

THE INFLUENCE OF ETHICAL LEADERSHIP AND WORKPLACE SPIRITUALITY ON ORGANIZATIONAL COMMITMENT MODERATED BY ORGANIZATIONAL SUPPORT IN EMPLOYEES OF THE REGIONAL SECRETARIAT OF THE PROVINCE OF NTB

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Abstract.

This study aims to analyze the effect of ethical leadership and spirituality in the workplace on organizational commitment, and examine the role of organizational support as a moderating variable in employees of the Regional Secretariat of West Nusa Tenggara Province. This research is a causal associative type with a quantitative approach with data collection techniques through questionnaires, the data collection method uses a census involving 81 respondents who are State Civil Apparatus (ASN) employees. Data analysis was carried out using the Partial Least Square (PLS) method. The results showed that ethical leadership has a positive and significant effect on organizational commitment. Spirituality in the workplace is also proven to have a positive and significant effect on organizational commitment. In addition, organizational support strengthens the relationship between ethical leadership and organizational commitment, and strengthens the relationship between workplace spirituality and organizational commitment. These findings indicate the importance of developing ethical leadership, building a spiritually meaningful work environment, and enhancing organizational support to strengthen employees' commitment to the organization.

Keywords: Organizational Commitment Ethical Leadership Workplace Spirituality Organizational Support

INTRODUCTION

Human resources (HR) are the most important asset in an organization, where the quality and ability of HR determine the operational success and achievement of organizational goals. As stated by Hasibuan, (2005) humans in the organization function as actors, planners, and determinants of the direction of organizational success. In this case, HR commitment to the organization is an equally important aspect. Strong commitment from organizational members plays a major role in maintaining existence and encouraging better contributions to organizational progress (Munajah & Purba, 2018).

Organizational commitment is an important factor in the relationship between employees and the organization, which has an impact on performance and long-term loyalty. According to Mowday et al. (1982) organizational commitment consists of two types, namely attitudinal commitment and behavioral commitment. Attitudinal commitment focuses more on employees'

feelings and attitudes towards the organization, while behavioral commitment is related to employees' desire to stay in the organization. Allen & Meyer (1990) then developed these two types of commitment into three dimensions, namely affective commitment, continuance commitment, and normative commitment. Affective commitment is related to employees' emotional attachment, continuance commitment is related to pragmatic reasons to stay at work, and normative commitment is more about moral obligations to stay in the organization. In this case, affective and normative commitment are part of attitudinal commitment, while continuance commitment includes behavioral commitment (Allen & Meyer, 1990).

According to Rizal et al. (2022) to improve the quality of the organization, loyalty and commitment from members must be achieved through the nature of leaders who have an ethical attitude in carrying out their duties. Alam et al. (2021) also revealed that organizational commitment will arise, one of which is through the ethical leadership style applied by leaders in the organization. This is in line with the views of Bedi et al. (2016) who state that ethical leaders try to maintain quality relationships with members through positive behavior. Ethical leadership itself involves the use of authority to help followers overcome conflicting values in the work environment and face the rapid cultural changes of society (Northouse, 2013). According to Yukl, (2005) ethical leadership basically focuses on servant leadership, where leaders should help their subordinates to become better, wiser, and more responsible.

Previous research also shows how ethical leadership affects organizational commitment. Sumarjaya & Supartha, (2017) found that the application of good ethical leadership can strengthen the relationship between leaders and subordinates, which in turn will foster commitment to the organization. In contrast, Aryati, (2017) reported that ethical leadership did not significantly affect the organizational commitment of their subordinates.

In addition, workplace spirituality also plays an important role in shaping organizational commitment. Pawar, (2009) and Ke et al. (2017) stated that the values of spirituality in the organization can have a positive effect on employees' commitment attitude towards the organization. According to Djafri & Noordin, (2017) added that employees with high levels of spirituality are better able to understand the meaning and purpose of their work, which contributes to the creation of harmonious working relationships and commitment to the organization. According to Ashmos & Duchon, (2000) workplace spirituality refers to the recognition that employees have an inner life that is nourished by meaningful work. Milliman et al. (2003) explained that workplace spirituality involves developing solid relationships with co-workers as well as harmony between individual beliefs and organizational values.

Research by Kholid et al. (2023) revealed that high spirituality behavior in the workplace can strengthen organizational commitment. This is also supported

by the findings of Astakoni et al. (2021), which show that spirituality helps employees feel part of the organizational family, thus fostering greater commitment to the organization. However, Syifa, (2023) found different findings, where spirituality values in the workplace did not significantly affect organizational commitment.

Previous research shows that organizational support can moderate the influence of ethical leadership and workplace spirituality on organizational commitment. Prananda & Riana, (2020) explained that the intensity of organizational support for its members can create a complex situation, where every element in the organization functions as expected, such as strengthening the influence of ethical leadership on organizational commitment. Rizal et al. (2022) confirmed that organizational support can moderate the relationship between ethical leadership and organizational commitment. In addition, Candradini, (2019) stated that organizational support encourages the internalization of spiritual values, which in turn strengthens employee commitment to the organization. In this case, spirituality in the workplace becomes the foundation for members' emotional and ethical attachment to the organization, which strengthens their commitment to remain part of the organization.

Monnastes, (2010) added that employees who feel supported by the organization will feel obligated and committed to maintaining the welfare of the organization and strive to help the organization achieve its goals. These findings indicate the important role of organizational support in strengthening the relationship between ethical leadership and spirituality with organizational commitment.

The phenomenon that occurred in the NTB Provincial Secretariat in 2024 reflects how ethical leadership and spirituality can influence employee commitment, which is reflected in the consistently high attendance rate, even reaching 100% in some months, such as March, September, October, and December. This indicates strong discipline, a high sense of responsibility, and loyalty to the organization. Employees feel more motivated to give their best contribution in an environment that values ethics and spirituality. Leadership that is fair, transparent, and concerned about the welfare of employees plays a major role in strengthening their emotional commitment to the organization.

In addition, organizational support in the form of regular training, supporting facilities, and recognition of work achievements also strengthen employee commitment. As many as 75% of employees feel valued and cared for, which contributes to their motivation and long-term commitment. Organizational support in the form of regular training, supporting facilities, and recognition of work achievements can strengthen employees' commitment to the organization. As many as 75% of employees feel valued and cared for through this support,

which has an impact on their motivation and long-term commitment. Research by Eisenberger et al. (1986) shows that the support provided by the organization is very important to increase employee loyalty and commitment to the organization.

However, while high levels of attendance may indicate commitment, further research is needed to understand the motivations behind such attendance. Whether this high attendance is indeed driven by employees' personal commitment and loyalty to the organization, or simply compliance with strict attendance policies or certain incentives. In addition, the phenomenon of a high percentage of physical attendance without maximum productivity needs to be considered. This may hide deeper issues related to employee motivation and engagement in their work.

Ethical leadership and spiritual values play an important role in increasing employees' commitment to the organization. Ongoing organizational support that focuses on employees' well-being will ensure they feel valued. This will improve their performance and strengthen their connection to organizational goals, ultimately supporting the success of the organization itself. This study aims to re-examine the relationship between ethical leadership and workplace spirituality with organizational commitment, and explore the role of organizational support as a moderating variable in the relationship among employees of the Regional Secretariat of NTB Province.

LITERATURE REVIEW

Literature Review and Hypothesis Development

Organizational commitment is a condition in which an employee sides with a particular organization as well as its goals and desires to stay as a member of the organization (Robbins, 2015). Organizational commitment is influenced by various factors, one of which is ethical leadership. Brown & Treviño, (2006) explain that ethical leaders can create an environment that supports integrity, which increases employee commitment. In addition, spirituality in the workplace also plays an important role, as described by Milliman et al. (2003), where spiritual values can strengthen employees' emotional bonds with the organization. Organizational support, expressed by Eisenberger et al. (1990) also increases employee commitment as they feel valued and supported by the organization.

According to Cropanzano & Mitchell, (2005) this theory focuses on the reciprocal relationship between leaders and employees. When leaders demonstrate ethical behaviors, such as fairness, integrity, and honesty, employees feel valued and tend to reciprocate by increasing their commitment to the organization. Ethical leaders create a healthy and fair work environment, which in turn increases employees' sense of attachment to the organization. Employees who feel well treated tend to have higher commitment because they feel their

relationship with the organization is based on mutual understanding and trust.

In line with research conducted by Sumarjaya & Supartha, (2017) revealed that the better a leader is in implementing an ethical leadership style, it will encourage a harmonious relationship between the leader and his subordinates, which in turn fosters the commitment of subordinates to the organization where they work. Another study by Rizal et al. (2022) states that ethical leadership can create commitment from employees through strong relationships between superiors and subordinates, such as trust, common vision, and shared values.

H1: Ethical Leadership has a positive and significant effect on Organizational Commitment.

Spirituality in the workplace is defined as the recognition that employees have an inner life that nurtures and is nourished by meaningful work that takes place in the context of society (Ashmos & Duchon, 2000). Whereas Kinjerski & Skrypnek, (2004) workplace spirituality is a distinct experience characterized by cognitive features, interpersonal dimensions, spiritual presence, and mystical components.

According to Mitroff & Denton, (1999) suggest that spirituality in the workplace is directly related to increased organizational commitment. They explain that when organizations create an environment that supports spiritual values, such as meaning, purpose, and relationships among employees, employees will feel more attached to the organization. Mitroff & Denton, (1999) emphasized that spirituality in the workplace includes not only religious practices or rituals, but also broader values such as integrity, shared purpose, and deep relationships between individuals within the organization. When employees feel that their work has meaning and is in line with their personal values, they tend to have a higher commitment to the organization.

Research conducted by Kholid et al. (2023) revealed that high workplace spirituality behavior will foster strong employee organizational commitment to the organization, which is based on perceived values, such as strong ties to the organization and employee self-identification with the organization where they work. Another study by Astakoni et al. (2021) stated that workplace spirituality ensures that employees bring their whole selves (physical, mental, emotional, and spiritual) into the organization.

In addition, research conducted by Rachman et al. (2023) found that workplace spirituality has a significant effect on organizational commitment. This research shows that elements of spirituality in the workplace, such as values and culture that support employees' spiritual well-being, can increase their emotional attachment and motivation towards the organization.

H2: Workplace spirituality has a positive and significant effect on Organizational

Commitment.

Organizational support refers to employees' perceptions of the extent to which the organization values their contributions, provides support, and cares about their well-being (Rhoades & Eisenberger, 2002). When members of an organization have a positive perception of their organization such as the support of the organization for all their activities and efforts in achieving the vision and goals of the organization, it will create a healthy climate in every activity in the organization.

According to the Organizational Support Theory of Eisenberger et al. (1986) suggests that organizational support refers to employees' perceptions that their organization cares about their welfare and values their contributions. In this case, organizational support can moderate the effect of ethical leadership on organizational commitment, because when the organization provides strong support, employees are more likely to feel valued and more attached to the organization, especially if they are led by an ethical leader.

According to Organizational Support Theory, when employees feel that they are supported by the organization, they are more likely to reciprocate by increasing their commitment to the organization, especially if they are also led by a leader who applies ethical principles. In other words, organizational support amplifies the positive effects of ethical leadership, increasing the organizational commitment of employees.

In line with research conducted by Rizal et al. (2022) which revealed that organizational support can moderate the relationship between ethical leadership and organizational commitment. Another study by Prananda & Riana, (2020) states that the intensity of support from the organization to its members will create a complex situation, where every element in the organization will run as expected, such as strengthening the influence of ethical leadership practices on organizational commitment.

H3: Organizational Support Moderates the effect of Ethical Leadership on Organizational Commitment.

Hakkak & Ghodsi, (2013) define perceived organizational support as the support or cooperation needed to do the job successfully. This illustrates how the influence of organizational support is very important for the productive and operational activities of an organization and the complex role of organizational support for its existence.

Based on the Theory of Spirituality in Organizations by Mitroff & Denton, (1999) explains that spirituality in the workplace is not just about religion, but also broader values such as meaning, purpose, and relationships

between individuals. When organizations create spaces that support spiritual values, employees feel that their work is more meaningful and more connected to their life purpose. Spirituality in the workplace can increase organizational commitment by providing a deeper sense of purpose and well-being. However, if the organization also supports employees' spiritual aspects in a concrete way, this will further strengthen the positive relationship between spirituality and their commitment to the organization.

In line with research conducted by Candradini, (2019) revealed that support from the organization will encourage the process of internalizing spirituality values in the workplace as a shared value system, which is based on a common perspective on the value system between the organization and its members. This in turn will create a strong commitment from members to remain part of the organization. This finding illustrates how organizational support is able to strengthen the influence of spirituality in the workplace on the emergence of organizational commitment from each individual who is part of the organization.

H4: Organizational Support Moderates the influence of Workplace Spirituality on Organizational Commitment.

METHODS

This study uses a quantitative approach with the census method, which involves the entire population, namely employees at the Regional Secretariat of NTB Province totaling 81 people. Data collection was conducted through a Likert scale-based questionnaire, which was designed to measure the variables of Ethical Leadership, Workplace Spirituality, Organizational Support, and Organizational Commitment. The data used in this study consisted of primary data, which was obtained directly from respondents through filling out questionnaires, and secondary data, which was taken from official documents and reports, as well as related literature.

Data analysis was carried out using statistical methods to test the relationship between variables. This process includes outer model test to ensure the validity and reliability of research instruments, inner model test to evaluate the relationship between latent variables, and hypothesis testing to identify direct and moderating effects between variables.

The variables in this study consist of independent variables, namely Ethical Leadership and Workplace Spirituality; dependent variable, namely Organizational Commitment; and moderating variable, namely Organizational Support. This study aims to analyze the effect of ethical leadership and workplace spirituality on organizational commitment, and examine the role of organizational support as a variable that moderates the relationship.

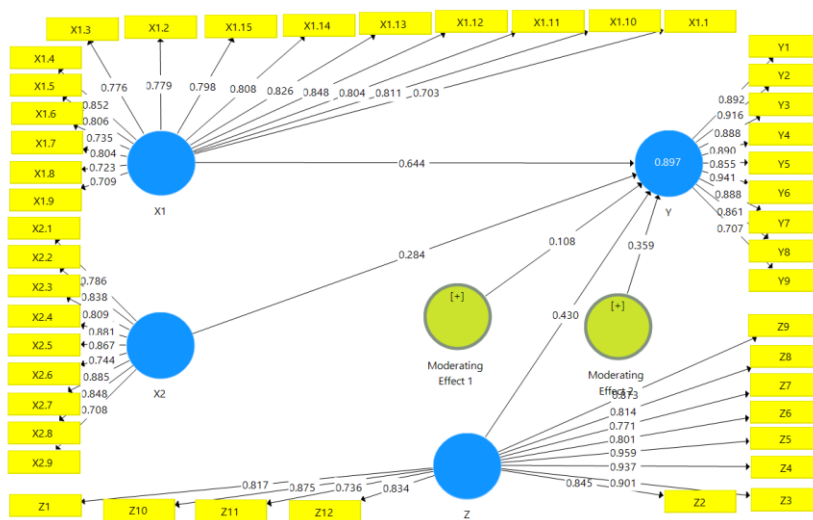
RESULTS AND DISCUSSION

Outer Model Results

Evaluation of the Measurement Model Outer Model is often called (outer relationship or measurement model) which defines how each indicator block relates to its latent variable. Blocks with reflexive indicators can be written as follows: Where x and y are indicator variables for exogenous and endogenous latent variables, while the loading matrix describes simple regression coefficients, which connect simple regression coefficients that connect latent variables with their indicators. This can be seen from the validity and reliability tests.

Convergent Validity

Figure 1. Outer Loading



Based on the figure above, it can be seen that the value of all statement items from each variable is > 0.7 (above 0.7) so that the constructs for all variables have been declared valid from the model, to then be included in the analysis using the SmartPLS 3 application.

Reliability Test

The reliability test in PLS is used to measure the internal consistency of the measuring instrument. Reliability shows the accuracy, consistency and accuracy of a measuring instrument in making measurements. The reliability test in PLS can use two methods, namely Cronbach's alpha and composite reliability (Abdillah, 2015).

a). Composite Reliability

Composite reliability is used to measure the true value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb for composite reliability is > 0.6 (Abdillah and Jogiyanto, 2014).

b). Cronbach's Alpha

Cronbach's alpha is used to measure the lower limit of a construct's reliability value and ensure the composite reliability value. The rule of thumb for Cronbach's alpha is > 0.7 (Abdillah, 2015).

Reliability testing is carried out to determine whether the variables used in this study are reliable or not. Reliability testing uses Cronbach's Alpha and composite reliability values. The following are the results of reliability testing.

Table 1. Reliability Testing Table

Variable	Cronbach's Alpha	Composite Reliability	Rule of Thumb	Model Evaluation
Ethical Leadership (X1)	0.957	0.960	> 0.70	Reliable
Workplace Spirituality (X2)	0.939	0.949		Reliable
Organizational Commitment (Y)	0.960	0.966		Reliable
Organizational Support (Z)	0.964	0.969		Reliable

Source: Primary Data Processed by the Researcher, 2025

Based on the table above, it can be concluded that the constructs for all variables meet the criteria or are reliable. This is indicated by the Cronbach's Alpha and composite reliability values obtained from the SmartPLS estimation results. The resulting value is > 0.70 as recommended criteria.

Structural Model Evaluation (*Inner Model*)

The next stage in model evaluation is structural model evaluation or Inner Model. Inner model (inner relation, structural model and substantive theory) describes the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent variable, Stone-Gisser Q-square test for predictive relevance and t-test and significance of structural path parameter coefficients.

R-Square Value

Table 2. R-Square Results Table

Variable	R Square
Organizational Commitment	0.897

Based on the foregoing, in principle, this study uses 1 variable that is influenced by other variables. The result of the R-Square value of the Organizational Commitment variable (Y) is 0.897 or 89.7%, meaning that the Ethical Leadership and Workplace Spirituality variables can substantially explain the Organizational Commitment variable at a level of 89.7% (model in the Strong category) while the rest is influenced by other factors that are not included in this research variable.

Table 3. Q-Square Results Table

Source: Primary Data Processed by the Researcher, 2025

Path Coefficients

The path coefficient is a value that is useful in showing the direction of the relationship between variables, whether a hypothesis has a positive or negative direction, while the evaluation of the path coefficient aims to see the significance of the influence of the independent variable on the dependent variable. The evaluation of the path coefficient was carried out by calculation through Bootstrapping, and the following results were obtained:

Figure 2. Figures for T-Statistics & Original Sample

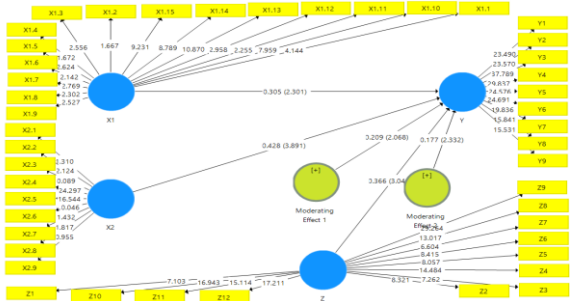
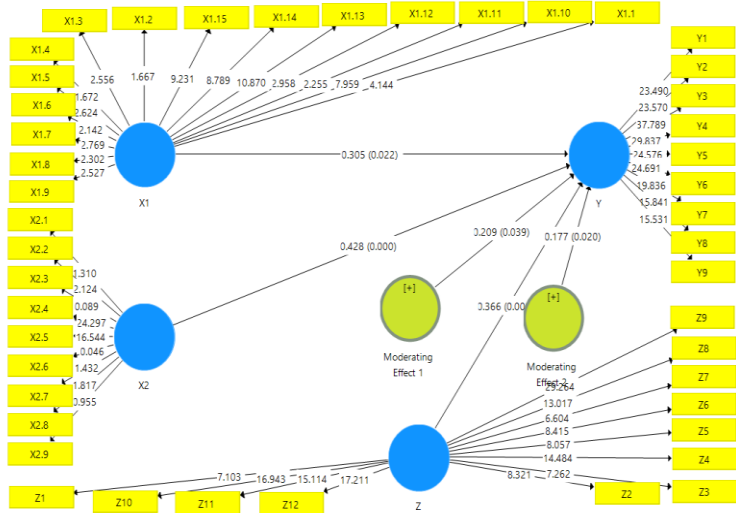


Figure 3. Figures for P-Values & Original Sample



Each latent variable is measured using several indicators, as shown in the figure above. The lines connecting these latent variables show the causal relationships between the variables, all of which show positive relationships, as reflected in the path coefficients.

Hypothesis Testing Results and Discussion

The purpose of hypothesis testing is to statistically evaluate the validity of a hypothesis or assumption and draw a conclusion whether to accept or reject the hypothesis or assumption. In this study, hypothesis testing involves meeting several criteria, including the original sample value, t-statistic value, and probability value (p-value), which are obtained through Bootstrapping in PLS. The following are the original sample values, t-statistics, and p-values for each hypothesis tested in this study:

Table 4. Table of Hypothesis Test Results

Hypothesis	Variable Relationship	Original Sample	T-Statistics	P-Values	Interpretation
H1	Ethical Leadership (X1) → Organizational Commitment (Y)	0.305	2.301	0.022	Accepted
H2	Workplace Spirituality (X2) → Organizational Commitment (Y)	0.428	3.891	0.000	Accepted
H3	Moderating effect 1 (X1) → (Y)	0.209	2.068	0.039	Accepted
H4	Moderating effect 1 (X2) → (Y)	0.177	2.332	0.020	Accepted

Source: Primary Data Processed by the Researcher, 2025

Effect of Ethical Leadership on Organizational Commitment

Based on the data analysis presented, the hypothesis regarding the effect of ethical leadership on organizational commitment in the Regional Secretariat of NTB Province is accepted. This is supported by the Original Sample value of 0.305 which shows that the more effective the application of ethical leadership, the higher the level of organizational commitment created. The T-statistic value of 2.301 which is greater than the t-table limit of 1.96, as well as the p-value of 0.022 which is smaller than the significance level of 0.05, further strengthens that the relationship between these two variables is statistically significant (H1 Accepted).

These results suggest that ethical leadership plays an important role in creating a conducive work environment, where employees feel valued, treated fairly, and given attention to their professional and personal needs. Such an environment encourages employees' emotional attachment to the organization, which in turn increases employees' motivation, loyalty, and desire to support the achievement of organizational goals. In this case, the application of ethical leadership can be interpreted as a strategic measure that positively influences the development of organizational commitment.

The findings in this study reveal that ethical leadership has a significant impact on strengthening organizational commitment, especially through the ability of leaders to build a conducive and harmonious work community. Leaders who consistently show attention in creating an ethical work environment, as well as supporting synergy among employees, prove to be very effective in increasing organizational commitment. Ethical leadership manifested through serving others and objectivity also contributes positively to organizational commitment. When leaders actively serve questions and feedback from subordinates with a good attitude and are fair without distinguishing certain backgrounds or preferences, subordinates feel more valued and motivated to maintain their commitment to the organization.

The strongest organizational commitment is shown in the form of normative commitment, where employees feel they have a moral responsibility to support the goals and progress of the organization. This shows that consistent

ethical behavior from leaders is able to encourage employees to work with integrity and maintain harmony between personal values and organizational values. This research confirms that ethical leadership not only affects work behavior, but also strengthens organizational commitment, especially when leaders play an active role in building a harmonious and conducive work community. In this context, ethical leadership becomes an important factor in increasing employee loyalty and motivation, which in turn contributes to the overall success of the organization.

This finding is in line with the perspective of Cropanzano & Mitchell, (2005) which focuses on the reciprocal relationship between leaders and employees. When leaders demonstrate ethical behaviors, such as fairness, integrity, and honesty, employees feel valued and tend to reciprocate by increasing their commitment to the organization. Ethical leaders create a healthy and fair work environment, which in turn increases employees' sense of attachment to the organization. Employees who feel well treated tend to have higher commitment because they feel their relationship with the organization is based on mutual understanding and trust.

Research with similar findings conducted by Sumarjaya & Supartha, (2017) revealed that the better a leader is in implementing an ethical leadership style, this will encourage a harmonious relationship between the leader and his subordinates, which in turn fosters commitment from subordinates to the organization where they work. Another study was also conducted by Rizal et al. (2022) which explained that ethical leadership can create commitment from employees through strong relationships between superiors and subordinates, such as trust, common vision, and shared values.

Thus, it can be concluded that this study confirms spirituality in the workplace plays an important role in strengthening organizational commitment. Effective implementation of spirituality can create a deeper connection between employees and the organization, which ultimately contributes to improved performance and achievement of overall organizational goals.

Effect of Workplace Spirituality on Organizational Commitment

The results of hypothesis analysis show that spirituality in the workplace has a significant influence on organizational commitment in the Regional Secretariat of NTB Province. Based on the analysis, the Original Sample value of 0.428 indicates that the more effective the implementation of spirituality in the workplace, the higher the organizational commitment of employees. The T-Statistic value of 3.891 which is greater than the t-table threshold of 1.96, as well as the P-Value of 0.000 which is far below the significance level of 0.05, further strengthens that the relationship between these two variables is statistically significant (H2 accepted).

Spirituality in the workplace creates a meaningful work environment,

where employees feel that their work has a greater purpose and is relevant to their personal values. This meaningful work environment not only provides employees with emotional satisfaction, but also strengthens employees' bond with the organization. Employees who feel that their work has a strong spiritual dimension tend to be more committed to contributing to the achievement of common goals, increasing their loyalty and motivation in supporting organizational development.

The findings in this study reveal that spirituality in the workplace has a significant influence on organizational commitment in the Regional Secretariat of NTB Province. One of the most prominent indicators of spirituality is the alignment between employees' personal values and organizational values. Employees who feel that the organization gives fair attention to all its members will feel more emotionally connected to the organization. This creates a sense of fairness and alignment that leads to strong normative commitment, where employees feel morally responsible to support the goals and progress of the organization.

In addition, feeling connected in a caring and supportive work community also contributes significantly to increased organizational commitment. When employees feel part of an extended family in a supportive work environment, they tend to show a stronger commitment to the organization. This sense of community encourages employees to be more actively involved in activities and programs organized by the organization.

This finding is supported by Mitroff & Denton, (1999) who suggested that spirituality in the workplace is directly related to increased organizational commitment. It is further explained that when organizations create an environment that supports spiritual values, such as meaning, purpose, and relationships between employees, employees will feel more attached to the organization. Mitroff & Denton, (1999) emphasize that spirituality in the workplace includes not only religious practices or rituals, but also broader values such as integrity, shared purpose, and deep relationships between individuals within the organization. When employees feel that their work has meaning and is in line with their personal values, they tend to have a higher commitment to the organization.

The statements and findings of this study are in line with research conducted by Kholid et al. (2023) explaining that high workplace spirituality behavior will foster strong employee organizational commitment to the organization, which is based on perceived values, such as strong ties to the organization and employee self-identification with the organization where they work. Another study was also conducted by Astakoni et al. (2021) who found that workplace spirituality can ensure that employees bring their whole selves (physical, mental, emotional, and spiritual) into the organization.

In addition, similar findings were also carried out by Rachman et al. (2023) found that workplace spirituality has a significant effect on organizational commitment. This research shows that elements of spirituality in the workplace, such as values and culture that support employees' spiritual well-being, can increase their emotional attachment and motivation towards the organization.

Overall, this research shows that workplace spirituality not only provides meaning in work, but also strengthens organizational commitment. When employees feel aligned with the values of the organization and feel a strong emotional connection to the work community, they become more committed and more driven to contribute to the achievement of organizational goals. Thus, workplace spirituality plays an important role in building loyalty and improving overall organizational effectiveness.

The Role of Organizational Support in Moderating the Effect of Ethical Leadership on Organizational Commitment

Based on the results of the study, it shows that organizational support strengthens the influence of ethical leadership on organizational commitment. With an original sample value of 0.209, a T-statistic of 2.068 (greater than the t-table value of 1.96), and a p-value of 0.039 (smaller than the 0.05 significance level), the hypothesis stating that organizational support strengthens the relationship between ethical leadership and organizational commitment (H3 is accepted). This suggests that the effect of ethical leadership on organizational commitment becomes more significant when supported by a high level of organizational support. Organizational support, which includes aspects such as fairness, transparency, and attention to employee needs, provides additional reinforcement to the ethical values implemented by leaders. When employees perceive strong organizational support, they feel more valued and are more motivated to show higher commitment to the organization.

The findings in this study indicate that conducive working conditions have a strong moderating role in increasing employee organizational commitment in the Regional Secretariat of NTB Province. Adequate facilities and moral support provided by the organization create a sense of security and comfort for employees in carrying out their duties. Employees feel more connected to the organization due to strong emotional ties and a high sense of responsibility for organizational goals. With supportive working conditions, employees feel more motivated to stay and commit to the organization, even in the face of job challenges.

In addition, welfare support also plays an important role in strengthening employees' normative commitment. Benefits provided not only provide direct benefits to employees, but also to their immediate families. Life insurance coverage provides a sense of security, which in turn increases employees' loyalty and integrity in supporting organizational goals. This suggests that consistently applied ethical leadership, coupled with support for employee welfare and good

working conditions, further increases employee commitment to the organization.

This finding is supported by Eisenberger et al.'s Organizational Support Theory (1986), which explains that organizational support refers to employees' perceptions that their organization cares about their welfare and values their contributions. In this case, organizational support can moderate the effect of ethical leadership on organizational commitment, because when the organization provides strong support, employees are more likely to feel valued and more attached to the organization, especially if they are led by an ethical leader. Whereas, when employees feel that they are supported by the organization, they are more likely to reciprocate by increasing their commitment to the organization, especially if they are also led by a leader who applies ethical principles. In other words, organizational support reinforces the positive effects of ethical leadership, increasing organizational commitment owned by employees.

Similar research conducted by Rizal et al. (2022) revealed that organizational support can moderate the relationship between ethical leadership and organizational commitment. In addition, according to Prananda & Riana, (2020) who explained that the intensity of support from the organization to its members will create a complex situation, where every element in the organization will run as expected, such as strengthening the influence of ethical leadership practices on organizational commitment.

So, it can be concluded that organizations need to pay attention to aspects of adequate working conditions and welfare. Not only to create a positive working environment, but also to strengthen employees' emotional bonds and moral responsibility towards the organization, which contributes to their long-term loyalty and commitment.

The Role of Organizational Support in Moderating the Effect of Workplace Spirituality on Organizational Commitment

Based on the data from the table and figure above, it is evident that organizational support strengthens the influence of spirituality in the workplace on organizational commitment. With an original sample value of 0.177, a T-statistic of 2.332 (greater than the t-table value of 1.96), and a p-value of 0.020 (smaller than the 0.05 significance level), hypothesis H4 is accepted. This shows that the effect of workplace spirituality on organizational commitment becomes more significant when supported by organizational support, which acts as a reinforcing factor for the relationship. Thus, organizational support has an important role in increasing the effectiveness of the influence of workplace spirituality on organizational commitment in the Regional Secretariat of NTB Province.

The findings from this study suggest that upholding organizational values and a sense of connectedness within the community serve as key factors that

strengthen the normative and affective commitment of employees at the Regional Secretariat of NTB Province. Employees who perceive justice and attention to spiritual life feel a moral responsibility to support organizational goals. In addition, organizational support, both through conducive working conditions and adequate welfare, further strengthens employees' commitment to the organization. Moral support and adequate facilities encourage employees to stay and contribute optimally.

The findings show that without optimal organizational support, even though spirituality in the workplace has been implemented, its effect on employee commitment can be less than optimal. The positive effect of organizational support as a moderating variable emphasizes the importance of creating a work environment that supports employees' spiritual values. Support in the form of adequate welfare, such as benefits and protection facilities, provides a sense of security and comfort that strengthens employees' emotional ties to the organization.

In line with the Theory of Spirituality in Organizations explained by Mitroff & Denton, (1999) that spirituality in the workplace is not only about religion, but also broader values such as meaning, purpose, and relationships between individuals. When organizations create spaces that support spiritual values, employees feel that their work is more meaningful and more connected to their life purpose. Spirituality in the workplace can increase organizational commitment by providing a deeper sense of purpose and well-being. However, if the organization also supports employees' spiritual aspects in a concrete way, this will further strengthen the positive relationship between spirituality and their commitment to the organization.

Supporting research is also explained by Candradini, (2019) who found that support from the organization will encourage the process of internalizing spirituality values in the workplace as a shared value system, which is based on a common perspective on the value system between the organization and its members. This in turn will create a strong commitment from members to remain part of the organization. This finding illustrates how organizational support can strengthen the influence of workplace spirituality on the emergence of organizational commitment from each individual who is part of the organization.

Overall, the combination of strong workplace spirituality and optimal organizational support will create a harmonious work atmosphere and increase employee commitment to the organization. With these two factors in place, employees not only feel spiritually connected, but also feel valued and cared for, which ultimately increases their integrity, loyalty and performance at the NTB Provincial Secretariat.

CONCLUSION

Based on the analysis conducted, this research answers the research

objectives and can be concluded as follows:

1. Ethical leadership has a positive and significant effect on organizational commitment. This means that the more effective the implementation of ethical leadership in the Regional Secretariat of NTB Province, the higher the commitment of employees to the organization where they work. The research findings show that the most dominant aspect of ethical leadership is the leader's ability to build a conducive and harmonious work community. Ethical leadership manifested through an attitude of service and objectivity in decision making is proven to increase employees' normative commitment, where they feel they have a moral responsibility to support organizational goals and progress.
2. Spirituality in the workplace has a positive and significant effect on organizational commitment. This means that the more enthusiastic employees' spirituality in the workplace, the higher the commitment shown by employees to their organization. The main finding in this study shows that the most prominent indicator of spirituality is alignment with organizational values. Employees feel that there is equal justice and attention to spiritual life, which in turn encourages strong normative commitment. In addition, a sense of community in the work environment also contributes significantly to effective commitment, where employees feel part of an extended family that supports and cares for each other.
3. Organizational support is proven to strengthen the relationship between ethical leadership and organizational commitment. This means that the higher the support provided by the organization, both in the form of conducive working conditions and employee welfare, the more effective ethical leadership will be in increasing employee commitment to the organization. The main findings show that conducive working conditions are the strongest moderating factor. Employees who feel they have adequate facilities and receive moral support from the organization feel a stronger emotional bond with the organization. In addition, welfare in the form of benefits and insurance coverage also strengthens the normative commitment of employees, who feel valued and have a moral responsibility to continue contributing to the organization.
4. Organizational support is proven to strengthen the relationship between workplace spirituality and organizational commitment. This means that the higher the support provided by the organization in the form of conducive working conditions and employee welfare, the more enthusiastic employees are at work and this enthusiasm has a positive effect on workplace spirituality on organizational commitment. The research findings show that upholding organizational values is the most dominant dimension of spirituality in building normative commitment. Employees who feel justice and care for their spiritual lives show higher commitment to the organization. In addition, the sense of connectedness in the work community is strengthened by

organizational support, creating a more positive work environment and increasing employees' loyalty to the organization.

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