the absence of value-based moderators such as Islamic Spirituality (IS) and Constructive Patriotism (CP). Despite their theoretical relevance and potential importance in settings where spirituality and patriotism underpin organisational culture, no studies to date have tested their moderating role. This omission restricts both theoretical development and practical application, particularly in contexts such as the military and government service, where these values are salient. By proposing IS and CP as potential moderators, this review highlights a new line of inquiry that can extend current theoretical models and provide organisations with more tailored strategies for strengthening employee commitment through alignment with deeply held values.

### **Theoretical Implications**

This review advances theoretical understanding of organisational commitment (OC) by consolidating evidence on the roles of intrinsic job satisfaction (IJS) and work engagement (WE) and clarifying how contextual factors shape these relationships. The consistent finding that both IJS and WE are strong predictors of OC reinforces the Job Demands–Resources (JD–R) model, which posits that personal and job resources stimulate motivation and loyalty, and Social Exchange Theory, which emphasises reciprocal commitment in response to positive work experiences. By demonstrating the robustness of these relationships across diverse cultural and sectoral contexts, the review strengthens the cross-cultural validity of these frameworks.

The identification of moderators provides further nuance to existing theory. Factors such as task proficiency, coworker exchange, job satisfaction, HRM strength, and person–organisation fit highlight that the impact of IJS and WE on OC is not fixed but contingent upon supportive conditions. Conversely, the weakening effect of role conflict underscores the potential of job stressors to erode positive pathways. The absence of significant effects for leader–member exchange, role ambiguity, and some psychological traits suggests that not all variables commonly assumed to be influential function as moderators, indicating the need for more precise theorisation of boundary conditions within commitment research.

Perhaps the most significant theoretical implication arises from the recognition of a clear research gap: the absence of value-based constructs such as Islamic Spirituality (IS) and Constructive Patriotism (CP) as moderators. While current theories primarily emphasise structural, relational, or psychological resources, they overlook values as potential boundary conditions shaping employee commitment. Introducing IS and CP as moderators would extend the JD–R model by integrating culturally and spiritually grounded resources into its framework, while also enriching Social Exchange Theory by acknowledging that value-driven

orientations may condition reciprocity. This extension has the potential to produce a more holistic and culturally sensitive understanding of the IJS–OC and WE–OC relationships, thereby advancing both theory and practice in organisational behaviour.

### **Practical Implications**

From a managerial perspective, the findings of this review provide several actionable strategies for enhancing organisational commitment (OC). First, strengthening intrinsic job satisfaction (IJS) should be a priority. Organisations can do this by designing meaningful roles, providing autonomy, and enabling employees to use and develop their skills. Such measures not only improve job satisfaction but also directly foster commitment. Second, promoting work engagement (WE) through recognition programmes, professional development opportunities, and adequate resource provision can cultivate vigour, dedication, and absorption—qualities that strongly predict long-term loyalty to the organisation.

The moderating variables identified in this review highlight the conditions under which IJS and WE most effectively translate into commitment. Enhancing task proficiency through targeted training, fostering supportive coworker exchange, and ensuring high levels of job satisfaction can amplify the positive effects of IJS and WE. Similarly, strengthening person–organisation fit by aligning organisational values with employees' expectations, and maintaining strong HRM practices, can reinforce commitment. At the same time, managers must actively reduce role conflict by clarifying responsibilities, managing workloads, and resolving competing demands, as such stressors weaken the link between engagement and commitment.

Finally, the absence of research on Islamic Spirituality (IS) and Constructive Patriotism (CP) as moderators suggests new avenues for practice. In Islamic or military organisations where these values are central, initiatives that emphasise spiritual development, ethical leadership, and national service may strengthen the pathways from IJS and WE to OC. For instance, incorporating spirituality-based programmes or reinforcing employees' sense of constructive duty to the nation could enhance organisational attachment and loyalty. By aligning engagement and satisfaction strategies with these value-based dimensions, organisations can design culturally relevant interventions that go beyond conventional HR practices, resulting in more profound and more enduring forms of commitment.

### **Limitations and Directions for Future Research**

While this review provides meaningful insights into the effects of intrinsic job satisfaction (IJS) and work engagement (WE) on organisational commitment (OC), several limitations must be acknowledged. First, the synthesis is based on only six empirical studies that met the inclusion criteria, which restricts the breadth of available evidence and limits the ability to conduct a more comprehensive meta-analysis. The relatively small pool of studies also constrains statistical generalisability. Second, the studies varied in their measurement tools, conceptual definitions, and analytical approaches, which may introduce methodological inconsistencies and reduce the comparability of findings across studies. Third, most studies employed cross-sectional designs, which limit the ability to establish causality and capture changes in commitment over time.

These limitations provide clear directions for future research. To strengthen the evidence base, scholars should conduct longitudinal and multi-level studies that track the dynamics of

IJS, WE, and OC over time and across organisational levels. Expanding research into a broader range of industries, job categories, and cultural settings would also enhance the generalisability of findings and reveal context-specific variations. Additionally, future work should employ standardised measurement tools and analytical frameworks to improve comparability and integration of results across studies. There is also scope for experimental and intervention-based designs that can test how specific workplace practices targeting satisfaction, engagement, or moderators influence OC in controlled conditions.

Most importantly, this review highlights the urgent need to explore value-based moderators such as Islamic Spirituality (IS) and Constructive Patriotism (CP). While existing studies have concentrated on organisational and psychological moderators, the role of deeply held values remains unexplored despite their potential to condition how satisfaction and engagement translate into commitment. Future research should therefore integrate these constructs into models of organisational behaviour, particularly in contexts such as the military, government, and Islamic organisations, where values and identity are central to work experiences. By addressing these gaps, future studies can generate more culturally sensitive and theoretically rich insights into the drivers of organisational commitment.

### **Conclusion**

This systematic literature review examined the influence of intrinsic job satisfaction (IJS) and work engagement (WE) on organisational commitment (OC), with particular attention to the role of moderating variables. Across six empirical studies, both IJS and WE consistently emerged as strong positive predictors of OC, confirming their central importance in fostering employees' emotional attachment, identification, and loyalty to their organisations. The findings also revealed that these relationships are shaped by contextual factors, with moderators such as task proficiency, coworker exchange, job satisfaction, HRM strength, and person–organisation fit strengthening the effects, while role conflict weakened them. Other factors, including leader–member exchange, role ambiguity, and certain psychological traits, showed limited or non-significant influence, highlighting that the pathways from IJS and WE to OC are neither uniform nor universal.

The theoretical contribution of this review lies in clarifying the conditions under which IJS and WE most effectively enhance commitment, thereby extending the propositions of the Job Demands–Resources model and Social Exchange Theory. By demonstrating the importance of capability, supportive relationships, and alignment with organisational values, the review provides a more nuanced understanding of how satisfaction and engagement translate into commitment. At the same time, it exposes an important gap: the absence of value-based moderators such as Islamic Spirituality (IS) and Constructive Patriotism (CP). Their neglect in existing research leaves unexplored the role of values in shaping organisational behaviour, despite their potential to offer culturally sensitive and theoretically enriching insights.

Practically, the findings underscore the need for organisations to invest in designing meaningful work, fostering engagement, building supportive environments, and reducing role conflict to strengthen employee commitment. Moreover, in contexts where spirituality and patriotism are central to organisational identity—such as the military and government service—there is scope to explore how IS and CP can be leveraged to deepen commitment. Future research should therefore extend investigation into these values-based moderators

through longitudinal, multi-level, and cross-cultural studies, thereby bridging theoretical gaps and offering practical pathways for cultivating enduring organisational loyalty.

Lastly, this research contributes both theoretically and contextually to the field of organisational behaviour. Theoretically, it consolidates and extends existing knowledge by clarifying the moderating mechanisms in the relationships between intrinsic job satisfaction and organisational commitment, and work engagement and organisational commitment. By highlighting the absence of value-based moderators, such as Islamic Spirituality and Constructive Patriotism, the study identifies a critical gap. It proposes a new avenue for integrating cultural and spiritual dimensions into established models, including the Job Demands–Resources framework and Social Exchange Theory. Contextually, this research is significant as it draws attention to the unique dynamics present in organisations embedded within Islamic and patriotic environments, such as the military and public sector. In doing so, it offers fresh insights for both scholars and practitioners seeking to strengthen employee commitment by leveraging deeply held values. This dual contribution underscores the importance of considering not only structural and psychological factors but also the cultural and spiritual dimensions that shape employee attitudes and behaviours in diverse organisational contexts.

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