

## The role of organizational commitment in mediating the influence of work environment and spiritual motivation on employee performance

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### CHRONICLE

#### Article history:

Received: November 2, 2021

Received in revised format:

December 10 2021

Accepted: February 24, 2022

Available online:

February 24, 2022

#### Keywords:

Employee Performance

Work Environment

Spiritual Motivation

Organizational Commitment

### ABSTRACT

This study aimed to develop a conceptual model of the role of organizational commitment in mediating the influence of work environment and spiritual motivation on employee performance. The population was 305 employees of the Islamic Rural Bank Bhakti Sumekar—with a sample of 122 employees. The data were processed using Structural Equation Modeling Partial Least Square (SEM PLS). The findings in this study are that work environment and spiritual motivation have a positive influence on employee performance, organizational commitment plays a mediating role on the influence of work environment and spiritual motivation on employee performance, the most effective pathway in improving employee performance is the mediating pathway of organizational commitment on the influence of spiritual motivation on employee performance.

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## 1. Introduction

Hasibuan (2019:94), suggests that performance is a work achieved by a person in carrying out the tasks assigned—based on skills, experience and sincerity and time. Meanwhile, Robbins & Judge (2012), argue that performance is a form of work produced by someone. Furthermore, Bernardin & Russel (1993:152), state that performance is a record of outcomes resulting from a particular activity over a certain period of time. Many factors affect performance such as commitment, culture, organizational citizenship behavior as well as innovative work behavior (Fitrio et al., 2020). Several studies state that work environment affects employee performance (Astarina et al., 2021; Putri et al., 2019; Mathews & Khann, 2016; Pawirosumarto et al., 2016; Magito, 2020; Nguyen et al., 2015), but several studies stated that work environment had no influence on employee performance (Samson et al., 2015; Sulastiningtiyas & Nilasari, 2018). Then, researchers found studies that state that spiritual motivation has an influence on employee performance (Wibisono & Catrayasa, 2018; Rahmawati, 2018; Muhara et al, 2020), but several other studies stated that spiritual motivation had no influence on employee performance (Adam, 2011; Aryadi & Rahmawati, 2019). Next, other studies have found that organizational commitment mediates the influence of work environment on employee performance (Sulastri, 2020; Edward & Purba, 2020), but several other studies stated that organizational commitment does not mediate the influence of work environment on employee performance (Arnomo, 2017; Jiuhardi et al. al., 2021). The research gaps on the influence of work environment and spiritual motivation on employee performance—as well as the mediating role of organizational commitment on the influence of work environment on employee performance has attracted researchers to conduct this study. This study focused on the mediating role of organizational commitment in improving employee performance. In the end, this study aimed to develop a goal-setting theory where the values and goals—and motivation of employees greatly determine the behavior of an employee in achieving the performance targets that have been set.

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## 2. Literature Review

### 2.1 Goal-Setting Theory

Goal-setting theory was first put forward by Locke (1968). This theory suggests that two cognitions, namely values and intentions, determine a person's behavior. Based on this theory, a person sets goals for his/her behavior in the future and these goals will influence the behavior of that person. Also, this theory shows the relationship between goals and performance. Goals can be viewed as goals/performance levels to be achieved by a person. If a person is committed to a particular goal, then this will affect his/her actions and the consequences of his/her performance. Goal-setting theory is a part of motivation theory.

### 2.2 Employee performance

Sembiring (2012:81), gives an understanding that performance is a record of the results produced from certain job functions or activities over a certain period of time. Mangkunegara (2009: 76), proposes a definition that performance is the result of work in quality and quantity achieved by an employee in carrying out his/her duties in accordance with the responsibilities given to him/her. Meanwhile, Daft (2020:8), states that performance is the ability of an organization to meet organizational goals through the efficient and effective use of resources.

Gibson (2004) states that there are three factors that influence performance, namely 1) Individual factors including abilities, skills, family background, work experience, social level and a person's demographics; 2) Psychological factors including perception, job stress, roles, attitudes, personality, motivation and job satisfaction, and 3) Organizational factors including organizational structure, job design, leadership and reward system. Handoko (2016: 98) also states that there are several factors that influence performance, namely 1) skills or experience, 2) education, 3) age, 4) supporting facilities, 5) enthusiasm and passion for work and 6) motivation.

Mathis et al., (2015:153), state five indicators for measuring performance, namely 1) Quantity of Output, 2) Quality of Output, 3) Timelines of Output, 4) Presence at work, 5) Efficiency of Work Completed. Meanwhile, Bernardin & Russel, (1993:145), state six indicators for measuring performance, namely 1) Quality, 2) Quantity, 3) Timeliness, 4) Cost Effectiveness, 5) Need for Supervision and 6) Interpersonal impact.

### 2.3 Work environment

Tjutju (2016: 63), states that human internal environment is related to the level of mastery of knowledge and skills, breadth of insight, habits, feelings, hopes, needs, philosophies, and self-confidence. Meanwhile, the human external environment is related to various elements that exist outside of humans, both physical and social, such as natural environment, technology, facilities/infrastructure, economy, business, government, politics, law, social society, culture and international relations.

Mathis and Jackson (2010:46), state that the environment faced by human resource management is a challenging and rapidly changing environment, namely 1) Economic and technological changes, 2) Availability and quality of the workforce, 3) Growth in the workforce that is not fixed, 4) Demographic issues, 5) Work/family balance and 6) Organizational restructuring and mergers/ acquisitions. Work environment plays an important role in employee performance. It greatly affects employee performance in either a negative or positive direction (Chandrasekar, 2011).

Masoudi & Hamdi (2017), state several indicators for measuring work environment as follows 1) Air temperature level, 2) Workplace lighting/ light level, 3) Noise level, 4) Communication with colleagues, 5) Training and development for employees, 6) Recognition level of hard work and 7) Employee spirit attitude. Robbins & Judge, (2013: 76), also state several indicators of work environment as follows 1) Air temperature, 2) Noise, 3) Lighting, 4) Air quality and 5) Workplace Safety.

### 2.4 Spiritual Motivation

Wibisono (2017), states that religious motivation is a driving force that produces activities in human beings—which result in behaviors that are directed to a certain goal. Spiritual needs are innate needs which fulfillment depends on the perfection of personal growth and individual maturity. The realization of very high spiritual needs affects the formation of self-concept, which in turn will manifest in one's behavior. Employees with higher spirituality tend to have better welfare and quality of life because they have higher levels of hope, optimism, gratitude and compassion (Diener et.al. 2009)

QS. Az-Zariyat (51): 56 states that humans and jinn were created to carry out the duty of worship. The duty of worship is closely related to the task of being a caliph. Worship is the implementation of submission and obedience to Allah, while a caliph is the implementation of responsible power and environmentally friendly management. Au (2020:60), explains three indicators of spiritual motivation, namely 1) faith (aqidah) motivation, 2) worship motivation, 3) Muamalah motivation.

## 2.5 Organizational Commitment

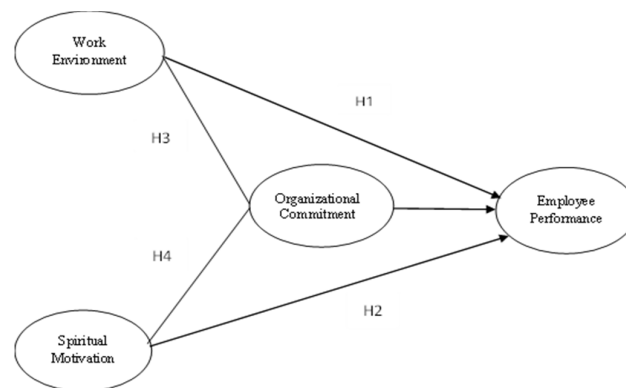
Alrowad et al., (2020), state that commitment is a force that obliges, directs behavior to—more than just a motive to engage in certain actions, or a positive attitude towards an entity to encourage people to act in a way that benefits the entity. Colquitt et al., (2014), state that organizational commitment is the desire of employees to be part and members of an organization. Furthermore, Kinicki & Kreitner (2012:121), state that organizational commitment is a reflection—where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who are committed are expected to show their willingness to work harder to achieve organizational goals and have a greater desire to stay with a company.

Steers (1977), states three factors that influence an employee's commitment, namely 1) personal characteristics, 2) job characteristics and 3) work experience. Meanwhile, Minner (1992) suggests four factors that influence employee commitment, namely 1) personal factors, 2) job characteristics, 3) structural characteristics and 4) work experience. Mowday et al., (1979), state that there are three factors that influence employee commitment, namely 1) personal factors, 2) organizational factors and 3) non-organizational factors.

Allen and Meyer (1990), state that there are three dimensions of organizational commitment, namely 1) affective commitment, 2) continuance commitment and 3) normative commitment. Gibson et al., (2011:152), state that a person's commitment to the organization involves three attitudes, namely 1) identification with organizational goals, 2) feelings of involvement in organizational tasks and 3) feelings of loyalty to the organization. Steers (1977), states the characteristics of someone who has a high commitment, namely 1) a strong drive to remain a member of the organization, 2) a willingness to try their best for the benefit of the organization and 3) a strong belief in and acceptance of the values and goals of the organization.

## 2.6 Conceptual Model and Hypothesis

The conceptual model to be tested is presented in the following Fig. 1:



**Fig. 1. Research Conceptual Model**

Source: Processed data

Based on empirical and theoretical studies, there are still inconsistencies in the results of studies on the influence of work environment and spiritual motivation on employee performance, so the hypotheses that the researchers proposed are:

- H<sub>1</sub>.** *There is a positive influence of the work environment on employee performance.*
- H<sub>2</sub>.** *There is a positive influence of spiritual motivation on employee performance.*
- H<sub>3</sub>.** *Organizational commitment mediates the influence of the work environment on employee performance.*
- H<sub>4</sub>.** *Organizational commitment mediates the influence of spiritual motivation on employee performance.*

## 3. Method

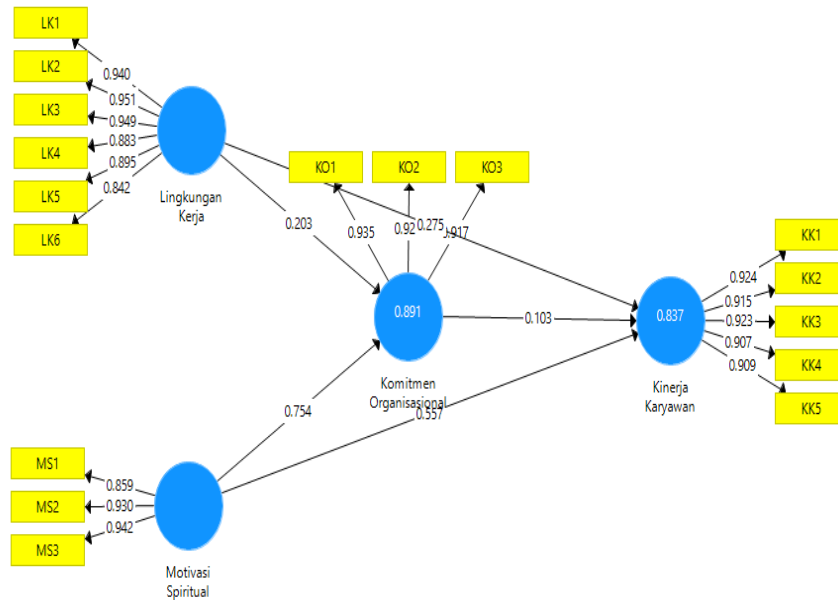
This study is causal associative research—causal associative research is research that aims to determine the relationship between two or more variables. With this research, it will be possible to build a model that serves to explain, predict and control a symptom. A causal relationship is causative in nature, one of the variables (independent) affects other variables (dependent) (Sugiyono, 2011:55). The research subjects were employees of Islamic Rural Bank Bhakti Sumekar in East Java—with a total population of 305 employees. Of the total population, a sample of 122 people was selected. For measuring employee performance, measurement indicators were developed from Mathis and Jackson (2011), namely 1) Quality of work, 2) Quantity of work, 3) Timeliness and results, 4) Attendance and 5) Ability to cooperate. Employee performance in this study was measured

by a 10-statement items questionnaire. For measuring work environment, measurement indicators were developed from Robbins & Judge, (2013) and Masoudi & Hamdi, (2017), namely 1) air temperature level, 2) noise, 3) lighting, 4) communication with colleagues and 5) training and development for employees. Work environment in this study was measured by 10-statement items questionnaire. For measuring spiritual motivation, measurement indicators were developed from Au, (2020), namely 1) Faith (Aqidah) motivation, 2) Worship motivation and 3) Muamalah motivation. Spiritual motivation in this study was measured by a 6-statement items questionnaire. For measuring organizational commitment, measurement indicators were developed from Allen & Meyer (1990), namely 1) Affective Commitment, 2) Continuance Commitment and 3) Normative Commitment. Organizational commitment in this study was measured by a 6-statement items questionnaire. To test the conceptual model, the structural equation modeling (SEM) Smart PLS 3.3 was used.

**4. Results and Discussion**

The research respondents were 122 people with 97% having an undergraduate education background (bachelor’s degree)—the majority of whom have worked for 5 years. 66% of respondents are 25-35 years old, it can be concluded that respondents are young and energetic, educated and experienced.

Respondents' responses to employee performance were high with the highest value indicator being the ability to cooperate and the lowest value indicator being the quantity of output. The respondent's responses to the work environment were high with the highest indicator value being communication with colleagues and the lowest value indicator being the air temperature level. Respondents' responses to spiritual motivation were high with the highest value indicator being worship motivation and the lowest value indicator being muamalah motivation. Respondents' responses to organizational commitment were high with the highest value indicator being affective commitment and the lowest value indicator being normative commitment. The following is the path of the research model.



**Fig. 2. Research Model Path**  
Source: SmartPLS 3.3 Programs

*4.1 Measurement Model Analysis (Outer Model)*

*4.1.1 Convergent Validity Test*

The results of the convergent validity test of the data in this study are presented in the following Table 1. Based on the results of the convergent validity test in Table 1, if the factor loading value is <0.5 then it must be removed from the model and the factor loading value must be re-estimated. By removing several factor loadings that are <0.5, all indicators are used to continue the analysis to the next stage—it is said to meet convergent validity if all factor loadings are >0.5 (Hair et al., 2017). Because all factor loadings in this study >0.5, it means that all indicators are valid to form a variable construct.

**Table 1**  
**Factor Loading**

| Variable | Indicator | Factor Loading |
|----------|-----------|----------------|
|----------|-----------|----------------|

|                                      |  |       |
|--------------------------------------|--|-------|
| Employee performance<br>(KK)         | KK1→ Quantity of Output                    | 0.924 |
|                                      | KK2→ Quality of Output                     | 0.915 |
|                                      | KK3→Timeliness and Results                 | 0.923 |
|                                      | KK4→Attendance                             | 0.907 |
|                                      | KK5→Ability to Cooperate                   | 0.909 |
| Work environment<br>(LK)             | LK1→Air Temperature Level                  | 0.940 |
|                                      | LK2→Noise                                  | 0.951 |
|                                      | LK3→Lighting                               | 0.949 |
|                                      | LK4→ Communication with colleagues         | 0.883 |
|                                      | LK5→Training and development for employees | 0.895 |
|                                      | LK6→ Recognition level of hard work        | 0.842 |
| Spiritual<br>Motivation<br>(MS)      | MS1→Aqidah Motivation                      | 0.859 |
|                                      | MS2→Worship Motivation                     | 0.930 |
|                                      | MS3→Muamalah Motivation                    | 0.942 |
| Organizational<br>Commitment<br>(KO) | KO1→ Affective Commitment                  | 0.935 |
|                                      | KO2→ Continuance Commitment                | 0.929 |
|                                      | KO3→ Normative Commitment                  | 0.917 |

Source: SmartPLS 3.3 Programs

#### 4.1.2 Discriminant Validity Test

The results of the discriminant validity test of the data in this study are presented in the following Table 2

**Table 2**  
Discriminant Validity

| Indicator                                  | Employee Performance<br>(KK) | Organizational<br>Commitment<br>(KO) | Work environment<br>(LK) | Spiritual Motivation<br>(MS) |
|--|------------------------------|--------------------------------------|--------------------------|------------------------------|
| KK1→ Quantity of Output                    | 0.924                        | 0.847                                | 0.847                    | 0.879                        |
| KK2→ Quality of Output                     | 0.915                        | 0.789                                | 0.793                    | 0.834                        |
| KK3→Timeliness and Results                 | 0.923                        | 0.856                                | 0.889                    | 0.864                        |
| KK4→Attendance                             | 0.907                        | 0.734                                | 0.727                    | 0.762                        |
| KK5→Ability to Cooperate                   | 0.909                        | 0.761                                | 0.750                    | 0.801                        |
| KO1→ Affective Commitment                  | 0.814                        | 0.935                                | 0.846                    | 0.862                        |
| KO2→ Continuance Commitment                | 0.847                        | 0.929                                | 0.871                    | 0.899                        |
| KO3→ Normative Commitment                  | 0.764                        | 0.917                                | 0.765                    | 0.853                        |
| LK1→Air Temperature Level                  | 0.880                        | 0.875                                | 0.940                    | 0.886                        |
| LK2→Noise                                  | 0.868                        | 0.890                                | 0.951                    | 0.877                        |
| LK3→Lighting                               | 0.900                        | 0.886                                | 0.949                    | 0.905                        |
| LK4→ Communication with colleagues         | 0.756                        | 0.757                                | 0.883                    | 0.809                        |
| LK5→Training and development for employees | 0.705                        | 0.762                                | 0.895                    | 0.774                        |
| LK6→ Recognition level of hard work        | 0.645                        | 0.686                                | 0.842                    | 0.734                        |
| MS1→Aqidah Motivation                      | 0.742                        | 0.842                                | 0.732                    | 0.859                        |
| MS2→Worship Motivation                     | 0.865                        | 0.826                                | 0.884                    | 0.930                        |
| MS3→Muamalah Motivation                    | 0.867                        | 0.902                                | 0.882                    | 0.942                        |

Source: SmartPLS 3.3 Programs

From Table 2 above, the model has good discriminant validity if each loading indicator value of a latent variable is greater than other correlated variables (Hair et al., 2017). The cross-loading value for each indicator in this study is greater than the other latent variables. This shows that each variable has good discriminant validity.

#### 4.1.3 Construct Reliability Test

Average Variance Extracted (AVE) has a value of  $>0.5$  and Composite Reliability (CR) has a value of  $>0.7$  meaning that the construct that is built is good or reliable (Hair et al., 2019). The following is the Table of Construct Reliability:

**Table 3**  
Construct Reliability

| Variable                       | AVE   | Composite Reliability |
|--------------------------------|-------|-----------------------|
| Employee Performance (KK)      | 0.838 | 0.963                 |
| Work Environment (LK)          | 0.829 | 0.967                 |
| Spiritual Motivation (MS)      | 0.830 | 0.936                 |
| Organizational Commitment (KO) | 0.859 | 0.948                 |

Source: SmartPLS 3.3 Programs

**Table 4**  
R-Square

| Variable                       | R Square |
|--------------------------------|----------|
| Employee Performance (KK)      | 0.837    |
| Work Environment (LK)          | -        |
| Spiritual Motivation (MS)      | -        |
| Organizational Commitment (KO) | 0.891    |

Source: SmartPLS 3.3 Programs

#### 4.1.3 Measurement Model Analysis (Inner Model)

#### 4.1.4 Coefficient of Determination (R<sup>2</sup>)

The R-Square values in this study are presented in the following Table 4. The R<sup>2</sup> results of 0.67; 0.33; and 0.19 indicate the “good”, “moderate”, and “weak” models (Hair et al., 2019). Based on Table 3, the R-Square value for employee performance variable is 0.488, it means that the percentage of the influence of work environment, spiritual motivation and organizational commitment on employee performance is 79.7% and the model is categorized as good.

#### 4.2. Hypotheses Analytics

The results of hypotheses testing are presented in the following Table 4.

**Table 4**  
Hypothesis Test Results

| Influence Between Variables  | Original Sample(O) | T Statistics (O/STDEV) | P.value | Information           |
|--|--------------------|------------------------|---------|-----------------------|
| Work Environment (LK) -> Employee Performance (KK)                                       | 0.275              | 2,647                  | 0.008   | Significant Influence |
| Spiritual Motivation (MS) -> Employee Performance (KK)                                   | 0.557              | 4.671                  | 0.000   | Significant Influence |
| Work Environment (LK) -> Organizational Commitment (KO) -> Employee Performance (KK)     | 0.306              | 2,535                  | 0.007   | Significant Influence |
| Spiritual Motivation (MS) -> Organizational Commitment (KO) -> Employee Performance (KK) | 0.857              | 2,996                  | 0.003   | Significant Influence |

Source: SmartPLS 3.3 Programs

The first hypothesis which reads that work environment has a positive influence on the performance of Islamic Rural Bank Bhakti Sumekar employees is accepted because p-values <0.05, meaning that the work environment influences the performance of Islamic Rural Bank Bhakti Sumekar employees. This result strengthens the goal-setting theory where the values and goals set by the employees of the Islamic Rural Bank Bhakti Sumekar with a supportive work environment will have an impact on the performance of Islamic Rural Bank Bhakti Sumekar employees. These results are in line with those of (Putri et al., 2019; Mathews & Khann, 2016; Pawirosumarto et al., 2016; Magito, 2020; Nguyen et al., 2015) which state that work environment influences employee performance.

The second hypothesis which reads that spiritual motivation has a positive influence on the performance of Islamic Rural Bank Bhakti Sumekar employees is accepted because p-values <0.05, meaning that spiritual motivation influences the performance of Islamic Rural Bank Bhakti Sumekar employees. This result strengthens the goal-setting theory where the values and goals set by the employees of the Islamic Rural Bank Bhakti Sumekar with high spiritual motivation will have an impact on the performance of Islamic Rural Bank Bhakti Sumekar employees. These results are in line with those of (Wibisono & Catrayasa, 2018; Rahmawati, 2018; Muhara et al, 2020) which state that work environment influences employee performance.

The third hypothesis which reads that organizational commitment mediates the influence of the work environment on the performance of Islamic Rural Bank Bhakti Sumekar employees is accepted because the p-value is <0.05, meaning that organizational commitment plays a mediating role in improving the performance of Islamic Rural Bank Bhakti Sumekar employees. This result strengthens the goal-setting theory where the values and goals set by the employees of the Islamic Rural Bank Bhakti Sumekar with a good work environment and accompanied by high organizational commitment can improve employee performance. These results are in line with those of (Sulastri, 2020; Edward & Purba, 2020) which state that organizational commitment mediates the influence of work environment on employee performance.

The fourth hypothesis which reads that organizational commitment mediates the influence of spiritual motivation on the performance of Islamic Rural Bank Bhakti Sumekar employees is accepted because the p-value is <0.05, meaning that organizational commitment plays a mediating role in improving the performance of Islamic Rural Bank Bhakti Sumekar employees. This result strengthens the goal-setting theory where the values and goals set by the employees of the Islamic Rural Bank Bhakti Sumekar with spiritual motivation and accompanied by high organizational commitment can improve employee performance.

## 5. Conclusions

This study aimed to develop goal-setting theory through a conceptual model of employee performance, work environment, spiritual motivation and organizational commitment. The results show that all the proposed hypotheses are accepted. It can be concluded that this model can strengthen the goal setting-theory where the values and goals that have been set by employees and the organization, if supported by a good work environment and high spiritual motivation and accompanied by commitment, can improve employee performance. Managerial of Islamic Rural Bank Bhakti Sumekar must pay attention to the lowest achievement of each indicator such as quantity of output, air temperature level, muamalah motivation, normative commitment—which indicate that respondents feel that these indicators can still be improved. For this reason, efforts are needed so that these indicators can play a greater role in improving the performance of Islamic Rural Bank Bhakti Sumekar employees.

## Acknowledgments

We would like to thank the management and employees of the Islamic Rural Bank Bhakti Sumekar, who have helped the researchers morally and materially to complete this study.

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