

The Influence of Workplace Spirituality on Organizational Commitment: A Systematic Literature Review

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Abstract. This study systematically reviews 26 journal articles published between 2008 and 2023 to examine the relationship between workplace spirituality and organizational commitment. The findings indicate that Indonesia accounts for the largest share of studies (22%) based on geographical distribution. In terms of disciplinary focus, health sciences journals contribute the highest proportion of publications (20%). Methodologically, all reviewed studies employ quantitative approaches, primarily using questionnaires and interviews for data collection. Overall, the evidence consistently demonstrates that workplace spirituality has a positive effect on organizational commitment.

Keywords: Workplace Spirituality, Organizational Commitment.

1 Introduction

An organization will run effectively if employees have high organizational commitment. As stated by [1] Organizational commitment plays an important role in the philosophy of human resource management. Everyone who works or is an employee in a company must commit to work because if employees are not committed to work, then the goals of the organization or company will be difficult to achieve [2].

Organizational commitment is a relationship between an individual and a company that allows individuals to have a strong commitment to the organization; this includes a strong desire to remain part of the organization, maximum effort to achieve organizational goals, as well as sincere belief and acceptance of the values and goals organization (Porter & Smith) in [3]. Organizational commitment is a condition where an employee identifies with the organization and is motivated to continue fighting for his career. [4].

The benefits of having employees with high organizational commitment, according to [1] as a summary of various studies, show that employees who are committed and especially affectively committed to an organization are less likely to leave the organization and are more likely to be present regularly, work effectively, and be good organizational citizens. Research from [5] also specifically highlights affective commitment in his research with lecturers at universities as the object. Reference [5] stated that the other commitments only emphasize the

speculative aspects and norm consequences, which are considered inappropriate for their job as a lecturer. In contrast to the previous statement, the research results from [6] that economic reasons are also one of the reasons for commitment, the continuous commitment describes economically reason.

Workplace spirituality is a person's emotions at work that are positively correlated with feelings within themselves. This is explained by [7] as follows: Workplace spirituality is defined as part of the emotions felt at work that may support inner beliefs that have an impact on the employee's daily life and work habits. Thus, if the emotions felt by an employee in the work environment are in accordance with the beliefs they have, this will have a positive impact on the employee's personal and professional life.

Workplace spirituality is expressing one's desire to find meaning and purpose in life and is a process of bringing to life personal values that are held firmly by a person. [8]. If employees can implement workplace spirituality, this can improve their well-being and quality of life. Spirituality in the workplace can also give employees a sense of purpose and meaning in their work, as well as strengthen the sense of connectedness and togetherness among them. [9]. Employees with higher workplace spirituality are more likely to obey the leader without questions and are more easily influenced by the leader. [10].

In Indonesia, where mostly Muslims reside, spirituality is frequently associated with religiosity [11]. This is supported by the definition of the word spirituality according to the Big Indonesian Dictionary (KBBI), which reads: spirituality is a source of motivation and emotion for individual searches concerning a person's relationship with God. Every religion teaches the concept of spirituality, but the concept of workplace spirituality is not related to a particular religion. Although in the end, the implementation of workplace spirituality for each employee at the individual level returns to the religion they adhere to.

Managers can improve organizational commitment and individual and organizational performance by improving the spiritual environment. [12]. This statement is supported by [13] Who conducted studies in various parts of the world related to workplace spirituality where the findings showed that workplace spirituality has a positive impact on organizational commitment among lecturers. A study in the city of Kerman, Iran, with a sample of 305 nurses in 4 general hospitals in the city, showed that workplace spirituality influenced affective organizational commitment. [14]. Another study in Europe by [15], involving 361 respondents from 154 organizations in Portugal, showed that workplace spirituality influenced organizational commitment. The findings of the study by 16 also demonstrated that workplace spirituality has a significant and positive impact on organizational commitment, based on a study involving 347 academic staff at 16 universities in Kenya, both public and private.

Based on the findings of various previous research results on the influence of workplace spirituality on organizational commitment in various countries which show that workplace spirituality has an influence on organizational commitment, therefore, this study was conducted with the aim of understanding and analyzing the impact of workplace spirituality on employee organizational commitment.

2 Research Methods

Systematic Literature Review (SLR), or commonly abbreviated as SLR, is a literature research method that identifies, evaluates, and interprets all results in a research topic to answer pre-determined research questions. [17]. Systematic Literature Review (SLR) aims to provide the most comprehensive list possible of all published studies on a particular subject. [18].

Systematic Literature Review (SLR) is very useful for future research. This is supported by the opinion of those who said that the assessment of the quality of studies in the Systematic Literature Review (SLR) method is to guide future studies on the subject. [19]. The results of this assessment can be in the form of distribution of literature based on time, place, theory, concept and type of method used, as well as the type of results obtained. [20].

The Systematic Literature Review (SLR) research method has guidelines in its implementation. Here are some reasons why a researcher must follow the guidelines for using the SLR method [21]:

- a. Allows researchers to anticipate potential problems.
- b. Facilitates researchers in auditing literature using audit protocols (selectively identifying reports).
- c. Prevents arbitrary decisions regarding data inclusion and exclusion criteria.
- d. Reduces duplication and increases collaboration.

The guidelines for conducting a Systematic Literature Review (SLR) have two stages, namely, article identification and analysis procedures. [20]. Figure 1 below shows an overview of the stages of the Systematic Literature Review (SLR) in this study.

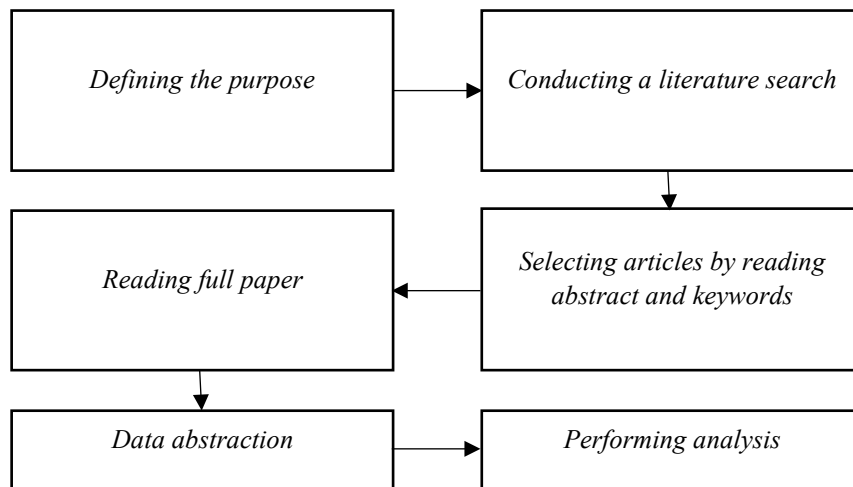


Fig. 1. Systematic Literature Review Stages [22].

2.1 Article Identification

The research articles used as literature in this Systematic Literature Review (SLR) study are articles that have a period of 15 years, namely from 2008 to 2023. Research articles are literature published in English-language international journals about the influence of workplace spirituality on organizational commitment. Research articles are obtained from electronic databases accredited by the Ministry of Education and Culture. The electronic databases used in this study are Scopus, Elsevier, and Taylor & Francis. The keywords used for literature searches in electronic databases are "workplace spirituality on organizational commitment".

Articles from journals published as research results on the influence of workplace spirituality on organizational commitment that have been obtained are then summarized by noting important points in the article. These important points include the author's name, research title, journal name, year of publication, country where the sample in the study came from, theory used, research method, and research results. Finally, these important points are then analyzed based on research questions as stated in Table 1, which provides an overview of how workplace spirituality influences organizational commitment based on previous research:

Table 1. Research Questions (RQ)

No	Research Questions
RQ 1	Based on the geographical scope, which countries are most often used as research samples on the influence of workplace spirituality on organizational commitment in 15 years (2008 - 2023)?
RQ 2	RQ 2 Based on the field of the publishing journal, which journals published the most research on the influence of workplace spirituality on organizational commitment in 15 years (2008 - 2023)?
RQ 3	RQ 3 Based on the research method, what data collection method is most widely used regarding the influence of workplace spirituality on organizational commitment in 15 years (2008 - 2023)?
RQ 4	RQ 4 Based on the research results, are there more research results that explain that workplace spirituality has an effect on organizational commitment or has no effect in 15 years (2008 - 2023)?

2.2 Analysis procedure

This study aims to determine the effect of workplace spirituality on organizational commitment in previous studies over 15 years (2018 - 2023). In addition, this study also aims to be a literature for further research on the effect of workplace spirituality on organizational commitment. Therefore, this study presents several details. These details are the author's name, research title, journal name, year of publication, country where the sample in the study came from, theory used, research method, and research results. Finally, from these details, a description is given regarding the effect of the workplace spirituality variable on the organizational commitment variable based on previous research that exists throughout the world, as well as an explanation of the benefits for further research.

3 Results and Discussion

A total of 26 studies on the influence of workplace spirituality and organizational commitment published within 15 years (2008–2023) were obtained from the electronic databases Scopus, Elsevier, and Taylor & Francis. Table 2 below describes a description of the samples and objects taken and the country where the research was located.

Table 2. Samples, Objects, and Research Locations

No	Authors	Samples and Research Objects	Research Location (Country)
1	[23]	Hospital nurse	India
2	[24]	Lecturer at university	India
3	[25]	North Sulawesi Provincial Government Employees	Indonesia
4	[26]	Medical staff	Taiwan
5	[27]	Teachers in public schools	Bahrain
6	[28]	Lecturer at a private university	Indonesia
7	[29]	Employees of public sector companies	Indonesia
8	[30]	Company employees	South Korea
9	[31]	Village apparatus	Indonesia
10	[32]	Banking Employees	Indonesia
11	[33]	College lecturer	India
12	[34]	College lecturer	Malaysia
13	[35]	Manufacturing and service company executives	India
14	[36]	Company employees	India
15	[37]	Islamic insurance company employees	Malaysia
16	[38]	Company employees	Portugal
17	[39]	Administrative staff in college	Iran
18	[40]	Oil distribution company employees	Iran
19	[41]	Lecturer at college	Indonesia
20	[42]	Academic and administrative staff at the college	United States
21	[43]	Administrative staff in college	Malaysia
22	[44]	Service company employees	United States
23	[45]	Municipal Employees	Iran
24	[46]	Hospital nurse	Iran
25	[47]	Hospital nurse	Iran
26	[48]	Hotel employee	United States

3.1 Geographical Scope (RQ 1)

The sample locations in the research articles used as literature in the Systematic Literature Review (SLR) study came from nine different countries spread across three continents in the world. The most research on the influence of workplace spirituality on organizational commitment came from Indonesia (22%), followed by India (19%), Iran (19%), Malaysia (12%), the United States (12%), Taiwan, Bahrain, South Korea, and Portugal (4%). In total, from twenty-six studies, there were seventy-one authors from twelve countries. The most researchers who studied the influence of workplace spirituality on organizational commitment were Indonesian researchers (35%), followed by researchers from the United States (15%), India (11%), Iran (11%), Malaysia (10%), Taiwan (7%), South Korea (4%), Portugal (3%), the remaining 1% each from Oman, Egypt, Sudan, and Australia. Table 3 below is an explanation of the percentage of the researcher's country of origin and research location in tabular form.

Table 3. Percentage of Researchers' Country of Origin and Research Location

Country	Research Location		Researchers	
	Number	Percentage	Number	Percentage
India	5	19%	8	11%
Indonesia	6	22%	24	35%
Taiwan	1	4%	5	7%
Bahrain	1	4%	-	-
South Korea	1	4%	3	4%
Malaysia	3	12%	7	10%
Portugal	1	4%	2	3%
Iran	5	19%	8	11%
United States	3	12%	10	15%
Oman	-	-	1	1%
Mesir	-	-	1	1%
Sudan	-	-	1	1%
Australia	-	-	1	1%
Total	26	100%	71	100%

Indonesia is the country with the highest percentage in terms of researching the influence of workplace spirituality on organizational commitment, but it did not just appear. In Bali, behind the prominent economy, the Village Credit Institution (LPD) is a financial institution owned by the local traditional village. The institution is well managed by the Hindu community. This shows that workplace spirituality plays an important role in this context. [49]. According to research conducted by [50], their research subjects, namely teachers at Foundation X, stated that the reason they stayed was because they felt responsible for their work contracts and also because they felt they had a personal obligation to remain loyal to Foundation X. Workplace spirituality cannot be separated from religious matters. Workplace spirituality does not refer to the application of a particular religion but rather to the implementation of religious values that have a positive impact on the workplace.

3.2 Scope Based on the Field of Science of the Publisher's Journal (RQ 2)

Research on the relationship between workplace spirituality and organizational commitment has been published across 25 journals spanning diverse academic disciplines. The distribution of publications shows that no single field dominates overwhelmingly, although several studies are concentrated in applied and management-related domains. A moderate proportion of studies appear in fields related to organizational and business contexts, while the remainder are dispersed across a wide range of disciplines, including social sciences, economics, education, engineering, and interdisciplinary studies. Each of these fields contributes a smaller but relatively balanced share of publications, indicating that the topic attracts broad scholarly interest across multiple areas of research.

Table 4. Percentage of Field of Science Journal Article Literature

Field	Journal Name	Number of Articles	Total (%)
All Applied Research	Research Journal of Applied Sciences	1	3,8
Business and Entrepreneurship	World Review of Entrepreneurship, Management and Sustainable Development	1	3,8
Business and Management	Cogent Business and Management	1	3,8
	Jurnal Pengurusan	1	3,8
	Malaysian Online Journal of Educational Management	1	3,8
Change Management	Journal of Organizational Change Management	1	3,8
Engineering and Technology	International Journal of Recent Technology and Engineering	1	3,8
Finance, Economics, and Business	Journal of Asian Finance, Economics and Business	1	3,8
Human Behavior	Procedia Social and Behavioral Sciences	1	3,8
Human Resources Management	International Journal of Human Resource Management	1	3,8
	South Asian Journal of Human Resources Management	1	3,8
Humanistic Management	Humanomics	1	3,8
	Quality - Access to Success	1	3,8
	Management Science Letters	1	3,8
	Journal of Enterprise Information Management	1	3,8
Management Ethics and Spirituality	Purushartha	1	3,8
Health Sciences	International Journal of Environmental Research and Public Health	1	3,8
	Indian Journal of Public Health Research and Development	1	3,8
	Journal of Nursing Scholarship	1	3,8
	Journal of Nursing Management	1	3,8

Field	Journal Name	Number of Articles	Total (%)
Religion and Education Scientific Information	Journal of Human Resources in Hospitality & Tourism	1	3,8
	Journal Beliefs and Values	1	3,8
	Advances in Environmental Biology	1	3,8
Social Sciences	Pakistan Journal of Social Sciences	1	3,8
Spirituality and Religion Management	Journal of Management, Spirituality and Religion	2	8,8
	Total	26	100

3.3 Scope Based on Research Method (RQ 3)

Various methods have been used to measure the influence of workplace spirituality on organizational commitment, as in Table 3. The previous research articles, namely 26 studies that were used as literature in this study, were all quantitative research. The advantages of quantitative research are that this type of research is accurate because it is in the form of numbers, the relationship between variables is clearer, and it simplifies complex problems. [51]. The data collection methods used are all interviews and questionnaires. Interviews are useful for conducting preliminary studies to find problems that must be studied, while according to [52] The use of questionnaires as an efficient data collection method occurs when researchers have a clear understanding of the variables to be measured and know what is desired from the respondents. Various objects have been used as research objects related to the influence of workplace spirituality on organizational commitment, including health institutions (hospitals, etc.); universities, both public and private; government employees consisting of provincial, municipal, and other public agency employees; schools; companies consisting of credit, insurance, manufacturing, services, and oil distribution; financial institutions, namely banking; finally there is hospitality. Table 3 below is an explanation of the percentage of fields in each journal that are included in the articles used as literature.

3.4 Scope Based on Research Results (RQ 4)

The results of the research from 26 articles used as literature in this SLR study all show that workplace spirituality has a positive effect on organizational commitment. Both workplace spirituality as variable X or Z and organizational commitment as variable Z or Y. Here is a complete explanation in table form:

Table 5. Research Results from 26 Literatures

No	Authors	Research result
1	[23] (Ramaswamy et al., 2023)	Workplace Spirituality as an intervening variable (Z) has a positive influence on organizational commitment as a dependent variable (Y)
2	[24] (Swami et al., 2023)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
3	[25] (Wati et al., 2023)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
4	[26] (Yuan et al., 2022)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
5	[27] (Al-Mahdy et al., 2022)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as an intervening variable (Z)
6	[28] (Purnami et al., 2022)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
7	[29] (Sapta et al., 2021)	Workplace Spirituality as an intervening variable (Z) has a positive influence on organizational commitment as a dependent variable (Y)
8	[30] (Jeon & Choi, 2021)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as an intervening variable (Z)
9	[31] (Utami et al., 2021)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as an intervening variable (Z)
10	[32] (Adi & Fithriana, 2020)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as an intervening variable (Z)
11	[33] (Sandhu, 2019)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
12	[34] (Chelliah et al., 2019)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
13	[35] (Jena & Pradhan, 2018)	The independent variable (X), namely

No	Authors	Research result
14	[36] (Garg, 2017)	workplace spirituality, positively influences organizational commitment as the dependent variable (Y) The independent variable (X), namely workplace spirituality, positively influences organizational commitment as an intervening variable (Z)
15	[37] [37]	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
16	[38] (Rego & Cunha, 2017)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
17	[39] (Ghasemi, 2016)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
18	[40] (Salajegheh et al., 2016)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
19	[41] (Fanggidae et al., 2016)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
20	[42] (Bell-Ellis et al., 2015)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
21	[43] (Campbell & Hwa, 2014)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
22	[44] (Lee et al., 2014)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as the dependent variable (Y)
23	[45] (Chobbasti, 2014)	Workplace Spirituality as an independent variable (X) has a positive influence on organizational commitment as an intervening variable (Z)
24	[46] (Kazemipour, Mohamad Amin, et al., 2012)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as an intervening variable (Z)
25	[47] (Kazemipour & Mohd Amin, 2012)	The independent variable (X), namely workplace spirituality, positively influences organizational commitment as an intervening variable (Z)
26	[48] (Crawford et al., 2008)	The independent variable (X), namely

No	Authors	Research result
		workplace spirituality, positively influences organizational commitment as the dependent variable (Y)

Based on Table 5, all literature studies on the influence of workplace spirituality on organizational commitment totaling 26 studies show the same results, namely that workplace spirituality positively influences organizational commitment with workplace spirituality acting as an independent variable (X) and organizational commitment acting as an intervening variable (Z) totaling 8 studies; workplace spirituality as an independent variable (X) on organizational commitment as a dependent variable (Y) totaling 16 studies; and finally workplace spirituality as an independent variable (Z) on organizational commitment as a dependent variable (Y) totaling 2 studies. These results indicate that workplace spirituality is one of the variables that can influence the organizational commitment of workers to an organization. A point of view from [53] This is in line with the concept that organizational commitment consists of three parts, namely personal characteristics, characteristics originating from within the organization, and experiences felt while at work. References [54] Also said that workplace spirituality refers to the experiences felt by individuals while at work to fulfill inner needs, which supports this concept. So, it can be concluded indirectly that workplace spirituality is part of organizational commitment.

4 Conclusion

The country that is most often used as a sample for research on the influence of workplace spirituality on organizational commitment is Indonesia with a percentage of 22%. The journal that most often publishes the title is a journal in the field of health sciences with a percentage of 20%. Based on the research method, all studies used as literature are quantitative studies with data collection methods in the form of questionnaires and interviews. Finally, the results of all studies show that workplace spirituality has a positive effect on organizational commitment.

Workplace spirituality has the potential to improve employee well-being and quality of life, provide them with a sense of purpose and meaning at work, and strengthen feelings of connectedness and togetherness within the work community. [9]. Workplace spirituality can create an atmosphere of trust in the work environment that will have a positive impact on increasing organizational commitment.

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