THE ROLE OF LECTURER'S EMPLOYEE ENGAGEMENT AND WORKPLACE SPIRITUALITY FOR STRENGTHENING ORGANIZATIONAL COMMITMENT IN INDONESIAN PRIVATE UNIVERSITIES

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ABSTRACT

This research analyses the role of employee engagement and workplace spirituality in the organizational commitment of private university lecturers in Indonesia. Data from 217 lecturers were analyzed using Structural Equation Modeling (SEM) and supported by Lisrel software version 8.7. The results indicated that workplace spirituality had a positive effect on organizational commitment's of the private university lecturers, the more workplace spirituality, the higher the organizational commitment. Workplace spirituality also has a positive effect on employee engagement, the more workplace spirituality, the higher the level of employee engagement. Conversely, when employee engagement increases -when lecturers are enthusiastic in carrying out their profession- there is a decrease in organizational commitment identified by the desire to leave the institution. By this finding, therefore, it is necessary to take strategic steps so that the lecturers do not move to other institutions. Overall, employee engagement and workplace spirituality simultaneously influence organizational commitment, hence this research contributes to the practices in the realm of organizational behavior.

Keywords: **Organizational Commitment, Employee Engagement, Workplace Spirituality**

INTRODUCTION

Lecturers at private universities in Indonesia have a very strategic role both in producing qualified graduates and smoothing institutional accreditation. Government requirements which include the ratio of lecturers and students, minimum educational background of master's degree, performance of three pillars of higher education embracing teaching, researching, community service must be fulfilled hence a private university gets good accreditation. However, recently, there is a phenomenon of lecturers at private universities who intend to move their home base. This triggered by several reasons such as following their husbands, wanting to develop more in other places, obtaining low salaries, having uncomfortable working situations and conditions, and other factors (Nasrullah, 2018). In addition, there are many lecturers who teach not only at their home base but also at other universities. This 'incident' suggests that lecturers' loyalty or psychological attachment to their home base, to some extent, is questioned.

The employees' psychological attachment or loyalty to their organization is known as organizational commitment (OC). OC is related closely to employee turnover rates. If the employee's commitment to the organization is higher, his desire to leave the organization will decrease. OC describes how far a person committed to their organization and organizational goals. Individual's commitment is shown in two things: the possibility of continuing his or her work and greater motivation to achieve organizational goals and decisions. Organizational commitment will be built when personal values are following the values that underlie the company's culture. Commitment to an institution depends on the quality of the psychological contract of employees which means the employee's belief about what he gets from the institution as the reward for what they have done to their institution. (Kinicki & Fugate, 2016). Organizational commitment has an influence on the performance of the employee significantly, namely task and contextual dimension (Musabah, Al, & Mohamad, 2017).

There were many factors that formed employee's commitment to their organization, such as employee engagement (EE). The meaning of EE is a level dedication of an individual to invest himself/herself in completing the work assigned. An engaged person will be involved, satisfied, committed, enthusiastic and have the motivation to find meaning in their work (Dubrin, 2019). Employees who are engaged will provide what owned to support their work and this involves four conditions, namely urgency, focus, intensity, and enthusiasm (Kinicki & Fugate, 2016). Organizations with a high level of employee engagement will get a number of benefits such as higher levels of customer satisfaction, increased profitability, high productivity, low employee turnover rates, low rates of work accidents for both workers and damaged work equipment, reduced rates of theft both by customers and employees, low employee absenteeism rates, reduced safety incidents in patients (observation of medical treatment of patients), and decreased quality defects (Dubrin, 2019). Moreover, employees who are increasingly engaged can save company investment and make optimum use of company assets (Gupta, 2015).

While working, employees not only expect to get rewards and be competent, but also find meaningful experiences and goals in their work. Therefore, it is needed some kind of spirituality in workplace. Workplace spirituality is an awareness of employee/individual that grows and develops by work full of meaning that happens in the context of community (Ashmos & Duchon, 2000). Organizations providing opportunities for the spiritual development of their employees can increase the organizational commitment of employees (Robbins & Judge, 2018).

LITERATURE REVIEW

Organizational Commitment (OC)

Employee's commitment to their organization means a level that shows the state of employees identifying the condition of their organization, organization's goals, and loyalty to stay in the organization. Emotional linkages to the organization and trust in the organization's values are the main standards for employee commitment. Employees who have high commitment are less tendency to withdraw from the job even if they are dissatisfied because they

have loyalty or attachment to the organization. Even when employees are not happy with their work, they are still willing to sacrifice for the organization (Robbins & Judge, 2018). Meanwhile, Allen & Meyer (1990) stated that OC is an personnel's alignment to their institution. It's related to the rate of employee turnover, when the commitment of the employee is low, their desire to leave their organization will be higher. Component of this concept consists of affective, continuence, and normative components. The affective component shows an employee's emotional connection, belief in, and willingness to involve in the organization thus this component indicates someone who desires it (want to). Meanwhile, the continuence component is a commitment based on economic losses when leaving the organization, hence this occurs due to their economic necessity (need to). Whereas, the normative represents the feeling of the employee to have a responsibility to stay in the organization. In this context, if an employee has a normative commitment, it means that she/he should be (Ought to). McShane, Steven & Von Glinow (2017) stated that affective commitment can be an important competitiveness for companies, so it is necessary to make several efforts to increase affective commitment. These efforts are justice and support for employees, conveying the values that are believed by the company, trust which means the positive expectations that one has for others in risky situations. Another effort is how're employees understand their organization, this includes a strategic direction from the leader, social dynamics, and physical layout of the working area, employee readiness to involve that can strengthen ownership and identity of the employees to their organization.

Employee Engagement (EE)

The meaning of this concept is a high level or level of an individual to invest himself in the work assigned to be completed. An engaged person will be involved, satisfied, committed, enthusiastic and motivated to find meaning in his work (Dubrin, 2019). Meanwhile, Kinicki & Fugate (2016) stated that engaged employees will give what they have to their work and involve four conditions, namely urgency, focus, intensity and enthusiasm. Engagement according to Dessler (2013) has the meaning of being psychologically involved in, connected to, and committed to the completion of work. Maslach (2001) states that engagement which has the characteristics of energy, involvement and efficiency, in contrast to the notion of burnout involves three dimensions, namely fatigue, cynicism, and inefficiency. (Cale, Schaufeli, & Bakker, 2004) defines the condition of employees' engagement to their work when they think positively and are full of work which is characterized by passion, dedication, and absorption.

Other characteristics of workers who are engaged in their work namely having new ideas on their work; enthusiasm and eagerness to work, take the initiative; actively seeks to develop himself, others, and the business; consistently strive to achieve goals and expectations; high curiosity; strengthen and support coworkers; stay optimist and positive; get over every obstacle and focused when finishing the task; commit to his/her organization. (Marciano, 2010). Salanova and Schaufeli stated that the dimensions of employee engagement consist of: 1) Spirit (vigor), which is a state characterized by high energy, the ability to self-raised, persistence, and the desire to give more effort. 2) Dedication, namely enthusiasm, a sense of purpose, inspiration, and satisfaction in creating good work. 3) Absorption is a state of concentration, fun in carrying out a role in work and feeling happy with working conditions. Kinicki & Fugate (2016) stated there are many factors that form employee engagement consist of individual factors, environmental characteristics, and organizational factors. Individual factors consist of a positive and optimistic personality, a proactive individual, awareness. While environmental characteristics consist of work characteristics, leadership, and stressor. Work characteristics mean employees will be more engaged when their work varies and get feedback from what they are doing. When their leader is charismatic and there is a relationship based on mutual trust between superiors and subordinates, employee engagement will be higher. Engagement will increase when the triggering factors of stress are few. Organizational factors include five factors, namely career development opportunities, performance management, organizational reputation, communication, and recognition.

Workplace Spirituality (WS)

The definition of WS is an employee's spiritual experience at work that includes a sense of meaning, togetherness, and transcendence (Kolodinsky, Giacalone, & Jurkiewicz, 2008). While Ashmos & Duchon (2000) describe workplace

spirituality as an acknowledgment of employees' personal life that grow and are nurtured by work full of meaning and occur in a community context. Some of the cultural characteristics that are evidence of the growth of spirituality in a workplace are benevolence, awareness of a strong purpose, trust and respect, open-mindedness. Virtue means that the organization values kindness through others and the happiness of employees and other stakeholders in the organization. A strong sense of purpose, on the other hand, means that the organization builds a culture around meaningful goals, although profit is important but not the top priority. Trust and respect show mutual trust, honesty, and openness, employees are treated with respect and value, and each individual's dignity is recognized. Open-mindedness is characterized by the organization providing flexibility in the thinking and creativity of employees. Workplace spirituality dimensions consist of work full of meaning, a sense of togetherness, and a connection to the organization's values (Milliman, Gatling, & Sunny, 2018). Some actions that can be taken to achieve workplace spirituality are 1) leaders who show values, attitudes, and behaviors that foster motivation from inside and awareness of fulfilling their calling through their work, 2) encouragement to employees to take into consideration how their work gives awareness of goals that can help achieve the formation of workplace spirituality through counseling groups and organizational development, 3) bring religious leaders to provide counseling and spiritual guidance for employees (Robbins & Judge, 2018).

Workplace Spirituality and Employee Engagement

WS is the concept of how individual experiences affect the level of intrinsic motivation at work. Research on employees of hospitality organizations in the United States showed that workplace spirituality influence employee engagement directly (Milliman et al., 2018). Workplace spirituality alters EE through psychological conditions of employee, namely find meaning when working, find meaning at work, safety, and availability. The psychological condition of meaningfulness is the experience obtained from their work and the feeling that employees are rewarded commensurate with their performance. The psychological condition of safety is the freedom to express oneself without being afraid of negative effects on his/her self-image, status, and career development. And the psychological condition of availability is the faith that employees have the resources of physical, emotional, and psychological needed to carry out their roles. In a workplace that provides this psychological condition, the employees will be more engaged. (Saks, 2011).

H1: Workplace spirituality affects employee engagement

Employee Engagement and Organizational Commitment

EE has an important role in increasing employee's commitment to their organization hence it can reduce the number of employees leaving the organization (Walden et al., 2017). Studies on private university employees in Malaysia indicate that employee engagement affected organizational commitment positively. (Hanaysha, 2016). Meantime, Rameshkumar (2019) in his study showed that EE influenced the affective component and normative component positively but not on the continuance component. Employee engagement can also act as a mediator in increasing the affective component of organizational commitment (Santos, Jos, & Castanheira, 2015).

H2: Employee engagement affects organizational commitment

Workplace Spirituality and Organizational Commitment

Employee's commitment to their organization and increasing productivity are closely connected to spirituality in the workplace, by this, thus, leaders must improve the spiritual climate to increase organizational commitment and organizational performance. Spiritual value in the workplace is a very important factor in increasing employees commitment to the organization. When employees acquire spirituality in the workplace, they will feel closer to the organization, more responsible, and loyal. In addition, they will not have a problem if the salary received will decrease, this as a proof of their commitment to the organization (Raei, Goodarzi, & Karimi, 2012). Spirituality can increase organizational commitment even though the level of satisfaction with their work is low (Neubert & Halbesleben, 2015) and the higher a person's spiritual intelligence, both men and women, the higher their

organizational commitment (Mohammad, Sharghi, & Soleimani, 2014). Employees work in organizations that have a high level of workplace spirituality show supportive organizational behavior and have higher organizational commitment (Made, Utami, Sapta, Verawati, & Astakoni, 2021). Studies conducted on teachers reveal that the results of the workplace spirituality dimensions namely work full of meaning and togetherness, have a significant influence on both affective, continuance, and normative component (Mousa & Alas, 2016). While the organizational value dimension weakly affects all dimensions of organizational commitment.

H3: Workplace spirituality affects organizational commitment

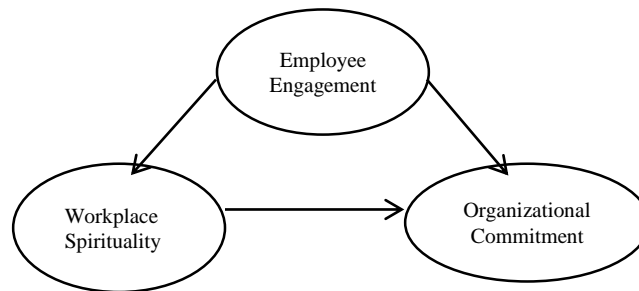*H4:Employee engagement and workplace spirituality simultaneously affect organizational commitment*

Figure 1. Conceptual Framework of the Study

METHODS

Research Design

This study is survey research. Surveys are usually conducted in explanatory and descriptive research to collect qualitative and quantitative data about people, activities, or situations (Sekaran & Bougie, 2016). In this study, data was collected quantitatively to determine the relationship between employee engagement, workplace spirituality, and organizational commitment variables. Data was collected by means of a one-time or cross-sectional survey of private university lecturers.

Population and Sampling

In this study, the respondents were 217 lecturers originated from various private universities in Indonesia. The survey was conducted online by filling some profiles in a Google form. The profile or demographic characteristics of the respondents consisted of gender, age, education, teaching at other universities, academic position, lecturer certification, and structural position at university. The following is an overview related to the respondent's profile, 55.3% was male and 44.7% female lecturers. Based on age, 40.1% was aged 41-50 years, 31.8% aged 30-40 years, 18.0% aged 51-60 years, and the rest were age of under 30 and over 60. Based on education, 81.6% obtained master's degree, 15.7% doctoral' degree, and the rest were undergraduate's degree. Based on teaching at other universities, apart from home base, 61.8% stated that they did not teach at other universities and 38.2% taught at other universities. Based on academic positions, 44.2% had positions as assistant lecturer, 34.1% lecturer, 18.4% not having academic position and the rest were senior lecturers. Based on lecturer certification, 57.6% stated that they already had lecturer certification and 42.4% did not have it. Based on the university structural position, 56.2% did not have structural position and 43.8% stated that they had structural position.

Instrumentation

Employee engagement employed nine items of Utrecht Work Engagement (UWES-9) (Cale et al., 2004). Workplace spirituality applied 12 items (Milliman et al., 2018) consisting of 3 dimensions, namely work full of meaning, sense of togetherness and connected to organizational values. Organizational commitment used 9 items (Allen & Meyer, 1990) comprising of 3 components, namely affective, continuance, and normative component.

Quantitative analysis employed was Structural Equation Modeling (SEM). SEM is a multivariate quantitative technique administered to describe the relationship between observed variables. The technique helped researchers to test or validate theoretical models for theory and extension testing. In practice, this combines the path analysis model and the confirmatory factor model combined with both latent and observed variables (Thakkar, 2020). In this research, quantitative analysis was processed using the Lisrel version 8.7 software.

RESULTS

Measurement Model

The stage in the SEM analysis technique is the measurement model stage. The measurement model is used to measure the dimensions that make up a factor. In SEM analysis, the measurement model is usually called the confirmatory factor analysis (CFA) test. The maximum likelihood is estimation technique used in the calculation of SEM. Firststep is testing on the factors that make up each variable by looking at the results of the standardized regression weight in the Lisrel output table. If the estimate value of the indicator lower than 0.5, then the indicator cannot describe the construct. The next step is forming a full SEM model.

Exogenous Construct Measurement Model

There are two exogenous constructs in this study, namely employee engagement and work place spirituality. The loading factor coefficient (λ) of each indicator shows the measurement model test results for exogenous constructs. An indicator is said to have good validity if it has a loading factor value greater than 0.5. Then it is said to be reliable if it has a construct reliability (CR) value >0.7 and the variance extracted (VE) is >0.5.

Table 1
Employee Engagement & Workplace Spirituality Exogenous Construct Measurement Model

Laten Variable	Manifest Variable	λ	λ^2	e	CR	VE
Employee Engagement	EEV.1	.798	.637	.363	.926	.642
	EEV.2	.840	.706	.294		
	EEV.3	.916	.839	.161		
	EEV.4	.801	.642	.358		
	EEV.5	.718	.516	.484		
	EEV.6	.742	.551	.449		
	EEV.7	.777	.604	.396		
Workplace Spirituality	WSV.1	.502	.252	.748	.907	.578
	WSV.2	.549	.301	.699		
	WSV.4	.520	.270	.730		
	WSV.5	.533	.284	.716		
	WSV.6	.732	.536	.464		

WSV.7	.706	.498	.502
WSV.8	.678	.460	.540
WSV.9	.827	.684	.316
WSV.10	.799	.638	.362
WSV.11	.797	.635	.365
WSV.12	.834	.696	.304

Endogenous Construct Measurement Model

The endogenous construct in this study is organizational commitment. the terms of the validity indicator are good if it has a loading factor value higher than 0.5. Then it is said to be reliable if it has a construct reliability (CR) value > 0.7 and the variance extracted (VE) is > 0.5.

Table 2
Organizational Commitment Endogenous Construct Measurement Model

Laten Variable	Manifest Variable	λ	λ^2	e	CR	VE
Organizational Commitment	OCV.1	.729	.531	.469	.897	.527
	OCV.2	.821	.674	.326		
	OCV.3	.845	.714	.286		
	OCV.4	.828	.686	.314		
	OCV.5	.670	.449	.551		
	OCV.6	.540	.292	.708		
	OCV.7	.531	.282	.718		
	OCV.8	.766	.587	.413		

Structural Model

Structural Equation Model Analysis

The results of structural modelling with Chi-Square values of 2070.41, df 296, P-Value 0.00000 and RMSEA 0.167 are shown in Figure 2.
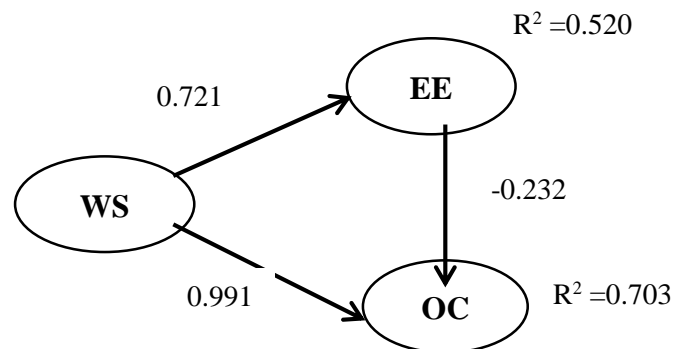

Figure 2. Structural model test

Based on the structural model drawings, two structural equations are obtained as follows:
1. EE = 0,721*WS, *Errorvar* = 0.479, R² = 0.520
2. OC = -0.232*Employ + 0.990*WS, *Errorvar* = 0.296, R² = 0.703

List of abbreviated terms:
EE   = Employee engagement
WS   = Workplace spirituality
OC   = Organizational commitment

From the first equation, it can be explained that the direction of the relationship between workplace spirituality and employee engagement is positive. The total effect of the first equation is 52.0%. In the second equation, the relationship between EE and OC is negative, meaning that when employee engagement increases, organizational commitment will decrease. While the direction of the relationship between workplace spirituality and organizational commitment is positive with the total effect on the second equation is 70.3%.

Hypothesis Testing

Table 3
Statistical descriptive of the structural model

	Variable		Estimate	SE	T-stat	t table	Explanation
WS	-->	EE	0.721	0.072	9.952	1.96	Significant
EE	-->	OC	-0.232	0.077	-3.019	1.96	Significant
WS	-->	OC	0.990	0.104	9.509	1.96	Significant

Based on the coefficient values in the table 4.3, the results of hypothesis testing can be explained as follows:
The standardize regression coefficient (estimate) between the workplace spirituality and employee engagement variables is 0.721 (positive) and t count is 9.952 or higher than 1.96 hence H_0 is rejected. This means that workplace spirituality affected employee engagement positively and significant, so hypothesis 1 is accepted.

The standardize regression coefficient (estimate) between the employee engagement and the organizational commitment is -0.232 (negative) and t-count is -3.019 or higher than -1.96, so H_0 is rejected. This means that the EE has a negative and significant influence on OC, so that hypothesis 2 is accepted.

The standardize regression coefficient (estimate) between the workplace spirituality and the organizational commitment is 0.990 (positive) and t count is 9.509 or higher than 1.96, then H_0 is rejected. This shows that workplace spirituality affected organizational commitment positively and significant, so that hypothesis 3 is accepted.
To test the hypothesis simultaneously, the F test is used with the following formula.

$$Fcalculation = \frac{(n - k - 1)R^2}{k(1 - R^2)}$$

$$Fcalculation = \frac{(217 - 2 - 1)0,703}{2(1 - 0,703)} = 254,45$$

The stipulation is if the calculated F value is greater than the F table, there is a significant effect between employee engagement with workplace spirituality on organizational commitment simultaneously. Following is the results of the F calculation measured based on the formula above.

Table 4

Hypothesis testing of employee engagement and workplace spirituality on organizational commitment

Variable			F $calculation$	F Table	Explanation
EE and WS	→	OC	254.45	3.04	Significant

Based on the calculation results obtained the F calculation value is 254.45. This value is compared with the value of the F table with a sample size of 217 gained by the F table of 3.04. Thus, F count > F table, meaning that employee engagement and workplace spirituality have an effect on organizational commitment simultaneously, hence H4 is accepted.

DISCUSSION

This research indicates that workplace spirituality can increase organizational commitment. This supports previous research findings claiming that if employees acquired spirituality at work, they felt closer to the organization, more responsible, loyal and committed. This, to some extent, will alter their calculation on the salary earned (Raei et al., 2012). In the same manner, workplace spirituality can increase employee engagement. Again, all of these results advocate previous studies stating that workplace spirituality consisting of work full of meaning, sense of togetherness and connected to organizational values has a direct influence on employee engagement (Milliman et al., 2018). The implication of this finding is that the workplace spirituality for lecturers at private universities is very necessary to increase organizational commitment and employee engagement. In order for lecturers to gain more meaning in their work, several measures can be taken like strengthening and understanding that being a lecturer is a very noble and important profession since it produces better future generations and leaders. These also, can be emphasized further by some programs carried out include sharing events from successful senior lecturers and clergy and the implementation of social activities for the community and the surrounding environment in accordance with their scientific fields. The atmosphere of togetherness can be enhanced by creating a working team environment and holding events that strengthen ties and care between lecturers and staff as well as the leaders. Linkages with organizational values can be done by telling stories from owners and leaders about the values adopted, programs implemented by institutions, implementing correct institutional governance, and open communication.

In this study, increasing employee engagement turned out to reduce organizational commitment. This contrasts with research conducted by Walden et al., (2017) claiming that employee engagement effect on increasing employee organizational commitment significantly so that it can reduce the number of employees leaving the organization. Some researchers argue that employee engagement is a precursor to organizational commitment, but other researchers declare that employee engagement is the result of organizational commitment (Kim et al., 2017). The results of a research conducted by Rameshkumar (2019) showed that employee engagement had an influence on the affective component and normative component positively, but not on the continuance component. This is also supported by the results of the respondent's answer related to the sustainability commitment question item "the desire to continue working in this institution because of good rewards", only 32.2% agreed and strongly agreed, meaning that it is not only good rewards that makes lecturers stay at the institution. In the item "feel loss when leaving the institution because they will lose various facilities", only 25.8% saying that they agreed and strongly agreed. This indicates that most respondents do not feel loss if they resign from their job or position. Regarding the statement "difficult to leave the institution for fear of not getting a place to work with the same compensation I currently receive", only 19.3% said agree. This demonstrates that most respondents are not afraid of losing the same amount of compensation if they resign from their present occupation.

All in all, the above results imply that the private university must have a formula to raise their employee engagement that at the end raising organizational commitment. This can be in a form of continuance commitment like building

career optimism and increasing compensation. An optimistic attitude towards a career is an important part because it is originated from the individual's internal motivation. Increasing career optimism can be done in several ways, such as creating a work environment that allows for socialization and mutual support for performance improvement, career aspirations, and goal achievement (Mappamiring, Halim, & Kusuma, 2021). Besides career optimism, the other thing that can be done is an increase in compensation. When employees receive good compensation, they will likely feel appreciated, get encouragement, be persuaded, and have a positive feeling about their work. So that, they feel more comfortable working at the institution and finally reduce turnover intention. (Vizano, Sutawidjaya, & Endri, 2021).

LIMITATION OF THE STUDY

The first limitation of this research is that the sample was not specific that come from the same cluster of private universities, for example, based on the accreditation status. The status of private universities with accreditation A will be different from private universities with accreditation C in treating their lecturers, for example in the amount of compensation, opportunities for self-development, career development, organizational culture, etc. This can affect the level of lecturer's commitment to their organization, engagement of the lecturers, and workplace spirituality of the lecturers. Second, this research only arrived at the organizational commitment variable as the final dependent variable, while the previous research indicated organizational commitment had a significant influence on the performance of the employee (Musabah et al., 2017). So that it could be seen how's the influence of organizational commitment on the performance of private university lecturers.

CONCLUSION

This study shows that the organizational commitment of lecturers at private universities can be carried out by increasing the workplace spirituality. Not only that, but workplace spirituality has also indicated an increase in employee engagement rates. However, when employee engagement increases there is a decrease in organizational commitment, while lecturers are getting more enthusiastic about carrying out their profession, thus the chances of leaving the institution are higher. Therefore, it is necessary to take strategic steps by the university so that the lecturers do not move to other institutions. In general, the results of this research suggest that employee engagement and workplace spirituality simultaneously affect organizational commitment.

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