



The Effects of Workplace Spirituality Toward Public Service Motivation with Employee Well-Being, Organizational Identification, and Workforce Agility as Mediating Variable

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Abstract. Public Sector Organizations played a major role in a country's policy towards the handling and the recovery of the COVID-19 pandemic impact, making maintaining Public Service Motivation (PSM) would be vital to delivering effective policy. This article examines Public Service Motivation (PSM) and Employee Well-being (EWB) which are influenced by public sectors' closely related variables such as Workplace Spirituality (WPS), Organizational Identification (OI), and Workforce Agility (WA). The study captured 343 samples of public sector organization employees from Indonesia and tested using Structural Equation Modelling (SEM) for mediation hypothesis, and t-value with Standard Loading Factor (SLF) for direct effect. The result shows that Workplace Spirituality significantly influenced EWB, PSM, OI, and WA directly and argues that spirituality in the public sector played a major role in determining those variables. On the other hand, Employee Well-Being was not affected by agility or Organizational Identification or impacted PSM. This result suggests the optimization of WPS dimensions since the variable holds the potential to affect PSM, EWB, WA, and OI positively in Public Sector organizations. Further study suggests wider research on public sector organizations object to accommodate and capture the more diverse and versatile types of organizations.

Keywords: Employee Well-Being · Organizational Identification · Public Service Motivation · Workforce Agility · Workplace Spirituality

1 Introduction

Recently, culture and work methods have changed due to the recent development of technology and culture. These changes are accelerated due to how countries respond to the COVID-19 Pandemic outbreaks. A similar phenomenon also happened in the United States (US) at around the end of the 20th century, as mentioned by Ashmos & Duchon [1] which affect those days' workforce to contemplate the meaning of life and spirituality due to uncertainties.

Novianti & Roz [2] emphasized that these negative occurrences potentially ignite further negative impacts on organizations, supported by the recent development of newer technology that could contribute to further uncertainty and stress due to the development of new work processes. To make sure their mind keeps being resilient during these eras, organizations need to give extra effort to make sure these challenges could be handled. Challenges also impact Employee Well-Being (EWB) as increasing challenges in the competitive era arise [3]. Work demands such as work overload, role conflict, and ambiguity could impact psychological outcomes for employees such as nervousness, depression, and poor health. The challenges of the COVID-19 Pandemic affected individuals that suffered mental issues due to loss of family and friends, followed by loneliness, stress, fear, and anger. Organizations' response to the COVID-19 phenomenon could affect their employees' perception of organizational identity, including the organization's response that affected employees' WA [4].

As one of the affected by the COVID-19 Pandemic, Public Institutions also need to adapt to new ways of work and culture. In Indonesia, Public Institutions as defined in Constitution Law No. 14/2018 about Public Information Disclosure, Public Institutions are Government or Non-Government Organizations that are formed as a legal entities or not, that developed or used State/Regional Government budgets to operate or formed. High demand followed by high impact on society and the public while offered with relatively different or low monetary incentives with other organizations or private sectors have pushed researchers to explore the public sector as a research object [3, 5, 6].

To answer these challenges faced by public institutions, Public Service Motivation (PSM) offers interest and motivation to individuals toward public policy, commitment to the public interest, self-sacrifice, and compassion are focused as one the main solutions [7]. PSM's capability to draw public sector employees' motivation showed that public sector employees have different interests and motivations though being offered lower monetary incentives. Jobs in the public sector are usually assumed as a "calling" that pulls its employees to work, contribute, and benefit the wider society and public interest [8]. These "calling" to serve wider and further social and public interests are the main difference between the public sector and non-public sector employees [3].

Furthermore, Workplace Spirituality (WPS) offers the meaning for employees to find the deeper meaning of life in their work, as they seek the interconnectedness with everything in their job, that in the end could push them to finish their job with the best creativity, emotion, and knowledge [9]. WPS concept is being anticipated and received more attention from the phenomenon of emerging new technologies and risks that impact employee stress. As new risks and technologies are discovered with regard to the COVID-19 Pandemic Outbreak, the similar uncertainty demands WPS as one of the main solutions.

This paper would focus on Organization B as an object of the research. As an Organization mentioned in Indonesia's 1945 Constitutional Law, Organization B is responsible mainly for the Country's macroeconomics policy. Asshidiqie [10] also categorized Organization B as one unique organization that would maintain its independency as instructed in Nation's Constitutional Law. As the Organization has a huge responsibility for economic policy-making in Indonesia, the attention of motivation for serving the public is

emerging within the organization to make sure the policy is constructed well. Organization B has also implemented some spirituality to maintain and improve their employee's motivation to serve the public. Hopefully, with the emerging COVID-19 Pandemics that impacted higher workload and demand that affected Organization's well-being and made them need to be more agile, spirituality, agility, well-being, and organizational identification could help them maintain Organization's employee motivation to serve the public.

Benjamin & Looby [11] stated that the need for a self-actualization concept grew later, with the introduction of spirituality that hopefully could actualize one's self to reach spiritual health with a holistic view of the world, a tendency to synergize with others, and accepting cultures that would motivate them to interact, loving, knowing, understanding with another human being. WPS then obtained the spotlight as Ashmos & Duchon [1] researched the spirituality context in the workplace, distinguished spirituality and religiosity, and hoped to achieve a sense of interconnectedness with everything. Spirituality's potential could push employees to understand themselves as spiritual beings that possess souls that need to be nurtured. Furthermore, Ashmos & Duchon [1] defined factors of WPS with 7 (seven) main factors: 1) Condition for Community; 2) Meaning at Work; 3) Inner Life; 4) Blocks to Spirituality; 5) Personal Responsibility; 6) Positive Connections with Other Individuals, and; 7) Contemplation. WPS also could be distinguished into 3 (three) levels: 1) Individual level; 2) Work Unit level; 3) Organization level.

The attention toward Public Service Sectors are rising, one of the reasons as mentioned by Delfgaauw and Dur [6] is that Public Sector Employees are receiving lesser monetary incentives but need to serve the public, meaning that motivating them would be challenging. Perry [7] also mentioned that Public Service Employees are often associated with the low motivation that needs to be enhanced with the boundaries of a lack of incentives. This issue drives academicians to research further PSM. Perry [7] was one of the first researchers to define PSM as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations". Furthermore, Perry [7] also researched the scale of PSM to 4 (four) indicators: 1) Attraction to Policy Making; 2) Commitment to Public Interest; 3) Compassion, and; 4) Self-Sacrifice.

Hassan et al. [3] further mentioned that the PSM theory implies that public employees are spiritual people called "public servants" who have a desire to affect the community and are characterized by compassion and serving others. The keywords of PSM lie mainly in the word "Calling", as Word [8] emphasizes employees in the public sector need to consider work as a "calling" as employees in the public sector are mainly engaged in jobs that affect the lives of people in a meaningful way for the receiver of service and the society. Horton [12] also promotes calling in PSM, as "calling" makes us understand how individuals connect work beyond monetary needs. Hassan et al. [3] mentioned that as global competition and challenges are rising, EWB is an important concept to understand further. Some evidence is emphasized in Robertson & Cooper's [13] research, as there are adverse effects on production and performance following the lower level of employee's well-being.

Wright & Cropanzano [14] mentioned that EWB has taken a central spotlight on organizational behavior in terms of attaining competitive advantage and sustainable work

practices. Zheng et al. [15] found indicators of EWB that consist of 1) Life Well-Being; 2) Workplace Well-Being, and; 3) Psychological Well-Being.

Agility requires collaboration with other parties, or even building virtual work processes that focus on utilizing the organization's potential asset, not only focusing on creating work automatization [16]. Facing dynamic and complex environments, organizations are trying to reduce the bureaucracy to answer uncertainty, leading to agility as an answer and innovation for environment complex conditions and full uncertainty [17]. Organizational Agility also could measure the controlling and responding of an organization towards continuous and dynamic changes which could result in ambiguity and uncertainty that in return capable to build flexibility, accountability, and agility of an organization to gain competitive advantage with consistent results [17]. The concept of Organization Agility also could measure how an organization is capable to keep growing in a competitive environment with some indicators such as cooperation, flexibility, customer-oriented, continuous learning, creativity, and innovation [18].

To ensure employees are cooperative in responding to changes, OI possesses an important role to make sure employees could have attitudes that support changes [19]. When an organization gave a supportive perspective to its employees, employees would feel the positive energy from its organization that in the end would push their feeling of Identification with its Organization [20]. OI is a cognitive condition when an individual feels similar values with its organization, making them feel like a part of the organization or possess key characteristics of the [21]. Individuals could imagine themselves in 2 types of identification, first one is an image where employees in internal of an organization, and from an external [22]. OI is important to ensure employees that employees' work are aligned with the organization's outcome, so they could create outcomes in term of loyalty, commitment, and defending the organization [23].

Relatedness of both WPS and PSM lies in the idea of "Calling", as the employees of Public Service Organizations wouldn't value their job just with its monetary benefits offered, but also how they satisfy the needs of greater society and receiver of the service [8, 12]. As Public Sector employees tend to be more spiritual than workers in other sectors based on Houston & Catwright, [24] research, some of WPS dimensions are related to PSM such as transcendence and compassion. Also, some dimensions that are included in PSM that are also a part of dimensions in WPS are Meaningful Life and Interconnectedness which played an important role in both variables [3]. WPS is also capable of motivating people to feel that they could contribute to the greater society to make a better place for younger generations later [25]. At the organizational level, the interconnectedness between WPS and PSM could be traced too. An organizational culture that could be reflected by WPS defines that employees are feeling transcendence by acknowledging the interconnectedness of what they are doing in their work with everything, while PSM could promote their moral obligation and intrinsic motivation [26]. In the end, spirituality at the individual level would encourage employees at the individual level to seek their meaning in work, whereas public service could be found in giving service to society and the public that could result in their selfless delivery of services and feelings.

An employee with a high level of spirituality could experience an improved level of well-being and self-esteem by serving others and meeting their life needs [27]. Some

researchers also found that WPS is also an important concept that could affect EWB [28, 29]. This statement is supported by the idea that WPS is capable of improving one's psychological well-being and health at work. The spiritual influence could manage EWB in competitive and uncertain conditions due to globalization [29]. As WPS promotes a meaningful work dimension, employee perception could nurture their inner life and could change their personal values and create a sense of joy, which in the end could benefit the organization [26].

Employees as an individual and the whole or EWB could affect employee motivation with some literature evidence that in the end could improve the level of well-being [3]. Employees with a good engagement in psychological well-being could result in a high level of PSM level [30], as PSM could affect EWB directly and indirectly in public organizations [31]. With the need of feeling effective in one's community, it could be concluded that the basic psychological need is important to be the basis of well-being [32]. The fulfillment of employee motivation to serve the public could improve EWB, which could impact the development of their motivation to deliver the organization's objectives [3]. Further research by van Loon et al. [30] and Baptiste, [33] also enlightens the relation of both variables.

Workforce Agility (WA) defines how an employee in an organization is capable to react to a threat and technology changes with good adaptability and needs wide skills and knowledge gained from training and education [34]. Employees with adequate autonomy hopefully could grow their motivation, not feel pressured, and in the end could finish their task with the help of organizational practices such as training, teamwork, information system, and agility that was introduced within COVID-19 Pandemic practices [4]. In Organization B, the organization gives education and training that matches with nowadays needs, and internalized by the cultural program that supported their self-development and education opportunity, to make sure they could have adequate WA Level.

When an organization could encourage individual employees to feel that the organization is supportive of its employees, the employees could have a higher level of OI [20]. OI is closely relevant to the public sector, as employees would feel what they've done in their job is related to things that motivate them [35]. A significant and positive result from WPS towards OI is observed due to COVID-19 Pandemic where an organization needs to react and create a policy that affects employees widely while the Organization tends not to take the policy such as cut-offs, wage cuts, and other policies, that in the end the employees would feel protected and supported by the organization [4].

The need for authority is a determination and regulation of an individual to fulfill their needs to work regardless of any pressure given [32]. Intrinsic motivation is needed for an individual to keep psychologically motivated [4]. WA area could be fulfilled with a pack of policies and activities from the organization such as training, giveaway, work involvement, teamwork, and information system [36]. In Organization B, the employee felt the organization's policies supported employees' needs in the COVID-19 Pandemic, including the implementation of digitalization and innovation, added with equipping new skills to their employees, making them feel respected and understood.

OI is a specific form of social identification and perception of ownership of an individual towards the organization [37]. Outcomes are also observed as a result of OI

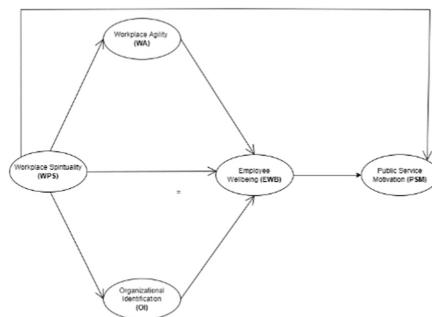


Fig. 1. Hypothesis Result

practices in organizations [23]. The more employees identify themselves identically to their organization, the more possible employees to avoid burnout [38]. Employees that possess a positive perspective towards the COVID-19 Pandemic would tends to have more OI levels, are motivated, and are attached to the organization which in the end could impact higher well-being [4]. Hypothesis result show by Fig. 1.

This paper would analyze the direct and indirect effect of every variable as shown in Fig. 2, with the main dependent variables being EWB mediated by OI and WA, also PSM mediated by EWB.

2 Methods

The research would use a quantitative research method with 2 (two) types of data: primary and secondary. As Cooper & Schindler [39] described, primary data is data that is harvested from its main source to avoid errors, while secondary data is data that has been interpreted from its source and not directly harvested. This research would use primary data from questionnaires, while other supporting data would use secondary data such as books, the internet, journal, and article sources. The primary data would be using Organization B which operates in the public sector, and possess independence in its operation as stated in constitutional law.

The method of analysis would use descriptive, validity, reliability, and structural equation model testing. The technique of sampling that would be used is non-probability sampling, with employees from a public service organization. As the questionnaire used has 64 question items within, the minimum number of participants would be 320. All the questionnaires would be using a five-point Likert scale. With WPS is using 3 (three) factors and 21 items for the questionnaire derived from Ashmos dan Duchon [1], PSM uses 4 (four) factors and 12 items derived from Kim [40], EWB uses 3 (three) factors and 18 items derived from Zheng, Zhu, Zhao, and Zhang [15], OI using Alexandra, Michel; Stegmaier, Ralf; Sonntag, Karlheinz [19] questionnaire with 6 items of questions, and WA using 7 items of question derived from Muduli [36]. Furthermore, the data were analyzed using structural equation modeling using SPSS and Lisrel software.

3 Result and Discussion

This quantitative research has been done through a statistical software engine using the AMOS 23rd version. Demographic analysis of the sample was done through descriptive analysis, continued with validity, reliability, and Structural Equation Modelling (SEM) tests. Furthermore, pre-tests have also been conducted to make sure the validity and reliability of the questionnaire that was used in the research are eligible to use. Finally, a total of 343 respondents participated in this research. Table 1 shows the result of the qualitative demographic profile of the research. Respondent demographic result show by Table 1.

Furthermore, hypothesis testing was conducted with SEM using Lisrel for measuring direct effects. Mediating and indirect effects were considered using p-values to identify the type of mediating role. A model fit test was also conducted to make sure the model is adequate, with mostly good fit results in absolute and incremental fit indicators. Goodness model of fit result show by Table 2.

Hypothesis result show by Fig. 2.

Based on hypothesis testing, the result showed that 5 out of 7 direct hypotheses tested t-value higher than 1,645, but one of the hypotheses didn't show the same direction as planned. OI and WA towards EWB didn't show significant results, which also means that mediating variables towards EWB can't mediate the effect between direct and indirect variables. Furthermore, EWB shows a negative and significant effect on PSM, meaning

Table 1. Respondent Demographic Result

Items	%
Gender	
Male	66,76
Female	33,24
Age	
<25 years	9,91
25–35 years	44,02
36–45 years	25,07
46–55 years	20,12
>56 years	0,87
Job Role	
Director and Above	2,62
Manager and Above	27,41
Staff and Above	69,97
Region of Working	
Central Office	43,73
Non-Central Office	56,27

Table 2. Goodness Model of Fit Result

Goodness of Fit Indicators	Goodness of Fit Standards	Results
<i>p-value</i>	$\geq 0,05$	0
RMSEA	$\leq 0,08$	0,064
SRMR	$\leq 0,05$	0,062
GFI	$\geq 0,9$	0,71
NFI	$\geq 0,9$	0,97
CFI	$\geq 0,9$	0,98
IFI	$\geq 0,9$	0,93
RFI	$\geq 0,9$	0,97

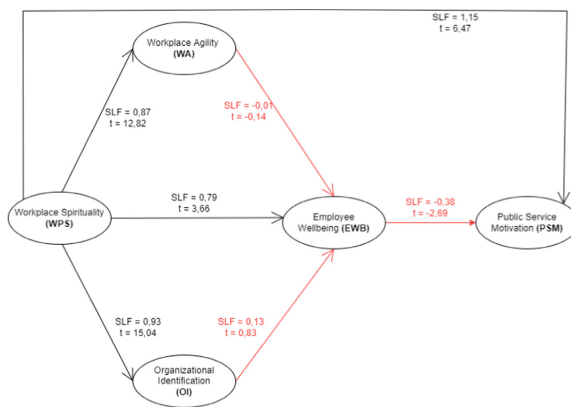


Fig. 2. Hypothesis result.

that EWB is also not capable to mediate the effect of WPS and PSM, since WPS toward PSM shows a positive and significant effect.

3.1 Discussion

As WPS and PSM are found significant and positive, both concepts share the same value that is called “calling”, as Word [8] mentioned in his research. An employee would value their job, not by its monetary incentives but could see further how working in the public sector could benefit the wider population of the world [8, 12]. As they have stronger spirituality in the workplace, workers’ motivation to serve the public would be higher as they need to serve the public to fulfill their spirituality passion [3].

Furthermore, with higher spirituality in the workplace, it affected well-being to grow higher. As workers feel transcendence with their job in the public service sector, also workers with higher spirituality felt psychological satisfaction with higher spirituality

[27, 28]. With higher spirituality, employees felt they have done what they needed to do for the public, which gives them satisfaction in their well-being.

Well-Being affected PSM in a Negative and Significant direction, which didn't support the previous research by Hassan, et al. [3]. The possible answer is Organization B is a Public Service Organization that has unique nature that is independent, dynamic, and did not affect the public directly. Stakeholders' characteristics are also different, as the organization mostly serve legislative and executive Public Organization. Well-Being in this research is mostly formed from psychological and workplace well-being, while PSM is mostly formed by Self-Sacrifice. Meaning that self-sacrifice would be reduced if the psychological and workplace well-being is increased. The reason is mostly that the Organization is serving unique stakeholders, as they perceived the more they sacrifice themselves to the public (indirectly), they only serve directly to legislative and executive public organizations, helping them to meet their performance indicators, and can't directly see the impact towards the public. Van Loon, et al. [30] also highlighted that public organizations are very affected by the nature of the organization, the more they impacted didn't directly serve the public, the more they feel burnout because they feel they can't help the public while working too much.

WPS has shown a positive and significant effect on WA and OI, supporting Srivastava & Gupta's [4] research. Spirituality in work shows a sense of community as its main dimension, which in the end helped individuals to adapt to and respond to massive changes such as COVID-19 which resulted in great agility. OI was also affected by WPS, as an organization is proactive towards the employee during the crisis and committed to the employees to keep trained and enriched during the Pandemic, employees responded with more identification with the organization. They feel what they have done has interconnectedness with what they need, and organizations have accommodated what they needed. Supported by the cultural program by Organization B, an organization supported agility and the perceived identification of the employees.

EWB is also not affected by WA and OI. This result didn't support Srivastava & Gupta's [4] research. Well-Being would enter the hedonic treadmill phase when someone faced challenged continuously that impact employee's well-being in long term. Responding Public Service Organization's effort to respond COVID-19 Pandemic, employees have survived 2 years of hectic policy making and analysis to make sure effective and efficient policies are made. These long-term and high-pressure work sacrificed well-being.

4 Conclusion

In the end, spirituality has side effects and positive results for every variable in this research, especially in Public Service Organizations, as the organization's nature has aligned goals with the concept of spirituality. Pushing spirituality is an answer to push several outcomes such as agility, well-being, organization identification, and PSM. Meaning at Work as the main forming dimension is also played a significant role to determine the spirituality of employees in public service organizations. But identifying the nature, stakeholders, and role of the organization towards the public is very important to make sure the organization's strategy is fit. For example, Organization B needs to be

more careful when pushing the employees' well-being, as it could backfire to reduce the level of self-sacrifice. More specific strategies for human resource policy are needed, to push the acknowledgment of what the employees have done for the organization is meaningful to the public. In the end, even if their job isn't directly affecting the public, they acknowledged that their job and policy that they have made are implemented by other organizations such as legislative and executive institutions.

This study offers several directions for future research. The present study comprises the data of a public sector institution in Indonesia, which are more focused on the public values and service to the community; however, a comparison between one and another institution might yield interesting findings on the PSM. Regional limitation could play some role too, as it could possess different results if conducted in other countries.

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