

# Organizational Commitment: It's Mediating Role in the Effect of Human Resource Management Practices and Workplace Spirituality on Employee Performance

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## ABSTRACT

This study aims to determine the effect of human resource management practices and workplace spirituality on employee performance and the role of organizational commitment as mediating variable in such relationships. The samples used in this study are 93 marketing and frontliner officers at Bank Rakyat Indonesia, determined by random sampling method. Questionnaires are used as data collection method. This research uses Partial Least Square analysis technique. The results show that human resource management practices, workplace spirituality, organizational commitment has a positive effect on employee performance. Additionally, human resource management practices and workplace spirituality have positive effects on organizational commitment. The findings also show that organizational commitment as partially mediated on the effect of human resource management practices and workplace spirituality on employee performance. The implications of this study are employees will perform well if they have a loyal nature to fully devote their abilities, maintain membership and have pride in the organization where they work. Human resource management practice is very important to be implemented by an organization and is designed in such a way that it can capture quality potential from the internal and external environment, train and develop, evaluate work results and reward for the sacrifices made so as to have a positive effect on employee contributions in the organization. Workplace spirituality is also very important for organizations to pay attention to. The Bank is expected to provide perceptions to employees through the values contained in workplace spirituality so that employees feel togetherness, positive values in the organization, positive values for society, feel happy and the value of employee spirituality.

**Keywords:** employee performance, human resource management practices, organizational commitment, workplace spirituality.

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## I. INTRODUCTION

Human resources (HR) are the basic elements that drive and carry out all company activities, as well as the most important factor in supporting the company's success in the current era of competition. According to Oladipo & Abdalkader (2011), the key element of the success and survival of an organization is the availability of the right personnel, in the right place and at the right time. At a time when technological developments are increasingly dynamic, only human resources can play an important role in the success or failure of all companies. This indicates that, no matter how good a company is, complete with technologically advanced work facilities and facilities, all of these will mean nothing to the company if there are no human resources to manage, run and maintain them.

In carrying out the company's daily activities, companies compete with each other to be the best in everything. All efforts made by companies to continue to develop themselves in the eyes of consumers are of course the result of the hard work of all human resources within the organization (Permadi & Netra, 2015). Human resource management certainly has an important role in managing its resources as a crucial point

in the sustainability of the company. Effective management of human resources in a broad sense is expected to improve employee performance which in turn has an impact on improving company performance. Al-Qudah *et al.* (2014) suggests that organizational performance is highly dependent on employee performance and agrees that organizational success is the contribution of human resources. Bida *et al.* (2017) define employee performance as the result of effort and work in terms of quality and quantity carried out by employees in carrying out their duties following the responsibilities given to them compared to the expected achievements of employees. Tabiu & Nura (2013) also revealed that performance is the implementation of work in carrying out activities according to the strategy in various technical, tactical, and practical activities following the goals to be achieved together.

The achievement of a company's goals cannot be separated from the ability or competence of qualified human resources and is committed to achieving the goals of an organization. Broadly speaking, employee performance is the result of employee work during a certain period compared to various possibilities such as standards, targets or criteria that have

been determined in advance and mutually agreed upon in order to achieve company goals.

The era of globalization requires companies to be able to improve the performance of their human resources to achieve company goals effectively and efficiently, including the banking business. Banking services in Indonesia, which are based on economic democracy, have a strategic role to support the implementation of national development in order to increase equitable development, economic growth and national stability in the direction of increasing the standard of living of the people. In this regard, performance through banking services is one of the targets that are expected to fulfill the intended strategic role.

Based on the results of interviews with the human resources management of a bank, there are still frequent customer complaints related to the slow service of customer service and tellers. Complaints from customers are frequent but very influential on the image of responsibility given by employees and customer loyalty. In addition, there is a lack of empathy from colleagues in helping speed up services even though it is outside the duties and responsibilities of each employee. The initiative to empathize and sympathize with colleagues is very necessary because it can indirectly reduce the workload of each employee. The slow adaptation of employees to new job descriptions is also one of the phenomena that occur.

The initial step taken by the company's management in managing its human resources is through human resource management practices. Sarker (2017) explains that appropriate management practices can be an alternative way to improve employee performance in the banking sector. Employee performance is an important factor that contributes to increase productivity through better behavior and traits. In addition, employee performance is the most important factor in the success of the organization. Therefore, it is necessary to implement an effective human resource strategy that aims to improve employee performance and create a high-performance culture in the organization based on human resource practices.

Cherif (2020) explains that human resource management practices and employee job satisfaction are positively and significantly correlated with employee organizational commitment in the banking sector. Programs, activities, policies in human resource management practices can be adopted, accepted, and used by managers and employees as part of their daily work in a dynamic banking environment. Innovative human resource management practices focus on providing skilled human resources committed to responding to job flexibility.

In addition to human resource management practices, another factor that affects employee performance is workplace spirituality. Fanggidae (2019) concludes that the application of spirituality in the work environment will improve employee performance at the bank. Employees who have a spiritual work environment and are supported by positive work will be more creative, so they can work well in teams and have a high commitment to the company. Spirituality at work can be described as a reflection of the values and inner experiences of members of an organization combined with their professional life. Employees always try

to find value and meaning in their work and strive to achieve the desired results.

Utami *et al.* (2021) shows that workplace spirituality has a positive effect on employee organizational commitment at the Village Financial Institution. Organizations that maintain consistency of policies provided to employees can make employees proud of their work. Increasing commitment, especially in terms of employee pride in the organization by introducing individual and group spiritual approaches, will make a positive contribution to the organization.

In addition to human resource management practices and workplace spirituality, another factor that affects employee performance is organizational commitment. Organizational commitment is one of the determinants of employee performance in financial institutions. Organizational commitment can affect performance significantly because employees with high commitment are not just passive members but actively give all efforts for the success of the organization concerned. Employees who have a strong commitment want to stay and show good performance in their work. Employees who are committed will feel they have a strong acceptance of the goals and values of the organization so that it will support the organization's operations.

Organizational commitment is an important factor that must be owned by employees in achieving optimal work results. With commitment, employees will have the principle to give a full contribution in every job they do. Apart from being a job responsibility, the full contribution applied by employees is a reward for the benefits provided by the organization through its practices and policies. The better the practices made by the organization, the higher the motivation of employees to work with full effort to obtain satisfactory work results. Mihardjo *et al.* (2021) stated that employee commitment significantly mediates the effect of human resource management practices and employee performance. Human resource management practices and employee commitment need to be implemented to improve employee performance in the face of intense competition. Through their effective utilization, human resource management practices and employee commitment play an important and key role in a sustainable competitive advantage to add value to the company in the future.

Organizational commitment is also very important embedded in the minds of employees as a guide for their pride in the organization. The prouder employees are of the organization, the psychological loyalty will always be maintained. Therefore, organizations must maintain a positive perception of the values embodied in workplace spirituality on an ongoing basis which indirectly greatly influences employees in maintaining their membership. Employees who show loyalty to the organization are more likely to perform well. Evalyna (2020) stated that organizational commitment has proven to have a role in mediating the influence of workplace spirituality on employee performance. Spirituality in the workplace produces good moral habits and good qualities are also more likely, to be honest, loyal, trustworthy, and have integrity. Good employee performance will produce good quality and can help the quality of organization to achieve the goals that have been set.

The concept of performance, both employee performance and organizational performance, has been analyzed and published in the literature. However, very few of these studies have focused on HR perceptions of human resource management practices. So far, the majority of previous research has been carried out using the context of large industries in developed countries. Research related to human resource management practices and employee performance should have an even level of generalization using developing countries such as Indonesia, especially in the banking sector as the context of the object of research, looking at the development of the concept of human resource management practices that differ in their application in each organization. In this study, there is also the addition of several new indicators in the workplace spirituality variable. Workplace spirituality is a new concept in the management model and organizational behavior. So far, research on the concept of workplace spirituality is very rarely done in Indonesia, especially in the banking sector, so the understanding of experts and practitioners regarding the workplace spirituality system is very limited.

## II. LITERATURE REVIEW

### A. Social Exchange Theory

The theory that underlies this research is the theory of social exchange or Social Exchange Theory. Fung et al. (2012) stated that social exchange theory is the view of employees when they have been treated well by the organization, they will tend to behave and behave more positively in the organization. Each individual will always try to return the favor to anyone who has given him an advantage.

Human resource management practices have a role in building proper reciprocal relationships between companies and their employees regarding mutual trust and duty. This relationship follows social exchange theory where employees offer their services to the organization in exchange for benefits and other benefits they receive from the organization. Indradevi (2020) states that spirituality brings joy and satisfaction to employees which are closely related to outstanding performance and organizational success. Employees with high spirituality understand that their success and well-being depend on mutual dependence on a collaborative system. Yigit (2016) states that the organization is a means of social exchange for employees. When the level of organizational commitment increases, the level of employee social exchange also increases. In social exchange, concrete organizational rewards will make employees expend extra effort and not leave their organization.

The concept of social exchange theory can be interpreted as a theory based on the interaction relationship that exists between people which in essence applies the concept of profit and loss, where it must be balanced through reciprocity. The more often or infrequently this is done will have an impact on the actions or work behavior of the individual.

### B. Employee Performance

Employee performance is the result of work achieved by bank employees because of the ability, motivation, and opportunities they have, both in terms of quality and quantity of a job by the standards, vision, mission and goals,

objectives, and program activities as outlined in the strategic planning of an organization. Indicators of employee performance refer to Pradhan & Jena (2016) are task performance, contextual performance, and adaptive performance.

### C. Human Resource Management Practice

The practice of human resource management is an activity carried out by bank management to provide and maintain an effective and quality workforce for the organization or company. Indicators of human resource management practices refer to Al-Hawary (2015) are recruitment and selection, training and development, performance appraisal, and compensation.

### D. Workplace Spirituality

Workplace spirituality is an experience for bank employees that provides meaningful relationships in life, a way to interpret every event in life, is a source of joy, hope, comfort, and can be a guide in living life. Indicators of workplace spirituality refers to Mousa (2020) are team's sense of community, alignment between organizational and individual values, sense of contribution to the community, sense of enjoyment at work, and opportunities for the inner life.

### E. Organizational Commitment

Organizational commitment is a psychological state in which bank employees identify with the values, rules, and goals of the organization and a strong desire to maintain membership in the organization. Indicators of organizational commitment refer to Na-nan & Saribut (2019) are normative commitment, affective commitment, and continuous commitment.

### F. Hypotheses Development

Research conducted by Jouda *et al.* (2016) explore the impact of human resource management practices on employee performance which shows a positive relationship. Otoo & Mishra (2018) also reveal important empirical results that make a significant contribution to clarifying the question of the positive impact of human resource management practices on employee performance. Sarker (2017) explains that human resource management practices have a significant effect on employee performance. Akujuru & Enyioko (2015) also prove that human resource management practices help organizations to maintain an even distribution of growth profiles, improve employee performance and provide opportunities for employees to participate in decision-making.

Katou (2017) explains that the system of human resource management practices, relies on a business strategy that integrates content and processes to present a comprehensive picture of the relationship with employee performance. Bodla & Ningyu (2017) conclude that transformative human resource management practices are reasonable predictors of employee performance in channeling employee perceptions and interpretations to build relationships between them. Khoreva & Wechtler (2018) state that human resource management practices can improve employee welfare which in turn improves employee performance.

H1: Human resource management practices have positive and significant effect on employee performance.

Research conducted by Biswakarma (2018) shows a positive relationship between workplace spirituality and productivity and workplace spirituality positively predicts employee productivity in organizations. Pawar (2016) shows the empirical support received for his hypothesis with a positive relationship between workplace spirituality and employee welfare. Thus, employee welfare naturally affects employee performance which is an important aspect of a healthy organization. Workplace spirituality plays an important role in reducing fraud and unethical behavior as well as promoting good ethics for each individual to achieve company goals. The higher the value of workplace spirituality, the higher the level of employee performance. High employee performance indicates that there will be work productivity if there is spirituality value. Fanggidae (2019) concludes that the application of spirituality in the work environment will improve employee performance. Workplace spirituality has a positive effect on employees and the organization as a whole in improving welfare and having an impact on work productivity.

H2: Workplace spirituality has a positive and significant effect on employee performance.

Research conducted by Musabah *et al.* (2017) explained that organizational commitment has a significant effect on employee work performance. Udu & Ameh (2016) mention that employee work commitment is one of the important indicators to compete well in global financial markets. Employees who have a strong commitment want to stay and show good performance in their work. Rahim & Jam'an (2018) state that organizational commitment is able to make a direct contribution to employee performance. Good performance can be obtained with the company's attention so that employees feel part of the company, pride in their work and always have responsibility for their work. *Abdirahman et al.* (2020) explained that work-life balance, job satisfaction and organizational commitment have a significant relationship with employee performance.

H3: Organizational commitment has a positive and significant effect on employee performance.

Research conducted by Hamdan & Al-Abadi (2018), found the positive impact of human resource management practices on employee organizational commitment. Pasaoglu (2015) found a correlation between human resource management practices and organizational commitment. The independent dimension of human resource management practices brought changes to employee commitment which significantly impacted the interests of the organization. Human resource management practice policies and procedures can develop employee engagement with the organization. Cherif (2020) explains that human resource management practices and employee job satisfaction are positively and significantly correlated with organizational commitment. Employees who are satisfied with the human

resource management practices created by the organization will remain committed to the organization.

H4: Human resource management practices have positive and significant effect on organizational commitment.

Research conducted by Djafri & Noordin (2017) shows that the application of the spiritual dimension in the workplace can lead to the improvement and maintenance of human well-being which in turn will lead employees to maintain a high level of organizational commitment. Nurmayanti *et al.* (2018) concluded that spirituality at work has a positive and significant effect on organizational commitment so that the higher the spirituality at work, the higher the organizational commitment. Utami *et al.* (2021) stated that workplace spirituality has a positive effect on organizational commitment. Workplace spirituality can help the psychological state of employees that characterizes the employee's relationship with the organization and has implications for the decision to continue or terminate membership in the organization. Workplace spirituality is proven to increase organizational commitment. Workplace spirituality is a positive way used by employees to solve problems through forums facilitated by the organization.

H5: Workplace spirituality has a positive and significant effect on organizational commitment.

Torlak *et al.* (2018) states that organizations that have the awareness to develop human resource management practices sincerely and wisely will produce happy, productive and committed employees, which can increase organizational effectiveness and maintain the quality of employee performance. Aktar & Pangil (2018) explain that human resource management practices are a significant catalyst to make employees more energetic, dedicated and enthusiastic in carrying out their roles, so it needs to be a company priority. In addition, organizational commitment involves an employee's emotional attachment to an organization which in turn increases the level of employee well-being. Hadjri *et al.* (2019) concludes that human resource management practices have a positive and significant impact on organizational commitment and employee performance. Mihardjo *et al.* (2021) stated that employee commitment significantly mediates the effect of human resource management practices and employee performance.

H6: Organizational commitment mediates the effect of human resource management practices on employee performance.

Research conducted by Rahman *et al.* (2019) argues that employees who view the workplace as a facility for spiritual needs can increase their commitment and ultimately improve sales performance. Garg (2017) explains that workplace spirituality has a strong effect on organizational performance. The mediator variable determines the path of workplace spirituality that has an impact on performance, in which two aspects of the mediator are organizational commitment (affective and normative) showed a partial mediating effect and continuous commitment relationship gave lower results

than the other two aspects. Chawla (2016) explains that workplace spirituality ultimately results in positive organizational outcomes, such as organizational commitment, employee performance, and customer orientation. Evalyna (2020) explains that organizational commitment has been shown to have a partial mediating role on the effect of workplace spirituality and employee performance.

H7: Organizational commitment mediates the effect of workplace spirituality on employee performance.

### III. METHODOLOGY

This study uses quantitative approach by testing the effect of one or more variables on the outcome variables. This study was located in Bank Rakyat Indonesia Branch of Renon, Bali Province. The respondents are marketing staff (account officers and funding officers) and frontliner officers (customer service, teller, and security staffs). The data in this study were collected by using questionnaires. The sample in this study was 93 employees and the hypothesis was testing by implementing Structural Equation Model (SEM) with a Variance-Based SEM (VB-SEM) approach with Partial Least Square (PLS).

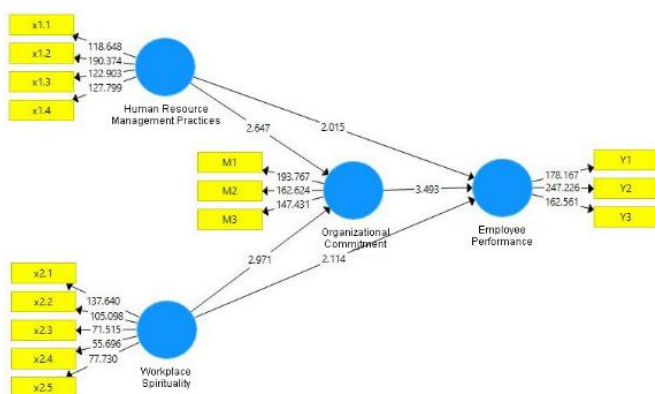
### IV. RESULTS AND DISCUSSION

#### A. Characteristics of Respondents

Based on gender, respondents were dominated by men at 72.04%. This is because, in terms of job specifications, men are believed to be more alert and responsive in carrying out their duties and responsibilities. Based on age, respondents aged 30 years and over were 59.14%. This is because cumulatively, employees start working at the age of 23-25 years. Based on the level of education, respondents whose last education was an Undergraduate Degree were 73.12%. Based on the working years, respondents who more than 5 years amounted to 58.07%

#### B. Evaluation of the Structural Model or Inner Model

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model.



Figio 1. Structural Modelo

TABLE I: R-SQUARE

Construct	R Square
Employee performance	0.874
Organizational Commitment	0.713

Evaluation of structural model using R-square for construct dependent and t-test as well as the significance of the structural path parameter coefficients in Table 1 show that the R-square value of the employee performance variable is 0.874. It can be interpreted that 87.4% of employee performance construct variability is explained by organizational commitment variables, human resource management practices, and workplace spirituality, while the remaining 12.6% employee performance variables are explained by variables outside the model. Likewise, the organizational commitment variable has an R-square value of 0.713, meaning that 71.3% of the variability is explained by the variables of human resource management practices, workplace spirituality and employee performance, while the remaining 28.7% of the organizational commitment variables are explained by variables outside the model.

In addition to using the R-square, goodness of fit, the model is also measured using the Q-Square predicate relevance for the structural model, measuring how well the observations made by the model and also the estimated parameters. The Q-Square value > 0 indicates the model has predicate relevance, on the other hand if the Q-Square value 0 indicates the model has no predicate relevance. Based on Table 1, the predicate relevance (Q<sup>2</sup>) values can be calculated, namely:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.874) (1 - 0.713)$$

$$Q^2 = 1 - (0.126) (0.287)$$

$$Q^2 = 1 - 0.037$$

$$Q^2 = 0.963$$

The results of this calculation show that the Q<sup>2</sup> value is greater than 0 (0.963), so it can be interpreted that the model is good because it has predictive value relevant, which is 96.3%. This shows that variations in employee performance variables can be explained by the variables used, namely variables of human resource management practice, workplace spirituality, and organizational commitment, while the remaining 3.7% is explained by other variables that have not been included in the model.

#### C. Hypothesis Testing

TABLE II: PATH COEFFICIENTS

Construct	Path Coefficient	t-statistics	P Values	Description
Organizational Commitment -> Employee Performance	0.474	3,493	0.001	Received
Human Resource Management Practices -> Employee Performance	0.242	2.015	0.044	Received
Human Resource Management Practices -> Organizational Commitment	0.421	2,647	0.008	Received
Workplace Spirituality -> Employee Performance	0.283	2,114	0.035	Received
Workplace Spirituality -> Organizational Commitment	0.467	2,971	0.003	Received

The human resource management practices variable has a correlation coefficient value of 0.242 and a t-statistics value of 2.015, so the first hypothesis is accepted. This shows that there is a positive effect between human resource management practices on employee performance. The better the practice of human resource management applied in an organization, the higher the performance of employees in the organization.

The workplace spirituality variable has a correlation coefficient of 0.283 and a t-statistics value of 2.114, so the second hypothesis is accepted. This shows that there is a positive effect between workplace spirituality on employee performance. The higher the workplace spirituality in an organization, the higher the performance of employees in the organization.

The organizational commitment variable has a correlation coefficient of 0.474 and a t-statistics value of 3.493, so the third hypothesis is accepted. This shows that there is a positive effect between organizational commitment on employee performance. The higher the organizational commitment of an employee, the higher the performance given by the employee to the organization.

TABLE III: DIRECT EFFECT, INDIRECT EFFECT, TOTAL VARIABLE EFFECT AND VAF CALCULATION

Variable	Direct Effect	
	Path Coefficient	T Statistics ( O/STDEV )
Organizational Commitment -> Employee Performance	0.474	3,493
Human Resource Management Practices -> Employee Performance	0.242	2.015
Human Resource Management Practices -> Organizational Commitment	0.421	2,647
Workplace Spirituality -> Employee Performance	0.283	2,114
Workplace Spirituality -> Organizational Commitment	0.467	2,971
Variable	Indirect Effect	
Human Resource Management Practices -> Organizational Commitment -> Employee Performance	0.200	2.010
Workplace Spirituality -> Organizational Commitment -> Employee Performance	0.221	2,329
Variable	Total Effect	
Organizational Commitment -> Employee Performance	0.474	3,493
Human Resource Management Practices -> Employee Performance	0.442	2,684
Human Resource Management Practices -> Organizational Commitment	0.421	2,647
Workplace Spirituality -> Employee Performance	0.504	3,070
Workplace Spirituality -> Organizational Commitment	0.467	2,971
VAF Human Resource Management Practices -> Organizational Commitment -> Employee Performance -> Indirect Effect / Total Effect (0.200/0.442)	0.452	
VAF Workplace Spirituality -> Organizational Commitment -> Employee Performance -> Indirect Effect / Total Effect (0.221/0.504)	0.438	

The human resource management practices variable has a correlation coefficient value of 0.421 and a t-statistics value of 2.647, so the fourth hypothesis is accepted. This shows that there is a positive effect between human resource management practices on organizational commitment. The better human resource management practices applied in an

organization, the higher the organizational commitment of employees in the organization.

The workplace spirituality variable has a correlation coefficient value of 0.467 and a t-statistics value of 2.971, so the fifth hypothesis is accepted. This shows that there is a positive effect between workplace spirituality and organizational commitment. The higher the workplace spirituality in an organization, the higher the organizational commitment of employees in the organization.

The results of the direct effect test show that the coefficient value between the variables of human resource management practice on employee performance is 0.242 with a t-statistics value of 2.015. The addition of the organizational commitment variable as a mediating variable has a different effect on the direct relationship of human resource management practices to employee performance. The result of the VAF test is 0.452, which means that the role of organizational commitment as a mediating variable is 45.2%. These results indicate organizational commitment has a role as a partial mediation in the relationship between human resource management practices on employee performance. This means that the better the practice of human resource management in an organization, the higher the employee's organizational commitment will result in increased employee performance in the organization. This is following the sixth hypothesis, namely, organizational commitment in mediating the effect of human resource management practices on employee performance so that the hypothesis is supported.

The results of the direct effect test show that the coefficient value between the workplace spirituality variables on employee performance is 0.283 with a t-statistics value of 2.114. The addition of the organizational commitment variable as a mediating variable has a different effect on the direct relationship of workplace spirituality to employee performance. Based on the data in Table 3 it can be explained that the VAF value is 0.438, which means that the role of organizational commitment as a mediating variable is 43.8%. These results indicate that organizational commitment has a role as a partial mediation in the relationship between workplace spirituality and employee performance. This means that the higher the workplace spirituality, the higher the organizational commitment will result in increased employee performance in an organization. This is following the seventh hypothesis, namely, organizational commitment mediates the effect of workplace spirituality on employee performance so that the hypothesis is supported.

#### D. The Effect of Human Resource Management Practices on Employee Performance

The indicator of human resource management practices variable that has the highest value is compensation. This finding shows that satisfactory compensation offered by BRI through its management practices will improve the performance of BRI employees. Employees are willing to give thanks in return for compensation in the form of compensation provided by BRI. Employees will apply social and psychological contributions that are beneficial both to colleagues, leaders, and the organization as a whole. The provision of compensation can be a stimulus for employees to achieve the productivity desired by BRI. The compensation will also motivate employees to improve their work

performance. As an employee who works based on targets, compensation can be a stimulus to encourage the achievement of work results as expected.

In addition to compensation, indicators that have a value above the average value of the variable are training and development. This finding shows that good training and development implemented by BRI through its management practices will improve the performance of BRI employees. Employees will use the knowledge provided in the training program as a basis for performing against the organization. The development program implemented by BRI management also shows concern for increasing the level of employees as a driving force in showing good performance. The better the training and development program provided, the better the employee's performance will be. Employees will be based on the knowledge provided as a guide in working.

Meanwhile, indicators that have values below the average value of the variables are performance appraisal and recruitment and selection. The indicators that have the lowest scores are recruitment and selection. These findings indicate that a good recruitment and selection process carried out by BRI can increase the potential for recruiting competent employees both internally and externally. Competent employees have more abilities and skills in providing good performance. The competencies possessed help employees define their participation in the organization. This shows the importance of a selective staffing function on the part of BRI's management in recruiting the best candidates.

In addition to recruitment and selection, an indicator that has a value below the average value of the variable is performance appraisal. This finding shows that performance appraisal is one of the most useful practices in human resource management practices and is a reference for management in assessing the work of BRI employees. Organized performance appraisal has links with other management practices, especially rewards and punishments. The better the assessment system that is run, the better the work produced. Employees will work in accordance with the consequences set out in the employment agreement. This will encourage employees to work well in accordance with predetermined performance standards. The results of this study are in line with research conducted by Jouda et al. (2016) which state that human resource management practices affect employee performance.

#### *E. The Effect of Workplace Spirituality on Employee Performance*

The indicator of workplace spirituality variable that has the highest value is sense of enjoyment at work. This finding shows that the workplace, both environment and work, are psychological factors that can create pleasure in BRI employees while working. When feeling happy, employees can spontaneously reduce the burden of thinking so that it will lead to optimal work results. Employees who work happily show that the employee carries out his duties and responsibilities sincerely. Feelings of pleasure also help neutralize external things that can affect employee performance so that the resulting work is better.

In addition to sense of enjoyment at work, an indicator that has a value above the average value of the variable is a sense of contribution to the community. This finding shows that

BRI employees, in this case marketing and frontliners, are employees who basically carry out their duties and responsibilities directly to customers. They are the spearhead of companies that contribute to customers through service. This means that employees have an important role in the success of the organization's vision and mission through their contributions. The better the contribution given to the customer, the better the performance provided through the service. The organizational functions contained in the vision and mission will be applied properly to the community.

The indicator that has the same value as the average value of the variable is team's sense of community. This finding shows that BRI employees have a perception that they are an integral part of an organization. Structurally management, employees will need each other in providing support as a work team. This support will be a positive encouragement for colleagues so they can work well. The more often they give encouragement, both individual colleagues and work teams can show satisfactory performance in order to achieve organizational goals. Caring is created because of a feeling of connectedness between employees.

Meanwhile, indicators that have values below the average value of the variable is alignment between organizational and individual values. This finding shows that BRI employees have a perception regarding their long-term life in the organization. The importance of the organization's attention to the value that is built will affect the opinion that is created. Employees will work sincerely if there is a guarantee regarding their future in the organization. This will affect the work performance of employees because the better the perception that is built by the organization, it can affect how maximal the performance is given. The performance carried out will be based on the long-term benefits that will be obtained.

In addition to alignment between organizational and individual values, an indicator that has a value below the average value of the variable is opportunities for the inner life. This finding shows that BRI management cares for its employees as a form of appreciation. This concern is shown in the form of a forum that is prepared to support the spiritual value of employees. This can provide distinct benefits to employees so that employees can improve their performance in respect of the spiritual value given by the organization. Personal life that is considered will indirectly foster employee trust in the organization. The results of this study are in line with research conducted by Fanggidae (2019) which states that workplace spirituality affects employee performance.

#### *F. The Effect of Organizational Commitment on Employee Performance*

The indicator of organizational commitment variable that has value above the average value of the variable is continuous commitment. This finding shows that BRI employees are able to maintain their membership in the organization. Membership maintained by employees is a long-term commitment. Employees who are able to maintain a long-lasting commitment in an organization are employees who tend to perform well because they are serious about their work. Seriousness can be interpreted as employee loyalty. Employees who show a high spirit of loyalty have strong

principles to survive in the organization so that they devote their abilities to obtain good work results.

While the indicators that have a value below the average value of the variables are affective commitment and normative commitment. The indicator that has the lowest score is normative commitment. This finding shows that BRI employees feel a responsibility to be loyal to the organization that employs them. Characteristics of employees like this have a more positive attitude towards the organization because they position themselves as part of the organization. Employees will feel proud to be part of the organization and have an obligation to continue working in the organization. The work given will be shown through good performance.

In addition to normative commitment, an indicator that has a value below the average value of the variable is affective commitment. This finding shows that BRI employees have strong principles to show their full potential in order to achieve the company's goals that have been set. Basically, the characteristics of employees like this only focus on one point, namely the workplace so that their enthusiasm and stamina can be fully dedicated to their work. The higher the potential given to the organization, the better the performance opportunities generated. This can help achieve optimal employee work results. The results of this study are in line with research conducted by Abdirahman *et al.* (2020) which state that organizational commitment affects employee performance.

#### G. *The Effect of Human Resource Management Practices on Organizational Commitment*

The indicator of human resource management practices variable that has the highest value is compensation. This finding shows that compensation is an important factor influencing the commitment of BRI employees. Compensation is the main support in retaining employees so that the assumption of comparison with other organizations emerges. The better the benefits provided, the employees will feel a significant difference if they move to another organization. This can encourage employee loyalty so that a strong bond with the organization emerges.

In addition to compensation, indicators that have a value above the average value of the variable are training and development. This finding shows that the training and development for BRI employees aims to enable employees to know in detail the duties and responsibilities described in the job description so that employees can work according to the standards and procedures applicable at BRI. Employees will fully apply their abilities as a form of commitment to the organization in accordance with the knowledge gained from the training program. In addition, through training and development practices, employees will adapt more quickly to their work environment. The faster the adjustment to the world of work, the better the work that will be done in the future. Employees will be committed to understanding the vision and mission of the organization that must be achieved.

Meanwhile, indicators that have values below the average value of the variables are performance appraisal and recruitment and selection. The indicators that have the lowest scores are recruitment and selection. These findings indicate that a good staffing process carried out by BRI management can be useful for recruiting competent employees. When

becoming a member, competent employees will have a difference in showing their work results to the organization. Competent employees are also more consistent in maintaining their membership because they have goals as guidelines for working. Therefore, a selective staffing role will be very useful in increasing employee commitment.

In addition to recruitment and selection, an indicator that has a value below the average value of the variable is performance appraisal. This finding shows that performance appraisal is one of the steps in optimizing the performance of BRI employees. The results of the performance appraisal function as a driving force in encouraging motivation. Employees whose work results are good will be motivated to maintain their performance, while employees whose performance is not optimal will be encouraged to devote all their abilities to achieve results that are in accordance with the assessment standards. This indicates that the higher the employee's sincerity in working, the higher the employee's commitment to achieving good performance appraisal results. The results of this study are in line with research conducted by Cherif (2020) who states that human resource management practices affect organizational commitment.

#### H. *The Effect of Workplace Spirituality on Organizational Commitment*

The indicator of workplace spirituality variable that has the highest value is sense of enjoyment at work. This finding shows that enjoyment in the context of spirituality can affect the commitment of BRI employees. Employee pleasure is described through liking for the world of work, both at work and in their duties and responsibilities. Psychologically, employees who work with a happy heart are those who are serious about devoting their potential so that the work results obtained are better. This indicates that the more comfortable employees are with their work, the happier they will feel at work which can indirectly increase employee work commitment in the organization.

In addition to sense of enjoyment at work, an indicator that has a value above the average value of the variable is sense of contribution to the community. This finding shows that the work of BRI employees in general has a large contribution to society. Employees feel responsible for job descriptions that are applicable to service to the community. This sense of responsibility is shown because of the concern for successfully achieving the company's goals together. This shows that the more important the employee's contribution to society is the higher the employee's commitment to being responsible for the job description that flows from top management.

The indicator that has the same value as the average value of the variable is team's sense of community. This finding shows that the togetherness that BRI employees build in their work groups can create a feeling of constructive support among their co-workers. An employee will work well if his work team can provide support that is useful as an introspection tool. Employees will have pride in their work colleagues and organizations that have employed them. This will have an impact on the engagement of employees with their work groups as a form of realization of employee commitment. Effectiveness and efficiency can be achieved due to the collaboration created in a community.



Meanwhile, indicators that have values below the average value of the variable are alignment between organizational and individual values. This finding shows that BRI employees have a perception of the balance of values found in their workplace. Values that are in keeping with employees' personal lives create credibility for what employees get from the organization. The better the value that employees receive from the organization, the better the employee's desire to maintain membership. This shows that there is an interrelated relationship between the balance of values that flow within the organization. If the resulting value is positive, it will affect employee opinions. This opinion will make employees more total in the future so they can work to get positive results in accordance with the perceived value. Differences in perceived value can also change the views of employees so that it will affect employee loyalty to the organization.

In addition to alignment between organizational and individual values, an indicator that has a value below the average value of the variable is opportunities for the inner life. This finding shows that BRI employees feel that management pays special attention to the value of spiritual identity. This attention is supported by the availability of facilities aimed at the personal development of employees. The better the facilities provided to support the personal life of the employee, the stronger the reason for the employee to remain in the organization. Employees will sort out the benefits provided by the organization as a perceived differentiator at work. The results of this study are in line with research conducted by Utami *et al.* (2021) who state that workplace spirituality affects organizational commitment.

#### *I. The Role of Organizational Commitment in Mediating the Effect of Human Resource Management Practices on Employee Performance*

The indicator of human resource management practices variable that has the highest value is compensation. This finding shows that if BRI implements a good remuneration system, its employees will maintain their membership in the organization so that they will provide maximum contribution to BRI. Compensation plays an important role in the spirit of employee loyalty. If employees are comfortable with the awards they get, they will have little chance of moving to another organization. The existence of comfort over the situation and conditions experienced is a determinant of employee engagement to maintain membership. This will also trigger the emergence of a feeling of obligation to balance rights and obligations. If employees are satisfied with the rights obtained, it will encourage employees to stay in the organization so that employees will have a focus on providing obligations targeted by the organization.

In addition to compensation, indicators that have a value above the average value of the variable are training and development. These findings indicate that the training and development carried out by management plays a role in increasing the commitment of BRI employees so that they are able to achieve good work results. Employees who are trained and guided properly through a good training program will become employees who guide the vision and mission of the organization. Vision and mission will flow from top management into job descriptions. If the employee

understands the duties and responsibilities assigned to him, he will have the principle of working based on goals. The achievement of goals in work is definitely through full effort. Employees will try to show their potential through the application of knowledge gained from training programs so that they can achieve satisfactory work results.

Meanwhile, indicators that have values below the average value of the variables are performance appraisal and recruitment and selection. The indicators that have the lowest scores are recruitment and selection. This finding shows that BRI employees who perform well and are highly committed are employees who are sourced from a good recruitment and selection process. The selective process of management can obtain more competent employees both externally and internally. Competent employees will try to carry out their obligations in accordance with applicable procedures because they are intellectually different. In addition, the employee in question is also more likely to do their best to achieve the company's goals because they have a sense of pride in the organization that employs them.

In addition to recruitment and selection, an indicator that has a value below the average value of the variable is performance appraisal. This finding shows that performance appraisal is an important factor because it is a benchmark for management in assessing the work of BRI employees. Good and bad productivity, depending on how much morale the employees are dedicated to the organization. Employees who work with enthusiasm will certainly be proportional to the work achieved. Periodic work appraisals will motivate employees to create a desire to try their best to achieve the work results that have been determined by the organization. The consistency of employee work results recorded in the performance appraisal illustrates employee support for the achievement of organizational goals. The results of this study confirm the research conducted by Torlak *et al.* (2018) which concludes that there is an effect of human resource management practices on employee performance through organizational commitment.

#### *J. The Role of Organizational Commitment in Mediating the Effect of Workplace Spirituality on Employee Performance*

The indicator of workplace spirituality variable that has the highest value is sense of enjoyment at work. This finding shows that if there is comfort in BRI's work environment, employees will feel happy. It is important for employees to have a sense of pleasure as a natural refresher of the mind. This feeling is likened to a nuance experienced at work. A sense of pleasure will build employee pride in the organization for the perceived situation and condition. Employees feel they have their own differences when moving because it takes time to adjust. This can reduce the possibility of employees to look for other organizations as new experiences. For employees, a happy heart is the best medicine at work. The pleasure of employees while working will make employees more relaxed psychologically so that they are optimal in showing their work performance.

In addition to sense of enjoyment at work, an indicator that has a value above the average value of the variable is sense of contribution to the community. This finding shows the importance of the duties and responsibilities of BRI employees in contributing to society. In terms of job

descriptions, BRI employees sell services through services to the public in accordance with the functions of banks in general. The services provided serve to improve the standard of living of many people. This shows that BRI employees have an important role in society. Employees are required to carry out their duties and responsibilities to the community according to the targets set by the company. This encourages the employee's obligation to achieve the set target point with full totality. Employees will build principles in accepting organizational goals. If the company's goals are achieved, then by definition employees have produced good performance.

The indicator that has the same value as the average value of the variable team's sense of community. These findings indicate that there is a strong relationship between BRI employees. This relationship is built because employees perceive that they are a unified whole who work based on the same goal. Employees will create support and care in the team because they have a sense of individual involvement with the organization. This will also encourage employees to identify themselves through personal views as real members of the organization. If employees are able to reflect genuine involvement and self-identification with the organization, then it can encourage employees to keep their jobs and show real results.

Meanwhile, indicators that have values below the average value of the variable is alignment between organizational and individual values. These findings indicate that there is a positive perception of BRI employees on the values contained in the organization. The value contained is a reflection of the image that can affect employee morale because it is related to long-term prospects. This value is a continuous guarantee of individual loyalty and participation in the organization. If the value that radiates is good, then employees will channel their pride to devote themselves to the organization. Employees will make a voluntary bond in order to optimize the company's functions through their work performance.

In addition to the alignment between organizational and individual values, an indicator that has a value below the average value of the variable is opportunities for the inner life. This finding shows that there is attention shown by management to the spiritual life of BRI employees. The concern is given as a form of self-knowledge of employees on their strengths and identities. This will trigger feelings of the difference in interest obtained from the organization. These benefits will also build a strong character not to leave the organization. Employees who have a strong character, tend to be reliable and more oriented to the quality of their work. This gives rise to the urge to perform well for the given spiritual vessel. The results of this study confirm the research conducted by Evalyna (2020) which concludes that there is an effect of workplace spirituality on employee performance through organizational commitment.

### K. Research Implications

The results of this study have shown that human resource management practices have a positive effect on employee performance, workplace spirituality has a positive effect on employee performance, organizational commitment has a positive effect on employee performance, human resource management practices have a positive effect on

organizational commitment, workplace spirituality has a positive effect on commitment. organizational commitment, organizational commitment acts as a mediator in the influence of human resource management practices on employee performance, and organizational commitment acts as a mediator in the influence of workplace spirituality on employee performance.

These findings support the main theory that underlies this research, namely the theory of social exchange. This theory explains that there is an interaction that exists between people who apply the concept of profit and loss through reciprocal relationships. Employees will interpret the concept as a form of rights and obligations. If the rights of employees are fulfilled, then there is a necessity to complete obligations through the duties and responsibilities set by the organization. The process of balancing rights and obligations as a form of retribution for the benefits provided by the organization. The more often this concept is applied as a procedure in the organization, the better the employee's performance.

These findings also support the theory that the better the practice of human resource management carried out by the organization, the better the performance of employees in the organization. The higher the workplace spirituality in the organization, the higher the performance of the organization's employees. The higher the employee's organizational commitment, the higher the performance of the organization's employees.

Employees will assess how well the human resource management practices implemented by the organization will affect the improvement of the employee's performance. Organizational commitment plays a role in mediating the role of human resource management practices on employee performance. In addition to assessing human resource management practices, employees also pay attention to workplace spirituality in the organization that affects the improvement of employee performance in the organization. Organizational commitment also plays a role in mediating the role of workplace spirituality on employee performance. The results of this study are expected to be empirical evidence for future research and be able to enrich the development of human resource management science related to human resource management practices, workplace spirituality, organizational commitment, and employee performance.

The results of this study produce three practical implications which can be explained as follows; First, organizational commitment has a greater effect in determining employee performance compared to human resource management practices and workplace spirituality. This shows that employees will perform well if they have a loyal nature to fully devote their abilities, maintain membership and have pride in the organization where they work. Therefore, bank employees must be able to create a positive organizational commitment in the organization.

Second, the practice of human resource management is very important to be implemented by an organization and is designed in such a way that it can capture quality potential from the internal and external environment, train and develop, evaluate work results and reward for the sacrifices made so as to have a positive effect on employee contributions. in the organization. Whether or not these policies or practices will indirectly have an impact on the performance provided by

employees. Therefore, the bank is expected to expand the diversity of human resource management practices applied.

Third, workplace spirituality is also very important for organizations to pay attention to. The Bank is expected to provide perceptions to employees through the values contained in workplace spirituality so that employees feel togetherness, positive values in the organization, positive values for society, feel fun and the value of employee spirituality. The high values of workplace spirituality that are absorbed by employees will have a direct impact on better employee performance. Therefore, banks must always be able to convey the positive values contained in workplace spirituality to employees.

#### L. Research Limitations

The object of research is only limited to one branch office, so research results may have differences regarding the perception or level of interpretation of each respondent in other branch offices. This research is only limited to examining human resource management practices, workplace spirituality, organizational commitment, and employee performance so it cannot examine in-depth factors outside these variables. This study uses a cross-sectional time design or at a certain point in time, but on the other hand, this study observes the dynamics of conditions that change each period; therefore, this research is important to be re-examined in the future.

### V. CONCLUSION

Human resource management practices, Workplace spirituality, and organizational commitment can improve employee performance. Companies in the banking industry are expected to pay more attention to the transparency of human resource management practices that are applied, especially in terms of recruitment and selection. If external recruitment is applied, the publication process must be broad, because the bank may get competent potential. Banks must pay attention to the values contained in workplace spirituality, especially employee perceptions of the alignment of individual employee values with the values of the organization where they work because employees who work will have opinions regarding their future in the organization. Increasing an employee's organizational commitment is also an important focus. If employees can maintain membership in the organization, the chances of employees resigning or moving to other organizations will be smaller.

Further researchers can add variables or aspects in measuring employee performance according to conditions, add research objects or a wider scope of research in the same or different fields, and can use moderation test methods or other tests in further research.

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