

# Spiritual Working Ethos as a Forming Foundation for Working Commitment and Perception of Employees Working Culture

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## Abstract

This research is dealing with spiritual working ethos which is organizational behavior issues that become the critical concern to do since the literacy rate in Indonesia is still very low. Working ethos literacy became one of the problems of organizational behavior that required for both profit and non-profit organizations because it has a linkage with the attitude, personality, character and character of an employee to the organization to be more accountable. Working and spiritual ethos form of regulation that is ideal for the internalization associated with work commitments and the cultural perception of the employee. Therefore, building and developing human intellect also need mental intelligence and spirituality of humanity and the intelligence to answer the ultimate meaning of life. The process of habituation to this value system requires continuity of movement to deliver a good human formation as the basis for forming the superior character that is mentally healthy, honest, responsible, hard work, not overusing the authority easily and fear of sin.

**Keywords:** spiritual working ethos, engagement, commitment and cultural perceptions of the employees

## 1. Introduction

Spiritual working ethos describes the compliance of an employee towards organization that deals with the vision, mission and purpose in the working process. Rusdianti, (2013) stated that from the understanding and implementation of the work, the ideal employees are: (1) understands the vision, mission and objectives of the program as well as the rules of the organization; (2) pleasing their work; (3) high employee motivation; (4) always improving the quality of the performance; (5) source of new ideas; (6) the manager and employees have mutual respect; (7) able to build up team work reliably; and (8) feel as part of a large family of the organizations. The employees' engagement becomes one of the benchmarks of the success in the organization in addressing human resource issues. The higher the engagement of employees with a high commitment will make organization better and in return, the better the individual's perception will cause better employees in the organization. Factors that indicate the value of engagement is the readiness factor, willingness and pride to devote the energy that has become a form of physical effort, cognitive and emotional expression to complete the task (Thomas, 2007). The process of social exchange is a condition, resources and expectations for the network structure of norms, values and rules of interaction. Everyone is part of the team that works for the purpose of the organization, where people play different roles according to their expertise, and position. Building relationships in the organization of the team members play an important role in meeting the objectives of the organization, the face of changes and dynamics to be superior, work discipline, passionate, shared vision, team learning and systems thinking (Ahmad and Owoyemi, 2012).

The employees are working not just to gain financial compensation, but also non-financial rewards such as personal and career. Therefore, it is not possible to build linkages with just a structural approach alone, as individual is tied first to the system approach value. The system of organizational culture in corporate work culture (efficient, quality, transparent and accountable) must be instilled them into the new social system that is the organization where they work. Gradually goes to social process among fellow employees, supervisors and other environments, thus, it ingrained in them about the perception of system value into their needs.

Good organizations have employees who love to work, followed by the perception of the value system in accordance expectations, have a sense of pride in being part of the organization and not easily switching to other organizations, because the offer of income and better facilities. Employees feel pity to lose the atmosphere, morale and pride to work in this organization that might be unaffordable elsewhere. At least, the feeling of being secure and comfort in the workplace are obtained and working with high productivity. Employees' involvement is shown by the attitude of acceptance, a strong confidence to the organization, their urge to maintain membership in the organization, for the achievement of organizational goals (Robbins, 2003).

Based on the results of the research, organizational commitment and work productivity turns out to be the commitment of the employees on the organization that is a reflection of one's feelings towards the organization, so that the recognition of the price to be paid when leaving the organization and the moral responsibility to remain in the organization and one of the factors that affect employees's performance is organizational commitment. Dunham, Grube, Castenada (1994) showed that the affective commitment predict various studies such as the perception of the characteristics of the task, career satisfaction, intention to quit the

job as much as 72% of cases, compared to only 36% for the normative commitment and 7% for commitments continuence.

Furthermore, Meyer and Herscovitch (2001) stated that the commitment is a binding force of an individual to an action that is relevant to the target. Commitment has a significant engagement and motivation. Commitment basically emphasizes on how the relationship between employees and work units of a sense of attachment to the philosophy and work units, where employees will uphold wholeheartedly and promised to carry out tasks that must be carried out in strict accordance with the principle, which has been established by a group of persons or entities that are bound in a container cooperation to achieve certain goals. Organizations are made up of sections combining characteristics and behaviors that allow jointly build the organization to move forward. An organization is not possible to move forward without a link spiritual work ethos, commitment to employee work inspired by the perception of cultural value system of the organization.

The problem is the controversy over the influence of the work ethos with a commitment to work in an organization of public employees, such as government. The phenomenon of local government services in less than satisfactory, abuse of authority by individual employees, it is still difficult to eradicate corruption, government effectiveness index issued by the World Bank in 2009 is not significant enough, although since 2002 show rising trend for 3 (three) years. This index shows an increase in the ability of the government to hold public services with service quality parameters, quality of the bureaucracy, the competence of government officials, and the independence of civil servants to political pressure. The overall index reflects the institutional capacity of the government bureaucracy. Organizers of public service, has not been entirely free from the practice of high-cost economy, which was later revealed cases of legal realtor, the realtor taxes, as well as other brokers. Basic public services, al. public transportation, the 9-year compulsory education, health services, water supply, sanitation, and telecommunications, has not been able to meet people's needs both quantitatively and qualitatively.

Meanwhile, the values of spiritual work ethos that is so sublime including honesty, responsibility, humility, fear of sin, moral integrity and loyalty which then becomes the working attitude and work culture. Employees have a very important role in the success of the organization and competitiveness. Indicators are important commitments is the willingness to keep working in the organization, work hard in doing tasks and increase the positive attitude towards the organization (Hadisi, 2014).

In general, organizations in Indonesia are facing problems in retaining employees who are high performers (top performing employees). Based on the results of the Global Strategic Rewards survey by Watson Wyatt (2011), the both conditions of profit and non-profit organizational lost employees for an average of 5% in 2009, then increased to be 10% in 2011. More than 85% of managers believe that employees leave organization for a bigger salary or a better opportunity. However, more than 80% of employees left the organization because it is driven by poor management practices or company culture (values, norms, and ethoss in working behavior). Supply and demand of human resources are not balanced, the turnover, yet integrated system of recruitment, training, placement and development, their reluctance to get in on the organization that remuneration and payroll less comparable, there is a tendency to leave the organization when there are opportunities elsewhere (Wikaningrum, 2011).

Based on these problems, the focus of the problem is to build an engagement model, spiritual work ethos with a commitment to work and perception of work culture. To answer these problems, it was conducted a literature review to produce a new proposition.

## **2. Linkage Theory (Engagement)**

Development of human resource engagement model has been developed through literature study by using the theory of resource-based view, human capital theory, social exchange theory, and the theory of religiosity. Direction of development of this theory is to build a spiritual working ethos linkage with businesses to increase the working commitments and perceptions of organizational culture.

The new proposition submitted on the linkage is the attachment behavior of human resources based on the principles of spiritual work ethos to do with the increasing working commitments and perceptions of organizational culture. Empirical development model is a continuation of research on employee engagement as a core strategy of an organization that encourages performance. Engagement will strengthen energy, identification, enthusiasm, dedication and success in work; bring together skilled and educated labor force, long-term involvement in the organization and its values, Rusdianti, (2013). Development of spiritual working ethos linkage contains functional elements of religiosity that is in line with Islamic working ethoss so they can add organizational behavior theory, especially the engagement theory.

Resource Based View Theory was first introduced by Penrose (1959), developed by Rumelt (1984), Dierick & Cool, Barney (1991), Wright et al, (2001), Pitelis, (2009), states that in order to build a group precious / valuable and tied together with a unique and dynamic way to develop successful organizations achieve a sustainable competitive advantage. Competitive advantage depicts valuable resources, scarcity, and difficult to imitate that fall within an organization. All assets, capabilities, organizational processes, firm attributes,

information, knowledge and others are owned by the company and affect the performance of the company is the organization's resources. The ability of organizations to maintain a combination of resources is not easily held by competitors. The inability of competitors to understand the superior performance, help them to achieve a sustainable competitive advantage. Holley and Greenley (2005) stated that the social context as an element to create isolation mechanism, the accumulation of resources based on skills acquired through learning by doing, the complexity of interrelated resources, used and dedication resulted in a competitive barrier.

Human Capital Theory uses basic thinking that has no substitute for knowledge and learning, creativity and innovation, competence and ability, this must be constantly pursued and focused on the context of the organization's environment and competitive logic (Rastogi, 2000). Individuals should be engaged with the organization if desired effective utilization of human capital. It is the desire of individuals to invest in the skills and expertise on the organization (Wright et al, 2001). Human resource is an important asset for organizational success. In terms of scarcity, human capital is an asset that is not visible, the same types and different skills, so as to obtain the talent needed (Snell, et al, 1996).

The social capital theory (Nahapiet & Ghoshal, 1998) is aimed to develop the proposition that the network of relationships is a valuable resource for the implementation of social affairs, which are embedded in the process of association / contacts. Social capital increase efficiency measures, and support cooperative behavior. Social relationships and social capital influence on the development of human and intellectual capital. At the individual level with a strong communication network, obtain a higher return. Social capital between individuals and create conditions that are non-imitable connection, tacit, rare and durable. Ghoshal (2003) argued that social capital is based on the concept of socialization and confidence, depth and richness of connections, inherently functional that allows acting, to work together to realize the objectives of the organization. Social capital economic value, as adhesives relationships within the community, it takes the value of sharing (shared value) as well as the organization's role that are expressed in personal relationships (personal relationships), confidence (trust) and the common sense of shared responsibility.

Social Exchange Theory which was developed with the norms of exchange, Gouldner, 1960, stated that the obligations that are generated through a series of interactions parties are in a state of mutual dependence (reciprocal). Principle of Social Exchange Theory is the relationship develops over time into believing, faithful, and as long as the mutual commitment that binds parties to abide by the rules of the exchange (Cropanzano and Mitchell, 2005). The rule involves tradeoffs that one of the parties led to responses or actions by others. For example, when individuals receive economic resources and social-emotional from organizations, individuals feel obliged to respond well and pay the organization. To facilitate understanding of this linkage theory made mapping state of the art described in Figure 1.

The engagement concept of is a linear function of the engagement level so that the organization can work well. Since it is a positive behavior associated with the spirit or mental strength and dedication, Harter and Schmidt (2003), Schaufeli & Bakker (2004) clasify three things that affect psychological meaningfulness engagement, towards work, safety passion- freedom to express themselves, availability- availability of resources to be able to display the performance effectively. Besides it is also influenced by the culture in the workplace, organizational communication, managerial style that triggers the trust and respect as well as leadership style and reputation of the company itself (Lockwood, 2007), so that the characteristics of organizational such as the reputation of integrity, internal communication is good, and innovation culture becomes engagement benchmark of success. Employee engagement terminology.

Introduced by Gallup, is defined as the status of an employee attachment to the working environment, a very special bond that employees voluntarily devoted to the advancement of the organization and continue to contribute optimally.

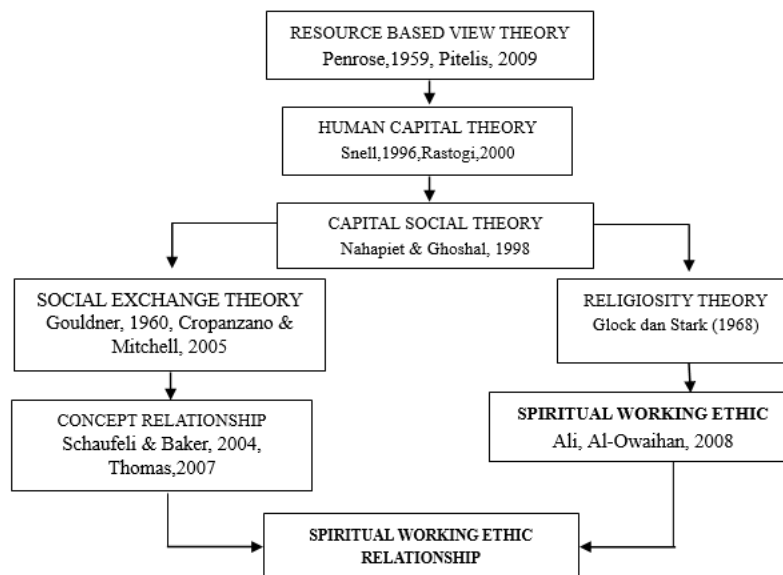


Figure 1. Mapping State of the Art  
 Source : Rusdianti (2013)

### 3. Spiritual Working Ethos

An overview of morale, compliance is based on the values of religiosity. Theory of religiosity a spiritual expression associated with the system of beliefs, values, laws and regulations. Religiosity is a moral standard to control a person (Ali, Al-Owaihian, 2008) the extent to which a person believes and understands the phenomenon that occurs based on religion and belief in our daily lives (Shakil, 2011). The prevailing culture in the organization looks of rituals, symbol value; codes of conduct are reflected in the behavior of members, looking for a positive value that is used to improve performance. Human resource-based religious values placed on the foundation of emotional awareness and ratios to support organizational growth. This approach explains the spiritual work ethos has a positive influence on the behavior of its employees work. Because of the social support that leads to increased happiness and mental health and thus significantly improve the performance, Mitroff, Ian I, Elizabeth A Denton, (1999).

Religiosity is an appreciation of the depth of religious or belief that is expressed in activities that appear or not appear to fit a person's conscience. According to Glock and Stark (1968) religiosity is a system of values, beliefs and behaviors institutionalized focused on issues understood and meaningful. Religious commitments related to religion or belief, can be understood through the activity of individual behavior to religion or belief and faith embraced, embodied in everyday human life.

Dimensions of religiosity consist of: a) ideological or beliefs (Religious Belief). It is indicated on one's belief or faith religious truths which are fundamental and dogmatic. The indicators can be such as confident in the presence of God, recognizes the greatness of God, surrender to God, to do something with sincerity, always remember God, fear of sin if the offense, believe in the providence of God, impressed upon the creation of God and glorify God. Faith is affecting the overall life of the individual (mental and physical) actualized in behavior. Therefore, it will create emotional balance, logical and positive and maintain a relationship of peace and tranquility.

The second dimension: b) ritualistic or worship (Religious Practice), that person's level of compliance ritual commanded by his religion, indicated by believing and implement the obligations consistently. Religious practices: a) ritual, to conduct religious activities ordered by religion (it is believed) to carry out according to the teachings set. The indicators can be such as to pray regularly, listen to religious lectures, proselytizing religion, charity, and participating in religious gatherings; b) obedience which always run the rule in religious teachings with increasing frequency and intensity of worship. The indicators can be such as do solemnly prayer or religious activities, read a prayer for each starting work and thanking God. Individuals benefit, sobriety, safe and feel they receive His guidance and protection; c) experiential or experience (religious feeling), showing the sensitivity of a person to feel his religious experience, enrich one's inner, steeling himself to face various trials. The indicators include the patient in the face of temptation, failure is believed there must be a silver lining, felt his prayers were granted, afraid to break the rules and feel the presence of God; d) Intellectual or knowledge it is an understanding of the teachings of the religion contained in the scriptures. The indicators is such as steeped in religion by reading the scriptures, reading religious books, feeling thrilled when hearing the reading of scripture,

and pay attention to the lawful and unlawful; e) consequential or application (Religious Effect), the level of behavior that is motivated by their religious teachings in everyday life behavior, how far one's spiritual significance. If a person's faith and high devotion, the more positive appreciation of religious person in everyday life, thus affecting a person's face the problem himself with the surrounding community by actualizing their inner potential. The indicators al. behavior like helpfulness, forgiveness, love each other, love each other, always optimistic in the face of problems, not easily discouraged, flexible facing various problems, is responsible for all he has done and keeping the environment clean.

Thus, religiosity is internalization and appreciation of an individual on religious values that is believed to be in the form of obedience and understanding of those values to be implemented in everyday behavior. A person's level of religiosity can be seen from the behavior, attitudes and words, as well as the suitability of a life well lived professed religious teachings.

#### **4. A Convergence of the Concept of Commitment and Working Culture Perception**

Based on the engagement and religiosity theories, employees' commitment describe the processes involved in the job role and devote cognitive, emotional, social and physical measures to respond to the actions of the organization. Engagement of employees is a step toward commitment and will perform much better; therefore, the employee is obliged to carry itself on its role in the organization. Engagement encourages individuals engaged in human resource systems that support the activities of teamwork and communication among employees, supporting the work and create the perception of the right working culture. Feedback on the situation becomes necessary practice direct superior in improving the effectiveness of the work of his subordinates.

An understanding of the working ethos of spiritual engagement contains a benefit for the employees concerned, families, and society based on the values spiritual or religious according to the law of God. Commitment is a process of individual consciousness; mental attitude is complex and involves beliefs, feelings and dispositions to act in certain ways. Potential challenges commitment is reciprocal relationships that affect the intensity of commitment and when an entity that is committed to meet the expected failure exchange, it will erode the commitment to follow the dynamics (Vance, 2006).

Human Resource management practices increase the confidence of employees in the organization, support each other and strengthen the commitment to the achievement of an important part of social exchange that characterizes the employment relationship (Zerbe, Dobni, & Harel, 1998). Human resource component function will determine the commitment it made in the organization (Konovsky and Pugh, 1994). The belief in the manager positively affects the process of social exchange. Mutual trust is the potential for increasing cooperation and encourage the sharing of information between employees and managers, even among organizational units, which in turn improves performance, Tzafrir & Gun (2007), Rokhman, (2010). Organizations need two things: the moral commitment and transparency in communication. Culture and ethosal behavior of the organization must reflect the values of the organization (the organization's mission) and guidance for employees to make decisions in accordance with the authority they have in the works. Organizational strategy retains the right people for the right reasons and followed a constructive culture that encourages people to survive because it is convenient. Developing culture, manage expectations, to discuss all issues and provide feedback. Culture is a value system, which has roots and noble values, the basis of ethoss management organizations or entities to build perceptions, attitudes and beliefs held by employees and employee groups about the meaning of work and its reflection in achieving organizational goals and individual.

Good personality and commitment of leaders provides role models for building ethosal organizational behavior. Employees believe that leaders should be honest, trustworthy, and acting with integrity displaying behavioral modeling. Vance, R.J (2006), stated that relationships with colleagues who berpangaruh quality of the level of employee engagement. This behavior can improve the climate for social-emotional positive, Schaufeli & Salanov, (2007), Thathong, (2012) as providing positive feedback, be fair to employees, to discuss issues openly and constructively with employee's input, effectively communicate with employees, coaching and providing emotional support and take an active role and a professional employee career development. Factors that are considered the most potential in providing competitive advantage for organizations is human resources with high ability and skills and have a strong commitment.

Based on the mapping state of the art on a new concept of engagement which based on spiritual working ethos and summarize some theories, concepts and research results that support the formation of propositions convergence work ethos spiritual then filed a proposition as follows: linkage is the attachment of individuals within the organization both physically, emotionally and spiritually which is based on faith, fairness / balance, freedom and responsibility. This linkage has the potential to improve employees' performance.

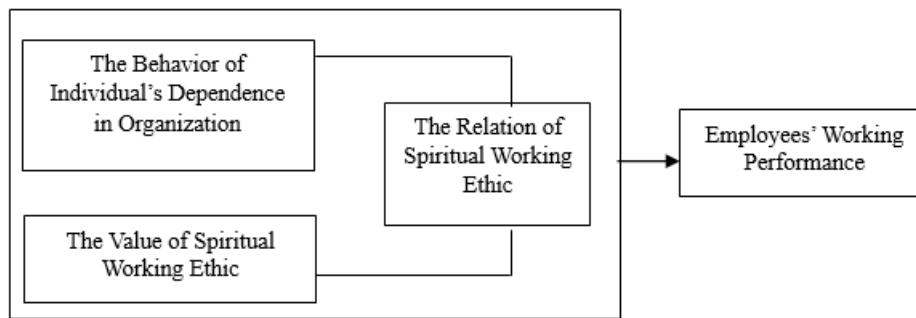


Figure 2. Propositions convergence work ethos spiritual  
 Developing the Theory Model

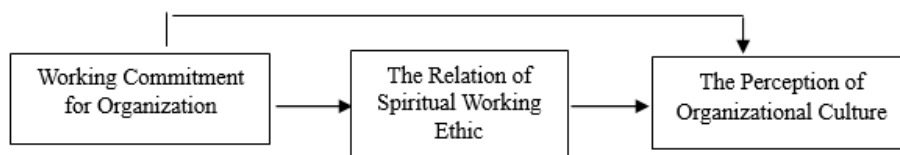


Figure 3. Developing the Theory Model

Employees who have a working commitment within the organization will provide a competitive-advantage, higher productivity and lower employees' turnover. It is not surprising that organizations of all sizes and types have invested substantially in policies and commitments (Vance, 2006), in an effort to survive. People are simultaneously committed to several entities, certain individuals. Manifested it with different behaviors, fulfill responsibilities at work as well as their families, communities and spiritual obligations. Commitments also have an emotional component to express positive feelings toward an entity or individual to be loyal to the organization. The higher the value of employee can be a part of the organization, the more likely they are to remain with the organization.

Commitment requires an investment of time, mental and emotional energy to the organization by understanding the importance of the working employees that will increase engagement in the work. Application of positive behavioral approaches organizations can gain a competitive advantage through employees' engagement. Robbins (2003) stated that there are three attitudes of individual employees that are interconnected to the organization such as: a). Understanding or appreciation of the company's objectives (identification); b). Feeling engaged in a job, the job is fun; c). Feelings of loyalty, it means that the company is the workplace and residence. Thus, the organizational commitment is an individual employee's confidence on the values of the organization, so trying to work in the best interest of the organization and to remain a member of the organization concerned.

## 5. Conclusion

Based on the theoretical and empirical analysis as well as the relationship of spiritual working ethos with commitment and perception of organizational culture, then, it can be simplify that:

1. Organization can be successful if there is individual working relationship positively dealing with working spirit and mental strength as well as dedication accompanied by religious value that has been set as a belief system
2. The pattern of spiritual working ethos is an effort to shape the human resource above their foundation of emotional and rational consciousness based on the religious value, belief, faith, peace and calmness of what is believed. It also to shape morale standard for self control which support employees' individual working ethos to be honest, responsible and can be trusted for the sake of God.
3. Through the relationship of spiritual working ethos pattern, it can form a mutual simbiotic relationship positively to shape employee's individual working commitment. Employee's individual working commitment is a form of responsibility that is followed by a strong principle on the value that has been believed and followed sincerely due to honesty and genuinity.
4. Lastly, through the process and accumulation of the relationship of spiritual working ethos and employee's individual working commitment, it will form a sustainable positive behavior with positive perceptions of organizational culture as well. If there are different cultural perceptions, it automatically will be a process of learning and education to be more prudent in finding common ground to resolve the problems. The values of pluralism and universal turn to be the media as well the foundation to seek common ground on the issue of differences in perception that occurs.

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