



The Influences of Workplace Spirituality, Organizational Factors, and Cultural Factors on Employees Performance through Organizational Commitment

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Abstract

The objectives of this paper was to examine the influence of workplace spirituality, organizational factors, and cultural factors on employees performance through organizational commitment. Data was obtained using questionnaires that was sent to 220 employees from many companies in Jakarta. The sampling technique used was random sampling. Analysis tools used to test the hypothesis is Structural Equation Modeling (SEM) with Amos 18.0.

Using Structural Equation Modeling (SEM) with Amos 18.0, the results showed there were a positive influence of workplace spirituality and organizational factors on the employees performance through organizational commitment, and there is a negative influence of cultural factors on the employees performance through organizational commitment.

Keywords: *Workplace spirituality, Organizational factors, Cultural factors, Employees performance, Organizational commitment*

INTRODUCTION

To obtain high value in a company, stakeholders have to consider all aspects in the long run, such as focus to 3P, there are profit, people, and planet. Usually Profit becomes an important aspect and influenced by so many factors, such as managing asset in a company, strategy and others. Asset is not only thing that visible, such as land, building, and machine, but also thing that invisible, such as employees ethos and values. Nowadays, Employees become an important part of a company, as a human capital. This can be seen by so much expenditure as an investment that a company spent for employees salary, spending reward for improving motivation and training for development skills and knowledge.



Employees do their job and responsible for doing the best job. Therefore, Employees performance should be measure and will influence the company's performance. Leaders of a company should be supported their workers behind. So that the workers will increased their productivity and as a result will increased the company's performance.

Employees performance is influenced by a lot of factors, that is, in global, influenced by internal satisfaction that employees feel. Organizational commitment, good working environment, fair compensation system, freedom to express what employees like, and so many other factors will determine whether employees will do their best potency in a company.

Those factors motivated researcher to do this study. This study used organizational commitment as intervening variable of workplace spirituality, organizational factors, and cultural factors influence on employees performance. This can be viewed whether a company has fulfilled basic necessity that employees needed to perform that a company need to survive. With this measure, a company can make a decision whether to maintain, even to make a better working enviroment for its employees.

RESEARCH GOALS

Based on the background of the problem formulation and research purposes, it can be concluded that the study focused on:

1. Determining the influence of workplace spirituality, organizational factors, and cultural factors on employess performance through continuance commitment.
2. Determining the influence of workplace spirituality, organizational factors, and cultural factors on employess performance through normative commitment.
3. Determining the influence of workplace spirituality, organizational factors, and cultural factors on employess performance through affective commitment.

WORKPLACE SPIRITUALITY

Workplace spirituality can be interpreted as an acknowledgment that the employees have a life core that motivates them and are motivated with meaningful work in the community (Ashmos & Duchon, 2000). Workplace spirituality related to the



employees desire to seek the ultimate goal in their life and want to live with that such (Cavanagh, 1999). Workplace spirituality contributes to the performance of the company (Milliman et al, 1999; Benefiel, 2003; Giacalone & Jurkiewicz, 2003; Sanders III et al, 2003; Garcia-Zamor, 2003; Jurkiewicz & Giacalone, 2004).

Workplace spirituality consists of various dimensions, there are:

Team's sense of community. This feeling arises with the pleasure to live in the community in many ways, such as participating in a particular community and feeling closely connected with the people around (Chavis & Wandersman, 1990; Chavis et al., 1986; Glynn, 1981). Job satisfaction can be generated by the sense of community (Chavis and Wandersman's, 1990).

Alignment between organizational and individual values. If employees do not believe in the shared values of the company, and employees do not do that shared values of a company, the company's goals will not be achieved. Supervisor can actively match the current value of company to the desired value of the company. If supervisor succeed in this aspect, then the employees will be more committed and the employee turnover rate will be reduced (Leschinsky, Reiner M. Michael, and Judd H, 2004).

Sense of contribution to the community. This feeling is important for employees. This is evidenced by the declining mortality rates and succeeded birth rates are so increased in Iran. Iran CHW, health association, employees fully understand the health, including the main objectives of social work, and were responsible for social activities. Employees are considered to have a relationship based on trust with the communities in the rural and the motivation to serve the rural communities.

Sense of enjoyment at work. There have been examples in the real world. One is the story of Mark Clark, whose success in the business of a restaurant called Red Robin Gourmet Burgers. The success that followed Clark from one restaurant to another restaurant due to his convenience and enjoyment in work and those who support him. Clark also wants employees to enjoy their work, because by enjoying the work, employees will work well (Nation's Restaurant News, 2004).

Opportunities for inner life. This feeling is important for employees. Family become one of the dominant aspects of the private lives of employees. Conflicts in family and work roles associated with life satisfaction (Bedeian et al. 1988; Collins and Killough 1989; Edwards and Rothbard 2000; French and Caplan 1973; Fu and Shaffer 2001; Holahan and Gilbert 1979; Lewis and Cooper 1987; Parasuraman et al. 1992; Sekaran 1986; Sturges and Guest 2004; Wiley 1987). Therefore, a balance is important. Balance is



a state at the time of the fulfillment of an interest has no or little negative impact to other interests. Employees will not be successful if they ignore their health and family obligations, because both of them are related (M. Joseph Sirgy and Jiyun Wu, 2007).

ORGANIZATIONAL FACTORS

Organizational factors consist of various aspects, there are:

Top management support. One function of supervisor is to oversee the work of its subordinate. Supervision has a direct relationship on the performance and behavior of subordinates, including efficiency and quality. Management should develop communication and interpersonal skills to enhance the performance of the company (Michael, Judd H; Leschinsky, Reiner; Gagnon, Mark A, 2006). Communications to direct subordinates have a positive relationship to performance and commitment of subordinates (Goris et al., 2000). Employees that are given adequate feedback, as appropriate, and consultative feedback tend to improve their performance (Michael, Judd H; Leschinsky, Reiner; Gagnon, Mark A, 2006).

Training. Training activities ensure employees to understand management practices, to reduce the resist of change, and to improve the successful performance (Norris, 1994; Krumwiede, 1998). There is relationship between training and the success of management activities (Foster & Swenson, 1997; McGowan & Klammer, 1997; Krumwiede, 1998). There is a significant increase in self-confidence and performance on employees who do training (Gist, 1989). More often training is required by employees to teach them to get the discipline to do something (Brown, Trevor C; Latham, Gary P, 2000).

Link to performance evaluation and compensation. If there is a correlation between performance evaluation and compensation, the information generated in the activity management system would be better to use by employees in case of decision-making, thereby increases the likelihood of success of management activities (Shanahan & Dance, 1997; Drake et al., 2001). There is relationship of performance evaluation and compensation to the success of management activities (Anderson, 1995; Shields, 1995; Foster & Swenson, 1997). This is due to the employees behavior will be influenced by how their performance is evaluated and rewarded (Langfield-Smith et al., 1998). Discrimination makes employees do not feel like at home. Employees who have the initial perception that success can be achieved with hard work, working hours, and quantitative capabilities, not to political behavior, but the fact that they who can play politics with a senior employee can get better access and better reward, would think that this will reduce their chance to show their better performance (Roth, Louise Marie, 2004).



Link to quality initiatives. If there are links on quality initiatives, the result of the utilization of information will increase, thereby increasing the success of management activities (Bruesewitz & Talbott, 1997). This is because management accounting information supports other management tools that will affect the user's perception of used management accounting techniques (Norris, 1994). This has been proven by many companies that used Total Quality Management (TQM) tools. TQM oriented to improve processes continuously and to stimulate processes through breakthrough by replacing the less good with the new good. The result can be seen with the significant performance improvement through process improvement (Hammer and Champy, 1993). Quality becomes an important goal in the field of health. The main objective in measuring quality is to improve health by stimulating an increase in health care. The actual results of the improved quality of health care has caused interest to make more quality measures. Handling qualities can be seen from the structure, process, or outcome (Derose, Stephen F; Petitti, Diana B, 2003).

CULTURAL FACTORS

Organizational cultural factors are closely related to company culture that exists in a work unit. Company culture is a set of values or beliefs that are distributed to members of the company. Cultural factors have impact to the success of the business in general practice (Higginson & Warder, 1993). Culture theoretically has an impact on the success of management activities (Parker, 1997; Ansari & Lawrence, 1999). This is because the practices that are in accordance with the corporate culture will give more successful (Schneider et al., 1996).

Organizational cultural factors consist of various aspects, there are:

Outcome orientation. This orientation is important for the employees and work units. Units of work that have shown in result orientation will be have an emphasis on the unit actions, results, and high expectations of performance (Sheridan, 1992). The unit of work that has more results-oriented will be motivated to practice, such as management activities, which are believed to improve processes, performance, and competition (Baird et al., 2004). The unit of work that has results-oriented, usually becomes a learning organization. Learning organization benefited directly based on the performance of the system, where the goals are to figure out the appropriate actions to improve performance, detect problems, and inform employees what to do (Poertner and Rapp, 1988).



Team orientation. Team work, its correlation of the collaboration, and information sharing among members is necessary considered in order to get successful activity management practices (Landry et al., 1997; Gering, 1999; Drake et al., 2001). Leadership has a positive impact on the trust between team members and team performance, and trust among team members also have a positive impact to the performance of the team. One benefit of a team is the ability of each member of the team to cooperate with each other that will eventually produce positive results. Belief is the catalyst to create a good interaction within the organization and makes a positive impact to the quality of work (Moorman, Zaltman, and Deshpande, 1992). Research shows that trust affects job performance and job satisfaction in organizations (Morgan and Hunt, 1994).

Attention to detail. It is important to employees and work units. It has been proved by one of the UK dairy farms, namely Dominic Salter. According to experts, the key to success is good communication, with clear objectives and regular performance assessment. Detailed information is important to them. Employees formed to keep attention to detail. Ultimately, the health of cows improved considerably compared to before using the detailed information. If we do not know what is wrong, we do not know well what we should do to fix it (Dairy Update; May 11, 2012).

Innovation. It is important to employees and work units. The main problem for achieving success in a management activity is refusal to change, due to fear of losing control, the stress of the new process, and the increased accountability (Malmi, 1997; Norkiewicz, 1994). There is relationship between innovation and performance (Peter Drucker, 1986). There are many companies that proved that innovation is good. One such company is WookTek and Saskatchewan. They acknowledged that adding value in the production process was the result of innovation. Innovation communities focused on achieving performance that enables companies to achieve better, which in turn also gives good to the economic and social (Edward T Jackson, 2004).

ORGANIZATIONAL COMMITMENT

Organizational commitment is the way employees knowing their goals in a company and desire to remain a member of the company (Rabinez, 2007). Meanwhile, according to Mayer & Allen, 1990, organizational commitment is a feeling of commitment of employees to the company where the feeling was obtained from normative pressures that govern employees. Organizational commitment is a psychological statement that describes the company's relationship with employees and reduces the likelihood of employees to change their employment.



Mayer and Alen, 1990, of pioneers of organizational commitment have suggested three types of organizational commitment, those are:

1. Emotional or affective commitment : that estimates emotional dependence of employees, that is , amount that individual interests in working in organization by emotions like loyalty, love and interest, sincerity, and satisfaction.
2. Normative commitment : reflection of power governing on employees that expresses (shower) organizational obligations, that is amount that individual is bound to it physiologically and by internalizing of goals, values, and organizational commitment.
3. Continuous commitment: it is commitment related to organization costs, that is, individual dependence for working in organization based on amount that an individual feels guarantee for remaining in organization because high costs of its leaving.

According Shomersel & Birbenam, 1998, there is a positively correlation between organizational commitment and employee performance. The higher the organizational commitment, the higher direction of improved employees performance (Chen et al., 2005). This is supported by the results of Witner's research, 2001, that emotional commitment made employees have a focal behavior and work voluntarily. Normative commitment makes employees have a focal behavior and to be in accordance with company's objectives. While continuous commitment make employees have less attention to their job.

Emotional and normative commitment will work optimally together to improve employees performance and their desire to remain in the company (Suliman & Iles). Higher level of organizational commitment leads to better employees performance, therefore organizational commitment considered to be an important tool in improving the performance of the company (Jack Dfski, 1984). Organizational commitment impacts on the attitudes and behaviors that exist in company such as the desire to quit, turnover, timeliness, corporate social attitudes, attitudes toward changes in the company, and performance (Allen & Meyer, 1996, 2000; Meyer & Hercovitch, 2001).

EMPLOYEES PERFORMANCE

Employees performance is the effectiveness and efficiency of employees doing their task (Hejazi et al., 2005). Efficiency gained from productivity obtained compared



with the resources used, and the effectiveness is the level of achievement of the goals set.

In research of Mohammad Riaz Khan in 2010 years, it has been used of following implications for performance measurement:

1. Amount of attention to committed work performance.
2. Direct involvement degree in effective activities on work performance.
3. Effort degree for attainment to considered goals for development.
4. Attainment degree to defined goals in post years.

Employee performance will be achieved if supported by individual attributes, work effort, and support the company (Mangkunegara, 2000). In other words, the employees performance is the result of:

1. Individual attribute, which determines the capacity to do something. Individual Attributes include individual factors and psychological factors.
2. Work effort, which forms the desire to achieve something.
3. Organizational support, which provides an opportunity to do something.

When employees are able to perform better in their jobs, feel enjoy, and have motivation, then they will show their special attitude (Ejeei, 2009). Lack of attention to the factor of interest and the freedom to use the skills of employees, and lack of attention to the needs of employees are factors that reduce employees performance.

There is a direct relationship between job satisfaction and motivation with employees performance (Sajadi & Omid, 2008). There is a direct relationship between the nature of the character (externalities, compliance, conformity, emotional stability, and feeling accepted) with performance (Ejeei et al., 2009). There is a direct relationship effective factor in performance (ability to work, transparency, corporate support, motivation, estimates, compatibility with the environment, and the validity of the employee) and employee satisfaction (Landeran Esfahani et al., 2005).

RESEARCH METHODOLOGY

Research used in this thesis is a study based on what is perceived by the employees. The examined data can be individually respondents' opinions. The purpose of this study was to investigate the views, perceptions or judgments of respondents to a particular problem in the form of responses to their self or environmental conditions and its changes. According to the type of data that being tested, this study used a survey

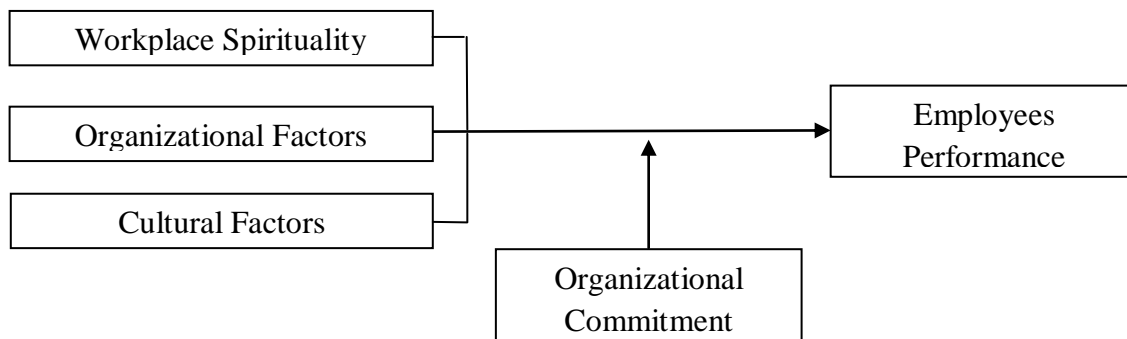


method. Survey purposes are for collecting factual information in detail, identifying problems or justifications conditions, and current practices, and making a comparison and evaluation.

Researcher distributed questionnaire via hardcopies and emails. The questionnaire was quoted from several journals that have proven their quality in the journal. Researcher distributed questionnaire to several companies in Jakarta and its surrounding areas. Researcher also assisted by Mrs. Yvonne in the distribution of questionnaire, in her class PPAK, Trisakti University.

In this case, the researcher distributed questionnaire a total of 314 questionnaires via hardcopies and emails with a return rate of 70% or approximately 220 questionnaires. Before the questionnaire was sent, researcher did prior trials in order to avoid the questions that are less obvious and to determine the time needed to fill out the questionnaire completely. Thus researcher got input to improve the questionnaire.

Model of The Influence of Workplace Spirituality, Organizational Factors, and Cultural Factors on Employees Performance through Organizational Commitment



DISCUSSION AND ANALYSIS

From 220 questionnaires were successfully treated, in terms of respondent demographics, this study obtained the following results:

1. In the aspect of gender, obtained 134 respondents are male (60.91%) and 86 respondents are female (39.09%).
2. In the aspect of age of respondents, obtained 74 respondents ranged 20-25 years (33.6%), 50 respondents ranged 26-30 years (22.7%), 22



respondents ranged 31-35 years (10%), 20 respondents ranged 36 -40 years (9.1%), 15 respondents ranged 41-45 years (6.8%), 25 respondents ranged 46-50 years (11.4%), and 14 respondents ranged > 50 years (6.4%).

3. In the aspect of time working respondents, 71 respondents gained around 1-2 years of work (32.3%), 42 respondents ranges from 3-5 years of work (19.1%), 40 respondents ranging from 6-10 years of work (18.2%), 22 respondents range from 11-15 years of work (10%), 17 respondents working range 16-20 years (7.7%), and 28 respondents ranged > 20 years of work (12.7%).
4. In the last educational aspects of respondents, 2 respondents obtained primary school graduate (0.9%), 2 respondents obtained junior high school graduate (0.9%), 42 respondents obtained high school graduate (19.1%), 17 respondents obtained diploma graduate (7.7%), 150 respondents obtained bachelor graduate (68.2%), and 7 respondents obtain bachelor postgraduate (3.2%).

Based on the results shown in Tables 1, 2, and 3, it can be concluded that all three models are in general still can be used. This is supported by the results of Absolute Fit Measures, which is represented by the value of GFI nearing value of 0.90. It is also supported by the results of Incremental Fit Measures were also nearly approximate value of 0.90. Indeed, not all the data support it, because the results of Chi-square is still too large, the p-value does not reach the value of 0.05, and RMSEA values were still above 0.08.

These results suggest that there are many factors outside of the model that affect the performance of the employees, especially the study drew on data sampled from several companies with some work units, that each company and work unit has its own characters depending on the its condition and situation. Of course, the variables used glittering research is still far from sufficient to explain the character of the employees performance. Researcher only used the three intervening variables such as organizational commitment.

CONCLUSION

From the results of conducted research through regression and significance test, conclusions are:

1. Based on the results of Amos through SEM, continuance commitment has not significant-negative relationship to employees performance.



Normative commitment has not significant-positive relationship to employees performance. Affective commitment has significant positive relationship to employee performance.

2. Based on the results of Amos through SEM, workplace spirituality has not significant-negative relationship to the continuance commitment. Organizational factors have a significant positive relationship to the continuance commitment. Cultural factors have significant negative correlation to the continuance commitment.
3. Based on the results of Amos through SEM, workplace spirituality has not significant-positive relationship to normative commitment. Organizational factors have not significant-positive relationship to normative commitment. Cultural factors have not significant-negative relationship to normative commitment.
4. Based on the results of Amos through SEM, workplace spirituality has significant positive relationship to affective commitment. Organizational factors have not significant-positive relationship to affective commitment. Cultural factors have not significant-negative relationship to affective commitment.
5. Based on the results of Amos through SEM, workplace spirituality has a positive indirect relationship to the employees performance through continuance, normative, and affective commitment. Organizational factors have a negative indirect relationship to the employees performance on commitment continuance, but have positive indirect relationship on normative and affective commitment. Then, cultural factors have positive indirect relationship to the employees performance on commitment continuance, but have negative relationship on normative and affective commitment.

Limitation

In this study, researcher faces many limitations, which are as follows:

1. Data were analyzed using the instrument based on respondents perception. This will cause problems if the respondents perception is different from the real situation because result of feedback from questionnaires are very subjective.



2. This study only applied the questionnaire survey method, did not apply interview method, so that the drawn conclusions only based on data collected through the use of a written instrument. This leads to only one-way communication, there is no other supporting data to test the validity of the feedback respondents, especially for employees performance variables.
3. This study used only one intervening variable that is used to determine the influence of workplace spirituality, organizational factors, and cultural factors on employees performance, whereas the sample data derived from multiple companies and vary work units, where every company and work unit has unique condition and individual situation that different one to another, that required a different approach in explaining the character of its employees performance.
4. This study only used three independent variables to explain the character of the employees performance, whereas the sample data derived from multiple companies and vary work units, where every company and work unit has unique condition and individual situation that different one to another, that required a different approach in explaining the character of its employees performance.
5. The taken sample data are less spread, focus on specific working groups with age of the respondents that were also uneven. Moreover, many respondents still his/her tenure under two years, which could lead to potential invalidity of feedback, because they have not really understood the actual working conditions.
6. Distributed questionnaire items to respondents were too many, thus may make respondents feel fatigue and loss concentration when filling out the questionnaire, thus may make respondent answered the same answer to every question without reading it first.

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