Spiritual Commitment of Educational Leadership as a Loyalty in Human Resources Management: The Javanese Concept of *Kekeluargaan*

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Article Info

ABSTRACT

This research aims to show that the Javanese concept of *Kekeluargaan* as the spiritual commitment influences the loyalty of human resources through management. Human loyalty depends upon fulfilling employees' needs, which is one of the motivation factors for working. The meaning of work becomes absurd and leads to the material element as the form of human resources development. This old-fashioned paradigm cannot perform the best human resources performance due to commitment and spiritual factors. The previous element creates the incapability of humans to search for the meaning of work for life. The latter makes humans unable to appreciate the job for themselves. Therefore, human resources development issues become a burden for organizations. The method uses the sociological approach to evaluate and analyze the emic through books, articles, journals, and academic writings to systematize research division through analytical thinking. The result is that the concept of *Kekeluargaan*, as an Indonesian local culture, becomes a spiritual commitment to bringing diversity to the organization as one family. The conclusion is that the valuable points of Kekeluargaan create a workplace atmosphere for human resources that is happy, comfortable, involved, and together in line with spiritual values.

1. INTRODUCTION

Organizations need human resources and loyalty to the work assigned. The future growth of an organization depends a lot on how human resources react to job responsibilities (Strenitzerov, Achimsk, Strenitzerová, & Achimský, 2019). Loyalty is essential for organizations to implement human resource development strategies to compete (Nisar, Uzair, Razzaq, & Sarfraz, 2017). However, the loyalty element approach at the organizational level still relies on understanding the fulfillment of needs as a motivation for human resources to work (Khuong, Mai, & Minh Phuong, 2020). The inability to fulfill needs causes a low level of loyalty to work, so the needs approach is influenced by two leading causes, namely commitment and spirituality. At the commitment level, human resources cannot reflect on work as a personal commitment to life (Hidayati, Lestari, Maria, & Zainurossalamia, 2019). At another level, human resources through spiritual life cannot have and appreciate gratitude for their work (Castro-Gonzales & Perez, 2021). Therefore, dependence on the loyalty element burdens organizations in fostering and developing human resources that can complete their tasks and responsibilities.

The level of human resource commitment significantly influences organizational performance. Organizational decline creates an imbalance in relationships and communication at the human resource level (Melewar, Foroudi, Gupta, Kitchen, & Foroudi, 2017). This influence distorts the loyalty value of human resources, so they cannot reflect on their work. This commitment also influences the turnover of human resources in the organization and increases self-attachment to their work (Ghosh & Gurunathan, 2015). The role of human resources has a positive value in organizational development, so the value of human resource commitment can create a high commitment to organizational performance. The role of individuals and behavior in human resource management impacts changes in employee performance towards their work. Organizational trust in employees is built as a basis for human resource commitment to be responsible for their work (Rubel et al., 2018). Therefore, high commitment creates employee performance to complete their work and maintains a competitive work rhythm (Ling & Amponstira, 2021).

The spiritual element in human resources impacts the growth of employee loyalty in completing their duties and responsibilities. The inability of human resources to reflect on their duties and responsibilities as spiritual beings results in the disruption of loyalty to their work (Babalola, Patience, Afolabi, 'Sola, & 'Femi, 2018). Employee spiritual factors also influence turnover intention towards the organization (Omar, Jamhari, & Yusoff, 2021). Spiritually based human resource management prioritizes religious values in viewing work as a gift. The ability to reflect on work through religious values provides space for employees to examine the value of work in their behavior. Human resources' behavior depends on exchanging materials and expressing a sense of satisfaction to the Creator for their work (Febriansyah, 2019). Employees who can reflect on their work through spirituality see the continuity of life as a value in their work and behavior. Therefore, spiritual elements greatly influence the lives of human resources and management of organizations to form and express the value of loyalty through an understanding of the religious journey.

Religious-based loyalty in human resource management expresses customer satisfaction through services based on religious values (Afendi & Ghofur, 2021). Customer satisfaction provides room for applying religious values to the element of public trust as a potential market for the organization. The public trust provides material and non-material benefits for employees and organizations so that the value of human resource loyalty is fulfilled (Kunaifi & Qomariyah, 2021). Increasing the value of educational employee loyalty provides an opportunity to increase commitment and positive relationships by reflecting on spiritual experiences at work and leaving material commitment as employees' focus at work. Religious human resource management builds the concept of spirituality to search for the meaning of life from the most profound perspective of identity, goals, and responsibilities (Zsolnai, 2015). This search for the meaning of life creates a work perspective that relies on sustainability through increasing organizational commitment and performance (Bouckaert, 2011). Implementing religious

management requires leadership as a learning organization characterized by continuous development of employee performance in adapting to changes in consumer behavior (Adiguzel, Ozcinar, & Karadal, 2020). The implementation of spiritual management in previous research still has gaps in the Indonesian concept of *Kekeluargaan* to stimulate an increase in the value of educational human resource loyalty as an essential element. The Indonesian concept of *Kekeluargaan* builds employees' sense of empathy and places employees as whole humans in expressing religious values. Therefore, the Indonesian concept of *Kekeluargaan* is a part of the human resource management religion that builds employee loyalty in the organization. The concept of *Kekeluargaan* contains the value of appreciating people as one family in building up employees' empathy.

2.   METHODS

This research uses the sociology of religion approach to bring up the emic perspective (Okutan, 2020). This study, thus, accesses fifty-three scientific journals from 2017 to 2024, eight books from 2011 - 2017, and a few academic papers. Through this approach, the study will explore four main parts. First, human resource loyalty is the ability to complete the assigned work. The concept of loyalty is the loyalty of human resources in reflecting the religious values contained therein to be committed to their duties and responsibilities as employees. Second, this understanding provides a place for *Kekeluargaan* as the Indonesian concept of human resources management. *Kekeluargaan* is a religious concept that builds a common vision and mission to realize shared desires. The concept of *Kekeluargaan* provides an understanding that the collectivity of human resources in an organization reflects the value of religious and economic unity in building employee loyalty. Third, internalizing religious values at work is a breakthrough in employee spiritual commitment to building loyalty. The sustainability of an organization and the development of human resources within a management framework places spiritual commitment as the mainstream in employee performance toward their duties and responsibilities. Fourth, the concept of *Kekeluargaan* is a form of spiritual commitment for educational human resources to be loyal in work.

3.   RESULTS AND DISCUSSION

Table 1. Articles and books used for this research

No	Title	Type
1	Abbas, M. (2017). The Effect of Organizational Culture and	Article

No	Title	Type
	Leadership Style towards Employee Engagement and Their Impact towards Employee Loyalty. *Asian Journal of Technology and Management Research*, *7*(2), 1–11.	
2	Adiguzel, Z., Ozcinar, M. F., & Karadal, H. (2020). Does servant leadership moderate the link between strategic human resource management on rule breaking and job satisfaction? *European Research on Management and Business Economics*, 26(2), 103–110. https://doi.org/10.1016/j.iedeen.2020.04.002	Article
3	Afendi, A., & Ghofur, A. (2021). Spiritual Well-Being and Religious Commitment in Explaining Customer Satisfaction and Loyalty in Sharia Banking. *Economica: Jurnal Ekonomi Islam*, *12*(1), undefined-undefined. https://doi.org/10.21580/ECONOMICA.2021.12.1.6429	Article
4	Alimudin, A., Septian, D., Sasono, A. D., & Wulandari, A. (2017). Effect of Spiritual Leadership on Organizational Culture and Employee's Loyalty. *JURNAL TERAPAN MANAJEMEN DAN BISNIS*, *3*(2), 76–86. https://doi.org/10.26737/JTMB.V3I2.210	Article
5	Babalola, O., Patience, E., Afolabi, O., 'Sola, L., & 'Femi, O. (2018). Adoption of Human Resources Management Policies for Practices: Harvard versus Religious Model. *Business and Management Research*, *7*(1), 51–60. https://doi.org/10.5430/bmr.v7n1p51	Article
6	Castro-Gonzales, S., & Perez, E. R. (2021). Management Strategy to Achieve Competitive Advantages in Commercial Companies and Improve Productivity, Employee Loyalty and Customer Service Quality: Spirituality in the Work Environment. *Journal of Applied Business and Economics*, 23(8), 105–121. https://doi.org/10.33423/JABE.V23I8.4876	Article
7	Chen, S., Xu, K., & Yao, X. (2022). An empirical study of employee loyalty and satisfaction in the mining industry using structural equation modeling. *Scientific Reports*, *12*(1). https://doi.org/10.1038/S41598-022-05182-2	Article
8	Citra, L. M., & Fahmi, M. (2019). Pengaruh Kepemimpinan, Kepuasan Kerja Dan Motivasi Kerja Terhadap Loyalitas Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 214–225. https://doi.org/10.30596/MANEGGIO.V2I2.3776	Article
9	Costers, A., Van Vaerenbergh, Y., & Van den Broeck, A. (2019). How to boost frontline employee service recovery performance: the role of cultural intelligence. *Service Business*, *13*(3), 581–602. https://doi.org/10.1007/S11628-019-00396-3	Article
10	Mitašiūnaitė, K. (2021). Influence of Human Resource Management Policy on Customer Loyalty. *Vilnius University Open Series*, 76–83. https://doi.org/10.15388/VGISC.2021.10	Article
11	Wei, J., & Lin, X. (2022). Research the influence of compensation methods and customer sentiment on the service recovery effect. *Total Quality Management and Business Excellence*, *33*(5–6), 489–508. https://doi.org/10.1080/14783363.2020.1856650	Article
12	Bouckaert, L. (2011). Personalism. In *The Palgrave Handbook of Spirituality and Business* (pp. 155–162). Hampshire: Palgrave Macmillan.	Book
13	angton, N., Robbins, S. P., & Judge, T. A. (2013). *Fundamentals of Organizational Behavior*. Canada: Person Education.	Book
14	Neal, J. (2018). Overview of Workplace Spirituality Research. *In The Palgrave Handbook of Workplace Spirituality and Fulfilment*	Book

No	Title	Type
	(pp. 3–57). Palgrave: MacMillan.	
15	Zsolnai, L. (2011). *Spirituality and Ethics in Management 2. ed.*	Book
16	Zsolnai, L. (2015). *Post-Materialistic Business: Spiritual Value-Orientation in Renewing Management*. Hampshire: Palgrave Macmillan.	Book

3.1. Human Resources' Loyalty in Human Resources Management

Human resource loyalty is an individual's physical and spiritual obedience to their duties and responsibilities at work (Nguyen, 2020). Individual compliance has reciprocity provided by the organization to human resources. The role of human-related factors such as working atmosphere, working hours, and job - position increases employee loyalty and compliance with completing their work (Zhong, Zhang, Li, & Liu, 2020). This loyalty concept provides space for human resources to focus on achieving organizational goals. This loyalty space builds credibility for human resources to explore life in the form of work. Therefore, the role of organizational leaders is constructive in forming the concept of loyalty through attitudes and behavior toward employees. Raising supportive emotions and behavior from leaders impacts potential positive human resource behavior (Hidayati et al., 2019). The supporting positive emotion also creates a human resource benchmark to align with organizational identity to carry out duties and responsibilities for work.

Educational Human resource loyalty places the concept of trust organizationally and in the supervision of workers through attitudes and behavior of mutual trust. The concept of trust builds a community of employees at work and takes full responsibility for their work tasks. Trust is an element of employee welfare that respects employees as humans (Jaskeviciute, Stankeviciene, Diskiene, & Savicke, 2021). This trust element also provides open space for employees to be committed to their work, thereby increasing loyalty (Shahid, Zain, & Alam, 2017). Research by Shahid et al. shows that organizational trust in employees gives employees a sense of self-confidence to have the ability to complete work on time. This concept of trust provides space for human resources to reflect that the feeling of trust in completing work is a person's self-respect. The trust built by employees through the organization places solidarity among human resources to help each other and reflect spiritually as virtuous humans (Jaskeviciute et al., 2021). The concept of trust creates empowerment within the organization by improving the performance of educational human resources. Therefore, the loyalty element provides space for exploiting the concept of trust for human resources to reflect the values of working as humans.

The role of organizational leaders influences the understanding of human resource loyalty in management. Abbas revealed that leadership style builds employee engagement to maintain continuity of performance in completing tasks and responsibilities (Abbas, 2017). The leadership style factor impacts human resources, so they commit loyalty and improve company performance through employee engagement. The contribution of leadership style

also places motivational elements in maintaining the atmosphere of the work environment and strengthening employee engagement to create an element of loyalty (Chen, Xu, & Yao, 2022). Therefore, organizational leadership provides strength and attention to human resources to have loyalty to work and the organization. The element of loyalty is born by leadership to create the atmosphere and character of human resources to provide quality performance and high productivity (Citra & Fahmi, 2019). The positive attitude of human resources in creating the concept of loyalty becomes a guideline for measuring employees' thoughts and attention to the organization and the success of the organization itself.

Educational Human resource loyalty is an organizational culture created to serve and include them in the organization's interests. Lee et al. show that culture places all macro events in life and creates micro concepts in the behavior and attitudes of each individual (Lee & Liu, 2021). If this is the basis for cultural elements to create loyalty in human resources, then organizational leaders use cultural perceptions to create unity in the diversity of human resources. Therefore, employee loyalty reflects the organization's perception of building productivity and performance through leadership style. Internalization from within the organization through human resources reflects employees' satisfaction with the organizational culture (Guo, Xiong, Zhang, Tao, & Deng, 2020). As an output element of loyalty, collective employee behavior manifests solid organizational culture elements in creating autonomy, trust, and cohesion between human resources and the organization. Employee loyalty builds the concept of togetherness and family within the organization, which is to act, behave, and behave by morals and performance behavior (Yusuf & Saragih, 2020). Finally, this section finds that the element of loyalty is needed in the management of Human Resources to keep the work done.

3.2. *Kekeluargaan* Concept in Human Resources Management

Kekeluargaan is a traditional local Javanese attitude that prioritizes the unity of members and accepts other people to feel together in the organization as a management culture. This concept of *Kekeluargaan* contains the meaning of unity in an organization that prioritizes the principle of togetherness as family members (Nurhalimah, Setiawan, & Haryadi, 2019). Self-acceptance of human resources in the organization creates an employee's position as a family. Therefore, every employee feels they are social creatures placed in a large family in the organization. This concept of *Kekeluargaan* is social capital that builds connectivity and relationships based on a sense of filial piety and harmony among human resources (Hermawan & Loo, 2019). This traditional Javanese concept builds human resource commitment to create a management culture that is a glue for increasing employee loyalty. In line with the thinking of Langton et al. that management culture is a system of meaning adopted by an organization, the concept of *Kekeluargaan* promotes a sense of unity and togetherness in building a management culture (Langton, Robbins, & Judge, 2013).

The fundamental concept of *Kekeluargaan* is an epistemological interpretation that makes family values the grass-root in maintaining the intertwining of human resources in the same atmosphere, closeness, and understanding. This concept is cultural acculturation, which becomes a general norm in organizations, so leaders have a significant role in creating organizational culture (Efferin & Hartono, 2015). This family value expresses the relationship as a family in human resources so that each employee has attitudes and behavior to avoid arguments but build unity in vision. Family values form organizational cultural values that respect existence, space, and harmony among human resources (Novianti, 2018). Family organizational culture builds a dimension of understanding, and every human resource brings themselves closer to each other as their own family and respects that each individual has equal and constant power. Therefore, family values construct the legitimacy of eternal relationships between one another within a family frame within the organization.

Family cultural values build collective behavior to produce uniformity and harmony without interfering with personal life within the organization. This collective behavior provides awareness to maintain good relationships with other members through attention and sharing between them (Patty, Wenno, & Toisuta, 2020). Attention and sharing behavior prioritize the value of solidarity with others to prioritize common goals in achieving organizational goals. The concept of *Kekeluargaan* builds feelings of human resources, which means respect for the people around them and focusing on their duties and responsibilities. The presence of attention and sharing elements in the concept of *Kekeluargaan* places human resources with a sense of collectivity within the organization (Hermawan & Loo, 2019). Collectivist behavior eliminates feelings of dislike, shame, and selfishness in employees so that the organization's ideals become the primary goal of its employees. Therefore, the concept of *Kekeluargaan* develops a sense of cohesiveness that leads to collectivistic behavior by creating a unified vision in human resources.

The concept of *Kekeluargaan* formulates the value of equality in organizations to develop a culture of human resource behavior. The value of equality for human resources is self-existence so that human resources are understood as partners in realizing the organization's ideals (Fanani & Ibrahim, 2018). Employee equality through *Kekeluargaan* provides a place for human resources to actualize themselves and place themselves with other members. Understanding the value of equality among employees leads to a sense of recognition that work means achieving the goals set by the organization together (Zsolnai, 2015, p. 27). The value of equality creates an understanding of organizational social space as self-actualization as partners to complement each other. With this understanding, family values make human resources a large family without distinguishing between positions and power. Therefore, family values provide space for deep reflection that human resources have equality in the social space of the organization. This concept of *Kekeluargaan* touches on religion, which prioritizes human equality through self-disclosure in social society. Therefore, the value

of *the Kekeluargaan concept is* the impact of harmony in the organization to build the element of togetherness.

3.3. *Kekeluargaan* Concept of Spiritual Management in Human Resources

The concept of *Kekeluargaan* formulates the value of equality in organizations. Pamungkas and Sulistyo (Pamungkas & Sulistyo, 2020) reveal that spiritual management is the latest approach based on religious values for human resources to deal with life's problems in the workplace. Spiritual management is formulated to maintain and uphold employees' religious values in carrying out their work. Implementing spiritual management builds engagement and identity within employees so that they can face work pressure and demotivation at work. The value of identity attachment reflects a unified system for the organization to direct employees in dealing with life's problems (Zsolnai, 2011, pp. 30–35). The value of identity attachment unites elements of human resources to complete their tasks and responsibilities by religious values. Reflection on the value of identity attachment invites *Kekeluargaan* to be internalized, such as religious beliefs (Jurado-Caraballo & Rodríguez-Fernández, 2021). Internalizing the value of identity attachment is a family element that places oneself within the family as a belief in religious values. Therefore, *Kekeluargaan* prioritizes value-based management, which intersects with religious values in that loyalty and commitment are viewed as the meaning of service in work.

The family element in spiritual management forms the shared goals of human resources to achieve the organization's vision. The shift of the organization's focus from economic concepts to the spiritual development of human resources stimulates employees to understand organizational goals and devote their physical, mental, emotional, and spiritual selves to achieving them (Garg, 2017). This shift invites increased productivity and employee commitment to work and the organization (Garg, Punia, & Jain, 2019). This commitment forms employee loyalty through spiritual motivation within the framework of family values. The feeling of being a family in the organization means that human resources have an understanding of a common goal to achieve the vision (Sapta, Rustiarini, Kusuma, & Astakoni, 2021). This family value creates workplace spirituality for employees to reflect on their work and organization through understanding common goals. Therefore, the family element in spiritual management builds a common goal of working together to realize organizational goals through loyalty to work. Building family elements formulates the workload into a shared burden in realizing goals.

The concept of *Kekeluargaan* in spiritual management builds a sense of shared responsibility to work together in building ideals (Wang, Jin, Cheng, & Li, 2021). The value of human resource responsibility is the most significant asset value in an organization to complete work. A sense of responsibility for human resources creates the fulfillment of spiritual needs so that it helps build a conducive working environment. A conducive work environment influences the motivation and inspiration of human resources through the vision and culture of the organization (Neal, 2018). The role of leaders is to shape workplace spirituality to meet

needs and build healthy interpersonal relationships in the workplace. Therefore, this condition prioritizes workplace spirituality and spiritual well-being to achieve emotional human resources for the organization. The value of responsibility triggers employee commitment when they feel the benefits of working in an organization that implements workplace spirituality (Rustiarini, T, Nurkholis, & Andayani, 2019). Family values that build the role of each member with their responsibilities create a harmonious atmosphere in the environment so that the commitment of human resources together leads the organization towards its goals. The value of responsibility in family values provides space for employee exploration when motivated to achieve spiritual satisfaction.

Commitment to employees in workplace spirituality provides a thriving space for self-reflection on the organization through each employee's role. Organizational commitment influences human resources psychologically through continuance commitment (Garg et al., 2019). This point makes employees tend to stay in the organization without feeling the fear of losing hope and work performance. On the other hand, applying workplace spirituality prioritizes the value of respect for employees to increase loyalty through individual commitment to work and the organization (Pandey, Gupta, & Kumar, 2016). The value of success for employees is experience and work that has meaning for the community and transcendence and places human resources in the context of the community. Therefore, family values in a community context feel like family values in achieving mutual success (Garg, Kumari, & Punia, 2022). Family values involve unity in work relationships with colleagues and fostering harmony through trust and organizational values. Expectations for the value of success in organizations are interpreted as reflecting spiritual values and eliminating economic values as the primary goal (Rudolph, Rauvola, & Zacher, 2018), for example, praying together according to each other's beliefs before work and open discussions to align employee values with organizational values in achieving company goals through work and organizational loyalty. Therefore, the concept of *Kekeluargaan* becomes a spiritual management method for building the belief of people in the organization to form a family.

3.4. Commitment Spiritual as the Element of Loyalty in Educational Human Resources: Concept of *Kekeluargaan*

Spiritual development in the organization forms the commitment and loyalty of human resources toward work. Space for spiritual exploration by companies provides opportunities for employees to experience a sense of psychological safety (Rego & Pina E Cunha, 2008). This point makes employees feel valued as humans and involved in the company's goals. This feeling forms a personal commitment based on spiritual values so that a sense of belonging to the organization is developed as a concept of human resource loyalty. Spiritual values create a sense of responsibility and loyalty toward them (Dehaghi, Goodarzi, & Arazi, 2012). The path of spiritual values prepares less materially committed human resources so that employee productivity increases along with applying spiritual values regardless of economic aspects. The

path of spiritual value forms employees in organizational management as a family in socio-economic life to produce commitment (Djafri & Noordin, 2017). Spiritual values build family values such as care, compassion, and support of others so that they are honest with themselves and with others as self-integrity in the form of loyalty to work and the organization. *Kekeluargaan* is a management element that forms loyal human resource behavior by developing family values that align with spiritual values.

The concept of *Kekeluargaan* builds unity in each individual as an attachment of feelings and thoughts in building an organization. Current developments in human resource management form an understanding that employees are assets, not costs when facing global competition (Storey, Ulrich, & Wright, 2019). If human resources are capital, employees are taken seriously with care, training, and development as an expression of commitment. This reconceptualization emphasizes the relationship between organizations and human resources through understanding *Kekeluargaan* (Burrell & Morgan, 2019). Therefore, developing relationships between human resources and the organization becomes cultural in order to produce meaning and symbols of commitment as an understanding of the family. The growth of human resource practices in family culture shapes behavioral values in producing human resource models (Larentis, Antonello, & Slongo, 2019). Spiritual values provide space for employee commitment to form behavior and attitudes of loyalty towards the organization as spiritual commitment. This spiritual commitment places conceptual inter-organizational cultures, such as meaning and symbols, with intermediate elements, namely trust, and commitment, as a form of family concept (Ellis, Lowe, & Purchase, 2006).

Family values are used as a basis for measuring the loyalty of human resources to achieve unity. The concept of *Kekeluargaan* places togetherness values in work to seek an understanding of the meaning of work as a commitment to human resources(Decha, Khlungsaeng, Bousri, & Pulphon, 2020). Reflection on the meaning of *Kekeluargaan* is an experience of the reality of human resources as a spiritual commitment to carrying out work mandates and mandates. Values and attitudes are essential for human resources and organizations to influence each other (Samul, 2020). Therefore, values and attitudes motivate human resources to internalize vision, hopes, and togetherness. Family values create a sustainable workplace for human resources and organizations in building workplace security (Mitašiūnaitė, 2021). This commitment is built on spiritual values to understand a sense of purpose in working in the organization and generate loyalty. Spiritual commitment develops organizational performance to achieve harmony of vision and value among employees as personality development responds to spiritual commitment (Hall, 2021). When employees have an inner life at work, this inner life allows human resources to feel alive, enthusiastic, and caring like family itself.

Spiritual commitment is the exploration of the loyalty element of human resources as spiritual compensation in finding the essence of the meaning of life at work (Alimudin, Septian,

Sasono, & Wulandari, 2017). Commitment is a concept from psychology. Commitment is an individual's response to a specific object under the external stimulus, including a commitment from the leader and applying spiritual values within the organization (Wei & Lin, 2022). This spiritual commitment builds employees' emotions when working and completing their tasks and responsibilities. These emotions are divided into two parts, namely, positive and negative emotions (Saifalddin Abu-Alhaija, Nerina Raja Yusof, Hashim, & Siah Jaharuddin, 2018). Positive emotions include high energy activation, concentration, pleasure, and involvement, while negative emotions include anger, complaints, depression, resolution, and helplessness (Saifalddin Abu-Alhaija et al., 2018). Therefore, applying spiritual elements in human resource management policies builds employee compensation towards the organization through positive emotions. Employee sentiment influences organizational performance because this sentiment is a synthesis of reactions produced by emotions due to the consumption of spiritual elements in the area around which they work. This point forms an odyssey of human resource loyalty in the form of a spiritual commitment to work well.

Spiritual commitment forms and develops human resources, which have the character of spiritual compensators in the organization. Coster et al. (Costers, Van Vaerenbergh, & Van den Broeck, 2019) divide compensation into two ways to generate performance and commitment of human resources. These compensations are utilitarianism and spirituality. Utilitarianism is compensation the organization provides in material form as reciprocity to employees. At the same time, spiritual compensation is provided by the company in the form of apology, sympathy, respect, comfort, and fair treatment (Costers et al., 2019). Through empirical research, Garg et al. found that utilitarianism needs to fully enable human resources to be committed to working in the organization (Garg et al., 2019). The spiritual concept provides added value for human resources, forming a reputation to increase employee commitment to the company, its duties, and responsibilities. Therefore, human resource commitment is obtained from developing spiritually based human resource management policies to improve employee performance. Providing spiritual space makes employees compensators for the organization through work comfort. Alimudin et al. (Alimudin et al., 2017) emphasized that spiritual elements increase human resources' commitment and shape the organization's work culture. Leadership is a priority in forming spiritual-based human resource management policies as a spiritual compensator for bringing happiness, comfort, and involvement to management. Thus, the concept of *Kekeluargaan* is a spiritual commitment to bring the people in the organization to appreciate one another and form togetherness.

4.   CONCLUSION

The Indonesian concept of *Kekeluargaan* forms loyalty in human resources management through valuable points. They are happiness, comfort, involvement, and togetherness. The improvement of loyalty among employees emphasizes spiritual values as the

element of loyalty towards the organization, duty, and responsibility. The valuable points of *Kekeluargaan* create a workplace atmosphere for human resources with happiness, comfort, involvement, and togetherness in line with spiritual values. This conclusion is divided into two critical points to answer the research questions above. First, the Indonesian concept of Kekeluagaan builds the value of unity in diversity among human resources. This value does not make each difference different but builds equality in working together to achieve an organization's vision. The existence of equality through unity in diversity forms loyalty among human resources, as it is admitted through humanity's character. *Kekeluargaan* also brings collectiveness among human resources to bear in joy and sorrow to achieve a company's vision. Therefore, the concept of *Kekeluargaan* builds loyalty through the spiritual management of human resources over spiritual values. Second, the concept of *Kekeluargaan* contains the spiritual values of human resources that are bound together as a unity. Second, the spiritual values reflect the *Kekeluargaan* values of working together to achieve the organization's goals. The *Kekeluargaan* concept implements the spiritual values in the family where human resources live. As a result, human resources implement spiritual values in the company's work as they live in the family. Therefore, the concept of *Kekeluargaan* enlightens human resources to work in the organization as they work for the family.

5.   REFERENCES

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