

Workplace Spirituality, Organizational Culture, and Employee Performance in Indonesian MSMEs: Examining the Mediating Roles of Job Satisfaction and Organizational Commitment

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Abstract. This study examines the influence of workplace spirituality and organizational culture on employee performance in Indonesian MSMEs, with job satisfaction and organizational commitment as potential mediators. While previous research has established links between these variables, the interrelationships and mechanisms in the MSME context remain underexplored. A sample of 265 employees from various MSMEs in Dompu Regency, Indonesia completed surveys assessing workplace spirituality, organizational culture, job satisfaction, organizational commitment, and self-rated performance. Partial least squares structural equation modeling (PLS-SEM) was used to test the hypothesized direct and indirect effects. The results showed that workplace spirituality and organizational culture had significant positive effects on job satisfaction, organizational commitment, and employee performance. Job satisfaction and organizational commitment also positively influenced performance. Surprisingly, job satisfaction did not significantly mediate the effects of workplace spirituality and organizational culture on performance. However, organizational commitment significantly mediated the spirituality-performance and culture-performance relationships. The findings highlight the important role of workplace spirituality and organizational culture in shaping MSME employee attitudes and behaviors, with organizational commitment as a key mechanism. Managers should foster a spiritual and culturally supportive work environment to drive employee commitment and performance. Future research should examine boundary conditions and test these relationships in other MSME contexts.

Keywords: Workplace Spirituality, Organizational Culture, Employee Performance, Job Satisfaction, Organizational Commitment

1. Introduction

The business world, especially MSMEs in Indonesia in the current era of globalization, is experiencing very rapid development in various business fields. This can be seen from the number of MSMEs that are increasing day by day and giving rise to increasingly fierce business competition. MSMEs are required to have the right strategy and increase all the potential resources they have in maintaining their business. Human resources play an important role in the running of an organization or company. The company, in this case, must be able to manage its human resources properly, because quality human resources can improve performance and productivity in achieving company goals. According to Pryono, (2007), Human resources are a major part of efforts to assist organizations in achieving goals.

The organization can be said to be successful or not depending on the productivity of the company where productivity is strongly influenced by employee performance. Human resources can be identified as the main asset in an organization that has an important function for the progress of the organization. An organization is said to be good if it can manage its human resources well.

The factor that affects the success rate of an organization is employee performance. According to Stephen P. Robbins, (1991), Employee performance is a result achieved by individuals or groups of employees in their work according to certain criteria that apply to a job. Employee performance is the result of a job obtained by workers who perform their duties and responsibilities following what is given at that time. Employees who produce good work and have a high-performance spirit are categorized as employees who work well. Every organization always tries to improve the performance of employees in the hope of achieving goals, if the organization has good human resources and high performance, the goals of the organization can achieve the goals expected by the organization.

West Nusa Tenggara (NTB) is one of the provinces in Indonesia which consists of 10 districts/cities namely Mataram City, West Lombok, North Lombok, Central Lombok, East Lombok, West Sumbawa, Sumbawa, Dompu, Bima, and Bima City. Each district/city has its number and scale of MSME businesses following the dynamics of their development in each period. The following table presents the development of MSMEs in West Nusa Tenggara (NTB) province.



KABUPATEN/KOTA	MIKRO	KECIL	MENENGAH	JUMLAH
MATARAM	15746	6194	533	22473
LOMBOK BARAT	16635	-	-	16635
LOMBOK UTARA	4820	173	5	4998
LOMBOK TENGAH	309	11	3	323
LOMBOK TIMUR	14356	6390	284	21030
SUMBAWA BARAT	7780	49	-	7829
SUMBAWA	5501	4	3	5508
DOMPU	2261	5	4	2270
KAB. BIMA	11610	-	-	11610
KOTA BIMA	7904	2293	411	10608

Fig. 1 Number of NTB MSMEs in 2021

Based on the table above, shows the development of MSMEs in NTB in 2021. In the Dompu district, there were 28,646 MSMEs in 2018, which decreased to 2,270 in 2021. Based on the researchers' initial survey of various MSMEs such as MSMEs engaged in weaving crafts, robusta coffee production, cashew processing, furniture centers, fishery centers, and corn processing businesses. Researchers conducted direct observations and observations, as well as interviews with owners and employees, and found employee performance problems that occurred in these various MSMEs.

The first is related to spirituality in the workplace which is still lacking in employees, where employees feel that work is a mental burden and that what is done is not sincere the results are perfunctory, not on time, and employees are not responsive in solving problems in their work. For spirituality issues in the workplace to be fulfilled properly to improve employee performance in these

MSMEs, spirituality training needs to be carried out intensely and periodically. According to research conducted by Wahyono et al., (2020), spirituality helps encourage better employee performance, so spirituality training is needed to support and encourage improved employee performance. In line with Altaf & Awan, (2011) also revealed that spirituality in the workplace can encourage employee performance through spirituality training.

The second is related to the weak organizational culture, where employees are less than optimal in creating and maintaining a good working atmosphere in these MSMEs, and less harmonious cooperation between fellow employees, employees, and superiors who are mutually concerned with their respective fields/jobs, resulting in gaps and lack of communication. In addition, individual employees do not care about the results of their work, causing activities in their work to be less than optimal. For internal condition problems to run well, it is necessary to cooperate with external parties to minimize the problems faced. Raharjo et al., (2018) argue that, to improve the internal conditions of the organization, the organization must play a more active role and relate to external parties to get more varied work, where this requires various disciplines that are not owned by the organization including relationships with experts from universities and specialists so that they can work together in completing work. Meanwhile, according to Soomro & Shah (2019), organizational culture plays an important role in improving employee performance. Organizational culture must be an obligation for all members and employees.

In addition to some of the problems that occur in the field (theoretical gap), there are research gaps that occur in previous studies that connect workplace spirituality and organizational culture to employee performance. The research gap can be explained in the following table 1.

Table 1. Research Gap of previous research

Variable	Researcher	Findings
Workplace spirituality on employee performance	(Garg et al., 2019; Sani & Maharani Ekowati, 2020; Jena, 2021)	There is a positive and significant causal relationship between workplace spirituality and employee performance.
	(Umam & Auliya, 2018; Khuzaini, 2019; Astuti et al., 2020)	Spirituality in the workplace does not affect employee performance
Organizational culture on employee performance	(Shahzad, 2014; Pawirosumarto, Setyadi, et al., 2017; Soomro & Shah, 2019; Raharjo et al., 2018)	There is a positive and significant causal relationship between organizational culture and employee performance
	(Sudibyoy & Hiskia, 2013; Yunita & Handayani, 2014; Pawirosumarto, Sarjana, et al., 2017; H. Franky Ari Andriprianto & Herry Maridjo, 2022)	Organizational culture does not affect employee performance

Source: Processed by Researcher 2023

Based on table 1 above, some previous research results show mixed and inconsistent results related to the influence of spirituality in the workplace and organizational culture on employee performance. The differences between these studies are in the findings starting from spirituality in the workplace, it is explained that there is a positive influence on workplace spirituality on employee performance. Furthermore, in organizational culture, the first researcher found a positive influence, but in the second study, there was no significant influence between organizational culture on employee performance. So it appears that there is a gap in empirical evidence and it is important to conduct further research by adding job satisfaction variables and organizational commitment as mediating variables.

For this reason, MSME actors to improve employee performance must pay attention to how the application of workplace spirituality and organizational culture in their organization because this is a

very important thing regarding the progress of the organization. if workplace spirituality and organizational culture can be fulfilled properly, employees will be able to work efficiently and effectively as expected.

Practical Gap, also called the limitation of this research is that the research will only discuss certain variables such as spirituality in the workplace, organizational culture, job satisfaction, and organizational commitment. The existence of this limitation is expected to spur other researchers to provide additional variables to be used in future studies. In addition to the Practical Gap, there are also limitations in the methodology applied in this study, namely, in this study an explanatory research methodology is used which explains the position of variables and the influence of existing variables through a survey approach.

The urgency of this research is first, Micro, Small, and Medium Enterprises (MSMEs) face great challenges in terms of workplace spirituality, organizational culture, job satisfaction, and organizational commitment to employee performance in developing countries even though MSMEs are considered engines of growth for developing countries. Secondly, many studies have proven that employee performance is improved through workplace spirituality, organizational culture, job satisfaction, and organizational commitment which directly affect employee performance (Garg et al., 2019; Prabowo, 2020; Soomro & Shah, 2019). However, only a few studies have examined research that brings up a new model where job satisfaction and organizational commitment are treated as mediating variables to link workplace spirituality and organizational culture to employee performance. Third, managing employee performance has always been a challenging task for managers in organizations.

Based on the background that has been stated, the formulation of this research problem is as follows;

1. How does spirituality in the workplace significantly affect employee job satisfaction in MSMEs in Dompu Regency?
2. How does organizational culture significantly influence employee job satisfaction in MSMEs in Dompu Regency?
3. How does organizational culture significantly influence employee organizational commitment in MSMEs in the Dompu Regency?
4. How does organizational culture significantly affect employee performance in MSMEs in Dompu Regency?
5. How does workplace spirituality significantly influence employee performance in MSMEs in Dompu Regency?
6. How does job satisfaction significantly influence organizational commitment in MSMEs in Dompu Regency?
7. How does job satisfaction significantly affect employee performance in MSMEs in Dompu Regency?
8. How does organizational commitment significantly affect employee performance in MSMEs in the Dompu Regency?
9. How does job satisfaction mediate the relationship between workplace spirituality and organizational commitment among MSMEs in the Dompu Regency?
10. How does job satisfaction mediate the relationship between workplace spirituality and employee performance in MSMEs in Dompu Regency?
11. How does job satisfaction mediate the relationship between organizational culture and organizational commitment in MSMEs in Dompu Regency?
12. How does job satisfaction mediate the relationship between organizational culture and employee performance in MSMEs in Dompu Regency?
13. How does organizational commitment mediate the relationship between organizational culture and employee performance in MSMEs in Dompu Regency?
14. How does organizational commitment mediate the relationship between job satisfaction and employee performance in MSMEs in Dompu Regency?

15. How do job satisfaction and organizational commitment mediate the relationship between workplace spirituality and employee performance in MSMEs in Dompu Regency?

16. How do job satisfaction and organizational commitment mediate the relationship between organizational culture and employee performance in MSMEs in Dompu Regency?

Based on the explanation that has been stated, it is so important for researchers to prove as well as the purpose of this study whether spirituality in the workplace, organizational culture, employee job satisfaction, and organizational commitment affect positively and significantly on employee performance either directly or indirectly. Therefore, the author is interested in conducting a study entitled " Workplace Spirituality, Organizational Culture, and Employee Performance in Indonesian MSMEs: Examining the Mediating Roles of Job Satisfaction and Organizational Commitment".

The hypotheses in this study are:

1. Hypothesis 1. There is a direct influence of spirituality in the workplace on employee job satisfaction in MSMEs in Dompu Regency.
2. There is a direct influence of organizational culture on employee job satisfaction in MSMEs in Dompu Regency.
3. Hypothesis 3. There is a direct influence of organizational culture on employee organizational commitment in MSMEs in Dompu Regency.
4. Hypothesis 4. There is a direct influence of organizational culture on employee performance in MSMEs in Dompu Regency
5. Hypothesis 5. There is a direct influence of spirituality in the workplace on employee performance in MSMEs in Dompu Regency.
6. Hypothesis 6. There is a direct effect of job satisfaction on organizational commitment in MSMEs in Dompu Regency.
7. Hypothesis 7. There is a direct effect of job satisfaction on employee performance in MSMEs in Dompu Regency.
8. Hypothesis 8. There is a direct effect of organizational commitment on employee performance in MSMEs in the Dompu Regency.
9. Hypothesis 9. There is an indirect influence between spirituality in the workplace on organizational commitment in MSMEs in Dompu Regency which is mediated by job satisfaction.
10. Hypothesis 10. There is an indirect influence between spirituality in the workplace on employee performance in MSMEs in Dompu Regency which is mediated by job satisfaction.
11. Hypothesis 11. There is an indirect influence between organizational culture on organizational commitment in MSMEs in Dompu Regency which is mediated by job satisfaction.
12. Hypothesis 12. There is an indirect influence between organizational culture on employee performance in MSMEs in Dompu Regency which is mediated by job satisfaction.
13. Hypothesis 13. There is an indirect influence between organizational culture on employee performance in MSMEs in Dompu Regency which is mediated by organizational commitment.
14. Hypothesis 14. There is an indirect influence between job satisfaction on employee performance in MSMEs in Dompu Regency which is mediated by organizational commitment.
15. Hypothesis 15. There is an indirect influence between spirituality in the workplace on employee performance in MSMEs in Dompu Regency which is mediated by job satisfaction and organizational commitment.
16. Hypothesis 16. There is an indirect influence between organizational culture on employee performance in MSMEs in Dompu Regency which is mediated by job satisfaction and organizational commitment.

2. Literature Review

2.1. Grand Theory

The latest Grand Theory used as the basis for this study uses the theory of Garg, et al (2019), in their journal on workplace spirituality and job satisfaction. This study investigated the relationship between workplace spirituality and job satisfaction with the help of two approaches, first with the help of Necessary Condition Analysis (NCA) and the second using Stimulus Response analysis techniques, this study reported a positive correlation between the two research variables.

Based on the psychological perspective theory that adheres to the S-O-R(Stimulus-Organism-Response) model which was later developed by Luthans into the S-O-B-C model, spirituality in the workplace, organizational culture, job satisfaction, and organizational commitment can be placed as Stimulus (S) for the formation of employee performance based on the motives and attitudes that develop in individual employee organizations.

Employee performance as a response to the S-O-R model is the focus of this study. In connection with the duties of employees in carrying out their work, (Na-Nan et al., 2018) revealed three criteria that can be assessed, namely: quality, quantity, and timeliness. The study of performance in an organization cannot be separated from the factors that can affect it.

2.2. Spirituality in the Workplace

Workplace spirituality is the spiritual well-being of individuals in the conditions in which they work. According to Milliman et al. (2003), the components of workplace spirituality in employees in an organization contribute significantly to the components of work behavior constructs that individuals have. Spirituality in the workplace according to Wahyono et al. (2020) revealed that the sustainability of spirituality in the workplace can stimulate employee job satisfaction, which ultimately leads to a reduction in deviant behavior in the workplace. Thus spirituality in the workplace does need to be implemented and developed on an ongoing basis to reduce views and reduce behaviors that allow employees to act deviantly from what they should. Meanwhile, according to Lovi et al., (2016) spirituality in the workplace is a work activity that provides satisfaction that can create emotional ownership of work and organizations, meaning that when employees have such emotions they feel proud to own the organization, they express satisfaction at work and thus they will be involved deeper and more with the organization where they work. According to Jena, (2021), the implementation of spirituality in the workplace will have an impact on employee performance. According to Milliman et al., (2003), several indicators in measuring a person's spirituality in the organization are meaningful work, alignment with values, and feeling connected to the community.

2.3. Organizational Culture

Organizational culture is a philosophical statement that can be used as a binding demand for employees contained in company rules and regulations. Pawirosumarto, Sarjana, et al., (2017) provide an understanding that organizational culture is a system of values or symbols that are understood, believed, and obeyed by all employees as an adhesive system and as a differentiator from other organizations. This means that each organization certainly has its own identity so that it will become a differentiating standard and a reference for its employees in the process of implementing the organizational culture itself so that employees also have no doubts about the culture being carried out because they have standards as guidelines or as SOPs. Meanwhile, according to Al-Sada et al., (2017), employees will feel satisfied at work if supported by a good organizational culture. A good organization is an organization that always creates a pleasant organizational culture so that employees will feel satisfied and comfortable at work and it will ultimately have an impact on improving performance.

While Soomro & Shah, (2019) revealed that, organizational culture is a reflection of employee dedication to make the organization successful. A good organizational culture owned by the organization and always carried out optimally by all employees will have a good impact on the good of the organization. Several indicators in measuring organizational culture according to Pawirosumarto,

Setyadi, et al., (2017), namely innovation and risk-taking, Attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability.

2.4. Job Satisfaction

Job satisfaction is a series of perceptions of individual employees that will affect the attitudes and behavior of these individual employees while working. One of the impacts of improving employee performance is job satisfaction, job satisfaction that exists in a person can be seen in a pleasant emotional attitude and the way they love their job. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction according to Tasios & Giannouli, (2011) is an employee's perception of how a job can provide something that is considered important. Each employee has a different performance in carrying out efforts as an employee, therefore the effort that must be made by the organization is how to always create and program a good form of satisfaction for employees so that employees maintain and improve their performance. According to Hendri, (2019) said, if the level of employee job satisfaction is high, it will improve employee performance even better and try to create and work the best. several indicators in measuring job satisfaction according to Tasios & Giannouli, (2011) namely the job itself, salary, working conditions, promotion, supervision, and coworkers.

2.5. Organizational commitment

Organizational commitment is a condition in which employees can identify themselves with the organization and its goals and desires, to continue to be members of the organization. Organizational commitment is an indicator of the success of an organization through increased employee performance. Where the situation and position of individuals or groups of employees are in a position and maintain the goals and desires of members. Pruitt & Porter, (1982) define a situation where individuals stand on the side of the organization and maintain the goals and desires of organizational members. According to Michael Beer, (2013) Companies that commit to their employees will be able to perform highly and be competitive. A good company is a company that cares about its employees so that employees will also be committed to the organization. Meanwhile, the opinion of Luthans, (2009) defines organizational commitment as a strong desire and willingness as a member of the organization, a high desire and willingness to the organization, believing and accepting the values and goals of the organization, believing and accepting the values and goals of the organization, from these three points, saying that the promise can be interpreted as a form of loyalty to the organization. According to Rita et al., (2018), organizational commitment is a form of relative strength from the dimensions of personal identification and participation in a particular organization, it can be seen that organizational commitment is not only a passive loyalty but also very much related to positive relationships and the desire of employees to contribute more to the survival of the organization.

Indicators in measuring organizational commitment according to Meyer, (1990) namely effective commitment (emotional ties), continuance commitment, and normative commitment (responsibility).

2.6. Employee Performance

Employee performance is a performance outcome that affects how much they contribute to the organization which includes output quality, output quantity, work attendance, and cooperation. According to Stephen P. Robbins, (1991), employee performance is a function of the interaction between ability and motivation. According to Na-Nan et al., (2018), employee performance is a result achieved by employees in their work according to certain criteria that apply to a job. According to Robbins (2016), Performance is a result achieved by employees in their work according to certain criteria that apply to a job. To complete tasks and work as a form of responsibility an employee or group of employees is required to work following the job or criteria given to each. Furthermore, according to Rivai (2004), performance is a function of adequate willingness and optimism. In completing the assigned task or job, a person or group of people must have a high level of willingness and be optimistic. Meanwhile, according to Pawirosumarto et al. (2017), Employee performance is a work achievement that is a comparison between significant work and work standards.

Thus, from some of the expert opinions above, it can be concluded that employee performance is an action or effort of individuals/groups of people to carry out tasks or jobs assigned by management consistently to achieve common goals in an organization. Some indicators in measuring the performance of a person or group of people according to Na-Nan et al., (2018) are work quality, quantity, and timeliness.

3. Methods

This research is included in the type of explanatory quantitative research. According to Sutiyatno, (2017), explanatory research is a research method that intends to explain the position of the variables studied and the influence between one and the other variables. This study uses a survey approach by taking sample data from the population. The sample calculation was carried out based on the Calculator Net application by entering the population number of all employees in MSMEs in the Dompu Regency. The total population is 845, then calculated using Calculator Net with a confidence level of 95% an error rate of 5%, and a population proportion of 50%, a sample size of 265 respondents was found. Based on the results of the questionnaires that have been distributed to respondents, 265 respondents can be used which is close to the maximum likelihood (500) in testing the analysis using SmartPLS.

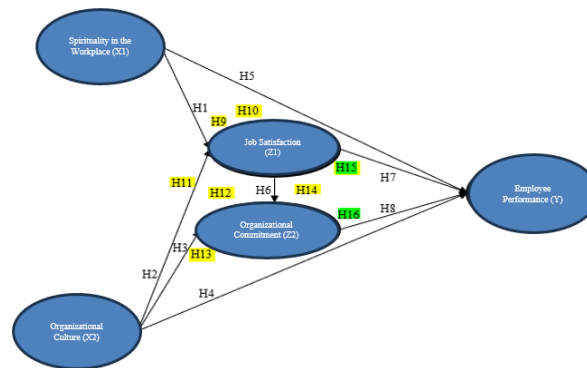


Fig 2. Research Model

3.1. Research Instrument

The research instrument is a measuring tool used by researchers to measure the observed variables which include workplace spirituality, organizational culture, job satisfaction, organizational commitment, and employee performance. The research instrument used is a questionnaire that meets the criteria of validity and reliability. The validity of the instrument shows how far the items can measure what is really to be measured following the previously defined concept. The reliability of the instrument shows the extent to which the test instrument can produce consistent and stable assessment scores. The preparation of this research instrument follows the following steps:

- a. Conducting theoretical studies
- b. Determining indicators
- c. Make a grid of instrument statements according to the indicators
- d. Make statements for each indicator according to the instrument grid
- e. Conducting instrument trials to provide a comprehensive picture of the variable.

In this study, the workplace spirituality variable has three (3) indicators, the organizational culture variable has seven (7) indicators, the job satisfaction variable has five (5) indicators, and organizational commitment has three (3) indicators, while employee performance has three (3) indicators. So, the total number of research indicators is 21 indicators spread over forty-five (45) statements.

4. Results and Discussion

4.1. SEM-PLS Analysis Results

Indicator reliability shows how much indicator variance can be explained by latent variables. In Indicator reliability, a reflective indicator must be eliminated (removed) from the measurement model when the loading value (λ) is smaller than 0.7. The following are the results of the loading g (λ) value

obtained. The criteria for measuring reliability based on Hair et al., (2014) show that indicators have a good level of reliability if the outlier loading is greater than 0.7.

Table 2. Outlier Loading Spirituality at Work (X1)

Latent Variables & Indicators	Outlier Loading	T-Statistics	p-value
X1.1 ← Spirituality in the Workplace	0,909	51,081	0,000
X1.2 ← Spirituality in the Workplace	0,735	11,139	0,000
X1.3 ← Spirituality in the Workplace	0,910	58,344	0,000

Source: SmartPLS 3. 2023

Based on the analysis results in Table 2 above with an outlier loading value > 0.7, it shows that each indicator of the Workplace Spirituality variable (X1) has a p-value < 0.05, so the workplace spirituality construct is said to have met the reliability criteria. Each indicator has contributed relatively equally as a shaper of the workplace spirituality variable. The indicator that contributes the most to the workplace spirituality variable is the indicator of Feeling Connected to the Community (X1.3.), it states that trust in colleagues who support each other and feel that the organization is a family.

Table 3. Outlier Loading Organizational Culture (X2)

Latent Variables & Indicators	Outlier Loading	T-Statistics	p-value
X2.1 ← Organizational Culture	0,811	22,271	0,000
X2.2 ← Organizational Culture	0,830	26,630	0,000
X2.3 ← Organizational Culture	0,850	28,295	0,000
X2.4 ← Organizational Culture	0,873	43,120	0,000
X2.5 ← Organizational Culture	0,870	36,280	0,000
X2.6 ← Organizational Culture	0,870	39,093	0,000
X2.7 ← Organizational Culture	0,845	34,415	0,000

Source: SmartPLS 3. 2023

Based on the analysis results in Table 3 above with an outlier loading value > 0.7, it shows that each indicator of the Organizational Culture variable (X2) has a p-value < 0.05, so the organizational culture construct is said to have met the reliability criteria. Each indicator has contributed relatively equally as a shaper of organizational culture variables. The indicator that contributes the most to the organizational culture variable is the Employee Orientation indicator (X2.4.), which states that MSME employees respect each other and work together to complete tasks.

Table 4. Outlier Loading Job Satisfaction (Z1)

Latent Variables & Indicators	Outlier Loading	T-Statistics	p-value
Z1.1 ← Job Satisfaction	0,922	46,851	0,000
Z1.2 ← Job Satisfaction	0,901	43,746	0,000
Z1.3 ← Job Satisfaction	0,892	34,910	0,000
Z1.4 ← Job Satisfaction	0,934	62,945	0,000
Z1.5 ← Job Satisfaction	0,851	25,259	0,000

Source: SmartPLS 3. 2023

Based on the analysis results in Table 4 above with an outlier loading value > 0.7, it shows that each indicator of the Job Satisfaction variable (Z1) has a p-value < 0.05, so the job satisfaction construct is said to have met the reliability criteria. Each indicator has contributed relatively equally as a variable shaper of job satisfaction. The indicator that contributes the most to the job satisfaction variable is the Promotion indicator (Z1.4), which states that MSME employees are given the same opportunity to be promoted.

Table 5. Outlier Loading Organizational Commitment (Z2)

Latent Variables & Indicators	Outlier Loading	T-Statistics	p-value
Z2.1 ← Organizational Commitment	0,899	42,085	0,000
Z2.2 ← Organizational Commitment	0,926	59,425	0,000

Z2.3 ← Organizational Commitment	0,881	33,465	0,000
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Source: SmartPLS 3. 2023

Based on the analysis results in Table 5 above with an outer loading value > 0.7, it shows that each indicator of the Organizational Commitment variable (Z2) has a p-value < 0.05, so the organizational commitment construct is said to have met the reliability criteria. Each indicator has contributed relatively equally as a shaper of the organizational commitment variable. The indicator that contributes the most to the organizational commitment variable is the Continuance Commitment indicator (Z2.2), this states that MSME employees find it difficult to leave the current organization even though they want to and if they leave the organization it will disturb their welfare considering too many needs of life and feel they have few options if they consider leaving their job.

Table 6. Outler Loading Employee Performance (Y)

Latent Variables & Indicators	Outler Loading	T-Statistics	p-value
Y1 ← Employee Performance	0,920	87,202	0,000
Y2 ← Employee Performance	0,914	71,065	0,000
Y3 ← Employee Performance	0,850	33,292	0,000

Source: SmartPLS 3. 2023

Based on the analysis results in Table 6 above with an outer loading value > 0.7, it shows that each indicator of the Employee Performance variable (Y) has a p-value < 0.05, so the employee performance construct is said to have met the reliability criteria. Each indicator has contributed relatively equally as a variable shaper of employee performance. The indicator that contributes the most to the employee performance variable is the Work Quality indicator (Y1), this states that MSME employees carry out the tasks given by being attentive and correct, which can be completed according to the specifications and standards of materials and tools set, and the products or services produced are following customer desires or expectations.

4.2. Hypothesis Testing

To determine the influence between variables, the bootstrapping method is used. The bootstrap approach represents a nonparametric for the precision of the estimate. In the PLS method, the decision to accept or reject a hypothesis is based on the significance value (P Value), and the T - table value. In the SmartPLS application, the significance value can be found by looking at the parameter coefficient value and the significance value of the t statistic. The criteria for accepting or rejecting a hypothesis is if the significance value of t-value > 1.96 and or p-value < 0.05 at the 5% significance level (α 5%) then Ha is accepted and Ho is rejected, otherwise if the t-value < 1.96 and or p-value > 0.05 at the 5% significance level (α 5%) then Ha is rejected, and Ho is accepted. The results of the SmartPLS analysis are presented in the following figure.

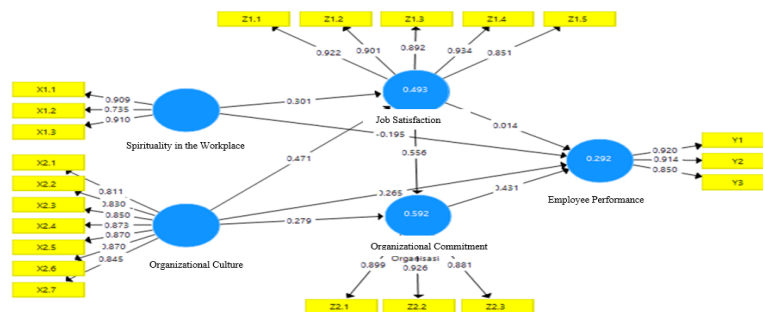


Fig 3. SEM-PLS analysis results

Based on Figure 2, shows a path analysis between variables, namely Spirituality at Work (X1), Organizational Culture (X2), and Employee Performance (Y) which is mediated by Job Satisfaction (Z1) and Organizational Commitment (Z2). The following are the results of hypothesis testing obtained in the study through path coefficients on SmartPLS output.

Table 7. Hypothesis test results

Path	Coefficient	T Statistics (o/std.dev)	P Values	Hypothesis
Direct Effect				
Organizational Culture -> Job Satisfaction	0,471	5,258	0,000	Accepted
Organisational Culture -> Employee Performance	0,265	2,771	0,006	Accepted
Organisational Culture -> Organisational Commitment	0,279	3,032	0,003	Accepted
Job Satisfaction -> Employee Performance	0,014	0,136	0,892	Rejected
Job Satisfaction -> Organisational Commitment	0,556	7,354	0,000	Accepted
Organizational Commitment -> Employee Performance	0,431	2,981	0,003	Accepted
Workplace Spirituality -> Job Satisfaction	0,301	3,503	0,001	Accepted
Workplace Spirituality -> Employee Performance	-0,195	2,291	0,022	Accepted
Indirect Effect				
Organisational Culture -> Job Satisfaction -> Employee Performance	0,007	0,131	0,896	Rejected
Workplace Spirituality -> Job Satisfaction -> Employee Performance	0,004	0,133	0,894	Rejected
Organisational Culture -> Organisational Commitment -> Employee Performance	0,120	3,066	0,002	Accepted
Organisational Culture -> Job Satisfaction -> Organisational Commitment -> Employee Performance	0,113	2,305	0,022	Accepted
Job Satisfaction -> Organisational Commitment -> Employee Performance	0,239	2,528	0,012	Accepted
Workplace Spirituality -> Job Satisfaction -> Organisational Commitment -> Employee Performance	0,072	1,981	0,048	Accepted
Organisational Culture -> Job Satisfaction -> Organisational Commitment	0,262	4,881	0,000	Accepted
Workplace Spirituality -> Job Satisfaction -> Organisational Commitment	0,167	2,916	0,004	Accepted

Source: PLS Output Results 2023

Based on the results of testing convergent validity, discriminant validity, and reliability testing, the researchers then tested the hypotheses that had been formulated. The results of research data processing can be seen in Table 4.25 to determine the direct effect and indirect effects, as follows;

1. Direct Testing

a. Direct Effect of Workplace Spirituality (X1) on Job Satisfaction (Z1)

Based on the results of the analysis of the direct effect and the magnitude of the parameter coefficient for the variable Spirituality at Work (X1) on Job Satisfaction (Z1) on MSME employees in Dompu Regency, it shows that there is a positive and significant direct effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is 0.301 with a p-value of $0.001 < 0.05$ and a t statistic of $3.503 > 1.96$. thus H1 is accepted. This shows that there is a positive and significant influence between Spirituality in the workplace on job satisfaction. This means that the better the Spirituality in the workplace, can increase job satisfaction.

b. The direct effect of Organizational Culture (X2) on Job Satisfaction (Z1)

Based on the results of the analysis of the direct effect and the magnitude of the parameter coefficient for the Organizational Culture variable (X2) on Job Satisfaction (Z1) on MSME employees in Dompu Regency, it shows that there is a positive and significant direct effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is 0.471 with

a p-value of $0.000 < 0.05$ and a t statistic of $5.258 > 1.96$. Thus H2 is accepted. This shows that there is a positive and significant influence between organizational culture on job satisfaction. This means that the better the organizational culture, the more job satisfaction can be increased.

c. The direct effect of Organizational Culture (X2) on Organizational Commitment (Z2)

Based on the results of the analysis of the direct effect and the magnitude of the parameter coefficient for the Organizational Culture variable (X2) on Organizational Commitment (Z2) on MSME employees in Dompu Regency, it shows that there is a positive and significant direct effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is 0.279 with a p-value of $0.003 < 0.05$ and a t statistic of $3.032 > 1.96$. Thus H3 is accepted. This shows that there is a positive and significant influence between organizational culture on organizational commitment. This means that the better the organizational culture, the better it can increase organizational commitment.

d. The direct effect of Organizational Culture (X2) on Employee Performance (Y)

Based on the results of the analysis of the direct effect and the magnitude of the parameter coefficient for the Organizational Culture variable (X2) on Employee Performance (Y) on MSME employees in Dompu Regency, it shows that there is a positive and significant direct effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is 0.265 with a p-value of $0.006 < 0.05$ and t statistics $2.771 > 1.96$. Thus H4 is accepted. This shows that there is a positive and significant influence between organizational culture on employee performance. This means that the better the organizational culture, the better it can improve employee performance.

e. Direct Effect of Spirituality in the Workplace (X1) on Employee Performance (Y)

Based on the results of the analysis of the direct effect and the magnitude of the parameter coefficient for the variable Spirituality at Work (X1) on Employee Performance (Y) on MSME employees in Dompu Regency, it shows that there is a positive and significant direct effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is -0.195 with a p-value of $0.22 < 0.05$ and t statistics $2.291 > 1.96$. Thus H5 is accepted. This shows that there is a positive and significant influence between spirituality in the workplace on employee performance. That is, better spirituality in the workplace can improve employee performance.

f. Direct Effect of Job Satisfaction (Z1) on Organizational Commitment (Z2)

Based on the results of the analysis of the direct effect and the magnitude of the parameter coefficient for the variable Job Satisfaction (Z1) on Organizational Commitment (Z2) on MSME employees in Dompu Regency, it shows a direct positive and significant effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is 0.556 with a p-value of $0.000 < 0.05$ and a t statistic of $7.354 > 1.96$. Thus H6 is accepted. This shows that there is a positive and significant influence between job satisfaction on organizational commitment. This means that the better job satisfaction, the better organizational commitment.

g. Direct Effect of Job Satisfaction (Z1) on Employee Performance (Y)

Based on the results of the analysis of the direct effect and the magnitude of the parameter coefficient for the variable Job Satisfaction (Z1) on Employee Performance (Y) on MSME employees in Dompu Regency, it shows that there is no positive direct effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is 0.014 with a p-value of $0.0892 < 0.05$ and a t statistic of $0.136 < 1.96$. Thus H7 is rejected. This shows that if there is no positive influence on the performance of the company, then there is no positive influence on the performance of the company.

2. Indirect Testing (Mediation)

a. Indirect effect of Spirituality at Work (X1) on Organizational Commitment (Z2) through Job Satisfaction (Z1)

Based on the results of the analysis of indirect effects and the magnitude of the parameter coefficient for the variable Spirituality at Work (X1) on Organizational Commitment (Z2) through

Job Satisfaction (Z1) on MSME employees in Dompu Regency, it shows that there is a positive and significant indirect effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient result is 0.167 with a p-value of 0.004 <0.05 and t statistics 2.916 > 1.96. Thus H9 is accepted. This shows that job satisfaction can mediate the relationship between spirituality in the workplace and a positive and significant influence on organizational commitment. This means that better workplace spirituality can increase job satisfaction which in turn will be able to increase organizational commitment.

- b. The Indirect Effect of Workplace Spirituality (X1) on Employee Performance (Y) through Job Satisfaction (Z1)

Based on the results of the analysis of indirect effects and the magnitude of the parameter coefficient for the variable Spirituality in the Workplace (X1) on Employee Performance (Y) through Job Satisfaction (Z1) on MSME employees in Dompu Regency, it shows that there is no positive indirect effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient result is 0.004 with a p-value of 0.894 > 0.05 and a t statistic of 0.133 < 1.96. Thus H10 is rejected. This shows that job satisfaction cannot mediate the relationship between spirituality in the workplace and its non-positive effect on employee performance. That is, spirituality in the workplace cannot increase job satisfaction which in turn will not be able to improve employee performance.

- c. The indirect effect of Organizational Culture (X2) on Organizational Commitment (Z2) through Job Satisfaction (Z1)

Based on the results of the analysis of indirect effects and the magnitude of the parameter coefficient for the Organizational Culture variable (X2) on Organizational Commitment (Z2) through Job Satisfaction (Z1) on MSME employees in Dompu Regency, it shows that there is a positive and significant indirect effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is 0.262 with a p-value of 0.000 <0.05 and a t statistic of 4.881 > 1.96. Thus H11 is accepted. This shows that job satisfaction can mediate the relationship between organizational culture and influence positively and significantly on organizational commitment. This means that a better organizational culture can increase job satisfaction which in turn will be able to increase organizational commitment.

- d. Indirect effect of Organizational Culture (X2) on Employee Performance (Y) through Job Satisfaction (Z1)

Based on the results of the analysis of indirect effects and the magnitude of the parameter coefficient for the Organizational Culture variable (X2) on Employee Performance (Y) through Job Satisfaction (Z1) on MSME employees in Dompu Regency, it shows that there is no positive indirect effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient result is 0.007 with a p-value of 0.896 > 0.05 and a t-statistic of 0.131 < 1.96. Thus H12 is rejected. This shows that job satisfaction cannot mediate the relationship between organizational culture and influence not positively on employee performance. This means that organizational culture cannot increase job satisfaction which in turn will not be able to improve employee performance.

- e. Indirect effect of Organizational Culture (X2) on Employee Performance (Y) through Organizational Commitment (Z2)

Based on the results of the analysis of indirect effects and the magnitude of the parameter coefficient for the Organizational Culture variable (X2) on Employee Performance (Y) through Organizational Commitment (Z2) on MSME employees in Dompu Regency, it shows that there is a positive and significant indirect effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient is 0.120 with a p-value of 0.002 <0.05 and a t statistic of 3.066 > 1.96. Thus H13 is accepted. This shows that organizational commitment can mediate the relationship between organizational culture and influence positively and significantly on employee

performance. This means that a better organizational culture can increase organizational commitment which in turn will be able to improve employee performance.

- f. Indirect effect of Job Satisfaction (Z1) on Employee Performance (Y) through Organizational Commitment (Z2)

Based on the results of the analysis of indirect effects and the magnitude of the parameter coefficient for the variable Job Satisfaction (Z1) on Employee Performance (Y) through Organizational Commitment (Z2) on MSME employees in Dompu Regency, it shows that there is a positive and significant indirect effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient result is 0.239 with a p-value of 0.012 <0.05 and t statistics 2.528 > 1.96. Thus H14 is accepted. This shows that organizational commitment can mediate the relationship between job satisfaction and a positive and significant influence on employee performance. This means that better job satisfaction can increase organizational commitment which in turn will be able to improve employee performance.

- g. The indirect effect of Workplace Spirituality (X1) on Employee Performance (Y) through Job Satisfaction (Z1) and Organizational Commitment (Z2)

Based on the results of the analysis of indirect effects and the magnitude of the parameter coefficient for the variable Spirituality at Work (X1) on Employee Performance (Y) through Job Satisfaction (Z1) and Organizational Commitment (Z2) on MSME employees in Dompu Regency, it shows that there is a positive and significant indirect effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient result is 0.072 with a p-value of 0.048 <0.05 and t statistics 1.981 > 1.96. Thus H15 is accepted. This shows that job satisfaction and organizational commitment can mediate the relationship between spirituality in the workplace and influence positively and significantly on employee performance. This means that better workplace spirituality can increase job satisfaction and organizational commitment which in turn will be able to improve employee performance.

- h. The indirect effect of Organizational Culture (X2) on Employee Performance (Y) through Job Satisfaction (Z1) and Organizational Commitment (Z2).

Based on the results of the analysis of indirect effects and the magnitude of the parameter coefficient for the Organizational Culture variable (X2) on Employee Performance (Y) through Job Satisfaction (Z1) and Organizational Commitment (Z2) on MSME employees in Dompu Regency, it shows that there is a positive and significant indirect effect. This is evidenced based on the results of the Bootstrapping calculation, where the coefficient result is 0.113 with a p-value of 0.022 <0.05 and t statistics 2.305 > 1.96. Thus H16 is accepted. This shows that job satisfaction and organizational commitment can mediate the relationship between organizational culture and influence positively and significantly on employee performance. This means that a better organizational culture can increase job satisfaction and organizational commitment which in turn will be able to improve employee performance.

Furthermore, researchers will determine the amount of direct influence and indirect influence of variables in the study. The following will be presented in the table below

Table 8. Frequency of the magnitude of the Direct effect and Indirect effect of research variables

No	Path	Influence		Total
		Direct	Indirect	
1.	Organizational Culture -> Job Satisfaction	0,471		0,471
2.	Organisational Culture -> Employee Performance	0,265	Through Job Satisfaction 0.007	0,272
3.	Organisational Culture -> Employee Performance	0,265	Through Organisational Commitment 0.120	0,385

4.	Organisational Culture -> Employee Performance	0,265	Through Job Satisfaction and Organisational Commitment 0.113	0,378
5.	Organisational Culture -> Organisational Commitment	0,279	Through Job Satisfaction 0.262	0,541
6.	Job Satisfaction -> Employee Performance	0,014	Through Organisational Commitment 0.239	0,253
7.	Job Satisfaction -> Organisational Commitment	0,556		0,556
8.	Organizational Commitment -> Employee Performance	0,431		0,431
9.	Workplace Spirituality -> Job Satisfaction	0,301		0,301
10.	Workplace Spirituality -> Employee Performance	-0,195	Through Job Satisfaction 0.004	- 0,191
11.	Spirituality at Work -> Employee Performance	-0,195	Through Job Satisfaction and Organisational Commitment 0.072	- 0,123
12.	Spirituality at Work -> Organisational Commitment		Through Job Satisfaction 0.167	0,167

Source: Data processed 2023

Based on table 8 above, shows the frequency of direct and indirect effects on research variables. The organizational culture variable has a direct effect on job satisfaction of 0.471. The organizational culture variable on employee performance is 0.265 through job satisfaction of 0.007 so that the total amount is 0.272, while the organizational culture on employee performance is 0.265 through organizational commitment of 0.113 so that the total amount is 0.378, while the amount of direct influence of organizational culture on employee performance is 0.265 through job satisfaction and organizational commitment of 0.113 so that the total amount is 0.378, then the organizational culture has a direct effect on organizational commitment of 0.279 through job satisfaction of 0.262 so that the total amount is 0.541.

The frequency magnitude of the direct effect of job satisfaction variables on employee performance is 0.014 through organizational commitment of 0.239 so that the total frequency magnitude is 0.253, while job satisfaction has a direct effect on organizational commitment of 0.556 without going through the role of mediating variables, as well as the effect of organizational commitment on employee performance of 0.431, and the variable spirituality in the workplace on job satisfaction of 0.301.

The frequency of workplace spirituality variables on employee performance is 0.195 through job satisfaction of 0.004 so the total amount is -0.191, while workplace spirituality on employee performance is -0.195 through job satisfaction and organizational commitment of 0.072 so the total frequency is 0.123. While the workplace spirituality variable does not have a direct path to

organizational commitment, it only has an indirect path that mediates the effect of workplace spirituality on organizational commitment through job satisfaction with a frequency value of 0.167.

4.3 Discussion

4.3.1 Direct Effect of Spirituality at Work (X1) on Job Satisfaction (Z1)

The statistical test results show that MSME employees in Dompu Regency are satisfied with their jobs so they tend to develop emotional ownership of their jobs and organizations. They feel that their work is an important part of their identity, and they are proud to be part of the organization. MSME companies in the Dompu district also adopt the basic theory of organizational behavior regarding workplace spirituality and job satisfaction where employees feel spiritually connected to their work and the values held by the organization, they feel a deeper satisfaction than just the financial aspects of work. This creates a strong emotional bond between them and the organization. With workplace spirituality deepening job satisfaction and generating emotional ownership, employees can feel a sense of sustained satisfaction. They feel that their work is interconnected with their community and has a positive impact, which makes their work trusting and a family.

Hyde and Weathing's research shows that an individual's personal life influences their work behavior. So, it is possible that someone who has had high spirituality before, without being facilitated by the organization, will enjoy and be very satisfied with their work (Nunes, 2009). When linked to the characteristics of the respondents who were mostly female (54.8%) and 52.8% were of mature age, it explains why spirituality is related to job satisfaction. According to Westerhooff, there are four levels of spiritual development based on age categories. The first level of spiritual development starts in childhood, at this level beliefs may only be imitating or following the rituals of others. The second level of spiritual development lies in late adolescence, where at this time a person has begun to desire the achievement of spiritual needs such as desire or prayer to the creator, which means that they have begun to need help through trust or belief. The third level of spiritual development lies in early adulthood, at this time a person will think rationally, and trust or belief continues to be associated with rationality. The fourth level of spiritual development is located in mid-adulthood, this stage of development usually begins with a higher level of self-belief that is maintained despite facing differences in other beliefs and knowing more about one's beliefs. (Hidayat et al., 2014). In other words, MSME employees in Dompu Regency have a high level of spirituality in early adulthood so that they can determine a positive attitude towards their work.

Another study that produced similar findings was (Choerudin et al., 2017) where spirituality has a positive and significant effect on job satisfaction. Spirituality plays a role in self-control to achieve clear results, balancing goals with the ability to achieve goals in all conditions, especially in job satisfaction. The dimension that influences spirituality on job satisfaction is an inner experience, namely an employee feels part of a work community, experiences trust and relationships with coworkers, and shares a sense of purpose and meaning of work in the work environment, thus affecting intrinsic and extrinsic job satisfaction that occurs to these employees. Wahyono et al., (2020) also revealed that spirituality in the workplace can stimulate employee job satisfaction, which ultimately leads to a reduction in deviant behavior in the workplace which is corroborated by research by (Lovi et al., 2016) that spirituality in the workplace is a work activity that provides satisfaction that can create emotional ownership of work and organization.

4.3.2 The direct effect of Organizational Culture (X2) on Job Satisfaction (Z1))

A positive organizational culture often promotes open and honest communication. Employees feel that information is conveyed clearly, and they can express their input and feelings without fear of reprisal. Good communication creates a healthy and supportive environment. A positive organizational culture can stimulate innovation and creativity. When employees feel empowered to think creatively and propose positive changes, they are satisfied because they feel they are contributing to the development of the organization found in the innovation and risk-taking indicator through encouragement to innovate at 4.419. Although it is a low distribution, it can be explained through the characteristics of respondents who have an adequate educational background at the high school level as

much as 59.2% and higher education 40.8% where they have realized their role in an organization even though it is not the highest answer from respondents.

A positive organizational culture can empower employees by providing appropriate autonomy and responsibility. When employees feel they have control over their work, they feel more satisfied with their work and the results achieved, and have a positive impact on general job satisfaction. When employees feel that their work environment is supportive, and fair, and encourages personal and professional growth, they tend to feel satisfied with their work including good interpersonal relationships among employees. Employees feel comfortable interacting with coworkers and collaborating to achieve common goals. This can increase job satisfaction because employees feel they are part of a solid team. This condition is reflected in the value of the Employee Orientation indicator with an average of 4.460, indicating that there is a need for improvement from MSMEs to improve work environment improvements so that employee job satisfaction can be maximized considering that it is not the highest average.

The results of this study indicate that a positive organizational culture is a key factor in creating a work environment that predicts employee job satisfaction. In this context, organizational culture includes the practices and norms that are carried out in the organization daily. Organizations that can create a culture that supports and motivates employees usually have higher levels of job satisfaction and can increase productivity and good employee retention, a manifestation of the basic theory of organizational behavior on organizational culture which according to Al-Sada et al., (2017) employees will feel satisfied at work if supported by a good organizational culture. A good organization is an organization that always creates a pleasant organizational culture so that employees will feel satisfied and comfortable at work it will ultimately have an impact on improving performance. Research results that support these findings were also conducted by Chang & Lee, (2007); Soomro & Shah, (2019); Kim & Park, (2020); Körner et al., (2015); Egan et al., (2004); Lin & Huang, (2020) who found that organizational culture has a positive and significant effect on job satisfaction.

4.3.3 The direct effect of Organizational Culture (X2) on Organizational Commitment (Z2)

A positive organizational culture may provide opportunities for employees to develop themselves. This could include training, education, and skills development. Employees who feel the organization supports their growth and development tend to be more committed as they see the long-term in their relationship with the organization, encourage employee involvement in the decision-making process, and provide opportunities for input. Employees who feel they influence the organization feel more committed because they feel they have an important role in the success of the organization. The results orientation indicator with an average value of 4.517 means that MSMEs in Dompu Regency are aware of the importance of developing their human resources to continue to grow their business.

Organizational commitment can also be increased through the provision of rewards and recognition to employees who perform well. This recognition can create a sense of being valued and respected, which increases employee commitment thereby creating stability and certainty in the organization. Employees feel confident about the future of the organization and their work within it, which can increase their commitment to the organization. This condition can be seen in the characteristics of respondents based on length of service, where the highest percentage is 1-5 years 40.5% and 6-10 years 35%. This shows that the level of trust of employees in MSMEs as a place where they work is quite good.

The findings in this study show that a positive organizational culture not only creates a pleasant work environment but also motivates employees to be more committed to the organization. Committed employees tend to be more loyal, productive, and more likely to stay longer in the organization, which can benefit the organization in the long run. Therefore, a positive organizational culture has a positive and significant impact on organizational commitment following the theory of organizational behavior where according to Michael Beer, (2013) Companies that are committed to their employees will be able to perform highly and be competitive. A good company is a company that cares about its employees so

that employees will also be committed to the organization. Research that supports the findings is research by Pathardikar & Sahu, (2011); Kim & Park, (2020); Joo & Lim, (2009); and Park & Kim, (2019) where the results show that organizational culture has a positive effect on organizational commitment.

4.3.4 The direct effect of Organizational Culture (X2) on Employee Performance (Y)

Based on table 4.22, it is explained that the path coefficient is 0.265 with a P value of $0.006 < 0.05$ and t statistics $2.771 > 1.96$. The results of this study which found that organisational culture has a positive and significant effect on the performance of MSME employees in Dompu Regency is an important finding in the context of management and human resources. It shows that a good organizational culture can have a positive impact on employee productivity and performance. A positive organizational culture creates a high level of motivation that can improve performance as employees feel supported and eager to achieve goals. This is following the average level of the work quantity indicator is the highest frequency distribution of 4.513. Where when the organizational culture is perceived positively by employees, their work output becomes more and more.

A positive Organisational Culture creates a positive work environment and supports strong interpersonal relationships. Good relationships among employees and co-workers can improve collaboration and communication, which in turn can improve team performance, and encourage employee involvement in decision-making so that employees have an important role in the organization. This active employee involvement contributes to encouraging employees to have high performance where if seen from employees can complete work according to specifications and standards of materials and tools set by the organisation and tasks are usually completed on schedule this indicates that employee performance is very good. A positive organizational culture tends to empower employees by providing appropriate autonomy and responsibility. Employees who feel they have control over their work tend to be more creative and innovative in achieving goals. This trust can motivate employees to continuously improve their performance. If connected with the characteristics of respondents based on age, the highest age range is 31-40 years, which is the peak productive age where employees of MSMEs in Dompu Regency have creative and innovative power to achieve their best performance.

The results of this study show that a positive organizational culture is not just about creating a comfortable working environment, but also has a significant impact on employee productivity and performance. A culture that supports, motivates, and enables employees to develop often results in high-performing teams and creates added value for the organization. Therefore, organizations that seek to build a positive culture can often improve overall employee performance. According to (Robbins, 2015), seven characteristics of organizational culture can affect employee performance, namely: Innovation, steadiness, respect for individuals, results orientation, leadership behavior, detail orientation, and team orientation. The findings that support this research are Research conducted by Soomro & Shah, (2019); Shahzad, (2014); Raharjo et al., (2018); Pawirosumarto, Setyadi, et al., (2017) which found that organizational culture has a positive and significant impact on employee performance.

4.3.5 The direct effect of Spirituality in the Workplace (X1) on Employee Performance (Y)

The results of this study indicate that integrating spiritual elements into the work environment can positively affect employee performance. This highlights the importance of understanding and supporting the spiritual dimension in organizations as one of the factors that can improve productivity and quality of work theoretically according to Ashmos and Duchon (2000) Spirituality in the workplace is the recognition or understanding of employees to have an inner life at work that supports and nurtures them personally, and is nourished by meaningful work in the context of a community or organization where they work. Research conducted by Osman-Gani et al., (2013); Jena, (2021); Garg, (2017); Do, (2018); Soha et al., (2016); Sani & Maharani Ekowati, (2020) found results that support this research where research proves that spirituality in the workplace has a positive and significant effect on employee performance.

The implementation of workplace spirituality in MSMEs in Dompu Regency is an important aspect and effort to allow and encourage spiritual activities in the workplace regardless of religion and spiritual

beliefs, thus facilitating understanding and mutual respect. A culture of respect for the diversity of faiths and beliefs should be instilled in the workplace by enforcing appropriate codes of conduct and instilling values of tolerance, respect, and compassion that will result in more productive teamwork and improved performance.

4.3.6 The direct effect of Job Satisfaction (Z1) on Organizational Commitment (Z2)

This job satisfaction is often related to the recognition and appreciation of employee contributions. When organizations provide rewards and recognition to employees who perform well, this not only increases their satisfaction but also creates a sense of commitment because employees feel valued, creates a feeling of attachment and more comfortable so that it tends to be more committed because employees who feel confident in the future of their work and the organization they belong to. In this case, with the average respondent's answer of 4.592 on the salary indicator, it can be explained that there is still a need to increase appreciation to employees by increasing the salary they receive. Because most of the existing MSME business types are fisheries, namely 71%, where this business is highly dependent on nature, alternative income must be considered that can be a substitute when natural conditions are unfriendly so that salary payments will not be disrupted.

Job satisfaction is a series of perceptions of individual employees that will affect the attitudes and behavior of these individual employees while working. The satisfaction that exists in a person can be seen in a pleasant emotional attitude and from the way they love their work, this attitude is reflected through work morale, discipline, and work performance. Thus job satisfaction does need to exist in employees because knowing job satisfaction will make it easier for the organization to develop the organization.

The analytical calculations used led to a very significant effect. MSMEs in Dompu Regency always support and improve the job satisfaction of their employees to achieve higher commitment. The hypothesis built in this study has similarities and strengthens the justification of previous research, such as in research conducted by (Seema et al., 2021; Ahmad & Raja, 2021; Fu & Deshpande, 2014; Kontoghiorghes, 2016; Gunlu et al., 2010; Park & Doo, 2020; Huynh & Hua, 2020; Kalkavan & Katrinli, 2014; Hayati & Caniago, 2012; Nurjanah et al., 2020) states that job satisfaction plays an important role in shaping organizational commitment. On the other hand, the results of this study are not in line with research conducted by (Linda et al., 2021) which found that job satisfaction does not affect organizational commitment.

Support, application, and improvement of job satisfaction to organizational commitment in MSMEs in Dompu Regency is an important aspect, meaning that the higher the job satisfaction felt by employees, the higher their organizational commitment.

4.3.7 Direct Effect of Job Satisfaction (Z1) on Employee Performance (Y)

Based on the results of research data processing that has been carried out, it can be seen that there is no direct influence between Job Satisfaction on Employee Performance on MSME employees in Dompu Regency. This can be shown in the path coefficient value of 0.014 with a P value of 0.0892 < 0.05 and t statistics 0.136 < 1.96. The seventh hypothesis (H7) is rejected. Employees who are satisfied with their jobs tend to be more motivated to do their jobs well which can then make them more productive in carrying out their tasks. However, the calculation of the analysis used leads to an insignificant effect. Employee performance cannot be influenced by job satisfaction. So that it will have an impact on decreasing productivity. This is found in the indicator of product quality with the lowest value of 4.343 which states that the production results are still not specified with the expected standards or the products produced are still not following customer expectations. High job satisfaction often has a positive impact on the quality of work, but satisfaction on the supervision indicator received the lowest score of 4.574, which states that the guidance and training provided by MSMEs in Dompu Regency is still low, which has an impact on the quality of goods or services produced. In addition, when viewed from the level of education of respondents, the majority of whom are senior high school / equivalent, totaling 157 or 59.2%, it can be seen that training and development need to be carried out by MSMEs in Dompu district.

The results of this study highlight the importance of managing job satisfaction in organizations. Organizations that pay attention to employee job satisfaction levels can often improve individual performance and overall productivity. In the theory of employee performance delivered by (Mangkunegara, 2017) employee performance is the result of all abilities of the quality and quantity achieved by an employee in carrying out the work, duties, and responsibilities given to employees within a certain time or period which becomes a benchmark based on the goals and targets set by a company or organization. Therefore, creating a work environment that supports and promotes job satisfaction can provide great benefits to the organization in the long run. The results of this study are in line with research conducted by (Goetz & Wald, 2022; Pawirosumarto, Sarjana, et al., 2017) which state that job satisfaction has no impact on employee performance. While on the other hand, several studies have found and confirmed a positive and significant effect such as (Mardanov, 2020; Soomro & Shah, 2019; Siengthai & Pila-Ngarm, 2017; Hendri, 2019).

4.3.8 The direct effect of Organizational Commitment (Z2) on Employee Performance (Y)

Based on table 4.22, it is explained that the path coefficient is 0.431 with a P value of $0.003 < 0.05$ and t statistics $2.981 > 1.96$. The results of the research that has been conducted show that there is a direct effect of organizational commitment on employee performance in MSMEs in the Dompu district. This shows that a high level of commitment to the organization can improve individual performance in various ways. Committed employees tend to be more loyal and dedicated to the organization as seen from the average respondent's answer on the affective commitment indicator of 4.468 stating that they would be very happy to spend the rest of their career with their organization, feel as if organizational problems are personal problems, and feel emotionally attached to the organization where they work. They feel that the organization is an important part of their identity and feel a strong attachment to it so they are more resistant to organizational change and more easily adapt to change because they see long-term interests in the success of the organization. This is reflected in their response to the continuance commitment indicator item of 4.498 that they find it very difficult to leave the current organization, even if they want to so they tend to stay where they work for more than 5 years as much as 35%. Committed employees often have good relationships with their coworkers and superiors. These positive relationships can facilitate better collaboration and effective communication within the team in improving performance and have a drive to develop so they will improve their skills. They see the organization as a place for their career growth and tend to seek development opportunities.

The results of this study highlight the importance of understanding and managing organizational commitment in the context of human resource management. Organizations that promote positive commitment can often improve individual performance, increase employee retention, and create a culture that supports mutual growth and success. This is a form of organizational commitment theory. Affective commitment is a strong belief and acceptance of goals with organizational values, a willingness to do something large on behalf of the organization, and a strong desire to maintain membership in an organization (Meyer et al, 1995; Noorman et al, 2015). Therefore, developing strategies to increase organizational commitment can provide great benefits to the organization in the long run. Research that produces similar findings is research conducted by (Hendri, 2019; Soomro & Shah, 2019); Imamoglu et al., 2019; M. R. Ahmad & Raja, 2021; Harwiki, 2016) which suggests organizational commitment has a positive and significant impact on employee performance.

The implementation and support of organizational commitment in MSMEs in Dompu Regency is one of the most important aspects of improving employee performance, through strong support MSMEs are also able to create established relationships and maintain them so that they remain sustainable so that employees feel stronger to stay in the organization.

4.3.9 Indirect effect of Spirituality at Work (X1) on Organizational Commitment (Z2) through Job Satisfaction (Z1)

The results of this study have important implications in the context of human resource management and organizational development. They show that understanding and supporting dimensions of spirituality in the workplace can have a positive impact on organizational commitment through

increased job satisfaction. Therefore, organizations that seek to create a work environment that supports the development of employee spirituality can expect employees to be better committed and more satisfied employees.

The hypothesis built in this study has similarities and strengthens the justification of previous research such as research conducted by (Amen & Raziq, 2019; Chawla & Guda, 2010; Fanggidae et al., 2016; Akbar, 2020) states that the mediating effect of job satisfaction can affect workplace spirituality on organizational commitment positively and significantly.

The application of workplace spirituality in MSMEs in Dompu Regency is an important aspect and causal aspect to increase employee organizational commitment and can be mediated by job satisfaction through providing good rights, MSMEs are also able to make relationships that are established and maintain them to remain sustainable so that employees feel stronger to stay in the organization.

4.3.10 Indirect Effect of Spirituality at Work (X1) on Employee Performance (Y) through Job Satisfaction (Z1)

The results of this study have important implications in the context of human resource management and organizational development. They show that understanding and supporting the dimensions of spirituality in the workplace can have a positive impact on employee performance, thus improving job satisfaction as a mediator. Therefore, organizations that seek to create a work environment that supports the development of employee spirituality can expect benefits in the form of better performance and more satisfied employees. Research that produces findings in line with this study is conducted by (Pamungkas, 2023; Rahmawati, 2022) found that job satisfaction is not able to mediate the relationship between spirituality in the workplace and employee performance. While on the other hand, research proposed by (Demarchi, 2020; Sony & Mekoth, 2019; Hasan et al 2016; Srivastava & Gupta 2022) found that spirituality in the workplace indirectly has a positive and significant effect on employee performance through job satisfaction.

Spirituality in the workplace is one of the most important factors that can support MSMEs and the expected goals. The better the spirituality of employees in an organization, it will be able to increase job satisfaction and ultimately have an impact on improving employee performance.

4.3.11 The indirect effect of Organizational Culture (X2) on Organizational Commitment (Z2) through Job Satisfaction (Z1)

The results of this study highlight the importance of a supportive and positive organizational culture in achieving high organizational commitment. Organizations that strive to create a positive and motivating work culture tend to have more satisfied employees and perform better. Therefore, understanding the role of job satisfaction as a mediator in the relationship between organizational culture and organizational commitment can assist organizations in developing strategies to improve overall performance.

Organizational culture emerges as the most important factor in the success of an organization and the application of organizational culture is intended so that all individuals in the organization comply with and are guided by the belief value system and norms that apply in the organization. Thus, organizational culture either directly or indirectly will affect organizational commitment. Job satisfaction is a feeling of satisfaction or sense of achievement obtained by an employee from his job. When employees feel satisfied in their jobs, they tend to care more about the quality of their work have higher retention rates, and will generally be more productive.

The hypothesis built in this study has similarities and strengthens the justification of previous research, such as in research conducted by (Widagdo and Kenny Roz, 2020; Bagis et al., 2020; Kristiana & Hasan, 2020; Wibawa & Putra, 2018) found a positive and significant influence between organizational culture on organizational commitment through job satisfaction. On the other hand, research conducted by (Sriphong et al., 2022) is not in line with research conducted by researchers who found that the application of organizational culture to organizational commitment through job satisfaction has no positive effect.

4.3.12 Indirect Effect of Organizational Culture (X2) on Employee Performance (Y) through Job Satisfaction (Z1)

The results of this study highlight the importance of a supportive and positive organizational culture in achieving high employee performance. Organizations that strive to create a positive and motivating work culture tend to have more satisfied and better-performing employees. Therefore, understanding the role of job satisfaction as a mediator in the relationship between organizational culture and employee performance can assist organizations in developing strategies to improve overall performance. Research that supports the results of this study conducted by (Bagis et al., 2021; Paramita et al., 2020; Laras et al., 2021) found that organizational culture variables indirectly have no positive effect on employee performance through job satisfaction. Meanwhile, the results of his research (Korda & Rachmawati, 2022; Nailin, 2021; Umasangadji 2022) suggest that job satisfaction mediates the relationship between organizational culture and employee performance positively and significantly.

Organizational culture is one of the most important factors that can support MSMEs and the expected goals. The better the organizational culture in an organization, it will be able to increase job satisfaction and ultimately have an impact on improving employee performance.

4.3.13 Indirect Effect of Organizational Culture (X2) on Employee Performance (Y) through Organizational Commitment (Z2)

The results of this study highlight the importance of a supportive and positive organizational culture in achieving high employee performance through increased organizational commitment. Organizations that strive to create a positive and motivating work culture tend to have employees who are more attached to the organization and perform better. Therefore, understanding the role of organizational commitment as a mediator in the relationship between organizational culture and employee performance can assist organizations in developing strategies to improve overall performance. Other research that is in line with this research is the findings presented by Siti Khanifah (2015; Adam et al 2018; Wua et al 2022; Korda & Rachmawati, 2022)), where the results they put forward are that organizational culture has a significant effect on employee performance. Meanwhile, organizational commitment is proven to be a mediator in this relationship. Organizations must develop a strong culture and commitment to improve employee performance. Meanwhile, (Taufiqurrahman et al., 2021) do not support the results of the researcher's research, finding that organizational commitment cannot mediate the relationship between organizational culture and employee performance

4.3.14 Indirect effect of Job Satisfaction (Z1) on Employee Performance (Y) through Organizational Commitment (Z2), Satisfaction (Z1) and Organizational Commitment (Z2)

The results of this study highlight the importance of supportive and positive job satisfaction in achieving high employee performance through increased organizational commitment. Organizations that strive to create positive and motivating job satisfaction tend to have employees who are more attached to the organization and perform better. Therefore, understanding the role of organizational commitment as a mediator in the relationship between job satisfaction and employee performance can assist organizations in developing strategies to improve overall performance. Other research that is in line with this research is the findings presented by (Dwiyantri & Jati, 2019; Djoemadi et al., 2019; Purnomo et al., 2020) where the results they put forward are that job satisfaction has a significant effect on employee performance. Meanwhile, organizational commitment is proven to be a mediator in this relationship. Organizations must increase employee job satisfaction and strong commitment to improve employee performance.

4.3.15 The indirect effect of Spirituality in the Workplace (X1) on Employee Performance (Y) through Job Satisfaction (Z1) and Organizational Commitment (Z2)

The results of this study have important implications in the context of human resource management and organizational development. They show that understanding and supporting dimensions of spirituality in the workplace can have a positive impact on employee performance through increased job satisfaction and organizational commitment. Therefore, organizations that seek to create a work environment that supports the development of employee spirituality can expect benefits in the form of

better performance and more satisfied and highly committed employees. Research that produces findings that are in line with this research is conducted by Hasan et al (2016); Srivastava & Gupta (2022) suggest that job satisfaction can positively mediate the relationship of spirituality to employee performance but Astutik et al (2020), explained that job satisfaction has a positive and significant effect on employee performance but has no influence on the relationship of spirituality in the workplace. Research that produces findings that are in line with this research is conducted by (Asutay et al., 2022; Rosario et, 2022); who found that the indirect effect of spirituality in the workplace on employee performance through job satisfaction and organizational commitment is proven to have a positive and significant effect.

4.3.16 The indirect effect of Organizational Culture (X2) on Employee Performance (Y) through Job Satisfaction (Z1) and Organizational Commitment (Z2).

The results of this study highlight the importance of a supportive and positive organizational culture in achieving high employee performance through increased job satisfaction and organizational commitment. Organizations that strive to create a positive and motivating work culture tend to have employees who are more attached to the organization and perform better. Therefore, understanding the role of job satisfaction and organizational commitment as mediators in the relationship between organizational culture and employee performance can assist organizations in developing strategies to improve overall performance. Other research that is in line with this research is the findings presented by (Panjaitan, 2022; Wua, 2022; Bagis et, 2021) where the results they put forward are that organizational culture has a positive and significant effect on employee performance. Meanwhile, job satisfaction and organizational commitment are proven to be mediators in this relationship. Organizations must develop a strong culture and commitment to improve employee performance.

The implementation of a good organizational culture in MSMEs in Dompu Regency is an important aspect and causal aspect to improve employee performance, the mediating role of job satisfaction and organizational commitment will have a good impact on these relationships. Thus MSMEs will be able to survive and be sustainable in achieving the expected productivity.

5. Conclusion

In conclusion, this study sheds light on the important role of workplace spirituality and organizational culture in driving employee attitudes and performance in Indonesian MSMEs. The findings suggest that creating a work environment that supports employees' spiritual well-being and fosters a positive organizational culture can enhance job satisfaction, organizational commitment, and ultimately employee performance. Organizational commitment emerged as a key mediator, suggesting that workplace spirituality and organizational culture influence performance in part by strengthening employees' emotional attachment and loyalty to the organization. However, job satisfaction did not significantly mediate the spirituality-performance and culture-performance relationships, contrary to expectations. This suggests that other mechanisms beyond job satisfaction may be at play, or that the influence of workplace spirituality and organizational culture on performance is more direct in this context. Future research should further examine the underlying processes and boundary conditions of these relationships.

The results offer practical insights for MSME managers seeking to optimize employee performance. Investing in practices that support workplace spirituality, such as providing opportunities for meaningful work, fostering a sense of community, and aligning with employees' values, may pay dividends in terms of employee commitment and performance. Additionally, cultivating a strong and supportive organizational culture that emphasizes collaboration, innovation, and employee welfare can further enhance these outcomes. However, the cross-sectional nature of the data prevents causal inferences, and the reliance on self-report measures from a single organization limits generalizability. Future research should employ longitudinal designs, objective performance measures, and samples

from diverse MSME contexts to build on these findings. Potential moderators, such as individual characteristics or industry factors, should also be explored.

5. 1. Recommendation

Based on the conclusions obtained from the study, the following suggestions can be made: **Spirituality in the Workplace:** MSMEs in Dompu Regency need to increase their concern for health and care for the spiritual lives of employees. Identify factors that can increase the presence of spirituality in the workplace and conduct training and development to increase employees' awareness and understanding of the importance of spirituality in the workplace. **Organizational Culture:** MSMEs need to improve the implementation of innovation and risk-taking by working with external parties and creating a work environment that supports collaboration, innovation, and openness. Evaluate the existing organizational culture and identify aspects that need to be improved or enhanced. **Job Satisfaction:** Increase professional and regular coaching efforts to improve employee professionalism in carrying out duties and obligations. Conduct regular job satisfaction surveys and implement corrective actions based on the findings, such as improved communication and recognition of employees. **Organizational Commitment:** Increase the level of trust in employees by valuing the achievements of team members and supporting employee creativity. Identify factors that contribute to low levels of organizational commitment and strengthen the bond between employees and the organization through career development programs and improved communication. **Employee Performance:** Improve the attentive and correct execution of employee tasks according to set specifications and standards. Analyze the factors that are potential barriers to achieving optimal employee performance and provide training and development to enhance their job-relevant skills and knowledge. By implementing these suggestions, it is hoped that MSMEs in Dompu Regency can improve job satisfaction, organizational commitment, and overall employee performance.

5. 2. Implications of Research Results

Based on the S-O-B-C theory, workplace spirituality, organizational culture, job satisfaction, and organizational commitment can be placed as stimuli (S) for the formation of employee performance. The causal relationship between these factors and employee performance is based on the S-O-B-C theory. The implications of this research for the development of the S-O-B-C theory show that MSMEs in various business fields in Dompu City can have better performance by utilizing human resources optimally. The results of this study confirm that good work orientation can improve employee performance, following Luthans' (1985) statement. **Empirical Implications:** MSMEs can build good relationships with employees through spirituality in the workplace regardless of religion, to achieve high employee performance. MSMEs should provide welfare rights to employees fairly and according to the specified time to increase job satisfaction. MSMEs need to have a unique organizational culture to create employee organizational commitment. The results of this study provide additional knowledge and information for MSME actors as a business development strategy. Local governments and related agencies are expected to use the information from this study as a basis for policy-making related to training and coaching MSMEs. By effectively implementing these implications, it is expected that MSMEs in Dompu City can improve their performance and contribution to local economic development.

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