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**CONSTRUCTING MODEL TO EXPLORE THE INFLUENCE OF  
RELIGIOSITY AND SPIRITUALITY ON ORGANIZATIONAL  
PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT**

*Membangunkan Model untuk Meneroka Pengaruh Agama dan Spiritualiti ke  
Atas Prestasi Organisasi Melalui Komitmen ke Atas Organisasi*

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**Abstract**

The purpose of this article is to develop a model to explore the impact of religiosity and spirituality on performance organizations through organizational commitment. This study adopted Religiosity and Spirituality as independent variables, organizational commitment as mediating and Performance as a dependent variable. The study is based on conceptual research. Through this study, a model will be proposed to find out the relationship among religiosity, spirituality, organizational commitment and organizational performance. Based on the developed model, the study will continue to find out the impact of religiosity and spirituality through organizational commitment on performance of different types of business. Applying this empirical study, organizations may generate new policies and strategies for improving performance in multicultural and multi-religious organizations.

Keywords: religiosity, spirituality, organizational commitment, organizational behavior, organizational performance.

### **Abstrak**

Artikel ini bertujuan untuk membangun model bagi mengenalpasti kesan keagamaan dan spiritualiti ke atas prestasi organisasi dengan pengantaraan komitmen kepada organisasi. Kajian ini menganggap keagamaan dan spiritualiti sebagai pembolehubah tidak bersandar, komitmen kepada organisasi sebagai pengantara dan prestasi sebagai pembolehubah bersandar. Kajian ini adalah berasaskan kajian konsep. Melalui kajian ini, satu model akan dicadangkan untuk mengenalpasti hubungan antara keagamaan, spiritualiti, komitmen kepada organisasi dan prestasi organisasi. Berdasarkan model yang dibangunkan, kajian ini akan mengenalpasti kesan keagamaan dan spiritualiti dengan pengantaraan komitmen kepada organisasi ke atas prestasi di beberapa jenis organisasi. Melalui kajian ini, organisasi boleh menjana polisi dan strategi baru bagi meningkatkan prestasi di organisasi yang mempunyai kepelbagaian budaya dan agama.

Kata kunci: Keagamaan, spiritualiti, komitmen kepada organisasi, tingkahlaku organisasi, prestasi organisasi.

### **INTRODUCTION**

In this competitive world, every organization seeks performance because it relates with its existence. For sustaining long run, different strategies are taken by the organization. Sometimes strategies support organization commitment towards the society but most of the times it is being violated. According to Koenig et al. (2000), Religion is an organized system of beliefs, practices, rituals and symbols designed to facilitate closeness to the sacred or transcendent (God, higher power, or ultimate truth/reality), and to foster an understanding of one's relation and responsibility to others in living together in a community whether Spirituality is the personal quest for understanding answers to ultimate questions about life, about meaning, and about relationship to the sacred or transcendent, which may (or may not) lead to or arise from the development of religious rituals and the formation of community.

Being related to affect and emotion, religion and spirituality develop across the lifecycle and these are integrally social-psychological phenomena so it can be widely used in case of enhancing organizational performance. According to King and Crowther (2004), after a degree of ambivalence and neglect, organization-focused research has shown a steadily growing interest in religiosity and spirituality over the past decade.

A growing base of literature suggests that there are significant effects of religiosity and spirituality in people's lives. This includes the way people live, behave, and work (Gani et al., 2013). Religious beliefs and spirituality could make a significant difference in organizational performance, providing a frame of reference by which to

guide decision making, particularly in multicultural, multi-religious environments. Despite this, there exists a significant research gap linking religiosity and spirituality on organizational performance through organizational commitment. Empirical research is particularly lacking in contributing to the new knowledge in this area but the validity of that claim is questionable since it was advanced either as a theoretical proposition or lacked supporting data (Valasek, 2009). The present study intends to gather previous literatures to find out a gap between the impact of religiosity and spirituality. Based on the particular gap, the study aims to develop a model that can explore the impact of religiosity and spirituality in the particular issue.

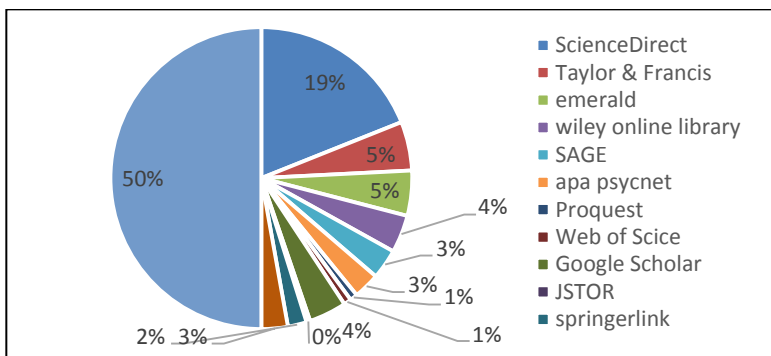
### LITERATURE REVIEW

The study focuses to provide an update on the influence of religiosity and spirituality among organizations and highlighted research trends that deal with this topic. Our comprehensive survey focuses on previous articles on the subject of religiosity and spirituality among organizations. A systemic review has been done based on the literature that can provide gap of previous studies.

Therefore, the study intends to discover the literatures and gap of the previous studies. To know previous studies, it is necessary to go through useful and more cited data from the reliable sources.

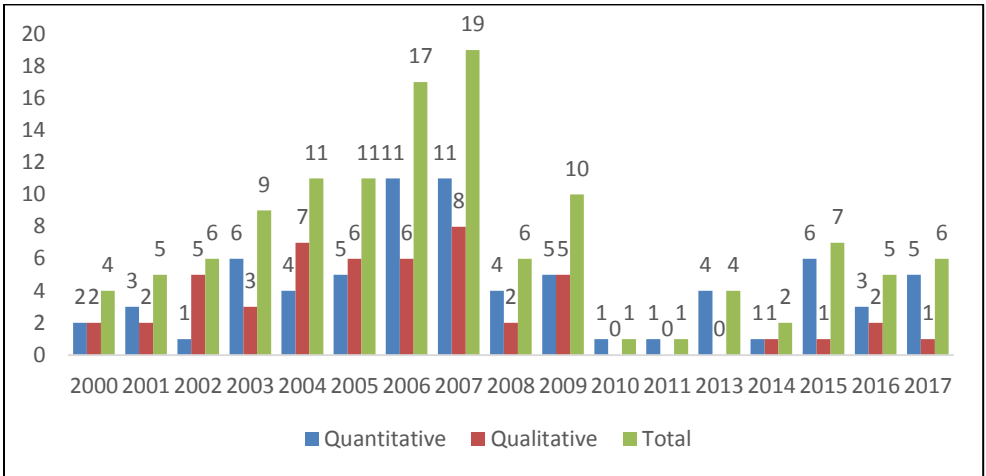
For collecting data, the study has gone through different sources of databases. Segmented sources of databases have been mentioned below:

**Figure 1: Number of Included Articles in Different Categories by the Source Digital Database**



Based on collected data from the popular and high ranked database, the research found that most of the research of last 17 years (2000-2017) have been done based on quantitative (73/124) and qualitative research (51/124) in the field of religiosity and spirituality. The segmented amount of collected data has been provided below:

**Figure 2: Number of Included Articles in Different Categories by Year of Publication**



In order to simplify further steps, a full list of all included papers, with their corresponding initial categories was compiled from the various sources into a EXCEL file. This was followed by the process of summarization, tabulation and description of the main findings. Sets of relevant information were saved in WORD and EXCEL files, including the full list of articles, their respective sources of databases, summary and description tables, categorization tables based on the impact of religiosity, spirituality among organization. From 124 research papers, the study focused on only 15 papers where the study found the gap.

King and Crowther (2004) and Parsian and Dunning (2009) worked on religiosity and spirituality measurement. King and Crowther (2004) focused on the measurement of religiosity and spirituality where the paper intended to explore religion and spirituality in the organizational studies and delved into the psychology of religion literature and Parsian and Dunning (2009) worked on developing and validating a questionnaire to measure spirituality.

Kakabadse et al. (2002) and Hage and Posner (2015) researched on religiosity, spirituality and leadership. Kakabadse et al. (2002) in their research work named “Spirituality and leadership praxis” mentioned that spirituality is long-neglected

dimension in the leadership issue as it is in the psychological contact implicit in work organizations. Hage and Posner (2015) tried to identify and measure the relationship between a leader's religion and religiosity (independent variables) and leadership practices (dependent variables) in the context of non-western Christian and Muslim organizational leaders.

Galbraith and Galbraith (2007), Valasek (2009) and Foster (2013) developed their research on religiosity, spirituality, production and economic growth. Galbraith and Galbraith (2007) focused to examine and test the relationship and interaction between "intrinsic" religiosity, entrepreneurial activity, and economic growth. In addition, Valasek (2009) examined the relationships of spirituality and religiosity to individual productivity in the united states. Foster (2013) assessed combinations of spirituality/religiosity, a known protective factor against heavy drinking, with drinking motives, and alcohol-related ambivalence to better understand how these factors interrelate and are associated with drinking and alcohol-related problems.

Khraim (2010); Purnamasaria (2015), Madni et al. (2016) and Graafland (2017) focused on religiosity, spirituality, customer behavior and organizational culture throughout their works. Khraim (2010) researched on measuring religiosity in consumer research from an islamic perspective where the findings of the study indicated that the combination of three dimensions namely, current Islamic issues, religious education, and sensitive products, produced the best results among other dimensions. Purnamasaria (2015) worked on religious and spiritual values in the workplace, it did not include any moderator the relationship between religiosity and fraud prevention such as organizational culture, moral evaluation and leadership. Madni et al. (2016) researched between Religiosity and Consumer Behavior and Graafland (2017) examined on the relationship between religiosity and attitude and behavior regarding consumption of socially responsible products.

Dilmaghani (2011), Gani (2013), Umpkaite (2014), Usman (2016), Adawiyah and Pramuka (2017), Gursoy (2017) worked on religiosity, spirituality, employees' performance and organizational performance. Dilmaghani (2011) focused to investigate the link between religiosity and labor market outcomes by using the Ethnic Diversity Survey which examines how religious belief and practice relate to earnings in Canada. Gani (2013) focused on religiosity personality index by Azimi et al., spirituality involvement and beliefs scale by Hatch et al., and performance measures by Sarmiento et al. Albuquerque (2014) aimed to study the influence of three dimensions of workplace spirituality on perceived and objective organizational performance. On the other hand, Umpkaite (2014) suggested that one important influence job satisfaction and good performance is spirituality involved in organization and work. Adawiyah and Pramuka (2017) enhances the literature in the

field of human resources development, especially in the area of workplace spirituality, by empirically assessing the extent of spirituality in the Islamic workplace. Gursoy (2017) studied to investigate the impacts of entrepreneurs' religiosity on their values and on the relationship between their values and entrepreneurial behaviors by examining the differences between practicing Muslim entrepreneurs and non-practicing Muslim entrepreneurs.

Moreover, there are several works between Organizational Commitment and Organizational Performance (Bertt et al. 1995; Suliman and Iles, 2000; Shaw et al. 2003; Chun et al., 2013; Wahyuni et al. 2014).

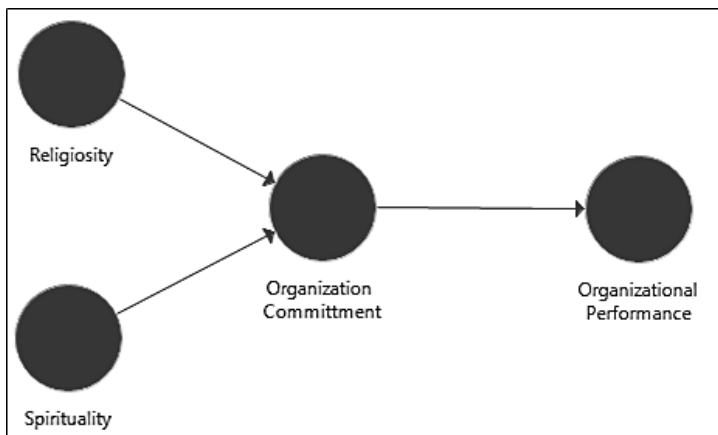
Based on these all previous research it is clear that there is a gap among religiosity, spirituality, organizational commitment and organizational performance.

## METHODOLOGY

### *Proposed Research Framework*

Based on the theoretical framework, the conceptual research framework is prepared based on the independent variables (religiosity and spirituality), meditating variable (Organizational commitment) and dependent variable (organizational performance):

**Figure 4: Proposed Research Framework**



Through this proposed framework, the study tried to construct a model to explore the influence of religiosity and spirituality on organizational performance through organizational commitment which fulfill the research gap of the previous studies. There were several works among religiosity, spirituality and different sorts performance evaluation. Moreover, there were lots of research between organizational commitment and organizational performance. But this current model overcomes the previous problems by creating a relationship among religiosity, spirituality and organizational performance through a mediating variable, organizational commitment.

The stated framework emphasizes on the independent variables: religiosity and spirituality. These independent variables are related to dependent variable organizational performance, whereas organizational commitment acts as a mediating variable for organizational performance (Figure 4). Based on this relationship the following hypotheses are:

As Gani (2013) focused on employees' performance on Religiosity and Spirituality, the hypotheses of current study focus on:

H1: Religiosity has influence on organizational performance.

H2: Spirituality has influence on organizational commitment.

As there are several works between Organizational Commitment and Organizational Performance (Bertt et al. 1995; Suliman and Iles, 2000; Shaw et al. 2003; Chun et al., 2013; Wahyuni et al. 2014), the hypotheses of current study focus on:

H3: Religiosity has influence on organizational commitment.

H4: Spirituality has influence on organizational performance.

The current study finds a gap among religiosity, spirituality, organizational commitment and organizational performance); therefore, the hypotheses of current study focus on:

H5: Religiosity has influence on organizational performance through organizational commitment.

H6: Spirituality has influence on organizational performance through organizational commitment.

H7: Organizational commitment mediates the influence of religiosity and spirituality on organizational performance.

### ***Research instruments***

#### **Religiosity**

To measure the religiosity, this study adopted religiosity personality index by Azimi et al, (2006). Later, Khraim, (2010) in his study named “Measuring Religiosity in Consumer Research from an Islamic Perspective” used four dimensions to measure religiosity. These dimensions are: Islamic financial services, seeking religious education, current Islamic issues, and sensitive products. Islamic financial services include 11 questions and the response format on this dimension was on a 3-point rank scale (1 = Not yet, 2 = thinking about it, 3 = already open account). In the second, seeking religious education, there are 4 questions. The response format on this dimension was on a 3-point rank scale (1 = Never, 2 = Sometimes, 3 = Most Frequent). Current Islamic issues contains 20 different aspects and these were on a 5-point rank scale (ranging from 1 = not important at all, to 5 = the most important). The fourth dimension contains 13 statements related to consumption of different products that may contain doubtful items. The response format on this dimension was on a 3-point rank scale (1 = Do Not Hesitate, 2 = Little Doubt, 3 = Very Doubtful). Current study will also follow the same measurement as like as Kharim.

#### **Spirituality**

Spirituality Involvement and Beliefs Scale (SIBS) which was developed by Hatch et al. (1998) is widely applicable across religious traditions to assess behavioral actions as well as beliefs. But in 2009, Parsian and AM tried to development more in their study named “Developing and Validating a Questionnaire to Measure Spirituality: A Psychometric Process”. Parsian and AM mentioned that spirituality depends on Importance of spiritual beliefs, Self-awareness, Spiritual needs and Spiritual practices. For measuring these four dimensions, Parsian and Am used four (4) scale likert questionnaire.

#### **Organization Commitment**

According to Meyer and Allen (1997), the Organizational Commitment Questionnaire consists of 24 structured statements or items, measuring affective, continuance and normative dimensions of organizational commitment. In their research, they used 8 questions for Affective commitment dimension, 8 questions for continuance commitment dimension and 8 questions for normative commitment dimension by using seven (7) point likert scale where the Cronbach alphas were 0.85, 0.79 and 0.73 for stated three dimensions consecutively. Construct validity of the dimensions of the Organisational Commitment Questionnaire is based on the fact that they correlate as predicted with the proposed antecedents’ variables (Meyer &



Allen, 1997). This provides preliminary evidence that this questionnaire is a valid measure for organisational commitment.

### Organizational performance

Organization performance constructed by Sharabati (2010) and Karimi (2014) comprise three dimensions. For measuring organization performance, respondents were asked to rate the capabilities of their banks in comparison with their competitors along a seven-point Likert Scale ranging from 1 “strongly Disagree” to 7 “Strongly Agree”. The following tables lists the measures used in this research to measure organization performance. In the study of Karimi (2014), the reliability alpha Cronbach of Human Productivity, Profitability and Market Valuation were 0.916, 0.774 and 0.714 consistently which was a good level as the scale was reliable with a Cronbach’s (1951) alpha coefficient of 0.7.

### *Data Analysis*

The collection of data will be analysed by the Statistical Package for the Social Sciences (SPSS) program. Additionally, SPSS 23 was used to obtain the descriptive analysis, factor analysis and reliability analysis. This study will apply the structure equation model (SEM) method to determine the significant influence between dependent variable, independent variables and meditating variables from collected data from the measurements (Alavifar et al., 2012; Hair et al., 2016). The statistical program (Amos) Version 23.0 or SmartPLS 3.2 will be used to implement the structure equation model (SEM) to analyze the research hypotheses.

## **IMPLICATIONS OF THE STUDY**

### *Theoretical implications*

By testing the proposed framework, this research involves understanding the different measures of success in an organization where some factors may be omitted or added to the model to enhance its efficacy. Moreover, it will be important to know whether the proposed framework differs in organizations of different contexts. Therefore, a comparison of the proposed framework in different countries, various organizations, multi-culture and multi-religion may yield insights about different factors that contribute to organizational performance. Thus, the framework can be further developed based on insights in different contexts.

### *Managerial implications*

It would be interesting to know how the proposed conceptual framework will help organization to perform better. Moreover, based on the empirical findings of future series of research among different types of multi-cultural and multi-religious organizations of different countries may generate new policies and strategies for

improving performance in multi-cultural and multi-religious organizations by allowing, encouraging, focusing and balancing religious and spiritual activities in the workplace facilitating understanding and mutual respect.

## CONCLUSION

After analysis of data, it can be concluded to contribute a new selection of knowledge among religiosity, spirituality, organizational commitment and organizational performance. Based on the developed model, the study will continue to find out the impact of religiosity and spirituality through organizational commitment on performance of different types of business. Applying this empirical study, organizations may generate new policies and strategies for improving performance in multicultural and multi-religious organizations.

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