

## **The Mediating Impact of Organisational Commitment and Job Satisfaction on Lecturer Performance in the Workplace Spirituality**

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### **Abstract**

This study aims to investigate the influence of spirituality in the workplace on instructor performance and organisational commitment. Furthermore, it seeks to examine the impact of job satisfaction on the performance of lecturers and their level of commitment to the organisation. Moreover, it seeks to investigate the role of organisational commitment in mediating the connection between spirituality in the workplace and professor performance, as well as its role in mediating the relationship between job happiness and lecturer performance. This study utilises a quantitative method by employing a questionnaire. This study encompassed a group of lecturers from PTKIS in the West Java Region, with a total of 498 individuals. A research study was conducted by selecting a sample of 250 lecturers from PTKIS in the West Java Region. The researchers obtained primary data for this study by distributing questionnaires to lecturers from the West Java Region PTKIS. The sample technique employed is purposive sampling. Meanwhile, The methodology utilised for data analysis is structural equation modelling (SEM) with the implementation of a partial least squares (PLS) approach. The results of the study indicate that the inclusion of spirituality in the academic setting positively influences the academic performance of instructors. Integrating spirituality in the workplace yields a beneficial impact on the level of dedication and loyalty employees have towards the firm. Job happiness positively impacts lecturer performance. Moreover, work satisfaction exerts a beneficial impact on organizational commitment. Organizational commitment positively impacts lecturer performance. Subsequent research findings indicate that organizational commitment acts as a mediator between spirituality in the workplace and lecturer performance. Organizational commitment acts as a mediator between work happiness and lecturer performance.

Keywords: Workplace spirituality, employee satisfaction, organisational commitment, and lecturer performance

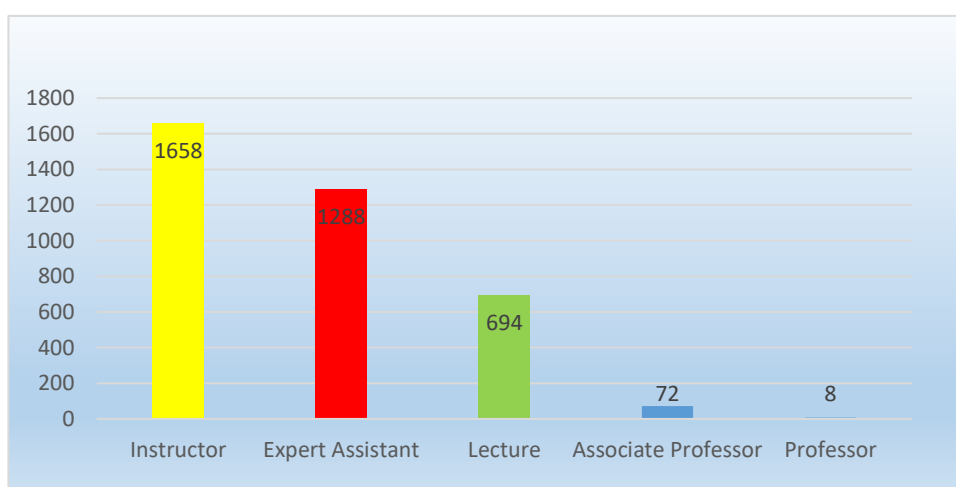
### **Abstrak**

Penelitian ini bertujuan untuk memahami bagaimana spiritualitas di lingkungan kerja mempengaruhi kinerja dosen, pengaruh spiritualitas di tempat kerja terhadap komitmen organisasi, dampak kepuasan kerja pada komitmen organisasi, dan peran komitmen organisasi sebagai penghubung antara spiritualitas di tempat kerja dan kinerja dosen. Metode penelitian ini menggunakan pendekatan kuantitatif dengan menggunakan kuesioner dan melibatkan 498 dosen PTKIS Wilayah Jawa Barat, dengan 250 sampel dipilih untuk penelitian. Peneliti mengirimkan kuesioner kepada dosen PTKIS Wilayah Jawa Barat untuk mendapatkan data awal untuk penelitian ini. Purposive sampling adalah metode sampel yang digunakan. Selain itu, pendekatan yang digunakan untuk menganalisis data adalah SEM dengan metode PLS. Temuan studi menunjukkan bahwa spiritualitas di lingkungan kerja memiliki dampak positif pada kinerja dosen dan komitmen terhadap organisasi. Selain itu, kepuasan kerja juga memiliki dampak positif terhadap kinerja dosen dan komitmen organisasional, yang pada gilirannya berdampak positif pada kinerja dosen. Sebaliknya, penelitian lain menunjukkan bahwa komitmen organisasional berperan sebagai perantara antara spiritualitas di tempat kerja dan kinerja dosen, serta antara kepuasan kerja dan kinerja dosen.

Kata Kunci: Spiritualitas di tempat kerja, kepuasan kerja, komitmen organisasional, kinerja dosen

## INTRODUCTION

Quality of educational services depends on the satisfaction of the faculty in accordance with the criteria in the Ministry of Education. Colleges in Indonesia encounter considerable challenges in attaining the objectives established by the government. Issues pertaining to the efficacy of instructors have an impact on the standard of higher education. Classified according to their functional positions within the teaching personnel, the quantity of lecturers was as follows: A total of 1658 individuals held the position of assistant expert, 694 were lecturers, and 72 were principal lecturers. There are a total of 383 teachers in the West Java Region and Banten who possess an S3 education qualification, as determined by their education qualifications. The image depicts the academic performance of professors in the West Java region (see figure 1).



**Figure 1. displays the quantity of lecturers in the West Java and Banten regions who are affiliated with Kopertais, categorized according to their functional positions.**

An organization can adopt the spiritist perspective in the work environment. Organizations can superior get it worker demeanors with an understanding of otherworldly existence. The fundamental prerequisite for achieving the objective is the need for profound workplace spirituality. Nurturing an deep sense of purpose within the workplace can foster a contemporary organizational culture that promotes employee happiness and enhances work performance. Widowati and Winarto (2013) were mentioned in the same sentence.

Issues that emerge from clashes between individual life or work can be managed with by organizations that care around otherworldly existence. There's a report on Robbins, 2019. The level of otherworldly existence of an representative will influence work fulfillment. It is said that working environment otherworldly existence is an affirmation of an worker having an inward life that's cared for and watched by obligation. A otherworldly truth relating to the reason of human life is related to most profound sense of being. Robbins and Judge, (2019:375). An employee's fulfillment is when what he needs is satisfied.

The term "job satisfaction" pertains to the favourable perception that an employee holds regarding their occupation, which is influenced by their sense of identity (Robbins, 2019: 99). "Job satisfaction" (Riggio, 2001; Marselius, 2004) is a crucial component of employees' overall life satisfaction due to the significant amount of time they dedicate to their work. The study "Robbin and Judge" (2019) discovered

that absenteeism, job strikes, and attrition are all significantly correlated with job satisfaction. Another determinant that impacts performance" (Wagner, 2008: 479); "the extent to which an employee is dedicated to achieving a goal." An organization's commitment to its employees is essential for supporting its activities in a competitive environment. This dedication necessitates the acknowledgement and resolution of the diverse elements that contribute to it. An organization's success is predominantly determined by the degree to which its personnel demonstrate exemplary conduct in the course of their duties. Spirituality and productivity at work: a correlational study (Campbell (2014), Malikeh Beheshtifar (2013), Petchsawanga (2012), and Osman-Gani (2010) are the sources referenced. The aforementioned researchers assert that, spirituality is positively correlated with improved employee performance.

Jufrizen's research (2021) yields identical outcomes as well. Nevertheless, multiple researchers (Krishnanathan, 2018; Anugrah, 2021; Hidayat, 2020) have reached a consistent conclusion that organizational commitment does not result in improved employee performance. Some researchers also conclude that organizational commitment doesn't lead to better performance. For example, Rageb et al. (2013), Tolentino (2013), and Hamdan, 2019, all conclude that organizational commitment leads to poor performance. Rodrigo (2022) concluded his research with the finding that job satisfaction affects employee performance. Moreover, several research have shown a direct association between work happiness and performance. Such a relationship has been documented by Inuwa (2016), Saranya (2014), Fadlalh (2015), Orave (2018), and Javed (2014), among others. Previous research has demonstrated a correlation between job satisfaction and performance, Pustitawati's (2021) study shows that this is not the case. This research investigates the diverse mechanisms by which organisational commitment, job satisfaction, and workplace spirituality can be utilised to enhance the performance of educators.

## **LITERATURE REVIEW**

Based on what Milliman et al. (1999) found, spirituality positively influences the job performance and well-being of individuals. According to Gani et al. (2013), spirituality significantly enhances employee performance by positively influencing workplace productivity, with religion acting as a mediator in this context. Workers are more likely to feel like they're making a difference when their own beliefs and goals are in harmony with the company's, according to Harrington et al. (2001). Soha et al. (2016) highlight the significance of incorporating spirituality as an individual factor in the workplace, as it can have an impact on organizational performance. Albuquerque et al. (2014) found that employees' performance improved when they had a feeling of belonging at work, in addition to being purposeful and engaging in meaningful activities. A robust correlation has been identified in multiple studies between spirituality in the workplace and productivity (Campbell, Beheshtifar, Petchsawanga, Osman-Gani, 2010-2014). Furthermore, Kumari (2022) revealed the results of her research that spirituality in the workplace has a positive effect on employee performance. The results of this study are also supported by Won Moon (2020), Syed Ahmad (2024) who revealed the results of their research that spirituality in the workplace has a positive effect on employee performance. According to some researchers mentioned above, the degree of work spirituality positively influences enhanced employee performance. Hence, a connection exists between spirituality at work and enhanced worker productivity.

Job contentment refers to the favourable affective state that an employee encounters. Job contentment is achieved when an employee is content with his or her position as a result of favourable working conditions, treatment, equipment, and overall working environment. Employee satisfaction is attainable once their job needs are fulfilled at work. Increased job satisfaction leads to improved employee performance within their respective organization. Robbins and Judge (2019) mentioned that employees

respond to discontent in various ways such as exit, voice, loyalty, and neglect. Employee satisfaction greatly impacts their motivation to stay loyal and excel at their jobs within their organization.

The research results of Egenius (2020), Mubarok (2021), Memon (2023) concluded that job satisfaction has a positive effect on employee performance. Some researchers further propose a correlation between job satisfaction and performance. Various authors have discussed this topic in their respective articles (Inuwa, 2016; Saranya, 2014; Fadlallah, 2015; Orave, 2018; Octaviannand, 2017; Javed, 2014). A large body of evidence suggests that productivity rises when employees enjoy what they do for a living. This demonstrates that when individuals have satisfaction in several aspects of their work, including as their job tasks, compensation, and relationships with colleagues, If you ask Robbins, they have a better chance of performing at a high level. By comprehensively examining all facets of employee satisfaction, the organization can motivate people to consistently achieve optimal performance in their work.

To effectively evaluate employee performance, possessing a deep commitment to the organization is crucial. Employees must demonstrate a robust dedication to the company in order to reach their peak performance levels. A committed employee is one who aspires to play a vital role, actively contributes for the organization's advancement, and embraces its core beliefs and objectives. Immersing oneself in a job with dedication entails forging an emotional connection with the company, feeling valued, and actively pursuing the organization's goals. According to Glinow (2015), a positive and direct correlation exists between commitment and performance. According to Luthan (2019:149), there is a high association between organisational dedication and positive results, as shown by several research, including improved performance, reduced turnover rates, and decreased absenteeism. Commitment to the organization has a good and significant relationship with employee performance, according to Khan's study (2010). The research results of Beigi (2020), Minh Loan (2020) and Suharto (2019) concluded that organizational commitment has a positive effect on employee performance. There is a robust and favorable relationship between employee performance and employee commitment, as demonstrated by Qaisar (2012). Subsequently, Samad (2005), Mehmud (2010), and Qureshi (2012) ascertained that the findings of his research exert a substantial influence on the formation and functioning of personnel. Consequently, employee performance is highly correlated with their degree of commitment and allegiance to the organisation.

Karakas (2010) conducted research indicating that workplace spirituality can enhance organizational commitment from a human resource management (HRM) standpoint. Mehran (2015) suggested in his study that spirituality can increase commitment in the workplace by promoting feelings of trust. This dedication includes employee loyalty to the company and company loyalty to its employees and customers. The researchers discovered that organizational commitment was positively affected by workplace spirituality in various studies conducted by different authors. Hence, the stronger the employee's spiritual level, the higher their level of commitment will be. According to Robbie (2021), the results of his research show that spirituality in the workplace has a positive and significant impact on employee performance, organizational commitment has no impact on performance, and employee satisfaction can be moderated by increasing the impact of spirituality in the workplace on employee performance.

The degree to which an individual remains loyal to their organization is called organizational commitment and loyal to their specific organisation, while job satisfaction refers to how happy and fulfilled an employee is with his or her job. These elements are crucial for employee engagement and the success of the organisation as a whole. Organisational commitment is an individual's recognition of their position within the establishment (Steers, Porter, & Mowday, 2009). Organizational commitment fosters a feeling

of affiliation and inclusion among personnel inside the organization. When workers are happy, they feel accomplished and fulfilled in their work. Employee satisfaction is positively correlated with the recognition of their contributions and the valuation of their skills. This will promote a sense of tranquility among employees regarding their work obligations and ensure they are well-informed. Establishing a conducive work atmosphere that fosters employee satisfaction and contentment will effectively mitigate their desire to explore alternative career prospects or resign from their current one.

A study conducted by Porter, Steers, Mowday, and Boulin (2009) established a correlation between organisational commitment and work satisfaction that could be predicted. Investigating the correlation between heightened levels of job satisfaction and job satisfaction is a compelling and pertinent area of scholarly enquiry within the realm of accounting. Blin's visit to Poznan in 1997. An additional body of research, including that of Mathur (2015), Yoveline (2015), Fatema (2013), and Eslami, provides further evidence in favour of the correlation between organisational commitment and job satisfaction. The year 2012 was written communication's heyday. Furthermore, a correlation was established between job satisfaction and organisational commitment by Hedayat et al. (2018). A similar conclusion is reached by Tamara Gajic (2021): work contentment and organisational commitment are correlated.

Organisational commitment has an impact on the spiritual aspect of workers' work, and a greater level of spirituality enhances organisational commitment and influences teacher performance. Strong dedication to the organization will result in positive effects on the employee, such as increased job satisfaction, motivation, high productivity, and commitment to staying with the company. This research is associated with the investigation conducted by Priyawan (2022). It postulated that organisational commitment mediates the link between spirituality in the workplace and performance. In a study conducted by Biswakarma (2018), the impact of fostering spirituality in Nepalese restaurant organisations on staff productivity was examined. The research found that spirituality is linked to increased work productivity in the hospitality industry, with employee productivity being positively affected by work spirituality. It indicates that workplace spirituality is crucial in increasing employees' productivity and satisfaction. Therefore, workers in companies that neglect or undervalue spirituality are not as productive in the long run as those who embrace it. The findings of Tayebiniya & Khorasgani (2018) align with the results of this investigation. An investigation carried out among the Isfahan Staff of Islamic University of Azad unveiled a noteworthy association between workplace spirituality, meaningful assignments, interpersonal relationships with colleagues, persons conforming to organisational ideals, and overall performance.

In other words, a strong degree of dedication inside the organisation leads to increased employee happiness, which in turn enhances instructor effectiveness. The findings of Novita et al. (2016) suggest that enhancing job satisfaction and fostering loyalty towards the organisation can result in enhanced employee performance. There is a connection between happy workers and productive businesses, and organisational commitment can mediate that connection. As job satisfaction increases, the employee's performance also improves, leading to a greater level of dedication that individuals build towards their companies. According to Fauzi et al. (2016), a company's culture significantly affects how happy its employees are in their positions and how committed the company is to helping its employees perform better. An employee's performance may be enhanced as a result of a strong organisational commitment that increases job satisfaction. A positive correlation has been observed between employee satisfaction and the degree of dedication individuals exhibit towards the organization.

## **RESEARCH METHOD**

The research employs a survey methodology that utilises descriptive and associative explanatory methodologies. The study employed descriptive and associative explanation methodologies to gather data on the effect of spirituality in the workplace, job happiness, and organisational commitment on enhancing lecturer performance. The focus of this research is the PTKIS located in the West Java region, which serves as the research object or observation unit. Meanwhile, the focus of examination is on lecturers from PTKIS in the West Java region. This research design falls under the category of descriptive research, which aims so that the many features of the variables under investigation can be fully comprehended and their connection to real-life phenomena. Specifically, it focuses on examining employee perceptions of workplace spirituality, job satisfaction, and organisational commitment, and how these factors contribute to enhancing employee performance. The research employs a survey methodology that utilises descriptive and associative explanatory methodologies. The study employed descriptive and associative explanation methodologies to gather data on the impact of spirituality in the workplace, job happiness, and organisational commitment on enhancing lecturer performance. The PTKIS in the West Java area is the center of attention here, which serves as the research object or observation unit. Meanwhile, the focus of examination is on lecturers from PTKIS in the West Java region.

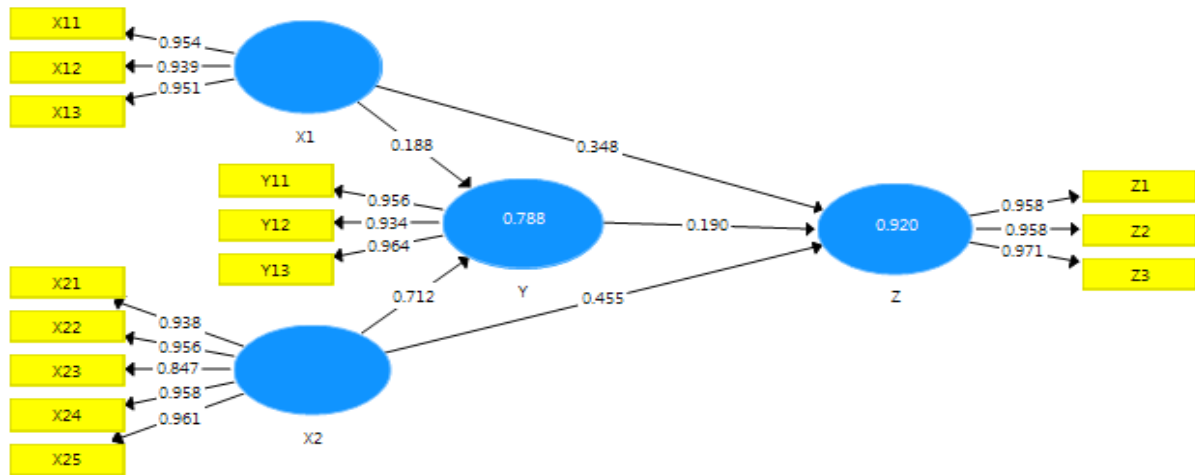
This study's population is comprised of academics employed at PTKIS in the West Java Region. This research did not include a sample from all PTKIS in the West Java region. This research was limited to specific places in West Java due to constraints in time and finance. A total of 498 lecturers from PTKIS West Java Region were included in the population sample. The author opted to employ a research sample due to constraints in time and costs, despite the vast population of Permanent Lecturers. However, the chosen sample was representative of the overall population. The research sample consisted of PTKIS lecturers in the West Java Region, whose characteristics were the focus of the study. Proportionate Random Sampling is a method employed when the population consists of diverse elements and proportional strata (Sugiyono, 2019: 58). This study also uses stratified random sampling. Stratified random sampling is a sampling technique that divides the population into several strata or small groups based on certain characteristics that are relevant to the study. After the population is divided, random samples are taken from each stratum. The main purpose of this method is to ensure that each subgroup of the population is represented in the sample, so that the research results are more accurate and reliable. Sampling involves picking a sufficient number of individuals from a population to serve as representative samples for research purposes. A total of 250 lecturers from PTKIS were included in the sample from the West Java Region.

The data collection method involves the use of survey questionnaires. The data gathered in this study employed structured inquiries through the completion of questionnaires by participants. The evaluation of respondents' captured answers was conducted using five models of the Multiple Rating List Scale (Cooper and Schindler, 2014: 255). This scale categorizes respondents' answers into a score range of 1 to 5, providing alternative options for each response. Prior to further analysis, the instrument underwent initial testing to assess its validity and reliability, as outlined in the research instruments section. The acquired data is subsequently encoded and processed, as outlined in the data analysis section.

## **RESULTS AND DISCUSSION**

The Partial Least Squares (PLS) approach was used to create the structural route diagram for the Full Model. Figure 2 depicts each indication represented by a yellow box and each variable represented

by a blue circle. An indicator is deemed legitimate if its weight exceeds 0.50. The Full Model's Structural path diagram was obtained using the Partial Least Squares (PLS) approach. Figure 2 illustrates each indication represented by a yellow box and each variable represented by a blue circle. An indicator is deemed legitimate if its weight exceeds 0.50.



**Figure 2. Displays the complete structural model using the PLS algorithm.**

According to the graphic, all loading factor values for teacher performance, organisational commitment, spiritual presence at work, and job satisfaction are greater than 0.5, indicating that all variables possess significant values (see table 1).

**Table 1. Loading Factor, CR and AVE**

Latent Variable	Dimension	Loading Factor	CR	AVE
Spirituality in the workplace (X1)	X11	0,954	0,964	0,889
	X12	0,939		
	X13	0,951		
Job Satisfaction (X2)	X21	0,938	0,971	0,870
	X22	0,956		
	X23	0,847		
	X24	0,958		
	X25	0,961		
Organizational Commitment(Y)	Y11	0,956	0,966	0,905
	Y12	0,934		
	Y13	0,964		
Employee Performance (Z)	Z1	0,958	0,974	0,927
	Z2	0,958		
	Z3	0,971		

The research indicates that there are strong correlations (greater than 0.5) between the spiritual presence parameters and workplace atmosphere, job happiness, organisational loyalty, and employee performance, suggesting substantial links. Now the five latent factors' AVE values are very relevant, as an AVE value higher than 0.5 indicates that the data in each recent variable may be explained by the latent variable. Similarly, when the total variable value is more than 0.7, the Composite Reliability score is considered dependable. The estimation display exhibits substantial reliability.

**Table 2. displays HTMT values calculated using confidence intervals.**

	Confident Interval Low	Confident Interval High
<b>X1 -&gt; Y</b>	0.035	0.336
<b>X1 -&gt; Z</b>	0.231	0.467
<b>X2 -&gt; Y</b>	0.573	0.851
<b>X2 -&gt; Z</b>	0.310	0.597
<b>Y -&gt; Z</b>	0.098	0.301

A HTMT result below 0.9 shows that the approach utilised in this study is appropriate, which means we can move on to the next stage to test the hypothesis (see Table 2).

**Evaluating a hypothesised concept**

The theory is assessed by utilising the outcomes of the internal model evaluation, which encompass Parameter coefficients, t-statistics, R-squared outputs. Evaluating the acceptance or rejection of a theory entails examining the significance values of growth, t-statistics, and p-value. It is often understood that t-statistics greater than 1.96, with a p-value lower than 0.05, are statistically significant in this specific situation.

**Table 3. shows the results of the coefficients for the non-direct effects specific to each path.**

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
X1 -> Y	0.188	0.077	2.427	0.016	Accepted
X1 -> Z	0.348	0.061	5.697	0.000	Accepted
X2 -> Y	0.712	0.072	9.867	0.000	Accepted
X2 -> Z	0.455	0.077	5.914	0.000	Accepted
Y -> Z	0.190	0.052	3.668	0.000	Accepted
X1 -> Y-> Z	0.036	0.018	1.983	0.048	Accepted
X2 -> Y-> Z	0.136	0.040	3.388	0.001	Accepted

Table 3 show the results of the hypothesis testing, spirituality at work has a beneficial effect on both the performance of lecturers ( $\beta = 0.188$ , t-stat = 2.427,  $p < 0.05$  (0.016)) and their commitment to the organisation ( $\beta = 0.348$ , t-stat = 5.697,  $p > 0.05$  (0.00)). Both academics' performance and their loyalty to the organisation are favourably impacted by the happiness they experience in their job ( $\beta = 0.455$ , t-stat = 5.914,  $p < 0.05$  (0.000)). Lecturers' performance is enhanced by higher levels of organisational commitment ( $\beta = 0.190$ , t-stat = 3.668,  $p < 0.05$  (0.000)). Organisational commitment moderates the connection between spirituality at work and professor performance ( $\beta = 0.036$ , t-stat = 1.983,  $p < 0.05$ , 0.048). Lecturer performance and job happiness are mediated by it as well ( $\beta = 0.136$ , t-stat = 3.388,  $p < 0.05$ , 0.001).



**Table 4. Direct, Indirect and Total Influence**

Effect	Direct	Indirect	Total
X1 → Y	0,188		Accepted
X2 → Y	0,712		Accepted
X1 → Z	0,348		Accepted
X2 → Z	0,455		Accepted
X1 → Y → Z	0,188	0,036	Accepted
X2 → Y → Z	0,712	0,136	Accepted
Y → Z	0,190		Accepted
X1 → X2 → Y	0,188	0,712	Accepted
X1 → X2 → Z	0,348	0,455	Accepted

Based on the table 4 above, the following conclusions are obtained:

1. The direct effect of workplace spirituality on organizational commitment is (0.1882) = 3.53%
2. The direct effect of job satisfaction on organizational commitment is (0.7122) = 50.7%
3. The direct effect of workplace spirituality on lecturer performance is (0.3482) = 12.1%
4. The direct effect of job satisfaction on lecturer performance is (0.4552) = 20.7%
5. The direct effect of workplace spirituality on lecturer performance is (0.3482) = 0.121 while the indirect effect of workplace spirituality on lecturer performance through organizational commitment is 0.036 so that the total effect of workplace spirituality on job satisfaction is (0.121 + 0.036) x 100% = 15.7%
6. The direct effect of job satisfaction on lecturer performance is (0.4552) = 0.207 while the indirect effect of job satisfaction on lecturer performance through organizational commitment is 0.136 so that the total effect of job satisfaction on lecturer performance is (0.207 + 0.136) x 100% = 34.3%
7. The direct effect of organizational commitment on lecturer performance is (0.1902) = 3.61%

The influence of the dependent variable can be shown by the R-Square value. The following is the acquisition of the R-Square value as follows:

**Table 5. R Square Result**

	R-Square
Organizational Commitment	0,788
Lecture Performance	0,920

The table 5 above shows the value of the determination coefficient (R-Square) where it can be seen in the first sub-structure the acquisition of the R-Square value of the organizational commitment variable is 0.788 which indicates that the organizational commitment variable can be explained by 78.8% by the variables of spirituality in the workplace and job satisfaction. In the second sub-structure the acquisition of the R-Square value of the lecturer performance variable is 0.920 which indicates that the lecturer performance variable can be explained by 92% by the variables of spirituality in the workplace and job satisfaction. In addition to looking at the magnitude of the R-Square value, the evaluation is carried out with the Q2 value (predictive relevance). Q2 is used to measure how well the observation value is produced by the model and also its parameter estimates. The Q2 value has the same meaning as the coefficient of determination in regression analysis, where the higher the R Square, the more the model can be said to fit the data. To calculate the Q2 value, the following formula is used:

$$Q2 = 1 - (1 - R^2_1) \times (1 - R^2_2) \dots (1 - R^2_p) \dots$$

$$\begin{aligned} Q2 &= 1 - (1 - 0,788) \times (1 - 0,920) \\ &= 1 - (0,212 \times 0,08) \\ &= 1 - 0,01696 \\ &= 0,98304 \end{aligned}$$

From the calculation results, the Q2 value is known to be 0.98304, meaning that the diversity of research data that can be explained by the structural model developed in this study is 98.3%. Based on these results, the Q2 value > 0 indicates that the model has strong predictive relevance. The next step is to use the goodness of fit criterion called the GoF Index. This index is used to evaluate measurements and structural models, in addition to providing a simple measurement for the entirety of the model prediction with the following formula:

$$\begin{aligned} \text{GoF} &= \sqrt{\text{AVE} \times \text{R}^2} \\ &= \sqrt{0,898 \times 0,854} \\ &= 0,876 \end{aligned}$$

Based on the GoF results (small GoF value = 0.1, medium GoF = 0.25 and large GoF = 0.38) the structural model in this study has a high goodness of fit, meaning that the results of this test show that the model as a whole fits the data or is able to reflect the reality and phenomena that exist in the field.

The most crucial aspect of being in the work environment is a set of values within the organisation that provides mutual reassurance in every professional connection. A study conducted by Jabbar and Zakiy (2017) revealed that an employee's performance is significantly and positively influenced by a positive and meaningful experience within the workplace. Research testing the idea that the presenters' work environments affected their performance found strong evidence in support of the notion. As an employee's sense of belonging in the workplace increases, so does their effectiveness as an instructor. The statistical analysis revealed that the t-value of 5,847 is significant, exceeding the critical value of 1.96, as indicated by the theory test results. Based on this proposition, it can be deduced with a 95% level of confidence that the prevailing theory posits a positive and critical influence of the predominant sense of well-being in the workplace on the educator's performance.. Meanwhile, the extent to which spirituality inside the workplace affects a lecturer's performance is 12.1%. This indicates that 12.1% of a teacher's performance can be attributed to spirituality in their profession. However, the remaining 87.9% is subject to the influence of unexplored causes. This finding is noteworthy in light of the work of Hafni (2020), who demonstrated that teachers' performance is significantly affected by the deepest emotions they feel on the job. A worker's basic impression of their workplace affects their performance, according to Petchsawanga (2012) and Beheshtifar (2013). Furthermore, Kumari (2022) revealed the results of her research that spirituality in the workplace has a positive effect on employee performance. The results of this study are also supported by Won Moon (2020), Syed Ahmad (2024) who revealed the results of their research that spirituality in the workplace has a positive effect on employee performance.

The strong emotions that you experience in relation to your work environment positively impact your commitment to your organisation. The level of spirituality in the workplace is directly related to the level of dedication that workers show towards the company. Theoretical test findings indicate that the T-Count value of 2.492 exceeds the threshold of 1.96. This analysis provides sufficient evidence to draw the 95% confidence level conclusion that most people think spirituality has a positive and substantial effect on organisational commitment. Conversely, the impact of the strongest emotions in the work environment on organisational commitment is only 3.5%. Additionally, these emotions can only explain 3.5% of the time why organisational commitment exists, while the remaining 96.5% indicates that organisational

commitment can be understood through other factors. It is impacted by additional aspects that have not been examined. This study employs three clues to encapsulate the profoundest essence of one's engagement in the workplace. These indicators encompass one's internal experiences, significant contributions, and belonging to a community. The element of community participation is the most important key factor in forming the variable of otherworldly presence in the work environment. Comparing with internal life and critical work metrics, we see that Pointer is rated highest with his 0.965 of normal stack numbers.

Fanggidae (2016), Hisam (2021), Mehran (2017), and Utami (2020) found that intense sensations experienced at work significantly and positively affect organisational commitment, lending credence to the analysis's results. This implies that incorporating a supernatural aura in a positive work environment can enhance employee engagement with the organisation. According to a study conducted by Khasanah (2017), employees who have a regular presence at work are dedicated to working in a pleasant work environment and receive assistance from their supervisors and coworkers, which in turn decreases stress levels for employees inside the work environment. It was found to be capable of being diminished. The testing of our hypothesis on the impact of work performance on speakers' performance yielded favourable findings, which we endorse. Consequently, when the degree of employee satisfaction increases, their ability to execute becomes more evident. The results obtained from the hypothesis testing suggest that the calculated T-Count value of 10,094 exhibits a higher level of statistical significance than 1.96.

With a confidence level of 95%, this evaluation provides evidence supporting the widely acknowledged notion that job satisfaction significantly and positively influences teacher performance. However, specialists' performance has the most significant impact on execution, accounting for 20.7%. As a result, the trainer's performance can be ascribed to supernatural elements comprising 20.7% of the work environment, with the remaining 79.3% being influenced by unidentified factors. Enhanced employee performance is a direct result of a significant level of job satisfaction. Employees who are satisfied at this point have better execution skills. Conversely, if the degree of satisfaction is off now, the execution will be subpar. Happy representatives perform best. Disappointed representatives develop a feeling of apathy, which affects their performance. The research results of Egenius (2020), Mubarak (2021), Memon (2023) concluded that job satisfaction has a positive effect on employee performance. Some researchers further propose a correlation between job satisfaction and performance. The above studies are based on the results of studies that positively and conclusively treat job accomplishment by Günay (2018), Carvalho (2020), Rodrigo (2022), Oravee (2019), Saud Mira (2019), and Saranya (2014). Some are referenced impact on representative execution.

Conversely, the findings of the inference about the impact of job performance on organisational commitment are favourable. The better the work performance, the greater the representative's contribution to the organization. In our tests, we found that a T-Count value of 10,094 was significantly more significant than 1.96. This assessment demonstrates that a temperature of 95 degrees can be inferred to have a general and definitive effect on organisational responsibilities, suggesting that work performance exerts a beneficial and significant influence. Conversely, job performance has a significant impact of 50.7% on organisational obligations, suggesting that employee performance can effectively communicate organisational expectations. The remaining 49.3% represents the influence of unexplored factors. Is being received.

Organisational commitment is positively and significantly impacted by job performance. A worker's dedication to their employer is positively correlated with their productivity on the job. Consequently, when salespeople experience disappointment, their level of dedication to the organisation diminishes. Job

satisfaction can be enhanced for directors who actively incorporate suggestions from employee evaluations, colleagues who consistently utilise a shared interface, and representatives who are provided with opportunities for professional growth. Furthermore, the corporation ensured that all employees received sufficient compensation, thereby fostering a sense of trust and loyalty among the employees towards the organisation. This element is substantial in light of the assertions made by Handoko (2018) and Mathis and Jackson (2017) that job satisfaction reflects an employee's emotional state regarding their place of employment. Given the claims stated by Handoko (2018) and Mathis and Jackson (2017) about work satisfaction as a reflection of an employee's emotional state towards their place of employment, this factor is significant. Employees' levels of dedication to their company are positively correlated with their levels of work satisfaction. According to Boles et al. (2007), their study on several American corporations found that fair compensation and opportunities for advancement had a significant impact on employees' inclination to stay committed to their organisation. The research results of Beigi (2020), Minh Loan (2020) and Suharto (2019) concluded that organizational commitment has a positive effect on employee performance. Hsiao and Chen (2012) investigated a range of Taiwanese enterprises and discovered that organisational commitment is greatly and favourably impacted by work satisfaction. Lukman et al. (2012), in their study on the open segment in Nigeria, found that when agents are satisfied with their jobs and provided with career opportunities, they are more committed to serving customers.

The purpose of the experiment was to examine how the most powerful emotions presenters encounter at work impact their performance in respect to organisational commitment theory. Our findings revealed beneficial outcomes. Thus, the deeper the sense of belonging to the work environment, reinforced by organizational commitment, the more pronounced a teacher's performance will be. This test is predicated on the hypothesis that a T-Count value of 2,064 holds greater statistical significance compared to 1,96. With a high degree of confidence (95 percent), it is possible to draw the conclusion that spirituality in the workplace significantly and positively affects teacher performance via organisational commitment. This factor holds significance in the research conducted by Priyawan (2022), who maintained that an employee's level of emotional investment in their company is a major factor in the impact of workplace stress on their productivity. The study conducted by Biswakarma (2018) examined the correlation between the establishment of a supernatural presence in Nepalese local companies and how it affects employees' productivity on the job. The study establishes a favourable correlation between one's profound existential understanding and their level of productivity in the workplace and that work productivity has a strong influence on the work productivity of neighboring organizations.

It shows that work environment most profound sense of being plays an critical part in making workers beneficial and fulfilled. In this way, workers became more successful in the long run than workers in companies whose deepest sense of being was ignored or given little consideration. Conclusions drawn from this study are consistent with those of Tayebiniya and Khorasgani (2018). A study conducted at Azad Islamic College Isfahan investigated the correlation between profound mindfulness and work environment performance among employees. The study revealed that a transcendent state of mindfulness in the work environment, important work, important work It has been shown that there is an important relationship between It emotions and positive emotions give an individual consent to social relations with colleagues, organizational values and their implementation. These findings suggest that the occurrence of supernatural or otherworldly elements in the workplace can be anticipated and serve as a reliable indication of teacher performance. In theory, persons, who possess ethereal qualities, must uphold their souls in a professional setting by embracing their inherent principles, in order to experience logic and

significance in their job, and to establish a sense of connection with others. Additionally, you will have a feeling of interconnectedness. The society in which he is employed; (Ashmos & Duchon, 2000).

The findings from the examination of the theory of organisational commitment in relation to teachers' job performance are favourable. Consequently, when job happiness is higher, the employee's performance becomes more prominent, and this is further enhanced by their level of organisational commitment. This test is predicated on the premise that T number 3,458 is more prominent or conspicuous than 1,96. We can state with 95% confidence that the study's findings support the hypothesis that organisational commitment significantly improves speaker performance through influencing work performance. According to Novita et al. (2016), Two factors that influence employee performance are their level of dedication to the organisation and their job performance. There may be a moderating role for an individual's degree of organisational commitment between job satisfaction and output. When workers' efforts are more directly rewarded, they are more invested in the success of the company. Fauzi et al. (2016) performed the research. Workplace morale, productivity, and the company's will to succeed all have a direct bearing on one another.

## **CONCLUSION**

The research findings indicate that enhancing the work environment, organisational commitment, and job fulfilment can lead to improved trainer performance. Teachers are more productive when they are physically present at work. The results demonstrate a positive correlation between spirituality in the workplace and lecture' performance. Teachers' effectiveness rises in tandem with their students' degree of spirituality. The profound sensation of existence within a work setting can have a beneficial impact on hierarchical responsibilities. Consequently, a more elevated level of morale in the workplace leads to a stronger dedication to the organisation. Currently, the team is quite satisfied with the teacher display. This suggests that teachers' happiness on the job correlates positively with their productivity in the classroom. Conversely, recent research has shown that teachers' organisational commitment mitigates the impact of physical presence on their occupational performance. This suggests that addressing the supernatural presence in the workplace via organisational involvement has a greater influence on lecture performance.

The study yielded recommendations for enhancing trainer effectiveness by cultivating a transcendent presence in the work environment, organizational commitment, and job fulfillment among trainers at PTKIS West Java site. Increasing the otherworldly presence in workplaces around the West Java region can be achieved by providing otherworldly preparation to trainers, such as on-site management preparation. In order to promote the efforts of organizations in the West Java region, reward and statutes are given to executive trainers to recognize good teacher performance, sometimes according to the level of the position, and to promote comfortable and consistent work. Duties and obligations to drive performance. Changes in teacher performance in the South Java zone environment can be achieved by publicly subsidizing research to speakers. Grants are offered competitively to motivate you to conduct research and prepare you to write a logical paper that will be published in a prestigious publication. Diaries can be distributed to the public and worldwide. Universities need to provide guidance and training to lecturers, both soft skills training to improve spirituality and hard skills training to improve lecturer competence so that lecturers have a high level of commitment and good job satisfaction. Next, conduct a longitudinal exploration to see how changes in workplace spirituality affect lecturer performance over time.

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