JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT MEDIATING WORKPLACE SPIRITUALITY ON JOB PERFORMANCE

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ABSTRAK

Tujuan penelitian ini ingin mengelaborasi lebih dalam peran workplace spirituality dalam meningkatkan kepuasan kerja, komitmen organisasi dan kinerja organisasi. Populasi dalam penelitian ini adalah dosen dan tenaga kependidikan pada Universitas Islam Nahdlatul Ulama (UNISNU) Jepara. teknik convenience sampling digunakan dalam penelitian ini karena pertimbangan kemudahan dalam menjangkau responden dan efisiensi waktu yang digunakan dalam pengambilan sampel. Data penelitian diperoleh melalui penyebaran kuesioner kepada dosen dan tenaga kependidikan. Data yang diperoleh adalah sejumlah 88 responden. Untuk menguji hipotesis yang diajukan, digunakan Structural Equation Modeling (SEM) dan dibantu software Partial Least Square (PLS) versi 3.0. Hasil penelitian menunjukkan bahwa workplace spirituality dan organizational commitment tidak berpengaruh terhadap job performance. Namun, job satisfaction mampu meningkatkan job performance. Hasil penelitian ini menunjukkan bahwa karyawan yang memiliki komitmen pada organisasi, bahagia dan enjoy sebagai bentuk representasi dari workplace spirituality tidak menjadikan mereka berupaya meningkatkan kinerja mereka. Namun, karyawan yang puas mampu memberikan kontribusinya dalam meningkatkan kinerja organisasi. Hasil berikutnya adalah organizational commitment memediasi pengaruh workplace spirituality terhadap job performance, sedangkan job satisfaction tidak memediasi pengaruh workplace spirituality terhadap job performance.

Kata kunci: spiritualitas, komitmen organisasi, kepuasan, kinerja.

ABSTRACT

The aim of this research is to elaborate the role of workplace spirituality in increasing job satisfaction, organizational commitment and organizational performance. The population in this study were lecturers and educational staff at the Nahdlatul Ulama Islamic University Jepara. Convenience sampling was used in this research due to considerations of ease in reaching respondents and efficiency of time used in sampling. Research data was obtained through distributing questionnaires to lecturers and education staff. The data obtained were 88 respondents. To test the hypothesis, Structural Equation Modeling was used and Partial Least Square version 3.0. The research results show that workplace spirituality and organizational commitment have no effect on job performance. However, job satisfaction can improve job performance. The results of this research show that employees who are committed to the organization and happy as a form of representation of workplace spirituality do not make them try to improve their performance. However, satisfied employees are able to contribute to improving organizational performance. And organizational commitment mediates the influence of workplace spirituality on job performance, while job satisfaction does not mediate the influence of workplace spirituality on job performance.

Key words: spirituality, organizational commitment, satisfaction, performance.

INTRODUCTION

The subject of workplace spirituality has gained popularity among scholars and practitioners in the past few years. It is believed that workplace spirituality can bring about change in businesses (Hassan et al., 2023). According to this study, workplace spirituality promotes loyalty to the company and job happiness (Rajput et al., 2020). Furthermore, workplace spirituality has the power to enhance organizational effectiveness. Studies support this view, stating that it has been demonstrated that spirituality in the workplace can enhance both organizational and employee performance (Garg, 2017; Nwanzu & Babalola, 2021).

Workplace spirituality, according to Nurhasan et al., (2023), is the process of looking for life's purpose at order to understand the purpose of work at the company where they are employed, this is subsequently developed in the work environment and among coworkers. Workers in an organization will search for the ultimate objective of their workflow. Every activity carried out by personnel inside the firm will benefit from their ability to understand and explain the procedures they go through (Nwanzu & Babalola, 2021).

Scholars have extensively studied how workplace spirituality enhances organizational effectiveness. Such as research projects carried out by (Garg, 2017; Tung, 2018; Mebariz, 2022) explains that when a worker is able to give meaning to his task, he is performing well at work. Employees are more motivated to contribute to the fullest extent when they understand its meaning better. Accordingly, this circumstance may have a lasting effect on the company, allowing it to endure in a cutthroat market (Sintaasih et al., 2018).

Workplace spirituality can affect employee engagement and satisfaction in addition to increasing organizational performance (Ullah et al., 2020). Employee happiness arises from their ability to perceive their job activities and from their ability to complete the assigned duties. When workers are at ease in their jobs, their commitment can also increase (Rajput et al., 2020). They are aware of the goals and purposes of working for the present company.

Phenomenon of implementing workplace spirituality is now starting to be carried out in many universities (Iswati & Adhiatma, 2024; Rachman et al., 2019). This is very reasonable because in its development universities face many challenges in facing global competition (Mengko & Sambeka, 2018). Apart from that, managing human resources, in this case lecturers and educational staff, is a complex problem in higher education (Mengko & Sambeka, 2018).

To be able to compete, universities are required to have human resources who are competent in their field, passionate about work, have the freedom to express themselves at work and have good relationships with colleagues (Milliman et al., 2003). If this condition is realized, of course it can have an impact on increasing the satisfaction of lecturers and education staff, increasing commitment and ultimately improving higher education performance (Adhan et al., 2020). To realize the expected performance of higher education, awakening work spiritual values is very necessary.

In its development, the majority of research on the importance of spirituality in the workplace was carried out in organization with a general organizational culture (Suparman et al., 2020), however studies of workplace spirituality in organizations that implement Islamic culture are still limited (Iswati & Adhiatma, 2024). For this reason, the aim of this research is to elaborate more deeply on the role of workplace spirituality in increasing job satisfaction, organizational commitment and organizational performance in Islamic universities. This research is important to carry out because it can provide a new perspective in understanding the application of workplace spirituality in organizations, especially in organizations that implement Islamic culture. Apart from that, this research contributes to strengthening organizational culture and additio-

nal new research results which can be used as a reference for further research.

THEORETICAL REVIEW
Workplace Spirituality

According to Astakoni et al., (2022) workplace spirituality refers to a condition or experience that gives workers purpose or direction as well as sentiments of inner wholeness, understanding, support, or connection. Based on this understanding, it can be explained that employees have goals in their work, can interpret their work and provide mutual support within the organization.

To create these conditions, the organization provides support, namely facilitating relationships between employees, thereby creating a feeling of happiness, comfort and togetherness in the organization. Fulfilling the spiritual life of employees is an inseparable part that is deliberately created by organizations as an effort to create workplace spirituality (Fanggidae et al., 2016).

Organizational Commitment

When an employee embraces the organization and wishes to remain with it, that is referred to as having an organizational commitment (Fanggidae et al., 2016). Employees will devote themselves entirely to the organization if they believe that its objectives may satisfy their needs. Employees' strong willingness to contribute to and make sacrifices for the organization is correlated with organizational commitment (Agarwal & Sajid, 2017). Workers can have a sense of ownership over the organization's development and satisfaction. This syndrome is characterized by a mental state that ties a person to an institution, a strong desire to stay a part of a specific organization, and a willingness to fight for the organization's advancement.

Job Satisfaction

In organizational behavior research, job satisfaction is a frequently researched term that is typically understood as an emotive variable that arises from evaluating an individual's work experience (Yuen et al.,

2018). It can also be said that job satisfaction is a condition that employees feel and enjoy when they get the expectations they want so that they can enjoy their work more.

According to Torlak & Kuzey (2019), job satisfaction is the happy, upbeat emotional state that results from assessing a person's job performance or work experience, wherein employees value particular facets of their employment.

Job Performance

Particularly in the fields of industrial and organizational psychology, work performance is one of the organizational factors that has received a great deal of attention in theoretical and empirical research (Tung, 2018). Work performance is a measure of how well employees behave in a way that advances the objectives of the company (Labetubun & Dewi, 2022). According to Hafni et al., (2020), employee performance is defined as social activities, practices, and outcomes that are carried out or produced by the employee and that are related to and support organizational goals. The definition above makes clear that there are behavioral as well as result components to work performance.

Workplace Spirituality and Organizational Commitment

Good spiritual experiences at work have the potential to boost employees' loyalty to the company (Fanggidae et al., 2016). Embracing spirituality into an organization's culture can boost worker loyalty. People can bring their complete selves to work when spirituality is integrated into the workplace. As a result, their dedication to the company is reinforced. A sense of spiritual well-being at work is linked to organizational commitment, job satisfaction, employee engagement, and organizational performance (Astakoni et al., 2022). Higher levels of spirituality among employees boost their normative and affective commitment at work (Sony & Mekoth, 2019). Thus, the following hypothesis is put forth:

H_1: Workplace spirituality positively predicts Organizational Commitment

Workplace Spirituality and Job Satisfaction

Over the past ten years, the concept of spirituality has drawn the attention of numerous managers, scholars, and specialists (Sani et al., 2016). An intriguing finding from a thorough literature search is that, despite the abundance of explanations for workplace spirituality, no single definition is accepted by all. Individuals who practice workplace spirituality report higher levels of dedication, devotion, and happiness at work (Fanggidae et al., 2016). The majority of empirical studies highlight the connection between employees' job satisfaction and workplace spirituality (Hassan et al., 2016; Fanggidae et al., 2016; Hafni et al., 2020; Dubey et al., 2022). As such, the following hypothesis was put forth:

H_2: Workplace spirituality positively predicts Job Satisfaction

Workplace Spirituality and Job Performance

Numerous studies have examined the connection between workplace spirituality and productivity, and the findings indicate that both individuals and businesses can greatly benefit from workplace spirituality (Jena, 2021; Labetubun & Dewi, 2022; Marwan et al., 2019; Nwanzu & Babalola, 2021; Hafni et al., 2020).

Workplace spirituality demonstrates respect for employees' spiritual lives. These kinds of experiences play a big role in employee motivation, which in turn affects how well a business performs (Garg, 2017), so that companies will take into account workplace spirituality when attempting to improve employee welfare. Employees are spending more time contributing to the company as a result of their increased subjective well-being (Sintaasih et al., 2018). As such, the following hypothesis was put forth:

H_3: Workplace spirituality positively predicts Job Performance

Organizational Commitment and Job Performance

Empirical research has demonstrated that employee performance is impacted by organizational commitment (Agarwal & Sajid, 2017). Employee performance and satisfaction will benefit from a high level of engagement to the workforce (Sony & Mekoth, 2019). Workers that have a high level of organizational commitment will be willing to make sacrifices for the benefit of the company, believe that they have prospects there, and be proud of their employer. They will also think that the company is the best place to work. As such, the following hypothesis was put forth:

H_4**:** Organizational Commitment positively predicts Job Performance

Job Satisfaction and Job Performance

Productivity and employee happiness are tightly linked, and productivity and profitability are ultimately related to each other (Bakotić, 2016). The performance of an organization is positively impacted by employee happiness. The operational performance, quality of goods and services, and profitability of the company are all significantly impacted by employee satisfaction. The job happiness of employees is a critical factor in an organization's effectiveness. It's critical to understand how to keep workers happy and inspired to produce exceptional outcomes in order to retain them (Latif et al., 2013). Goals and accomplishments are reliant on employee satisfaction, which in turn boosts productivity, raises the caliber of work, and contributes to the success and expansion of the company. As such, the following hypothesis was put forth:

H_5**:** Job Satisfaction positively predicts Job Performance

Mediating role of Organizational Commitment

For an organization to succeed, employee dedication is essential. It is quite likely that organizational performance will rise with employee commitment (Fanggidae

et al., 2016). The workplace spirituality component, which is exhibited by employees' awareness in interpreting their work inside the organization, is one way that organizational commitment can be accomplished (Sony & Mekoth, 2019). Moreover, improving job performance may be impacted by this circumstance. As such, the following hypothesis was put forth:

H$_6$: Organizational Commitment mediates the influence of workplace spirituality on Job Performance

Mediating role of Job Satisfaction

When a business can meet the needs and expectations of its employees, job satisfaction is a goal that can be achieved (Tung, 2018). Employee autonomy allows them to gain more satisfaction from their work. Workplace spirituality is reflected in the purpose of work, inspiring employees to work with joy. Workers that are happy with their jobs will be motivated to work hard for the company (Hafni et al., 2020). Thus, it can be concluded that workplace spirituality enhances productivity when employee contentment is present (Joelle & Coelho, 2020). Because they can understand their responsibilities inside the company, happy workers have a strong correlation with organizational performance. As such, the following hypothesis was put forth:

H$_7$: Job Satisfaction mediates the influence of workplace spirituality on Job Performance.

The following research framework concept in figure 1.

RESEARCH METHODS

A survey method is employed in this study. A questionnaire is used to collect samples from a population as part of the survey technique of research (Zikmund et al., 2010). Lecturers and other educational workers from Nahdlatul Ulama Islamic University (UNISNU) in Jepara made up the study's population. The sampling technique used in this research was convenience sampling.

Convenience and efficiency are considerations when choosing this approach. By distributing questionnaires to lecturers and other educational staff, data was obtained from 88 respondents. This number was obtained after questionnaires were distributed to faculties at Nahdlatul Ulama Islamic University.

Testing the instrument's validity and reliability comes next, following data collection. Convergent validity is used in the validity test, and the Cronbach alpha statistical test is used to determine reliability. Additionally, using Partial Least Square (PLS) software version 3.0, Structural Equation Modeling (SEM) was performed for data analysis in this study. When dealing with relationships between extremely complicated variables, PLS software is a useful alternative to SEM. However, the data sample size is limited (30-100 samples), and the software makes non-parametric assumptions, which means that the data does not follow a specific distribution.

Figure 1
Research Framework Concept
Source: Processed by Author, (2023)

Table 1
Respondents Characteristics

No	Characteristics	Category	Amount	%
1	Gender	Female	51	58.0
		Male	37	42.0
2	Age	20 to 30 years old	26	29.5
		Over 30 to 40 years old	48	54.5
		Over 40 to 50 years old	6	6.8
		Over 50 years old	8	9.1
3	Education	High school	5	5.7
		Diploma III	14	15.9
		Bachelor	46	52.3
		Masters	13	14.8
		Doctor	10	11.4
4	Length of Working	1 to 10 years	78	88.6
		Above 10 to 20 years	6	6.8
		Above 20 to 30 years	3	3.4
		Over 30 years	1	1.1
5	Faculty	Faculty of Economics and Business	69	78.4
		Faculty of Science and Technology	4	4.5
		Faculty of Tarbiyah and Teacher Training	14	15.9
		Postgraduate	1	1.1
6	Job	Lecturer	24	27.3
		Education Personnel	64	72.7

Source: Research Data Processed by author (2023)

ANALYSIS AND DISCUSSION
Respondent Characteristics

In this study, questionnaires were distributed at the Nahdlatul Ulama Islamic University (UNISNU) in Jepara. We then examined the respondent data according to gender, age, education, duration of employment, faculty, and job status. The following explanation applies to these respondents' characteristics in table 1.

It is clear from table 1 above that 51 women, or 58% of the respondents, and 37 men, or 42%, made up the bulk of the study's participants. Of those surveyed, 48 individuals, or 54.5%, were above the age of thirty to forty. In the meantime, 48 respondents, or 54.5%, held a bachelor's degree, making up the majority of respondents in terms of education. In terms of duration of employment, 78 respondents, or 88.6%, have worked for one to ten years, which is the majority of respondents. In the meantime,

just 1 worker, or 1.1%, had worked for more than 30 years. Additionally, 69 faculty members, or 78.4% of the total, were participated in answering the questionnaire; they were primarily from the business and economics faculties. Regarding work status, most of respondents were education staff, totaling 64 people or 72.7%.

Instrument Quality Test

Partial least square analysis usually involves two submodels: the structural model, commonly referred to as the inner model, and the measurement model, also called the outer model (Ghozali & Latan, 2015). The external model functions as a gauge to assess the validity and dependability of the internal model. Through the algorithm literacy process, the measuring model parameters-convergent validity, discriminant validity, composite reliability, and Cronbach's alpha-as well as the R2 value,

which indicates how accurate the prediction model is, were gathered.

Convergent validity

A sort of validity called convergent validity is used to gauge how well one measurement tool can capture the same concept as another. Research with a high degree of convergent validity demonstrates that the construct being measured is consistently and accurately measured by the measuring tool being employed. The loading factor value can be used to determine convergent validity. The factor loading value larger than 0.7 serves as the validity criteria. It is clear from table 2 convergent validity analysis results that all instruments are deemed valid because each indicator's loading factor value is more than 0.7.

Table 2
Results of Convergent Validity Analysis

No	Item	Workplace Spirituality	Organizational Commitment	Job Satisfaction	Job Performance
1	WS1	0.734			
2	WS2	0.845			
3	WS3	0.830			
4	WS4	0.820			
5	WS5	0.760			
6	WS6	0.763			
7	WS7	0.789			
8	WS8	0.814			
9	OC1		0.783		
10	OC2		0.864		
11	OC3		0.711		
12	OC4		0.795		
13	OC5		0.744		
14	OC6		0.780		
15	OC7		0.804		
16	OC8		0.801		
17	JS1			0.871	
18	JS2			0.762	
19	JS3			0.841	
20	JS4			0.878	
21	JS5			0.780	
22	JS6			0.857	
23	JS7			0.824	
24	JS8			0.792	
25	JP1				0.865
26	JP2				0.888
27	JP3				0.844
28	JP4				0.839
29	JP5				0.826
30	JP6				0.766
31	JP7				0.878
32	JP8				0.784

Source: Research Data Processed by Smart PLS (2023)

Convergent validity

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Discriminant validity

Using reflexive indicators, discriminant validity can be tested by examining each variable's cross loading value, which needs to be more than 0.7. Comparing the square root of the AVE for each construct with the correlation coefficient between the model's constructs is another technique for testing discriminant validity (Ghozali & Latan, 2015).

The discriminant validity test findings are shown in this section. If the average variance extracted (AVE) value of an indicator is greater than 0.5, it is said to meet discriminant validity. A good model is one that satisfies these requirements. The composite reliability test, which gauges the construct using the indications, comes next. If the composite reliability value of a construct is more than 0.60, it is considered dependable. In addition, the reliability of the construct can be evaluated by examining its Cronbach's Alpha value, which signifies the construct's reliability. If the Cronbach's Alpha value of a construct is more than 0.7, it is deemed dependable. Here are the findings from the discriminant validity test for the following variables: job performance, job happiness, organizational commitment, and workplace spirituality. The findings of the discriminant are shown below.

The findings of the discriminant validity test, which are based on table 3, indicate that

all study variables are deemed reliable because their Cronbach's Alpha values are more than 0.7. Thus, it can be said that, in terms of internal consistency, the test's results are regarded as acceptable (Hair et al., 2014). Additionally, each work spirituality, organizational commitment, job happiness, and job performance variable has an average variance extracted (AVE) value that is greater than 0.5.

Table 3
Results of Discriminant Validity Analysis

Variable	Alpha	rho_A	CR	AVE
Workplace Spirituality	0.917	0.918	0.932	0.633
Organizational Commitment	0.911	0.919	0.928	0.618
Job Satisfaction	0.933	0.937	0.945	0.683
Job Performance	0.939	0.941	0.949	0.701

Source: Research Data Processed by Smart PLS (2023)

The construct's claimed reliability and each variable's high discriminant validity account for these results. Meanwhile, every variable exhibits a construct value greater than 0.60 according to the composite reliability (CR) value. It is possible to conclude that all research variables have a high degree of reliability based on these results, which show that every variable has met composite reliability. Thus, it can be said that the research's indicators have a high degree of discriminant validity when it comes to assembling the variables they represent.

Goodness of Fit (GoF) Assessment

At this point, the inner model (structural model) is evaluated to make sure the constructed structural model is accurate and reliable. Using Goodness of Fit (GoF), the overall structural model is validated. A single metric used to verify the joint performance of the measurement model and the structural model is the GoF index. The GoF value is interpreted as follows: 0.1 (little GoF), 0.25 (mid GoF), and 0.36 (big GoF). The

GoF value ranges from 0 to 1. The following are the Model Fit values derived from data processing done using the Smart PLS 3.0 program.

Smart-PLS provides corresponding metrics, such as NFI and SRMR. Values less than 0.10 or 0.08 are deemed desirable for the Standardized Root Mean Square Residual (SRMR), which is the difference between the observed and implied correlations in the model correlation matrix. One of the first fit measures to be suggested in the SEM literature that adhered to the index's norm was the Normed Fit Index (NFI). NFI values fall into the range of 0 and 1. The fit is better when the NFI is nearer 1. The computation results, as shown in table 4, satisfy all criteria: NFI=0.864> 0.8 still satisfies the requirements, and SRMR=0.054 < 0.1 so that it meets the model appropriateness measure (Baumgartner & Homburg, 1996).

Table 4
Model Fit

	Saturated Model	Estimated Model	Model
SRMR	0.078	0.078	Fit
d_ULS	3.213	3.246	Fit
d_G	3.266	3.275	Fit
Chi-Square	1190.034	1189.873	Fit
NFI	0.632	0.632	Fit

Source: Research Data Processed by Smart PLS (2023

Hypothesis Testing

Evaluating the latent concept as it has been hypothesized in this research is the next step in this investigation. In this study, the t statistics and p value were examined as part of the hypothesis testing process. If the p-value is less than 0.05 and the statistical t-value is more than 1.96, the hypothesis is deemed accepted. The direct influence path coefficient results are shown in table 5.

Based on the results in table 5 above, the following results were obtained:

The Influence of Workplace Spirituality on Organizational Commitment

The first hypothesis in this research suspects that workplace spirituality has a positive influence on employee commitment to the organization. The test results indicate that the t-statistic is 10.301 and that the workplace spirituality beta coefficient value on organizational commitment is 0.761. Based on these findings, the t-statistic is reported to be >1.96 and the p-value to be 0.000 <0.05. Thus, it can be said that the first theory is true. This demonstrates how workplace spirituality has been shown to positively impact corporate commitment.

Table 5
Path Coefficients Direct Influence

H	Direct Influence	Original sample	Sample mean	Standart Deviation	t-statistics	p values
H₁	WS ➜OC	0.761	0.761	0.074	10.301	0.000
H₂	WS ➜JS	0.857	0.861	0.034	24.842	0.000
H₃	WS ➜JP	0.296	0.323	0.169	1.747	**0.081**
H₄	OC ➜JP	0.238	0.206	0.132	1.795	**0.073**
H₅	JS ➜JP	0.382	0.387	0.160	2.382	0.018

Source: Research Data Processed by Smart PLS (2023)
WS: Workplace Spirituality; OC: Organizational Commitment; JS: Job Satisfaction; JP: Job Performance

The Influence of Workplace Spirituality on Job Satisfaction

The second hypothesis investigates the possibility that job satisfaction is positively impacted by workplace spirituality. The test results indicate that the t-statistic is 24.842 and the workplace spirituality beta coefficient value on job happiness is 0.857. Based on these findings, the t-statistic is reported to be >1.96 and the p-value to be 0.000 <0.05. Thus, it can be said that the second theory is true. This demonstrates the beneficial impact that workplace spirituality has been shown to have on job happiness.

The Influence of Workplace Spirituality on Job *Performance*

The third hypothesis investigates the potential positive impact of workplace spirituality on job performance. The test results indicate that the t-statistic is 1.747 and the workplace spirituality's beta coefficient value on job performance is 0.296. These findings indicate that the p value is 0.081 > 0.05 and the t-statistic is < 1.96. Thus, it is possible to say that the third hypothesis is rejected. This demonstrates that job performance is unaffected by workplace spirituality.

The Influence of Organizational Commitment on Job Performance

The fourth hypothesis investigates whether work performance is positively impacted by organizational commitment. According to the test results, the t-statistic is 1.795 and the organizational commitment beta coefficient value on work performance

is 0.238. These findings indicate that the p value of 0.073 >0.05 corresponds to a t-statistic of >1.96. Thus, the fourth hypothesis might be said to be disproved. This demonstrates that job performance is unaffected by organizational commitment.

The Influence of Job Satisfaction on Job Performance

The fifth hypothesis examines the possibility that job performance is positively impacted by job satisfaction. According to the test results, the t-statistic is 2.382 and the beta coefficient value of job happiness on job performance is 0.382. These findings indicate that the p-value is 0.018 < 0.05 and the t-statistic is > 1.96. Thus, it can be said that the fifth theory is true. This demonstrates the correlation between job performance and job satisfaction.

The Influence of Workplace Spirituality on Job Performance is Mediated By Organizational Commitment

The sixth hypothesis investigates whether workplace spirituality's impact on job performance is mediated by organizational commitment. The test yielded a t-statistic of 2.270 and a beta coefficient value of 0.327. These findings indicate that the p-value is 0.024 < 0.05 and the t-statistic is > 1.96. Thus, it can be said that the sixth theory is true. These findings demonstrate how organizational commitment acts as a mediating factor in the relationship between workplace spirituality and job performance (Table 6).

Table 6
Path Coefficients Indirect Influence

H	Indirect Influence	Original sample	Sample mean	Standart Deviation	t-statistics	p values
H$_6$	WS ➜ JS ➜ JP	0.327	0.336	0.144	2.270	0.024
H$_7$	WS ➜ OC ➜ JP	0.181	0.151	0.101	1.790	0.074

Source: Research Data Processed by Smart PLS (2023)
WS: Workplace Spirituality; OC: Organizational Commitment; JS: Job Satisfaction; JP: Job Performance

The Influence Workplace Spirituality on Job Performance is Mediated By Job Satisfaction

The seventh hypothesis investigates whether workplace spirituality's impact on job performance is mitigated by job contentment. The test findings indicate a t-statistic of 1.790 and a beta coefficient value of 0.181. These findings indicate that the p value is 0.074 > 0.05 and the t-statistic is < 1.96. Thus, it is possible to say that the seventh hypothesis is rejected. These findings indicate that job satisfaction is not a factor in explaining the influence of workplace spirituality on job performance (Table 6).

Discussion
Workplace Spirituality and Organizational Commitment

The test findings indicate that organizational commitment is influenced by workplace spirituality. Previous research Fanggidae et al., (2016) describes how workplace spirituality promotes organizational commitment, which lends support to the findings of this study. This implies that an employee's devotion to the company increases with the state of workplace spirituality. The same findings, as reported by Astakoni et al., (2022), support the idea that organizational commitment is influenced by workplace spirituality.

Workplace Spirituality and Job Satisfaction

The test findings indicate that job satisfaction is influenced by workplace spirituality. Previous research Rajput et al., (2020) demonstrates how workplace spirituality affects job happiness, which corroborates the findings of this study. This implies that job satisfaction will rise proportionately to the state of workplace spirituality. The similar findings were also made on the impact of workplace spirituality on job satisfaction (Kumar, 2020).

Workplace Spirituality and Job *Performance*

The test's findings demonstrate that workplace spirituality has no bearing on productivity. Previous research explaining how workplace spirituality affects job performance does not corroborate the findings of this study (Jena, 2021). It follows that workers who are able to interpret their work are not always focused on enhancing the performance of the company. It has nothing to do with the purpose of their work; for them, giving the organization their best effort is an obligation. Because enhancing organizational performance is a shared responsibility, regardless of circumstances. They need to develop a sense of self-awareness by making sense of the things they do (Nwanzu & Babalola, 2021).

Organizational Commitment and Job *Performance*.

The test's findings demonstrate that work performance is unaffected by organizational commitment. Previous research explaining how organizational commitment affects work performance does not corroborate the findings of this investigation (Astakoni et al., 2022). The findings of this study suggest that employee engagement is not the only factor that contributes to improved organizational performance. When workers understand they must give the organization their all, they become more committed. Thus, it can be concluded that employee dedication alone does not automatically translate into increased organizational performance (Fanggidae et al., 2016).

Job Satisfaction and Job *Performance*

The test's findings indicate that performance is influenced by job happiness. Previous research shows how job happiness affects job performance, which validates the findings of this study (Sony & Mekoth, 2019). This implies that higher job performance may be encouraged by people who are happier with their jobs. The same conclusions-that job performance was impacted by job satisfaction-were also drawn. It is indisputable that contented workers find it simpler to devote their time and ideas to the advancement of the company (Hafni et al., 2020).

Workplace Spirituality on Job Performance is Mediated By Organizational Commitment

The test results indicate that workplace spirituality's effect on job performance is mediated by organizational commitment. The study's findings demonstrate the influence of organizational commitment on the process of performance enhancement. According to Astakoni et al., (2022) the results obtained indicate that organizational commitment can have an effect on the process of improving organizational performance. Employee engagement to the company will increase with improved workplace spirituality, and this will ultimately have an effect on raising employee performance (Hafni et al., 2020). Job performance can rise with increased workplace spirituality (Fanggidae et al., 2016). According to Astakoni et al., (2022) commitment serves as a link between job effectiveness and workplace spirituality. Job satisfaction will also rise with organizational commitment. In general, the presence of workplace spirituality promotes more dedication and job performance, which will provide many benefits for the organization related to performance, productivity, commitment and involvement (Garg, 2017).

Workplace spirituality on job performance is mediated by job satisfaction

Based on the test results in this study that the influence of workplace spirituality on work performance is not mediated by job satisfaction. These results indicate that the contribution of workplace spirituality in improving work performance does not always lead to job satisfaction. In this case workplace spirituality can directly improve organizational performance.

Job performance increases with improved workplace spirituality (Sony & Mekoth, 2019). Positive workplace spirituality will undoubtedly boost contentment and enhance productivity. Nevertheless, prior research interpreting job satisfaction as a moderating effect of workplace spirituality on job performance does not corroborate the findings of this study (Sony & Mekoth, 2019).

The study's findings demonstrate that while job happiness among employees does not usually precede improved job performance, those who are able to interpret their work can give themselves encouragement to work as well as possible to improve organizational performance.

CONCLUSION AND SUGGESTION

Based on the study results obtained in this research, it can be concluded that employees who have a good meaning towards their work, which is a manifestation of workplace spirituality, do not have a linear relationship with the work performance they produce. However, other results show that organizational performance can be improved through the satisfaction received by employees.

In order to provide additional references for future researchers, the findings of this study highlight the contrasts between the findings of earlier and present research. Aside from that, the study's findings indicate that workers who are joyful, dedicated to the company, and who see their work as a kind of workplace spirituality do not strive to raise their performance. Nonetheless, contented workers can help to raise the effectiveness of the company. Aside from that, the study's findings indicate that organizational commitment acts as a mediator between workplace spirituality and job performance, while job satisfaction does not mediate the influence of workplace spirituality on job performance.

This study was carried out in a private university with a hint of Islam. The restricted sample size impacts the applicability of study findings. This is due to the fact that the respondents' distribution is not uniform among all of the faculties that now exist. In the event that you wish to conduct research at a particular school or agency in the future, representation from every academic member, department, and unit within that organization is required. Thus, the outcomes can serve as a foundation for examining how employees view aspects of workplace spiri-

tuality that may have an impact on job performance. Since educational personnel made up a larger portion of the research's respondents than lecturers did, the study's findings cannot accurately reflect the actual circumstances on the campus where the research was conducted.

It is suggestions that sampling be more widely dispersed for future research whether it is carried out at the same site or at organizations with comparable characteristics in order to ensure representation from every division or department. The study could not find any evidence linking workplace spirituality or organizational commitment to improved job performance. Workplace spirituality and organizational dedication are still necessary in the organization, even in the absence of this component. Because workers who can find purpose in their work will deliver the finest outcomes for the company. In addition, the longevity of the business depends on retaining employees who share that commitment.

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