

Staying Power: How Organizational Commitment Bridges Workplace Spirituality and Intention to Stay in a Faith-Based School Context

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ABSTRACT

This study seeks to investigate the impact of Workplace Spirituality on Intention to Stay, mediated by Organizational Commitment, enhancing the comprehension of employee retention in faith-based organizations. A quantitative approach was employed, surveying 91 teachers at MAN 1 Selong using structured questionnaires during July-September 2025. Data were analyzed using SmartPLS 4, assessing outer loadings, convergent and discriminant validity, reliability, R², effect size (f²), and both direct and indirect effects. Results indicate that Workplace Spirituality significantly affects Intention to Stay through both direct and indirect pathways via Organizational Commitment. The results emphasize the significance of fostering spiritual and organizational support to enhance employee retention in educational institutions.

INTRODUCTION

In the contemporary landscape of education, the issue of teacher retention remains a persistent concern, particularly in institutions where the preservation of organizational values and pedagogical consistency is paramount (Kelchtermans, 2017). The capacity of an institution to maintain a stable, committed teaching workforce significantly influences not only student outcomes but also the continuity of institutional culture and educational excellence (Tunsisa et al., 2025). Against this backdrop, growing scholarly interest has been directed toward non-material, intrinsic dimensions of the work environment – specifically, workplace spirituality – as a salient factor that may encourage personnel to remain with their organizations over the long term.

Workplace spirituality, as conceptualized in this study, diverges sharply from institutionalized religious expressions (Dik et al., 2024). It is neither concerned with theological doctrine nor with denominational rituals. Rather, it is grounded in acknowledgement of the internal experiences of individuals which is sustained through purposeful work and situated in the setting of community. In this community, shared values such as tolerance, patience, purpose, and organizational harmony are internalized and practiced (Khayati, 2025). In this framework, spirituality at work embodies a feeling of alignment between personal values and organizational objectives, fostering an environment where individuals can derive deeper existential satisfaction from their professional roles.

This investigation is situated in MAN 1 Selong, an Islamic-based public high school in Indonesia that offers a distinctive organizational setting for exploring the interplay between spiritual work values, institutional attachment, and retention intention. As of May 2, 2025, the institution employs a total of 91 teaching staff, whose professional tenures reflect varying levels of organizational immersion and continuity. The distribution of years of service among these educators is delineated as shown in the table below:

Table 1. Length of Service of Teachers at MAN 1 Selong

Duration of Employment	Number of Teachers	Proportion (%)
Less than 5 years	41	45.1%
5 to 10 years	17	18.7%
More than 10 years	33	36.2%
Total	91	100%

Source: Secondary Data from the Management of MAN 1 Selong, 2025

Notably, over half of the teaching staff (54.9%) have served for more than five years, with a substantial 36.2% exceeding a decade of continuous employment. These figures suggest a profound sense of affective and normative commitment among a considerable segment of the workforce. This indicates that long-term dedication is not merely contractual but perhaps rooted in deeper psychological and value-laden connections to the institution.

While numerous studies have examined teacher retention through the lenses of extrinsic motivators such as salary, job security, or promotion pathways,

far fewer have delved into intrinsic psychosocial dimensions like spiritual engagement within the workplace. Moreover, there exists a significant gap in the literature regarding how such spirituality translates into behavioural intentions. This is particularly relevant in faith-oriented educational settings that do not overtly promote religiosity but rather cultivate value-based organizational life (Saxena & Sharma, 2024). It is within this context that the investigation introduces organizational commitment as a potential mediating construct – a psychological bridge that connects the internalization of spiritual values to the intention to remain within the institution (Sarpong et al., 2021).

The current study aims to advance the enrichment within academic discourse in three distinct ways. Firstly, by selecting a niche population – teachers in a value-driven madrasah that fosters non-theological workplace spirituality – the study offers contextual uniqueness that is rarely captured in existing models of employee retention. Secondly, it proposes a theoretical expansion by integrating workplace spirituality and organizational commitment within a single framework to explain turnover intentions, moving beyond conventional job satisfaction models. Thirdly, this study may yield practical insights for educational organizational leaders and decision-makers. These insights could help in designing interventions that foster not just compliance or loyalty, but an orientation of purpose and identity alignment in their workplace environment.

In summation, the main goal of this inquiry is to examine the degree to which workplace spirituality influences the intention to stay among teachers at MAN 1 Selong, and whether organizational commitment functions as a mediating mechanism in this relationship. By interrogating this triadic interplay, the study seeks to advance both theoretical understanding and institutional practice. It emphasizes how spiritually enriched work environments can serve as a foundation for long-term professional engagement in education.

THEORETICAL REVIEW

Intention to Stay

Intention to stay, often conceptualized as an individual's deliberate and reasoned inclination to remain with an organization for the foreseeable future, represents a pivotal antecedent to actual retention behavior within organizational settings (Saflor et al., 2024). It reflects not merely an absence of turnover intention but rather an active psychological attachment to the organization, often formed through perceived alignment between personal values, professional goals, and organizational conditions. As argued by Rabiul et al. (2025), intention to stay transcends transactional commitment and is increasingly shaped by socio-emotional constructs such as belongingness, perceived organizational support, and meaningful engagement. In contemporary organizational psychology, it is treated as a future-oriented attitudinal construct, whereby individuals cognitively evaluate their fit within the work environment and emotionally assess the desirability of continued membership (Santos de Souza & Chimenti, 2024). This intentionality is shaped through intrinsic motivators – including purpose and value congruence – as well as extrinsic reinforcements like stability, recognition,

or career growth. Intention to stay is not static; it evolves as individuals interpret organizational experiences through a dynamic lens of identity, purpose, and relational bonds. Therefore, in educational settings where value alignment and intrinsic fulfillment are often more salient than monetary gain, the construct assumes even greater significance (Tomlinson, 2022). In sum, intention to stay serves as a crucial psychological mechanism that links institutional culture, individual meaning-making, and behavioral outcomes in workforce continuity (Dechawatanapaisal, 2025).

Workplace Spirituality

Workplace spirituality has been identified as a significant construct in organizational behavior, capturing the intrinsic human desire to find meaning, purpose, and connectedness within the realm of work. Unlike religious orthodoxy or ritualistic expressions, workplace spirituality does not rest upon theological doctrines but instead reflects a personal and collective search for deeper existential fulfillment in professional environments (Baykal, 2021). As defined by Hisam & Sanyal (2021), it encompasses three fundamental components: the inner life of employees, meaningful work, and a sense of community. These dimensions coalesce to foster a work atmosphere where individuals perceive their tasks as more than routine obligations, but as extensions of personal values and contributions to a broader purpose. Surbakti et al. (2024) extend this perspective by highlighting that workplace spirituality enhances organizational well-being by cultivating ethical sensitivity, mutual respect, and a values-based culture that supports both personal growth and institutional integrity. In practice, spirituality at work may manifest in tolerance, mindfulness, patience, and a shared moral framework, which collectively shape a psychologically safe environment conducive to engagement and retention. Importantly, workplace spirituality functions not as a fringe ideology, but as a transformative element that redefines the work experience—imbuing it with authenticity, wholeness, and interconnectedness—especially in value-driven professions such as education, where meaning-making is central to both identity and professional satisfaction (Widodo & Suryosukmono, 2021).

Organizational Attachment

Organizational attachment is a psychological construct that encapsulates the emotional and cognitive bond between an individual and their employing institution (Wu et al., 2024). Distinguished from simple organizational commitment, attachment emphasizes the affective and identity-based ties that bind employees to their organization, rooted in feelings of belonging, perceived mutual investment, and internalized organizational values (Xiaohong, 2023). It reflects the extent to which individuals incorporate their organizational membership into their self-concept, often resulting in heightened resilience, discretionary effort, and long-term tenure. According to Cieniewicz (2023), organizational attachment can be viewed as a multidimensional phenomenon encompassing affective, normative, and continuance dimensions, where the former two are particularly influential in sustaining voluntary commitment over time. Moreover, Mehta & Kaur (2025) argue that such attachment is strongly

influenced by perceived organizational support, fairness, and value congruence—factors that foster an employee’s sense of being respected, included, and aligned with institutional goals. In educational contexts, where intrinsic motivation and value congruency are critical, organizational attachment often serves as an anchor that stabilizes intention to stay despite external challenges or resource limitations. As a flexible and evolving concept, organizational attachment serves a central function in influencing the emotional infrastructure that underlies enduring employee-organization relationships (Bartel & Rockmann, 2024).

The Influence of Workplace Spirituality on Intention to Stay

Workplace Spirituality Theory emphasizes the experience of employees finding meaning, purpose, relational connectedness, and alignment with organizational goals in their professional tasks environment. When employees perceive their workplace as spiritually fulfilling—where they feel valued, respected, and contributing to a larger goal—they tend to demonstrate greater job satisfaction, emotional attachment, and propensity to remain within the organization. Previous studies have supported the positive influence of workplace spirituality on employee retention. Earlier research by Milliman et al. (2018) found that workplace spirituality has a direct effect on employee engagement and intention to stay, based on a study involving 91 employees in a U.S. hospitality organization. Herman et al. (2025) found a significant and graded association between the level of workplace spirituality and the prevalence of intention to stay among the U.S. early childhood education (ECE) workforce. In contrast, Aboobaker et al. (2019) stated that workplace spirituality has an indirect effect on intention to stay, as revealed in a multi-group analysis of teachers’ career choice.

H1: Workplace Spirituality has a positive and significant effect on Intention to Stay.

The Influence of Workplace Spirituality on Organizational Commitment

Workplace Spirituality Theory suggests that when individuals find meaning, purpose, and alignment between personal and organizational values in their workplace, they develop deeper emotional and moral connections to their organization. This sense of connectedness fosters a stronger psychological bond, leading to increased levels of organizational commitment—particularly affective and normative commitment. Kazemipour et al. (2012) found a significant positive correlation between workplace spirituality and nurses’ affective commitment. Rego & e Cunha (2008) also demonstrated that, as expected, the five dimensions of workplace spirituality significantly predicted variance in organizational commitment among 361 individuals from 154 organizations.

H2: Workplace Spirituality has a positive and significant effect on Organizational Commitment.

The Influence of Organizational Commitment on Intention to Stay

Organizational Commitment Theory explains the psychological attachment an individual feels toward their organization. It includes three key dimensions: affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (sense of obligation to stay). Employees who are highly committed are more likely to remain in the organization, as they identify with its goals, feel emotionally connected, and perceive staying as a personal and professional responsibility. Chew & Chan (2008) found that the impact of organizational commitment on intention to stay was also significant and positive, based on insights from 13 experts including academics, HR managers, and organizational psychologists. Uraon (2018) also showed that there is a positive relationship between affective commitment and employee intention to stay among employees in selected software companies in India.

H3: Organizational Commitment has a positive and significant effect on Intention to Stay.

The Influence of Workplace Spirituality on Intention to Stay through Organizational Commitment

Workplace Spirituality Theory posits that employees who find meaning, purpose, and alignment with organizational values in their work environment are more engaged and connected to their organization. This experience enhances Organizational Commitment, which, according to Organizational Commitment Theory, increases the likelihood that employees will remain with the organization. Thus, Organizational Commitment acts as a mediating variable that explains how and why Workplace Spirituality influences Intention to Stay. Chiu & Chen (2016) found that organizational commitment functioned effectively as a mediating variable in the relationship between knowledge management capability and organizational effectiveness within the context of knowledge management in the Taiwanese public sector. Similarly, a study by Sutrisno et al. (2023) demonstrated that organizational commitment plays a mediating role in the relationship between transformational leadership, job satisfaction, and interpersonal communication on organizational citizenship behavior, as examined in the context of a tax office.

H4: Organizational Commitment mediates the relationship between Workplace Spirituality and Intention to Stay.

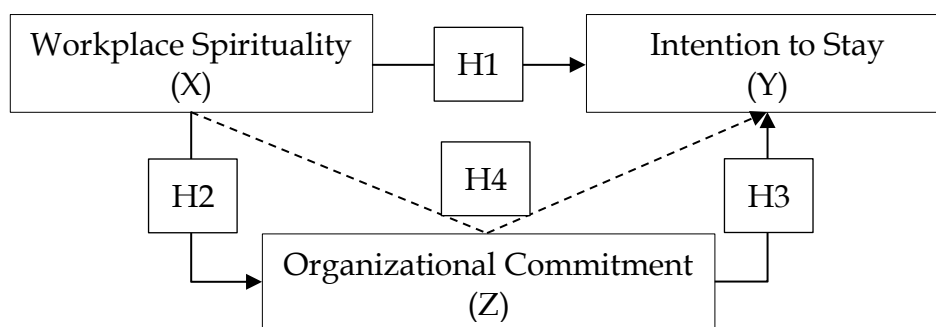


Figure 1. Conceptual Framework

METHODOLOGY

The current study employs a quantitative methodology using a descriptive-causal type of study to investigate the effect of workplace spirituality on intention to stay, mediated by organizational commitment. The study was conducted at MAN 1 Selong, a faith-based public school in East Lombok, West Nusa Tenggara. The study population comprises 91 teachers. Because the population is fewer than 100 individuals, the sampling method applied is total sampling, where all members of the population are taken as the sample (Arikunto, 2017). This is in line with the opinion of Arikunto, who states that if the population is less than 100, it is better to take all of them as the sample. Data collection was conducted through a questionnaire using a Likert scale, and then analyzed using Structural Equation Modeling (SEM).

RESULTS

Outer Model

The study applied PLS analysis through SmartPLS 4 software. The analytical procedures included Convergent Validity, Average Variance Extracted (AVE), Reliability Test, R-Square Test, Q-Square Test, as well as Direct and Indirect Effect testing. The evaluation of the Outer Model is presented as follows.

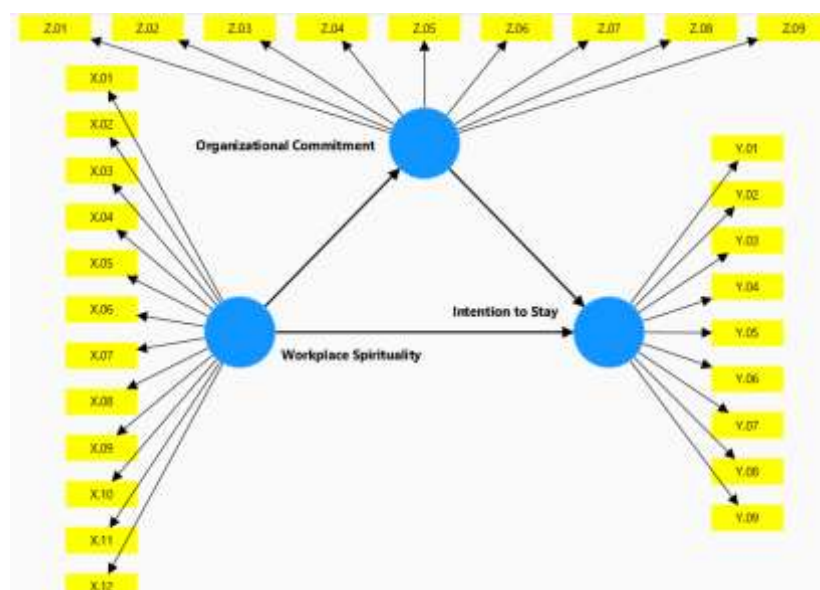


Figure 2. Outer Model

Measurement Model Assessment: Outer Loadings

Table 2 presents the first loading factor results for Intention to Stay, Organizational Commitment, and Workplace Spirituality. Based on Hair et al. (2019), indicator loadings of ≥ 0.70 are deemed satisfactory, while indicators with values below 0.70 should be removed from the next stage of analysis.

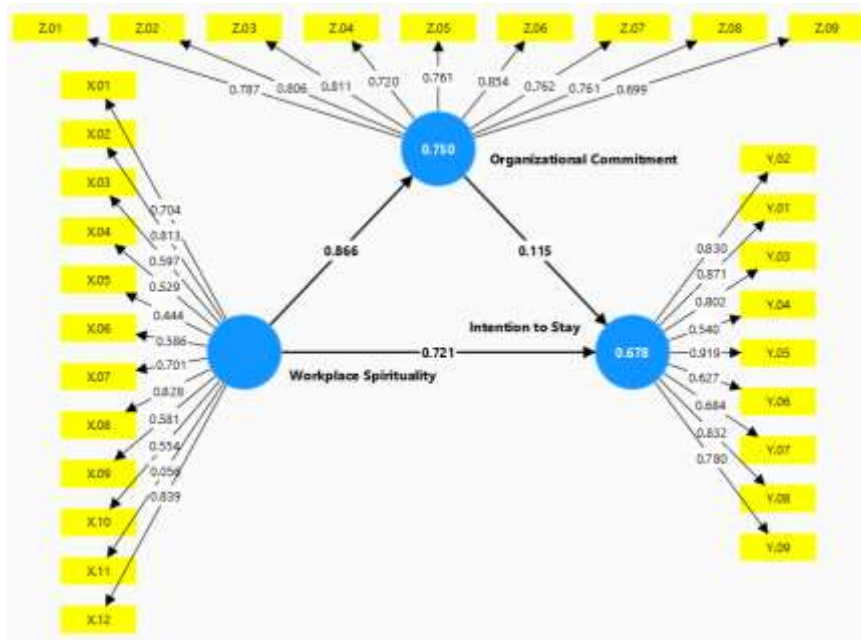


Figure 2. Outer Model of the First Loading Factor

Table 2. Results of the First Loading Factor

Intention to Stay		Organizational Commitment		Workplace Spirituality	
Y.01	0.83	Z.01	0.787	X.01	0.704
Y.02	0.871	Z.02	0.806	X.02	0.813
Y.03	0.802	Z.03	0.811	X.03	0.597
Y.04	0.54	Z.04	0.72	X.04	0.529
Y.05	0.919	Z.05	0.761	X.05	0.444
Y.06	0.627	Z.06	0.854	X.06	0.586
Y.07	0.684	Z.07	0.762	X.07	0.701
Y.08	0.832	Z.08	0.761	X.08	0.828
Y.09	0.78	Z.09	0.699	X.09	0.581
				X.10	0.554
				X.11	0.056
				X.12	0.839

Source: Primary data processed using SmartPLS 4, 2025

For Intention to Stay, valid indicators include Y.01 (0.830), Y.02 (0.871), Y.03 (0.802), Y.05 (0.919), Y.08 (0.832), and Y.09 (0.780). Indicators Y.04 (0.540), Y.06 (0.627), and Y.07 (0.684) were below 0.70 and therefore eliminated.

For Organizational Commitment, almost all indicators were valid, ranging from 0.720 to 0.854. However, Z.09 (0.699) fell below the threshold and must be removed.

For Workplace Spirituality, only four indicators were valid: X.01 (0.704), X.02 (0.813), X.07 (0.701), X.08 (0.828), and X.12 (0.839). The rest (X.03, X.04, X.05, X.06, X.09, X.10, and X.11) were below 0.70 and therefore deleted from the model.

In conclusion, only indicators with loadings of ≥ 0.70 were retained. All others falling below the threshold were removed entirely, ensuring that the next stage of analysis is based solely on valid and reliable indicators.

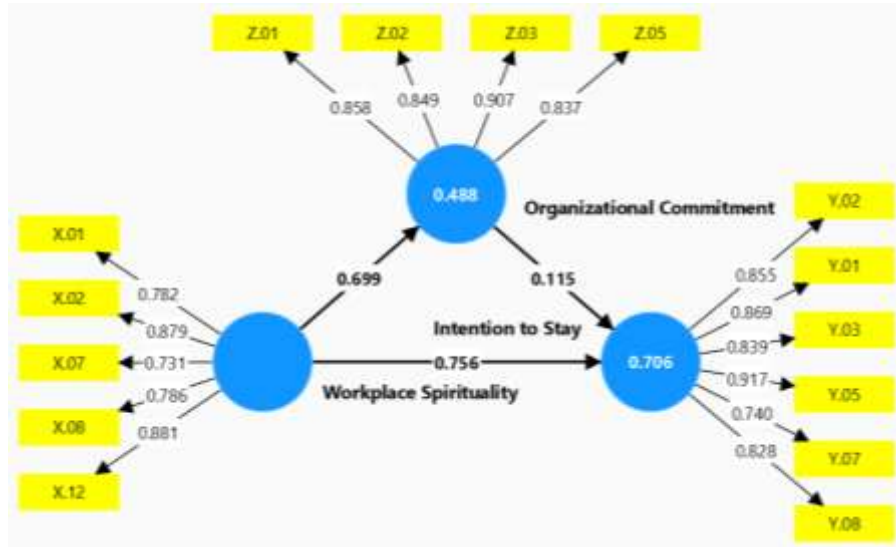


Figure 3. Outer Model of the Fourth Loading Factor

Table 3. Results of the Fourth Loading Factor

	Intention to Stay		Organizational Commitment		Workplace Spirituality
Y.01	0.869	Z.01	0.858	X.01	0.782
Y.02	0.855	Z.02	0.849	X.02	0.879
Y.03	0.839	Z.03	0.907	X.07	0.731
Y.05	0.917	Z.05	0.837	X.08	0.786
Y.07	0.74			X.12	0.881
Y.08	0.828				

Source: Primary data processed using SmartPLS 4, 2025

The fourth loading factor analysis was conducted after removing several indicators with factor loadings below 0.70 in the second and third iterations. This refinement step was necessary to ensure that only reliable indicators representing each construct were preserved for subsequent analysis. Table 3 summarizes the results of the fourth loading factor test for Intention to Stay, Organizational Commitment, and Workplace Spirituality.

For Intention to Stay, all retained indicators exceeded the minimum threshold, with loadings ranging from 0.740 to 0.917. The strongest indicator was Y.05 (0.917), while Y.07 (0.740) was the lowest but still acceptable. This shows that all remaining items are valid measures of the construct.

For Organizational Commitment, all five retained indicators also demonstrated substantial loadings, spanning from 0.837 to 0.907. The most prominent value was recorded by Z.03 (0.907), reflecting its strong contribution to the construct.

For Workplace Spirituality, the retained indicators displayed acceptable loadings between 0.731 and 0.881. The strongest was X.12 (0.881), while the lowest was X.07 (0.731), which still meets the validity criteria.

In conclusion, the fourth loading factor analysis confirmed that all remaining indicators across the three constructs achieved loading values above 0.70, thus fulfilling the requirements for convergent validity. With this

refinement, the measurement model can be considered reliable for subsequent stages of analysis.

Convergent Validity: Reliability Test

After assessing convergent validity, subsequently was to examine the internal consistency of the constructs through Cronbach’s Alpha and Composite Reliability (CR). Cronbach’s Alpha evaluates the internal consistency of indicators within a construct, while Composite Reliability offers a more precise estimate by considering indicator loadings. According to Hair et al. (2019), both Cronbach’s Alpha and CR should have values above 0.70 to indicate acceptable reliability.

Table 4. Results of the Reliability Test

Variable	Cronbach’s Alpha	Composite Reliability	Description
Intention to Stay	0.918	0.936	Reliable
Organizational Commitment	0.887	0.921	Reliable
Workplace Spirituality	0.872	0.907	Reliable

Source: Primary data processed using SmartPLS 4, 2025

Table 4 summarizes the reliability test results. For Intention to Stay, Cronbach’s Alpha was 0.918 and CR was 0.936, both exceeding the threshold, showing excellent internal consistency. For Organizational Commitment, the values were 0.887 for Cronbach’s Alpha and 0.921 for CR, indicating strong reliability. Similarly, Workplace Spirituality achieved 0.872 for Cronbach’s Alpha and 0.907 for CR, which also confirms reliability.

In conclusion, all three constructs—Intention to Stay, Organizational Commitment, and Workplace Spirituality—meet the reliability requirements, as evidenced by both Cronbach’s Alpha and Composite Reliability values above 0.70. This ensures that the indicators consistently measure their respective constructs, making them appropriate for further hypothesis testing.

Convergent Validity: Average Variance Extracted (AVE)

After confirming the reliability of the outer loadings, the next step was to test convergent validity through the calculation of the Average Variance Extracted (AVE). AVE quantifies the proportion of variance explained by a construct relative to measurement error. According to Hair et al. (2019), a construct achieves adequate convergent validity if the AVE value is ≥ 0.50 .

Table 5. Results of the Average Variance Extracted

Intention to Stay		Organizational Commitment		Workplace Spirituality	
0.711	Valid	0.745	Valid	0.663	Valid

Source: Primary data processed using SmartPLS 4, 2025

Table 5 displays the AVE results for the three constructs under study. For Intention to Stay, the AVE value was 0.711, surpassing the minimum threshold, confirming that the construct captures more than 71% of the variance in its indicators. For Organizational Commitment, the AVE was 0.745, the highest among the three constructs, indicating strong convergent validity. Lastly, Workplace Spirituality achieved an AVE of 0.663, also surpassing the cut-off value of 0.50, suggesting that the construct adequately explains the variance of its indicators.

In summary, all three constructs—Intention to Stay, Organizational Commitment, and Workplace Spirituality—recorded AVE values greater than 0.50. Therefore, the constructs can be considered to have satisfied the criteria for convergent validity and are reliable to proceed to the next stage of analysis.

Coefficient of Determination (R²)

Following the reliability and validity assessments, the subsequent step involved assessing the Coefficient of Determination (R²) to measure the explanatory power of the independent variables on the dependent variables. According to Hair et al. (2019), R² values can be categorized as 0.75 (substantial), 0.50 (moderate), and 0.25 (weak) in the context of social and behavioral sciences.

Table 6. Results of the Coefficient of Determination (R²)

Variable	R ²	Description
Intention to Stay	0.706	Moderate to substantial
Organizational Commitment	0.488	Moderate

Source: Primary data processed using SmartPLS 4, 2025

Table 6 presents the R² results. The construct Intention to Stay obtained an R² value of 0.706, which falls into the moderate to substantial category. This indicates that 70.6% of the variance in Intention to Stay can be explained by the predictor variables in the model, while the remaining 29.4% is influenced by other factors not included in the study.

Meanwhile, Organizational Commitment achieved an R² value of 0.488, which is categorized as moderate. This suggests that 48.8% of the variance in Organizational Commitment is explained by its predictors, while 51.2% is accounted for by other variables outside the model.

In conclusion, the R² analysis demonstrates that the model has a good level of explanatory power, with Intention to Stay showing stronger predictability than Organizational Commitment.

Effect Size (f²)

After assessing the explanatory power of the model using R², the next step was to evaluate the effect size (f²) of the predictor variables. The f² statistic measures the comparative influence of each an independent construct on a

dependent construct within the model. According to Cohen (1988), the effect size can be categorized as small (0.02), medium (0.15), and large (0.35).

Table 7. Results of the Effect Size (f^2)

Variable	f^2	Description
Intention to Stay	0.995	Large
Organizational Commitment	0.954	Large

Source: Primary data processed using SmartPLS 4, 2025

Table 7 shows the outcomes of the f^2 analysis. For Intention to Stay, the effect size value was 0.995, which is far above the 0.35 threshold, indicating a very large effect of the predictor variables on this construct. Similarly, Organizational Commitment recorded an f^2 value of 0.954, which also falls within the very large effect category.

These findings suggest that the predictor variables exert a substantial influence on both Intention to Stay and Organizational Commitment, confirming the strong explanatory power of the model.

Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT)

The next step of analysis was to test discriminant validity using the Heterotrait-Monotrait Ratio (HTMT). This test is considered more reliable than traditional methods such as Fornell–Larcker, as it evaluates whether constructs are truly distinct from one another. According to Henseler et al. (2015), discriminant validity is achieved when the HTMT value is below 0.90 (strict criterion) or below 0.85 (more conservative criterion).

Table 8. Results of the Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT)

	Intention to Stay	Organizational Commitment
Organizational Commitment	0.683	
Workplace Spirituality	0.91	0.774

Source: Primary data processed using SmartPLS 4, 2025

Table 8 shows the HTMT results among the three constructs. The relationship between Intention to Stay and Organizational Commitment yielded an HTMT value of 0.683, which is well below the threshold, confirming adequate discriminant validity. The relationship between Organizational Commitment and Workplace Spirituality showed a value of 0.774, also below 0.90, suggesting that the two constructs are empirically distinct. Finally, the relationship between Intention to Stay and Workplace Spirituality recorded an HTMT value of 0.910, which is slightly above the 0.90 threshold. This suggests a potential overlap between the two constructs that requires careful theoretical justification, although it still falls within an acceptable range if the strictest criterion is not applied.

In conclusion, the HTMT analysis demonstrates that most construct pairs meet the discriminant validity criteria, with only the relationship between Intention to Stay and Workplace Spirituality approaching the upper boundary. Nevertheless, the results indicate that the constructs are sufficiently distinct for further analysis.

Discriminant Validity: Fornell-Larcker Criterion

After assessing discriminant validity using HTMT, the next step was to test it through the Fornell-Larcker criterion. This method compares the square root of the Average Variance Extracted (AVE) of each construct with its correlations to other constructs. According to Fornell & Larcker (1981), discriminant validity is established when the square root of AVE (shown on the diagonal of the table) is greater than the correlation values with other constructs (off-diagonal elements).

Table 9. Results of the Discriminant Validity: Fornell-Larcker Criterion

	Intention to Stay	Organizational Commitment	Workplace Spirituality
Intention to Stay	0.843		
Organizational Commitment	0.643	0.863	
Workplace Spirituality	0.836	0.699	0.814

Source: Primary data processed using SmartPLS 4, 2025

Table 9 summarizes the Fornell-Larcker results. For Intention to Stay, the square root of AVE was 0.843, higher than its correlations with Organizational Commitment (0.643) and Workplace Spirituality (0.836). This indicates that Intention to Stay is more strongly associated with its own indicators than with other constructs, though its correlation with Workplace Spirituality is relatively high and should be carefully interpreted.

For Organizational Commitment, the square root of AVE was 0.863, which is greater than its correlations with Intention to Stay (0.643) and Workplace Spirituality (0.699), confirming discriminant validity.

For Workplace Spirituality, the square root of AVE was 0.814, which exceeds its correlation with Organizational Commitment (0.699) but is slightly lower compared to its correlation with Intention to Stay (0.836). This suggests a potential overlap between Workplace Spirituality and Intention to Stay, requiring theoretical justification even though the criterion is still largely satisfied.

In conclusion, the Fornell-Larcker test shows that the constructs generally meet the requirements of discriminant validity, although the high correlation between Intention to Stay and Workplace Spirituality indicates that these two constructs are closely related and must be interpreted with caution.

Structural Model Assessment: Direct Effect Test

After confirming the reliability and validity of the measurement model, the next step was to evaluate the structural model by testing the direct effects between constructs. This analysis provides insight into the strength and significance of hypothesized relationships. The test results are summarized in Table 10, showing the original sample estimates (O), sample means (M), standard deviations (STDEV), T-statistics, and P-values. Following common statistical guidelines, a relationship is considered significant if the T-statistic > 1.96 and P-value < 0.05.

Table 10. Results of the Structural Model Assessment: Direct Effect Test

Relationships among variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workplace Spirituality → Intention to Stay	0.756	0.652	0.333	2.272	0.023
Workplace Spirituality → Organizational Commitment	0.699	0.718	0.17	4.114	0.000
Organizational Commitment → Intention to Stay	0.773	0.528	0.291	2.332	0.019

Source: Primary data processed using SmartPLS 4, 2025

The first path, Workplace Spirituality → Intention to Stay, produced an original sample value of 0.756, with a T-statistic of 2.272 and a P-value of 0.023. This indicates a significant positive effect, meaning that higher levels of workplace spirituality directly increase employees' intention to stay.

The second path, Workplace Spirituality → Organizational Commitment, showed an original sample value of 0.699, with a T-statistic of 4.114 and a P-value of 0.000. This represents a strong and highly significant effect, suggesting that workplace spirituality positively strengthens organizational commitment.

The third path, Organizational Commitment → Intention to Stay, recorded the strongest coefficient with an original sample of 0.773, a T-statistic of 2.332, and a P-value of 0.019. This confirms that organizational commitment significantly and positively influences employees' intention to stay.

In summary, all three hypothesized direct relationships were supported, with significant effects observed at the 5% significance level. The findings highlight that workplace spirituality not only directly influences intention to stay but also indirectly strengthens it through organizational commitment.

Structural Model Assessment: Indirect Effect Test

Following the evaluation of direct effects, the next step was to examine the indirect effect of Workplace Spirituality on Intention to Stay mediated by Organizational Commitment. Mediation analysis helps determine whether the

influence of an independent variable on a dependent variable is transmitted through a mediator.

Table 11. Results of the Structural Model Assessment: Indirect Effect Test

Relationships among variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workplace Spirituality → Organizational Commitment → Intention to Stay	0.826	0.779	0.461	2.901	0.000

Source: Primary data processed using SmartPLS 4, 2025

Table 11 presents the results of the indirect effect test. The path Workplace Spirituality → Organizational Commitment → Intention to Stay produced an original sample estimate of 0.826, with a T-statistic of 2.901 and a P-value of 0.000. Since the T-statistic exceeds 1.96 and the P-value is below 0.05, the mediation effect is considered significant.

This result indicates that Organizational Commitment significantly mediates the relationship between Workplace Spirituality and Intention to Stay. In other words, workplace spirituality not only directly enhances employees' intention to stay but also strengthens it indirectly by increasing organizational commitment.

In conclusion, the mediation analysis confirms that Organizational Commitment serves as a meaningful pathway through which Workplace Spirituality positively influences Intention to Stay, highlighting the importance of fostering both spiritual and organizational support in the workplace.

DISCUSSION

The findings of this study highlight the crucial role of workplace spirituality in shaping teachers' organizational attitudes and behavioral intentions within a faith-based school context. The results reveal that workplace spirituality enhances organizational commitment, indicating that when teachers perceive their work as meaningful and aligned with their values, they tend to develop a stronger psychological bond with the institution. This aligns with the arguments of Ashmos & Duchon (2000), who emphasized that workplace spirituality fosters a sense of purpose and belonging, which in turn strengthens employee dedication to their organization.

Moreover, the study demonstrates that workplace spirituality directly influences teachers' intention to stay. This suggests that a spiritually supportive work environment not only enriches the daily teaching experience but also motivates teachers to maintain long-term membership within the school. Previous research by Milliman et al. (2003) has similarly shown that spiritual values at work can reduce turnover intentions by cultivating intrinsic motivation and reinforcing employees' identification with organizational goals.

Another important finding is the mediating role of organizational commitment in the relationship between workplace spirituality and intention to stay. The presence of this mediation indicates that spirituality in the workplace does not only have a direct effect on teachers' retention intentions, but also operates indirectly by first building a deeper sense of loyalty and attachment to the school. This reinforces the perspective of Meyer & Allen (1997), who noted that organizational commitment is one of the strongest predictors of employee retention. In the context of faith-based schools, where spiritual alignment between personal values and organizational mission is particularly salient, commitment becomes a key mechanism that translates workplace spirituality into retention behavior.

Overall, these findings contribute to the growing literature on workplace spirituality and employee retention by offering evidence from the educational sector, specifically within a faith-based institution. They support the argument that beyond material rewards, intangible factors such as spirituality and commitment play a significant role in ensuring teachers' long-term engagement. For school leaders, this underscores the importance of cultivating a spiritually enriching organizational climate as a strategic approach to reduce turnover and sustain high-quality education delivery.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that workplace spirituality plays a fundamental role in enhancing teachers' organizational commitment and intention to stay in faith-based schools. Teachers who find their work meaningful and aligned with their personal values tend to build stronger attachment to the organization, which subsequently motivates them to remain in their roles. Furthermore, organizational commitment emerges as a key mediating factor, demonstrating that spirituality not only has a direct effect on retention but also strengthens teachers' loyalty, which in turn increases their willingness to stay. These findings confirm that intangible factors, such as spiritual meaning and organizational attachment, are as influential as material benefits in shaping long-term employee engagement. Importantly, this study extends the Workplace Spirituality Theory by empirically confirming its mediating pathway through organizational commitment in a faith-based school context, thereby offering a clearer theoretical link between spirituality and teacher retention.

Based on the findings, school leaders are encouraged to create and maintain a spiritually supportive organizational climate that emphasizes meaning, purpose, and shared values in teaching activities. Programs that foster collective reflection, moral integrity, and alignment with institutional missions can significantly enhance teachers' sense of belonging and loyalty. Additionally, leadership practices that demonstrate care, authenticity, and alignment with spiritual values should be prioritized to further strengthen organizational commitment. Future research may extend this study by exploring comparative contexts between faith-based and secular schools, or by incorporating longitudinal data to capture changes in spirituality, commitment, and retention over time.

FURTHER STUDY

Every research is subject to certain limitations, and this study is no exception. First, the research was conducted within a single faith-based school context, which may limit the generalizability of the findings to broader educational settings, such as secular schools or institutions with different cultural and organizational backgrounds. Second, the data collection relied on self-reported responses from teachers, which could introduce potential bias related to social desirability or personal interpretation of spirituality. Third, the cross-sectional design of this study prevents the examination of changes in workplace spirituality, commitment, and retention intentions over time.

Future studies are encouraged to address these limitations by adopting a comparative design between faith-based and secular institutions to better understand contextual differences. Longitudinal approaches may also be employed to capture the dynamic nature of workplace spirituality and its impact on employee retention across different stages of employment. Furthermore, expanding the scope of research to include qualitative methods, such as interviews or focus groups, could provide deeper insights into teachers' lived experiences and enrich the understanding of how spirituality shapes their organizational commitment and intention to stay.

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