

Workplace spirituality and the affective commitment: emotional intelligence as moderator

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ARTICLE INFO

Received 13 July 2021
Accepted 25 August 2021
Published 30 September 2021

Keywords:

Workplace Spirituality;
Emotional Intelligence;
Affective Commitment.

ABSTRACT

The purpose of this study was to analyze the relationship between workplace spirituality and affective commitment when emotional intelligence is a moderat or variable to Nurses at the RST Dr. Reksodwiryio Padang. The population in this study were all contract nurses in the inpatient department at the RST Dr. Reksodiwiryio Padang as many as 108 people. The number of samples used in the study was 85 people using the clusters proportional random sampling technique. The research design used in this study is causality research. The data analysis technique used is the Structural Equational Model (SEM) with the help of the SmartPLS 3.0. The results of this study revealed that the emotional intelligence moderates the relationship was found to be significant to Nurses at the RST Dr. Reksodwiryio Padang.



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INTRODUCTION

Organizations are faced with various challenges that make the organization must keep its employees not only in terms of high competence but also has a high loyalty (Susanto & Wulansari, 2015). Organizational commitment is one aspect that needs to be considered by the organization. High organizational commitment will increase the desire of employees to work as well as possible to achieve organizational goals. Committed employees are employees who have a positivespirit which can be seen from their desire to do something more and stay in an organization (Muis & Fahmi, 2018).

Previous research has discussed a lot about organizational commitment. However, most of these studies only discuss organizational commitment as a whole (undimensional). Based on the opinion of Allen and Meyer in Garg (2017) organizational commitment itself is divided into three dimensions, namely normative commitment, affective commitment, and ongoing commitment. This study focuses on the affective commitment of employees. Kusumastuti and Nurtjahjanti (2013) state that affective commitment to employees is needed because it makes employees more confident in their organization and will try their best to improve the quality of their work to achieve organizational goals. Veronica and Moerkardjono (2019) also argue that high affective commitment to employees will increase motivation, desire, and effort to contribute to organizational goals and ideals. The impact of low affective commitment on employees can reduce productivity, high absenteeism, increase turnover and vacancies (Noraazian & Khalid, 2016).

This research was conducted on nurses at the RST Dr. Reksodiwiryo Padang. RST Dr. Reksodiwiryo is a government hospital managed by the TNI-AD located in the Ganting area, Padang City, West Sumatra Province, Indonesia. RST Dr. Reksodiwiryo always tries to improve the quality and service following the vision and mission to be achieved. This of course must also be supported by good human resources to serve existing patients. Nurses become one of the important objects in the success of service in a hospital. The desire to survive that comes from within the nurse is very necessary because it will affect her contribution in working to improve the quality and management of the hospital. This study took inpatient nurses who had contract status at the RST Dr. Reksodiwiryo because from the data obtained the desire to survive from nurses is still low. In addition, it is still seen that the totality of the work of nurses towards their work is still low.

Workplace spirituality is one of the factors that influence the higher affective commitment of employees (Salim et al., 2020). Research conducted by Garg (2017) also shows that the presence of spirituality in the workplace has a positive effect on affective commitment to employees. Garg (2017) states that the higher the spirituality of employees at work, the higher the affective commitment to employees. The demands of a lot of work sometimes make employees forget the meaning of the work they are doing. A high sense of workplace spirituality is one of the supporters of the emergence of meaningful work in employees. Workplace spirituality is a concept for employees in building values, meaning, and belief in work (Afshar & Badir, 2017). The Workplace spirituality is very important to be developed in the nurses of the RST Dr. Reksodiwiryo to understand the meaning of the work they do. Nurses should be able to understand that the work done is directly related to patient care. This understanding of the meaning of work and the benefits it provides to others will make nurses survive and feel emotionally attached to their work.

Emotional intelligence also has a strong correlation with the ability of employees to cooperate with other employees so that later it will also increase commitment and loyalty to employees (Abraham, 2000). The concept of emotional intelligence is growing and has links with other employee organizational behaviors. Baker et al., (2019) also stated that the components of emotional intelligence considered increasing affective commitment to employees. Employees who have emotional intelligence working in a high spiritual work environment will form positive perceptions about the organization and are committed to their work (Pradha & Jena, 2018).

Emotional intelligence is the ability of employees to manage emotions, understand the emotions of others, and know the meaning of emotions (Robbins et al., 2016:112). Nurses must also be able to control emotions at work to bring a positive attitude towards the work they do and foster a sense of wanting to survive in the organization within the nurse. The work system that requires nurses to work long shifts should also be equal to the ability of nurses to control their emotions.

LITERATURE REVIEW

Affective Commitment

Affective commitment is an employee who has an emotional attachment, identifies and engages with an organization that energizes and increases the willingness to be involved productively to achieve predetermined goals (Raineri, 2017). Cesário and Chambel (2017) also define affective commitment as a positive feeling of affection for the organization as seen in a strong desire to stay in the organization and a sense of pride in being part of the organization, thus encouraging employees to do their jobs better. Affective commitment can be concluded as a commitment that arises from within the employees themselves so as to make employees feel emotionally attached to the work they do and employees will feel involved in the environment and values of the organization. The indicators used in this study refer to the research of Allen and Mayer (1990), namely identification, participant and loyalty. Identification in this study is the sense of trust and acceptance of employees towards the goals and values of the organization. Participation is the desire of employees to participate in every activity for the boon of the organization. Finally, loyalty is the intense desire in employees to stay in an organization.

Workplace Spirituality

Robbins and Judge (2016: 259) define workplace spirituality as an awareness that develops and is developed from the meaning of work carried out in a community. Garg (2017) defines workplace spirituality as the employees inner calling to fulfill moral obligations and social obligations to the company. Workplace spirituality can be summed up as a positive attitude that comes from within employees regarding the meaning of the work being done, building good relationships between co-workers, and creating a sense of harmony with the values and goals of the organization. According to Saadatyar et al., (2019), the indicators of workplace spirituality adaptation of Milliman et al., (2003) are as follows meaning of work, sense of solidarity, and alignment of organization values. The meaning of work represents workplace spirituality at the individual level. The meaning of work is the primary and most important aspect of workplace spirituality regarding understanding the meaning of work and the purpose of work. Sense of solidarity in the workplace spirituality representing the group level. Spirituality, at this level consist of worker's mental, emotional, and spiritual relationships in a team or group within organization. Whereas Alignment of Organizational Values, values represent the level of the organization.

Emotional Intelligence

Emotional Intelligence is the ability or tendency to perceive, understand, control, and adaptively utilize emotions in oneself and others (Schutte et al., 2013). According Setiawan (2020), emotional intelligence is a self-developed skill to identify, assess, and control emotions in oneself, others, and groups. Emotional intelligence can be concluded as the ability of employees to understand and control their emotions for themselves and how to use and bring them to others, including in the organization. The study examines four indicators of employee emotional intelligence adapted from Law et al., in Jung and Yoon (2012): Self-Emotional Assessment, Other Emotions Assessment, The use of emotions and Emotion regulation. Self-Emotional Assessment is related to the personal ability to control, assess and express feelings in oneself. Other Emotions Assessment is related to personal ability to understand the people's feelings around him, for instance in his/her work environment. The use of emotions is related to how a person uses his/her emotions in doing a job. Emotions that lead to a desire to do job well support personal performance. Last, Emotion regulation is related to personal ability to regulate their emotion so quickly recover from existing psychological tensions.

Workplace Spirituality and Affective Commitment

Workplace spirituality that exists in employees will bring employees to feel bound to the organization that comes from within the employees themselves. Most research shows that work spirituality in employees will encourage involvement, fulfillment, support, and build a climate of trust in the organization that plays a role in increasing commitment in the workplace (Saadatyar et al., 2019). In line with social exchange theory, employees will have a more emotional commitment to the organization when the organization is able to meet their expectations, according to their individual needs (Newman & Sheikh, 2012). Research conducted by Desa and Koh (2011) shows that the meaning of work, the relationship between employees, and the alignment of organizational values which are components of work spirituality can increase affective commitment to employees. Research conducted by Salim et al (2020) and Ashfaq et al., (2018) also supports the relationship between work spirituality and employee affective commitment. This study states that the higher the work spirituality of the employees, the higher the affective commitment of the employees.

The Moderating Role of Emotional Intelligence

Emotional intelligence that exists in employees can develop various positive attitudes at work. Several studies have found a relationship between the use of emotions with dimensions of organizational commitment (Nikolaou & Tsaousis, 2002). Baker et al., (2019) also stated that emotional intelligence can increase affective commitment to employees. Work spirituality that is

balanced with the ability to manage emotions will bring employees to feel affectively committed to the organization. Research conducted by Pradha and Jena (2016) argues that emotional intelligence is able to moderate the relationship between work spirituality and organizational commitment, including affective commitment to employees. Emotional intelligence is considered capable of strengthening the influence of work spirituality on employees' affective commitment.

CONCEPTUAL FRAMEWORK

Conceptual framework as a concept to explain, shows the perception of the variables to be studied based on the formulation of the problem.

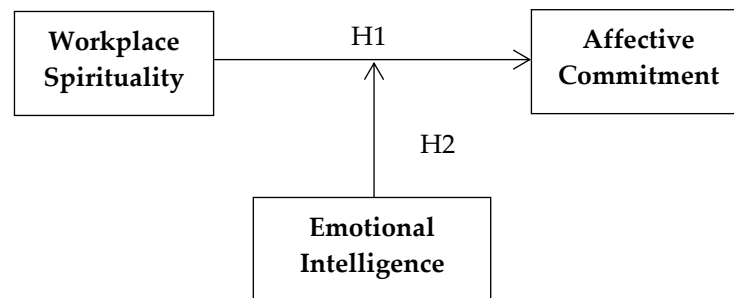


Figure 1. Conceptual Framework

HYPOTHESIS

Based on the above framework and previous studies carried out, then the research hypothesis can be formulated as follows:

- H1: Workplace Spirituality positive effect on Affective Commitment Nurses at RST Dr. Reksodiwiryoyo Padang.
- H2: Emotional Intelligence moderates Workplace Spirituality on Affective Commitment Nurses at RST Dr. Reksodiwiryoyo Padang.

METHOD

The research design used was causality research, which is useful for describing causal relationships between variables. The population in this study were nurses in the inpatient department of the RST Dr. Reksodiwiryoyo Padang with contract status. Based on data from the sub-section of staffing, the number of contract nurses in the inpatient department was 108 nurses. The number of samples was determined based on the Slovin formula with an error tolerance limit of 5%, namely as many as 85 people with the sample clusters proportional random sampling technique. Data were collected using a questionnaire with a scale measurement Likert. The data analysis technique used is the Structural Equation Model (SEM) with the help of the application SmartPLS 3.0.

The measurement in this study for affective commitment variable consist of 18 statement items adopting an instrument from Allen Meyer (1990). Workplace spirituality was accessed with adopted of questionnaire used by Saadatyar et al., (2019). The scale measured meaning of work, sense of solidarity, and alignment of organisation values facet of workplace spirituality using 13 statement. Emotional intelligence was measured using 14 statements scale develop by Jung and Yoon (2012).

RESULT AND DISCUSSION

Responden Description

Characteristics of respondents in this study can be grouped by gender, age, last education, job tenure.

The results of the characteristics of respondents based on gender were 73 female nurses (85.88%) and male nurses as many as 12 (14.12%), for the characteristics of respondents based on gender were dominated by women. The most respondents for characteristics based on age were nurses with an age range of 25-30 totaling 38 people (44.7%). The results of the characteristics of respondents based on educational background were dominated by bachelor nurses as many as 52 people (61.18%). The most respondents for characteristics based on job tenure were nurses with 1-5 years working as many as 44 people (51.76%).

Data Analysis

The data analysis technique in this research uses the structural equation model (SEM) with the help of SmartPLS 3.0. PLS (Partial Least Square) is a variant-based structural equation analysis that can simultaneously test the measurement model and test the structural model. Outer model is conducted to determine the value of the validity and reliability of the model under study. This outer model relates all indicators to their latent variables. The loading factor score for each construct can be said to be valid and accepted if the loading factor 0.50. In this study the researchers took the value of 0.60. The following is an image of the initial model of the relationship between affective commitment variables, workplace spirituality, and emotional intelligence:



Figure 2. Outer Model

There are still indicators that are not valid in the initial model because the loading factor value on some indicators is still below 0,6 or does not have good convergent validity. Therefore, it is necessary to re-estimate the initial construct model by dropping indicators as many as 8 question items that have a value below the loading factor of 0.6. So that the final output of SmartPLS 3.0 looks as follows:

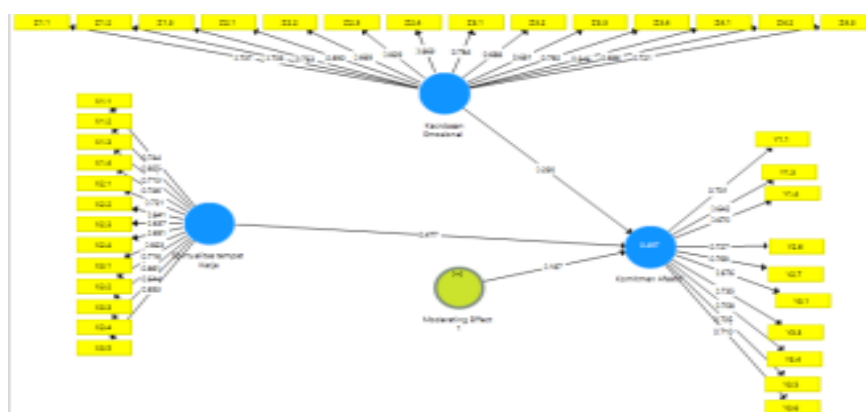


Figure 3. Final Outer Model

Table 1. Results of Analysis of Square Root of Average (AVE) and Composite Reliability

	AVE	Composite Reliability
Affective Commitment	0.501	0.909
Workplace Spirituality	0.576	0.946
Emotional Intelligence	0.562	0.947

Another method that can be used to test the validity is to look at the value of the Square Root Of Average (AVE). A construct is said to be valid if the AVE value is > 0.5. It can be concluded based on table 1, that each construct has met discriminant validity because the value is above 0.5.

The reliability test was carried out to determine the value of the composite reliability indicator block that measures the construct. Based on the results from table 1 above it is known that for variables affective commitment, workplace spirituality, and emotional intelligence already reliable because the value of composite reliability is already greater than 0.7.

Testing the inner model is done by looking at the value of the R-Square model to determine the effect of the exogenous variables on the endogenous variables. The results of the estimation R-Square using SmartPLS 3.0. R-square variable affective commitment has a value of 49.7%, this means that the variable workplace spirituality and emotional intelligence in explaining the effect on affective commitment which is 49.7%.

Testing Hypothesis to know the direct effect, moderating effect and the total effect between each variable. The testing hypothesis was carried out with the help of the application SmartPLS 3.0 through the bootstrapping process, so that the following results were obtained:

Table 2. The Total Effect of Workplace Spirituality (X), Affective Commitment (Y), Emotional Intelligence (Z)

Variable Effect	Koefisien Jalur				Total	Ket
	Dirrect	t-statistic	Moderation	t-statistic		
Workplace Spirituality -> Affective Commitment -> Emotional Intlligence	0,477	3,569	0,187	2,130	0,664	Signifikan

Direct Effect

Workplace Spirituality has a positive effect on Affective Commitment. The direct effect hypothesis test was carried out to see the t-statistics generated by the Inner model. The research hypothesis can be accepted if the t-statistic > 1.96. The hypothesis testing result shows that the variable of workplace spirituality with affective commitment has a path coefficient value of 0.477 with a t-statistic of 3.569. It is greater than the t-table value of 1.96. This results mean that there is a significant positive effect between workplace spirituality on affective commitment to nurses at the RST Dr. Reksodiwiryo Padang.

Moderating Effect

Emotional Intelligence moderates Workplace Spirituality on Affective Commitment. Based on the calculation of the coefficient of the moderating variable, the t-statistic result for the moderating effect of workplace spirituality on affective commitment through emotional intelligence is 2.130, this value is greater than the t-table (> 1.96), with a path coefficient of 0.187. This shows that workplace spirituality has a significant effect on affective commitment through emotional intelligence as a

moderator for nurses at the RST Dr. Reksodiwiryio Padang.

CONCLUSION

This study aims to analyze the effect of Workplace Spirituality on Affective Commitment at Nurses at the RST Dr. Reksodiwiryio Padang: Emotional Intelligence as Moderator. Based on the analysis and discussion in the previous section, the following conclusions can be drawn Workplace spirituality has a positive and significant effect on affective commitment to nurses at the RST Dr. Reksodiwiryio Padang. It means that the higher the spirituality of the workplace, the higher the affective commitment to nurses. Emotional intelligence can moderate the influence of workplace spirituality on affective commitment to nurses at the RST Dr. Reksodiwiryio Padang. It shows that emotional intelligence can strengthen the effect between workplace spirituality and affective commitment. If the emotional intelligence of nurses is high, the influence of workplace spirituality on affective commitment to nurses will be stronger, on the contrary if nurses' emotional intelligence is low, it will weaken the effect of workplace spirituality on affective commitment.

Suggestions that can be given by the author of this study are to increase the affective commitment variable in inpatient nurses at the RST Dr. Reksodiwiryio Padang, it can be done by maintaining the loyalty of nurses who are already high, while the participation and identification of nurses is still in the sufficient category so it needs to be improved again. Workplace spirituality of inpatient nurses at the RST Dr. Reksodiwiryio Padang can be improved again by maintaining the meaning of work for nurses which is already high, but for the sense of solidarity between nurses and the alignment of values with the hospital, which is still sufficient, it must be improved. Finally, the emotional intelligence of nurses at the RST Dr. Reksodiwiryio Padang can be improved again by maintaining a self-emotional assessment of nurses, but for other emotional assessments, the use of emotions, emotional regulation is still quite sufficient, therefore it needs to be optimized again. Hospitals can conduct trainings to improve the emotional intelligence of nurses, especially in their work.

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