



Case Study of Workplace Spirituality on Organizational Commitments among University Members in Malaysia

Thamil Durai Chelliah*

Faculty of Business and Finance, Universiti Tunku Abdul Rahman,
Malaysia

Ling-Meng, Chan

Faculty of Business and Finance, Universiti Tunku Abdul Rahman,
Malaysia

Mathivannan Jaganathan

School of Business Management, Universiti Utara Malaysia,
Malaysia

Ying-Yin, Koay

Faculty of Business and Finance, Universiti Tunku Abdul Rahman,
Malaysia

**Corresponding author's thamildc@utar.edu.my*

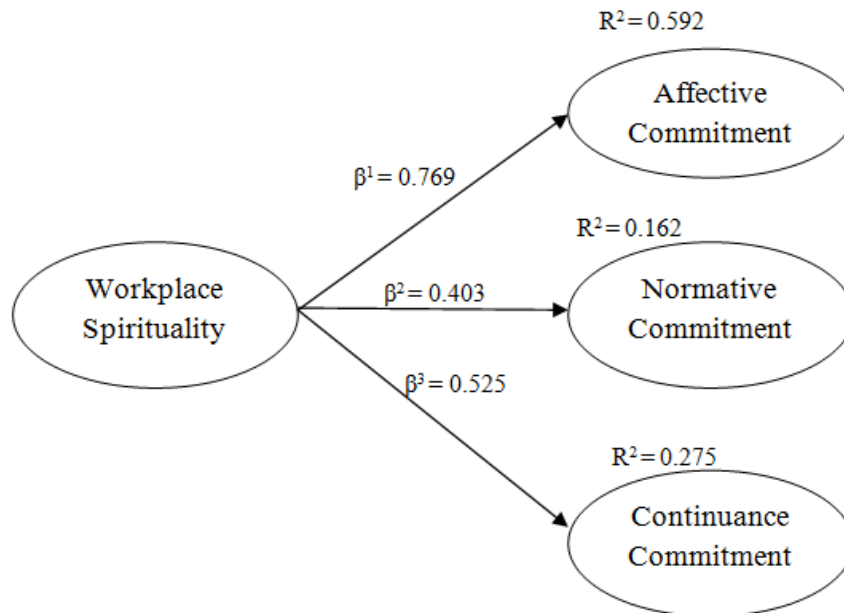
Research Highlights

Based on the recent past studies (Ahmad & Omar, 2015; Ke & Deng, 2018; Ghani, Abdullah & Allah, 2018), there are an increasing attention from the researchers to examine the workplace spirituality in the organization. This research study seeked to study the influences of workplace spirituality (Allen & Meyer, 2000) on organizational commitments among university members in Malaysia. Data of 240 responses were collected and analyzed via partial least square structural equation modelling to examine both the measurement and structural model. It is significantly accentuated that workplace spirituality influences the three dimensions of organizational commitment. From this empirical findings, it strongly suggested that the university should find ways to embed this workplace spirituality into university members' performance in order to enhance the loyalty and employee engagement with the university (Alas & Mousa, 2016).

This study has proposed three hypothesis and results indicated that there is a significant relationship between workplace spirituality on the three dimensions of organizational commitment. With increasing the spirituality of employees towards their workplace, it can enhance the loyalty and motivation for employee to stay in the organization.



Graphical Abstract (optional)



Research Objectives

Most of the employees nowadays are seeking the importance and the connotation of their job related task (Neck & Milliman, 1994). They tended to be more positive and more committed towards their job and their organization if they are involved in heavily spirituality organizational climates (Chan, Abd. Wahat, Mohd. Rasdi & Ismail, 2017). It is consistent with the study of Ghani, Abdullah & Allah (2018), where in an altruistic love work culture, it can help to boost employees' commitment and attachment towards their organization. Hence, this study aimed to examine the influences of workplace spirituality on the organizational commitments among the university members.

Methodology

This study employed quantitative research design to study the relationship between workplace spirituality and organizational commitment. Self-administered survey method was used for data collection. Total of 240 data were collected from five different regions in Malaysia, from both public and private universities. Majority of the respondents are female (n



= 140, 58.33%). Furthermore, the respondents were also grouped based on their working experiences in the university: 1 to 5 years ($n=39$, 16.25%); 6 to 10 years ($n=77$, 32.08%); 11 to 15 years ($n=80$, 33.33%); 16 to 25 years ($n=38$, 15.83%); and above 20 years ($n=6$, 2.50%). The majority of respondents for this research study are academicians ($n=140$, 58.33%) and the respondents are from private and public universities respectively ($n=120$, 50.00%).

Results

Based on the measurement model assessment, all four constructs (affective commitment, continuous commitment, normative commitment and workplace spirituality) have adequate consistency reliability, and their convergents were well confirmed and satisfied. From the structural model, it indicated that workplace spirituality is able to explain 59.2%, 27.5% and 16.2% respectively towards the three dimensions of organizational commitment ((affective commitment, continuous commitment, and normative commitment) and it is also found significantly correlated with these three dimensions: AC ($\beta = 0.769$, $p < 0.05$); CC ($\beta = 0.525$, $p < 0.05$); and NC ($\beta = 0.403$, $p < 0.05$). Besides that, the findings also implied that the proposed model has sufficient predictive relevance. Analogously, the workplace spirituality is able to predict the three dimensions of organizational commitment among university members. The degree of predictive relevance for this model in the dimension of affective commitment is the largest compare with the other two dimensions, with the effect size of medium as the Stone – Geisser's values

Findings

Based on the findings of the study, it indicated that workplace spirituality does play an important role in influencing university members' organizational commitment. Through the findings, it showed that workplace spirituality is significantly correlated with the three dimensions of organizational commitment (affective commitment, continuative and normative commitment) with different correlation strength. This suggested that the different dimension of spirituality are in different form of construct compared to the organizational commitment and this indicated that it is applicable in research as two different sets of variables.

Moreover, the workplace spirituality has emerged under the most dominant variable to predict the university members; organizational commitment towards their university, if the work culture is allow the university members to perform the meaningful work and work in group, it is enable the members to enhance their likelihood of reaching full capacity and





realizing full potential at work. This subsequently can lead to better and higher work performance with better work quality performed by the university members, and resulted less turnover rate.

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info@readersinsight.net

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