

CHAPTER V

CONCLUSION AND IMPLICATION

A. CONCLUSION

- a. Meaningful work has positive influence on affective commitment.
Means that when the employees find their job is meaningful and find sense of joy in it, they will attach to the organization because they want to do so.
- b. Sense of community has no significant influence on affective commitment. Means that when the employees feel that they are part of the family in the workplace their affective commitment doesn't necessarily will increase.
- c. The alignment with organization with organization value has positive influence on affective commitment. It means that the more align the value of the employee with the organization value, their affective commitment will also higher.
- d. Meaningful work has positive influence on normative commitment. It means that when the employees feel that the job they do are meaningful and give sense of joy they tend to reciprocate it by staying in the organization that will increase their normative commitment.
- e. Sense of community has no significant influence on normative commitment. It means that high sense of community doesn't increase the normative commitment of the employee.

- f. Alignment with the organization value has positive influence on normative commitment. Which means that when the employees feel that they are working in a company that has positive purpose that align with their values they tend to have responsibility to reciprocate it by staying in the organization.
- g. Meaningful work has negative influence on continuance commitment. It means that even if the employees feel that their job is meaningful and happiness in it, their continuance will be lower.
- h. Sense of community has positive influence on continuance commitment. It means when employees feel that they are part of the organization family, and highly connected to them, they will think that it is an asset that will lose the relationship with peers if they leave the organization so it can increase their continuance commitment.
- i. Alignment with the organization value has positive influence of continuance commitment. Means that even if the value of the employees with the organizational values are align, the continuance commitment still exist among the employee.
- j. Meaningful work has positive but not significant influence on job involvement. It means that even if the employee feels that their job is meaningful it doesn't influence their job involvement.
- k. Sense of community has positive influence on job involvement. It means that when the employee has high sense of community their job involvement will increase.

1. Alignment with organization value has positive influence on job involvement. It means that when value of the employee and the organization are highly aligned, the job involvement of the employee will increase.

B. IMPLICATION

This research provides an overview about the influence of workplace spirituality dimension on organizational commitment dimension and job involvement in non-western setting and proves that workplace spirituality has influence on all dimensions of organizational commitment and job involvement.

As explain before organizational commitment and job involvement have been empirically linked to the other variable such as lower absenteeism, improved creativity and performance of the employee that bring many advantages for the organization and for the employee as well.

The fact that the committed and highly job involved employee in their job result a positive work attitudes, and as the antecedents of those, it is suggested for the company to provide a workplace where workplace spirituality grows not simply focus on making profit. The workplace where the employee experience happiness in doing their work, high sense of community and positive organization values and purpose.

Several things that can be done by organization to develop spirituality in workplace as a consideration based on the conclusion of this research explained as follow:

- a. The positive influence between the employee affective commitment and meaningful work can be a consideration for a company to provide a workplace that influence the employee happiness such as fun music, good work setting and an access for the employee to put their creativity in their job to increase their affective commitment.
- b. Focus on the other dimension of the workplace spirituality rather than on the sense of community because it doesn't have significant influence of affective commitment, such as by recruiting the employee who fit the organization values.
- c. Since the alignment with the organizational values positively influence employee's the affective commitment so company might need to consider selecting the employee who fit the organizational values to increase the sense of alignment with organizational values.
- d. Meaningful work has positive influence toward normative commitment of the employee. As consideration the company may create a program such as meditation, prayer, empowering individual etc.
- e. Sense of community has no significant influence on the employee's normative commitment. So the implication for the company could give more intention through the other dimension of the workplace

spirituality such as focus more on the alignment of values for example by doing more social activity to increase their normative commitment.

- f. Alignment with organizational value has positive influence on normative commitment of the employee can be a consideration for a company to have a more positive purpose for example donating 5% of the company profit for the social projects, or choose the best supplier for their product to show that it has appropriate purpose that good both morally and socially.
- g. This research found that the meaningful work has no significant influence the continuance so the company need to consider to give more empowerment to the employee and let them put their own creativity in work that lead to the lower continuance commitment.
- h. The fear of losing social relations and the advantages they have in the community where the employee work proposed in this research to be the reason the positive relationship of sense of community and the continuance commitment. It suggested for the company to increase the motivation of the employee to stay in the organization through the other ways beside community such as providing a happy work environment, involving employee on social projects or decision making, direct reward for successful performance etc.
- i. This research found the relationship between the continuance commitment and the alignment with the organizational value. So to decrease their continuance commitment company could increase the

trust and satisfaction of the employees by providing facilities such as child care support and viable retirement plan or if possible increase the employee salary or bonus.

- j. Meaningful work has no significant influences on job involvement so the company can more emphasize on increasing sense of community such as by doing communication and listening training to increase the job involvement.
- k. Since the high sense of community can increase the employee job involvement, the company may conduct the training about the team work that can increase the employee chemistry.
- l. Alignment with the organizational value has the positive influence on job involvement of the employee. So for company to increase the job involvement of the employee the company must have purpose besides making profit. The company may be needed to be more beneficial socially such as by doing charitable work projects and concern about the employee needs such as employee upgrading and maybe training for employee skill such as how to use the new technology etc.

C. LIMITATION AND SUGGESTION

The subject of this research is limited only civil servant nurses with total respondents size 78 respondents. So the result of this research can't be generalized for the non-civil servant nurses.

The next research would be better if it takes wider sample amount to generate better and more generalized results for example by including the non-civil servant nurses. It is also suggested to do this research in other business industry such as private company or banking industry to enrich the research about workplace spirituality, organizational commitment and job involvement.

