



EXPLORING THE PATHWAY FROM WORKPLACE SPIRITUALITY AND ETHICAL CLIMATE TO TURNOVER INTENTION: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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This study investigates the influence of workplace spirituality and ethical climate on organizational commitment and turnover intention among inpatient nurses. Using a quantitative approach, data were collected from 165 nurses with a minimum of one year of service and analyzed through Structural Equation Modeling (SEM) done by AMOS software. The results indicate that both workplace spirituality and ethical climate have a significant positive effect on organizational commitment, and a significant negative effect on turnover intention. Additionally, organizational commitment is found to negatively influence turnover intention. The study also reveals that organizational commitment significantly mediates the relationship between workplace spirituality and turnover intention, but does not significantly mediate the relationship between ethical climate and turnover intention. These findings emphasize the importance of fostering a spiritually supportive and ethically sound work environment to enhance nurse retention and organizational commitment.

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INTRODUCTION

Health care industry is among the sectors that experiencing high turnover rate (Jason Freure, 2025). Nurses, who are an essential and important resource in this industry, make up the largest section of the healthcare workforce and provide a significant amount of patient care. Nurse is a physically, emotionally, and mentally challenging profession, many hospitals struggle with retaining their nursing staff (American Association of College of Nursing, 2024).

High nurse turnover can have negative effects on psychological well-being, staff cohesion, loss of competent nurses, fatigue, and incidents (Parry, 2008; Oktizulvia, Dachriyanus and Vionalisa, 2017). The expenses of nurse turnover can have a severe influence on dwindling hospital margins. Beside that, it takes to 3 months to hire an experienced nurse (Nursing Solutions Inc, 2023).

It is said from a theoretical perspective that intent is the best predictor of behaviour. In order to reduce voluntary turnover, organizations must be aware of employees' intention to leave. Turnover intention refers to an employee's deliberate consideration or plan to leave the organization within a defined timeframe, and it is widely recognized as the most reliable predictor of actual turnover behavior. (Beehner and Blackwell, 2016; Cohen, Blake and Goodman, 2016; Pariyanti, Adawiyah and Wulandari, 2024)

Workplace spirituality is a concept that stresses incorporating one's own values, purpose, and meaning into the job (Ashwini and Padhy, 2024). Integrating spirituality within the workplace can foster favorable employee perceptions of the organization, leading to improved adaptation to their roles, which may ultimately enhance their commitment to the organization. Furthermore, a sense of community and individual satisfaction with their work can

mitigate the likelihood of employees wanting to leave their jobs and the organization (Rego and Pina E Cunha, 2008; Chawla and Guda, 2010)

According to Djafri and Noordin, (2017) empirical investigations examining the influence of workplace spirituality on organizational commitment remain limited. Furthermore, it is said that it is necessary to include other variables such as turnover intentions.

Based on research, workplace spirituality can improve work identity and emotional well-being, but its effect on organizational turnover intentions is still unclear since still limited attention goes to turnover intention, so there is a need for continued investigation in this area (Hwang and Yi, 2021; Appietu *et al.*, 2025). Spirituality at work is becoming a key component of nurse retention. (Ashwini and Padhy, 2024) Thus, it is anticipated that a high level of workplace spirituality will lower the intention to leave. Accordingly, this study seeks to address the existing gap in the literature concerning the impact of workplace spirituality on turnover intention and organizational commitment.

Workplace ethical climate is another element that may increase employee turnover. Ethical climate is employee perceptions of what are appropriate and inappropriate in the organization's practices, procedures, conventions, and values, which eventually becomes a component of the organizational climate. It reflects corporate practices, procedure, and policies with moral consequences (Cullen, 1988; Stephen P. Robbins, 2015; Koskenvuori, Numminen and Suhonen, 2019)

Prior researches has found employees' perceptions of an ethical organizational climate are positively associated with elevated levels of organizational commitment (Mulki, Jaramillo and Locander, 2006; Cheng-Hung, Ying and Yu-Fen Wu, 2015; Rubel *et al.*, 2017). Because of their organization's ambiguous ethical norms, nurses may feel unsettled when confronted with ethical dilemmas. Furthermore, if it occurs frequently, it could put their ethical and professional integrity in jeopardy and ultimately result in their intention to leave. (Koskenvuori, Numminen and Suhonen, 2019).

Over the last two decades, the concept of ethical climate within healthcare industry has gained more attention, particularly for nurse who deals with a range of ethical dilemmas on a daily basis (Koskenvuori, Numminen and Suhonen, 2019). Eventhough ethical cimete theory-based research grows globally, the use and adoption of ethical climate survey in Indonesia is still limited (Arumi *et al.*, 2024). Therefore, this study aims to fill the gap in the literature related to ethical climate in Indonesia, particularly in health care sector, which is still limited. Specifically, this study aims to analyze the influence of ethical

climate on turnover intention and organizational commitment.

Person-organization fit theory is the foundation of this research. According to this postulation, people will typically choose to quit an organization if they don't feel like they fit there. Employee attitudes and behaviors, like commiment and intention to leave, are regularly linked to this fit (O'Reilly, Chatman and Caldwell, 1991).

**Table 1.** Nurse Turnover Data on Islamic Hospital X

Year	Nurse HC	Nurse left HC	Turnover (%)
2017	431	28	6.50%
2018	468	35	7.48%
2019	455	42	9.23%
2020	462	48	10.39%

Preliminary findings at Hospital X reveal a concerning upward trend in nurse turnover between 2017 and 2020, culminating in a rate exceeding 10% in 2020—surpassing the 5–10% benchmark considered acceptable by Dee Ann Gillies (2007).

The observed increase in nurse turnover at Hospital X from 2017 to 2020 may suggest a need for further exploration of factors such as workplace spirituality and ethical climate, particularly within the context of a healthcare setting. In Islamic hospitals, where religious values and a sense of purpose are integral to the organization's culture, workplace spirituality serves a key function in fostering a sense of meaning and congruence between personal values and the organization's mission (S, 2008). Employees in such settings often derive greater satisfaction from their work when they feel their efforts are in harmony with both their professional responsibilities and their spiritual beliefs, which may contribute to higher retention and engagement (Milliman, Czaplewski and Ferguson, 2003). Additionally, the ethical climate in an organization is crucial to employee satisfaction and retention. In Islamic hospitals, where ethical behavior and moral integrity are emphasized, a positive ethical climate—characterized by fairness, respect, and transparency—can foster a strong sense of trust and loyalty among employees (Cullen, 1988).

**Hypotheses Development**

Employees not only contribute to the organization but also build relationships and adapt to new values at work. For some, the workplace becomes like home and family.

Therefore, companies must nurture and support this aspect of workplace spirituality (Wijaya *et al.*, 2024). Companies fostering a spiritual atmosphere help employees find greater meaning in their work, which boosts loyalty. Employees are more likely to form emotional bonds with the company when they feel their work aligns with their spiritual values (Iqbal *et al.*, 2021; Hadi, Sihombing and Tukiran, 2024). Consequently, the following hypothesis is proposed.

H<sub>1</sub>: Workplace spirituality has significant positive influence to organization commitment.

Ethics pertains to the decision-making processes and the adherence to acceptable standards of behavior by individuals or groups within organizations. Employee who perceives positive policies, regulations and procedures from their organisation can feel obliged to demonstrate a high level of loyalty and dedication to the employing organization. (Kau, Mitonga-Monga and Molotsi, 2024). This is inline with Lee, Ismail and Sanusi (2018); Kau, Mitonga-Monga and Molotsi (2024) and Koskenvuori, Numminen and Suhonen (2019) statement that The practice and implementation of an ethical climate contribute to the enhancement and strengthening of organizational commitment. Thus the proposed hypothesis is as follows:

H<sub>2</sub>: Ethical climate has significant positive influence to organization commitment.

Nurses' turnover intention refers to the extent to which an individual is predisposed to or plans to exit their current organization (Abou Hashish, 2017). Whereas, organizational commitment can also be understood as an individual's psychological orientation towards the organization, encompassing their intention to remain within the organization (Allen and Meyer, 1990). Numerous studies have demonstrated an inverse relationship exists between organizational commitment and turnover intention (Zhu, Wang and Jiang, 2022; Guzeller, C.O. and Celiker, 2020; Sofyanty *et al.*, 2023; Zaman, 2023). The stronger the emotional attachment and sense of dependence employees have towards the organization, the greater their intention to remain (Lingyu *et al.*, 2025).

H<sub>3</sub>: Organization commitment has significant negative influence to turnover intention.

Workplace spirituality highlights experiencing sense of purpose, emotional engagement, and congruency with personal value (Pariyanti, Adawiyah and Wulandari, 2024). Workplace spirituality effectively reduces turnover intention; thus, an increase in the level of workplace spirituality results in a decrease in employee turnover. Employees are more likely to exhibit retention when they engage in meaningful work, establish high-quality interpersonal relationships, and experience value congruence between their personal beliefs and those of the organization (Ghadi, 2017;Hwang and Yi, 2021;

Zaman, 2023; Pariyanti, Adawiyah and Wulandari, 2024).

H<sub>4</sub>: Workplace spirituality has significant negative influence to turnover intention.

A positive ethical climate diminishes nurses' turnover intentions by fostering the perception that the institution provides sufficient or comprehensive support in addressing ethical challenges (Abou Hashish, 2017). Prior researches finding stating there is a significant negative correlation has been observed between nurses' turnover intention and the ethical climate (Rubel *et al.*, 2017; Koskenvuori, Numminen and Suhonen, 2019; Ventovaara *et al.*, 2023). Consequently, our proposed hypothesis is as follows:

H<sub>5</sub>: Ethical climate has significant negative influence to turnover intention.

Derived from Rego and Pina E Cunha (2008) and Dehaghi, Goodarzi and Arazi (2012); Neglecting workplace spirituality may lead to low organizational commitment among employees, potentially resulting in negative organizational behaviors such as absenteeism and turnover intention. When employees perceive a sense of workplace spirituality, they tend to feel more connected and loyal to the organization, thereby reducing their intention to leave. This statement is in harmony with Inkai y, Dita dan Kistyanto (2013) who found that organization Organizational commitment serves as a mediator in the relationship between workplace spirituality and turnover intention. Consequently, our proposed hypothesis will be:

H<sub>6</sub>: Organizational commitment acts as a mediator in the relationship between workplace spirituality and turnover intention.

Mulki, Jaramillo and Locander (2006) found that organizational commitment acts as a mediator between turnover intention and ethical climate. Same finding stated from Rubel *et al.*, (2017), employees who perceive their workplace as ethically sound are more inclined to cultivate a strong organizational commitment, which in turn decreases their likelihood of turnover. To put it another way, an ethical climate reduces employees' turnover intention by increasing their commitment to the employing organization.

H<sub>7</sub>: Organizational commitment mediates the influence of ethical climate on turnover intention.

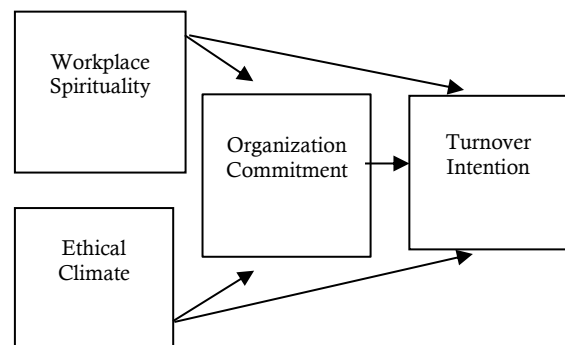


Figure 1. Research Model

METHOD

This research is a quantitative study using SEM analysis and AMOS software. The sample in this study was 165 permanent inpatient nurses. This paper investigates workplace spirituality and ethical climate using second-order analysis. Workplace spirituality has three dimensions; namely meaningful work, sense of community, and organizational value. Ethical climate consists of three dimensions; namely caring climate, rules climate, law and code climate, independence climate, and instrumental climate.

Workplace spirituality is assessed using fifteen indicators, as adapted from Milliman (2003). Ethical climate is assessed using fifteen indicators, as adapted from Cullen (1988). Organizational commitment is evaluated by six indicators adopted from Milliman (2003). The turnover intention variable is measured by four indicators adopted from (Francesco, 2000).

The population under investigation in this study includes 297 nurses working in the inpatient unit of Hospital X. The target population includes 178 nurses with more than one year of service. A census method was used, with all 178 nurses as respondents. After distributing the questionnaires, 165 valid responses were obtained for further analysis.

RESULT

Confirmatory Factor Analysis (CFA) shows that all indicators have a significance of

<0.05, so all indicators for each variable can be concluded as valid. Test also shows that sense of community, organizational values, and meaningful work are dimensions of work spirituality; because all are significant at p value = 0.000; with standardized coefficient values are 0.274, 0.877, and 0.211. Caring climate, law and code climate, rules climate, and independence climate are dimensions of ethical climate; because all are significant at p value = 0.000; with standardized coefficient values 0.906, 0.881, 0.836, 0.526, and 0.086. In this study, instrumental climate is not established as a dimension of the ethical climate., because it has a p value >0.05.

The construct reliability test indicates that workplace spirituality, ethical climate, organizational commitment, and turnover intention exhibit reliabilities of 0.96, 0.97, 0.96, and 0.95, respectively. These results indicate that all four variables provide reliable measurement based on (Ghozali, 2011). Normality test conducted by seeing skewness value. All indicators critical ratio for skewness and kurtosis show normal distribution, since the value is below 2.58 (Z on 0.01).

Based on table 1, Two indicators, namely GFI (0.832) and AGFI (0.803), slightly fall below the recommended cut-off value of >0.90. However, other indicators, particularly probability (0.111 > 0.05), meet the required threshold. Therefore, it can be concluded that the overall model is fit.

Table 1. Overall Fit Model Indices

Fit Index	Value	Threshold	Interpretation
Chi Square (CMin),p	0.111	>0.05	<i>Fit</i>
CMIN/DF	1.066	<2	<i>Fit</i>
GFI	0.832	>0.90	Marginal <i>fit</i>
AGFI	0.803	>0.90	Marginal <i>fit</i>
TLI	0.991	>0.90	<i>Fit</i>
CFI	0.991	>0.90	<i>Fit</i>
RMSEA	0.020	<0.080	<i>Fit</i>

Hypothesis testing outcomes can be interpreted from table 2.

Table 2. Regression Weight Structural Equational Model

			Estimate	S.E.	C.R.	P	Label
OC	←	EC	.379	.118	3.202	.001	par_36
OC	←	WS	.413	.145	2.857	.004	par_37
TI	←	OC	-.216	.109	-1.976	.048	par_38
TI	←	WS	-.663	.205	-3.231	.001	par_39
TI	←	EC	-.282	.128	-2.200	.028	par_40

Hypothesis 1: Workplace spirituality has significant positive influence to organization commitment. Result says that workplace spirituality significantly influences organizational commitment in a positive way with C.R. value 2.857 and probability  $0.004 < 0.05$ . Thus, the result supported hypothesis 1.

Hypothesis 2: Ethical climate has significant positive influence to organization commitment. Result says that ethical climate significantly influences organizational commitment in a positive way with C.R. value 3.202 and probability  $0.001 < 0.05$ . Thus, Hypothesis 2 is confirmed.

Hypothesis 3: Organization commitment has significant negative influence to turnover intention. Result says that organizational commitment significantly influences turnover intention in a negative way with C.R. value -1.976 and probability  $0.048 < 0.05$ . Thus, empirical findings confirm Hypothesis 3.

Hypothesis 4: Workplace spirituality has significant negative influence to turnover intention. Result says that workplace spirituality significantly influences turnover intention in a negative way with C.R. value -3.231 and probability  $0.001 < 0.05$ . Thus, hypothesis 4 was accepted.

Hypothesis 5: Ethical climate has significant negative influence to turnover intention. Result says that ethical climate significantly influences turnover intention in a negative way with C.R. value -2.200 and probability  $0.028 < 0.05$ . Thus, based on statistical analysis, hypothesis 5 was accepted.

Table 3. Standardize Direct Effect

	WS	EC	OC	TI
OC	.291	.266	.000	.000
TI	-.413	-.175	-.191	.000

Table 4. Standardize Indirect Effect

	WS	EC	OC	TI
OC	.000	.000	.000	.000
TI	-.089	-.082	.000	.000

Hypothesis 6: Organizational commitment acts as a mediator in the relationship between workplace spirituality and turnover intention. Based on table 3, workplace spirituality has greater influence on organizational commitment (0.291) than ethical climate's influence on organizational commitment (0.266). Furthermore in this research, workplace spirituality has the greatest influence (-0.413) on turnover intention

than the organizational commitment (-0.191) and ethical climate (-0.175). Table 4 shows influence of workplace spirituality directly on turnover intention is -0.143, meanwhile its indirect effect is -0.089.

As presented in Table 4, the influence of workplace spirituality on turnover intention through organizational commitment (-0.089) is greater than the influence of ethical climate on turnover intention through organizational commitment (-0.082). This finding suggests that organizational commitment mediates the relationship between workplace spirituality and turnover intention. Therefore, hypothesis 6 was supported.

Hypothesis 7: Organizational commitment mediates the influence of ethical climate on turnover intention. The direct effect of ethical work climate on turnover intention was found to be (-0.175), while the indirect effect was (-0.082). These results suggest that organizational commitment does not significantly mediate the relationship between ethical climate and turnover intention. Thus, hypothesis 7 was declined.

DISCUSSION

Hypothesis 1: It was demonstrated that workplace spirituality significantly influences organizational commitment in a positive way. This finding is inline researches from Hadi, Sihombing and Tukiran, (2024); (Fanggidae et al., (2016); Jena and Pradhan (2018). Employees are more likely to develop an emotional connection to the company when they believe that their work has a profound spiritual significance and is consistent with their personal beliefs (Hadi, Sihombing and Tukiran, 2024). When employees aware that work is not only to earn money, their organizational commitment will rise. The more employees feel the meaning and purpose in their work, the higher the employee's commitment to their organization (Fanggidae et al., 2016; Jena and Pradhan, 2018).

Hypothesis 2: The findings confirmed the proposed hypothesis. Ethical climate significantly influences organizational commitment in a positive way. Employees are more likely to express a strong desire to stay if they believe that the organization has good principles, rules, and practices. They will feel empowered, involved, and dedicated to the company if management can create a suitable ethical environment. (Cheng-Hung, Ying and Yu-Fen Wu, 2015; Rubel et al., 2017; Lee, Ismail and Sanusi, 2018; Yan et al., 2019)

Hypothesis 3: It was demonstrated organizational commitment significantly influences turnover intention in a negative way. This analysis is supported by Rubel et al., (2017) research. Organizational commitment has been

identified as the most significant predictor of turnover and turnover intention. Attachment to organizations has been identified as a key attitudinal predictor of the decision or intention to leave (Abou Hashish, 2017). The stronger the nurses' emotional attachment and sense of dependence on the organization, as well as the deeper the relationship between the nurse and the hospital, the greater the intention to remain (Lingyu et al., 2025). This finding is further supported by the research Mulki, Jaramillo and Locander (2006) which demonstrates a negative relationship between organizational commitment and turnover intention.

Hypothesis 4: The findings confirmed the proposed hypothesis. Workplace spirituality significantly influences turnover intention in a negative way. This insight is supported by prior researches. Most individuals spend their lives at work and increasingly desire the workplace to have a sense of fullness and togetherness. Individuals who have quality relationships at work, meaningful tasks and aligned individual values with their will be more likely to stay. Furthermore, employee who has the feelings of existing together in the community and happy with the work then one may not intend to leave the job and the organization (Chawla and Guda, 2010; Ghadi, 2017; Zaman, 2023; Pariyanti, Wei et al., 2020; Adawiyah and Wulandari, 2024)

Hypothesis 5: The findings confirmed that ethical climate significantly influences turnover intention in a negative way. As explained by researches from Mulki, Jaramillo and Locander, (2008); Abou Hashish, (2017); Rubel et al., (2017); Ventovaara et al., (2023). The stronger the nurses' perception of their work climate as ethical and supportive, the greater their organizational commitment and job satisfaction, and the lower their intention to leave. On the other hand, the lack of implementation of ethical guidelines may cause employees to view their work as futile and ineffective, thereby intensifying perceptions of job misalignment and increasing turnover intention.

Hypothesis 6: Organizational commitment was shown to mediate the relationship between workplace spirituality and turnover intention. In other words, the integration of spirituality within the workplace can enhance organizational commitment, which in turn reduces nurses' turnover intention. These results align with the findings of Inkaiy, Dita, and Kistyanto (2013) and Budiono (2014), who reported a significant relationship between workplace spirituality and turnover intention via organizational commitment.

Hypothesis 7: The analysis revealed that organizational commitment does not mediate the impact of ethical climate on turnover intention. The findings of this study are inconsistent with the research by Rubel et al., (2017). This discrepancy

may be attributed to differences in the focus of the indicators used. Rubel et al. (2017) and Jr., (2001) focused more on measuring the existence and enforcement of codes of ethics, ethical policies, and top management's actions regarding ethics. In contrast, this study focuses on the type of climate that functions as a framework for decision-making within the organization. Additionally, the difference in findings may stem from variations in the research objects. Rubel et al. (2017) and Jr. Schwepker (2001) conducted their research within the business context, while this study is focused on the field of nursing. Ethical climate varies across sector, including in business sector and healthcare. Each industry has different contexts, challenges, and values that influence how ethics is perceived and applied in the workplace.

The indicators of workplace spirituality in this study (meaningfulness work, sense of community, and organizational values), have been shown to significantly affect nurse' turnover intention. Neglecting workplace spirituality may result in diminished employee commitment, which can subsequently lead to detrimental organizational behaviors such as absenteeism and increased turnover intention (Rego and Pina E Cunha, 2008). When employees experience workplace spirituality, they are likely to feel a stronger sense of attachment and loyalty to the organization, thereby reducing their intention to leave the organization (Dehaghi, Goodarzi and Arazi, 2012)

The most significant dimension of workplace spirituality in this study is organizational value, which pertains to the alignment between individual values and the organization's values, mission, and goals (Duchon, 2000; Milliman, Czaplewski and Ferguson, 2003; Beehner and Blackwell, 2016). This phenomenon may occur because hospital X is a private hospital that operates based on Islamic principles, vision, and mission. Even in the recruitment process, prospective nurses are required to be a muslim; thus, it is highly plausible that both the nurses and the organization share aligned values. This alignment may also be attributed to the fact that the study involved respondents who had been employed at hospital X for a certain period of time, allowing them to adapt to their work environment (van Vianen, De Pater and Van Dijk, 2007).

The study findings reveal that the ethical climate within the hospital is significantly influenced by the caring climate, law and code climate, rules, and independence. However, the instrumental climate was not found to have a significant impact on the ethical climate at Hospital X. This aligns with previous research, which suggests that instrumental climate is often the least preferred (Filipova, 2011). An instrumental climate refers to a situation where

individuals prioritize their own interests above all else, and are expected to take any actions—regardless of the consequences—that benefit the organization. In the context of healthcare, particularly nursing, this could have detrimental effects on the quality of patient care. Recognizing the different types of climate within an organization is essential in avoiding those that may foster a culture misaligned with the organization's core goal.

## CONCLUSION AND RECOMMENDATION

This research indicates that workplace spirituality exerts a significant positive effect on nurses' organizational commitment. Ethical climate has been shown to positively and significantly impact employees' organizational commitment. Organizational commitment has been found to significantly reduce employees' turnover intention. Workplace spirituality is significantly associated with a decrease in employees' turnover intention. A strong ethical climate is significantly linked to lower levels of employee turnover intention.

As a mediating variable, organizational commitment has been shown to mediate the effect of workplace spirituality on turnover intention. In contrast, organizational commitment does not serve as a significant mediator in the relationship between ethical climate and turnover intention.

Hospital X needs to explore which aspects of work are perceived by nurses as particularly meaningful in order to enhance their sense of meaningful work. One approach could be done by providing training focused on the job aspects that nurses consider most significant, thereby enabling them to express and further develop their capabilities related to those aspects. Hospital X also should seek to strengthen nurses' sense of community. This can be accomplished by promoting more transparent interactions, enhancing information sharing, and providing recognition to subordinates.

The organization must focus on improving employees' knowledge, awareness, and adherence to both internal regulations and external ethical standards to safeguard them from unethical practices. By doing so, employees are more likely to feel valued and protected, which can, in turn, enhance their organizational commitment and reduce turnover intention.

The results of this study may be biased as respondents' answers are heavily influenced by their perceptions of the work environment. Sometimes, individuals not only rely on their own perceptions but also on the perceptions of others, such as their colleagues. This study may have a sample that lacks diversity in terms of industry, job roles, or demographic characteristics, which could limit the generalizability of the findings to a broader population.

Further research is required to investigate the effects of workplace spirituality and ethical climate on organizational commitment and turnover intention, employing a qualitative research design to explore workplace phenomena in greater depth. Subsequent studies should also be conducted in organizations with different cultures or in other industries in Indonesia, incorporating additional variables related to work attitudes, such as job satisfaction.

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