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by Yunita Setya Tiar

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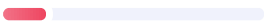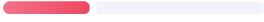
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Writing Issues

157	22	135
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Writing Issues

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1	Misuse of modifiers	
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6	Comma misuse within clauses	
4	Determiner use (a/an/the/this, etc.)	
3	Mixed dialects of english	

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Does Innovative Work Behavior Increase During Covid-19 in Indonesia?

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ABSTRACT

The research investigates teachers[1] and employees' innovative work behavior in schools during the Covid-19 pandemic whics[2] is still rarely[3], so it has contributed to increasing the innovative behavior of teachers and employees in Indonesia during the Covid-19 pandemic. The purpose of this study was to analyze and examine the direct effect of workplace spirituality and perceived organizational support on the innovative work behavior of teachers and employees. Besides, analyzing the mediating role of the psychological well being variable. The research sample was 378 teacher and employee respondents. Data analysis using SEM-PLS. The results showed that workplace spirituality and perceived organizational support had a direct effect on innovative work behavior. Psychological well being also affects innovative work behavior. This study also shows that psychological well being has a role as a variable mediating

workplace spirituality and perceived organizational support on innovative work behavior. This study indicates that workplace spirituality increases the innovative behavior of teachers and employees in learning activities at schools, directly and indirectly, through psychological well being towards.

Keywords: Workplace spirituality, Perceived organizational support, Psychological well being, Innovative work behavior

ABSTRAK

Penelitian ini menginvestigasi innovative work behavior guru dan karyawan di sekolah masa pandemi covid-19 masih jarang diteliti, sehingga memiliki kontribusi pada peningkatan perilaku inovative guru dan karyawan di Indonesia di masa pandemi covid-19. Tujuan penelitian ini adalah untuk menganalisis dan menguji pengaruh langsung workplace spirituality dan perceived organizational support terhadap innovative work behavior guru dan karyawan. Disamping itu, menganalisis peran mediasi dari variabel psychological well being. Sampel penelitian sebanyak 378 responden guru dan karyawan. Analisis data menggunakan SEM-PLS. Hasil penelitian menunjukkan bahwa workplace spirituality dan perceived organizational support berpengaruh langsung terhadap innovative work behavior. Psychological well being juga berpengaruh terhadap innovative work behavior. Penelitian ini juga menunjukkan bahwa psychological well being memiliki peran sebagai variabel memediasi pengaruh antara workplace spirituality dan perceived organizational support terhadap innovative work behavior. Hasil penelitian ini mengindikasikan bahwa workplace spirituality dapat secara langsung dan tidak langsung melalui psychological well being terhadap peningkatan perilaku inovatif dari guru dan karyawan dalam kegiatan pembelajaran di sekolah.

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1. INTRODUCTION

Indonesia is one of the countries affected by the Covid-19 pandemic, and it was recorded that up to February 2021, there were more than 1 million positive Indonesian patients. This condition has made the Indonesian government continue to do everything possible so that the spread of this virus can be stopped through vaccination starting in early 2021. Various policy efforts have been implemented, such as limiting social activities and incessant socialization to comply with health protocols for all society segments. , however, the number of positive patients with Covid-19 continues to increase. The above conditions have an impact on all lines, both profit and non-profit organizations such as education. In general, there are two impacts due to covid-19 on education, first is the short-term impact, namely families in Indonesia who are not familiar with distance learning, secondly the long-term impact, namely justice and increasing inequality between community groups and between regions in Indonesia (Aji, 2020). In addition, the Indonesian government has implemented a policy regarding distance learning programs using an online system. This policy makes teachers and school employees in Indonesia think hard to provide ideas and ideas about an effective and efficient learning system to understand the material provided.

Teachers and school employees have the challenge of developing innovative ideas and behaviors due to changes in the pandemic era. These innovative ideas and ideas are individual behaviors that aim to reach the introduction stage or try to introduce new and useful ideas, processes, products, or procedures in work, groups, or organizations (De Jong & Den Hartog, 2010). This individual behavior naturally arises in each teacher and employee that comes

from self-awareness. Innovative behavior is also the ability to create original ideas by using performance as an idea or potential idea and applying it to work practices (Birdi et al., 2016). Some of the determinants that support teachers and employees in innovative behavior include leadership style (Qi et al., 2019; Supriyanto et al., 2020), person-organization fit (Akhtar et al., 2019), perceived organizational support (Afsar & Badir, 2017), perceived corporate social responsibility (Afridi et al., 2020), and workplace spirituality (Afsar et al., 2015; Afsar & Badir, 2017; Bantha & Nayak, 2020; Susilo, 2019).

Workplace spirituality acknowledges that employees have an inner life at work so that work has meaning in a community context (Ashmos & Duchon, 2000). Workplace spirituality has a positive influence on innovative behavior. Bantha & Nayak (2020) demonstrated that workplace spirituality could positively and significantly enhance innovative work behavior. The result was following the opinion of (Prasanna & Madhavaiah, 2018), which suggests that workplace spirituality is one of the variables that significantly contributes to increased innovative work behavior.

Furthermore, the factor that can increase innovative work behavior is perceived organizational support. Organizational support is an acknowledgment of employee ideas and ideas for organizational progress. Perceived organizational support is the most profound feeling of an employee that the company cares for them, appreciates their contribution, and assists with employees' needs and socio-emotional well-being. Therefore, employees give them respect, recognition, and support to the organization. Furthermore, perceived organizational support is a factor that can improve the performance of a company and employee innovation. The existence of good Perceived Organizational Support will reduce employee stress levels and encourage employee commitment to the company. This condition will ultimately improve

the performance of employees and the company (Susilo, 2019). The opinion above is in line with the research results (Aslan, 2019; Ibrahim et al., 2020; Margaretha et al., 2020), who agreed to find the results that perceived organizational support can increase innovative work behavior.

Employee welfare is one of the factors that can increase employee work innovation behavior. Well-being refers to a person's judgment of their happiness and life satisfaction (Awan & Sitwat, 2014). Psychological well-being has multi-aspects, among others; self-acceptance, a sense of autonomy in a person's thought processes and the way he or she acts, the ability to manage a harsh environment according to one's needs, and shape it according to one's values (Tricia, 2005). The opinion above is in line with the research results of (Islam et al., 2020), who argue that welfare is closely related to achieving organizational goals.

This study examines and analyzes the direct effect of workplace spirituality and perceived organizational support on innovative work behavior and the indirect effect through psychological well-being. Research takes data during the Covid-19 pandemic so that it has the potential to obtain different or even the same results during the standard period before Covid-19 occurs. In addition, this study also analyzes the role of psychological well-being as a mediation between workplace spirituality and perceived organizational support for innovative work behavior. Therefore, this study also analyzes the innovative behavior of teachers and school employees. The literature review results found much focus on the health sector, while in the field of education, it still needs to be explored.

THEORETICAL FRAMEWORK AND HYPOTHESES

Workplace Spirituality

Spirituality is a characteristic of a person as a human being that is profoundly inherent and does not deduce religious meaning. Spirituality in the workplace is characterized by an intense feeling of well-being, the belief that work is meaningful and has a higher purpose, awareness of harmony between one's values and one's beliefs and work, a spiritual connection with something greater than oneself, and a sense of connectivity and others for the same purpose (Afsar & Badir, 2017). Spirituality has been defined as the process of universal power, which rests within all of us into action. Spirituality in the workplace does not necessarily involve a connection to any particular religious tradition but can be based on personal and philosophical values. Workplace spirituality is about employees who see themselves as spiritual beings who need nurturing their souls at work, experiencing a sense of purpose and meaning in their work, and a sense of connectedness between co-workers (Ashmos & Duchon, 2000; Milliman et al., 2003). This approach was used to examine the effect of workplace spirituality on IWB.

Workplace Spirituality and Innovative Work Behavior
Research on workplace spirituality has been widely conducted in the 2000s, from the earliest research (Ashmos & Duchon, 2000), who conducted research on an instrument toward observing and measuring the construct of spirituality at work. They found support for the idea of spirituality at work involving inner life, community, and meaningful work. Further research by Afsar et al. (2015); Afsar & Badir (2017); Bantha & Nayak (2020); Susilo (2019) indicates that workplace spirituality has a significant effect on innovative work behavior. Furthermore, research on the latest workplace spirituality regarding workplace spirituality for online educators and school teachers (Arokiasamy & Tat, 2020; Davis, 2020; Kumar, 2018), job performance (A. Eliyana & Sridadi, 2020; Anis

Eliyana & Ma'arif, 2019; Habeeb, 2019), burnout (Muttaqim et al., 2019). This study uses a measurement of (Ashmos & Duchon, 2000) Because the dimensions of workplace spirituality are closely related to individual employee lives, community impact, and meaningful work, this is believed to influence employee behavior and ideas and creativity when facing problems at work, this behavior is called innovative work behavior.

The Role of Psychological Well-being as a Mediator of Workplace Spirituality and Innovative Work Behavior

Psychological well-being is a subjective assessment regarding fundamental human needs and human relationships such as positive relationships, feelings, competencies, and having meaning and purpose in life (Diener et al., 2010). A teacher and employee's psychological condition is the most important thing for the leadership to pay attention. Furthermore, psychological well-being can influence innovative work behavior (Zhou et al., 2020). An individual who views himself positively in terms of needs and relationships between humans will experience high psychological well-being (Enwereuzor et al., 2020). Well-being is a multi-dimensional concept, which includes subjective, social, physical and psychological, and health-related behaviors. Two traditions studied well-being. The hedonistic view equates well-being with happiness and the successful pursuit of human desires. According to this perspective, PWB implies a positive mental state with high levels of happiness and satisfaction (Mahipalan & Sheena, 2019).

We believe that workplace spirituality can be one of the factors that can improve psychological well-being for teachers and employees' innovation. Spirituality in the workplace with meaning in work and a good community can provide individual employee welfare and generate ideas and creativity. Besides,

the inner life in the workplace spirituality can stimulate employees to work optimally and not do things that can harm the organization because they think that in their every movement, God controls them, besides that they are also required to continue working, which means they must continue to innovate and give his best ideas to become charities and good deeds.

Perceived Organizational Support and Innovative Work Behavior

The innovative behavior of employees is closely related to the environmental conditions in which they work, and organizational support impacts ideas and innovations that arise independently of employees. The concept of Perceived Organizational Support (POS) is derived from Organizational Support Theory (OST). OST states that the organization's willingness to reward employees for increased performance and meet their socio-emotional needs in developing employee perceptions of organizational support. POS is an employee who believes that the organization cares about their welfare and provides support to employees (Rhoades & Eisenberger, 2002). POS awakens employees' willingness to work for the welfare of the organization and contributes positively to achieving organizational goals (Islam et al., 2020). The results of previous studies found that there was a positive and significant effect of POS on innovative work behavior (Afsar & Badir, 2017; ASLAN, 2019; Ibrahim et al., 2020; Margaretha et al., 2020; Nazir et al., 2019; Qi et al., 2019; Thompson et al., 2020).

The role of Mediating Psychological Well-being between the relationship of Perceived Organizational Support and Innovative Work Behavior

Perceived organizational support is an employee believes that organizations care about their welfare and providing support to employees (Rhoades & Eisenberger, 2002). (Bantha & Nayak, 2020) said that to increase the level of

innovation among employees, policymakers could organize different workshops on incorporating spirituality in the workplace to enable a healthy culture in the organization and encourage innovation. These efforts will go a long way toward cultivating the top and bottom lines, building a sustainable and empowered workforce in the 21st century.

We argue that welfare as a mediation between POS and IWB can be an incentive for employees to channel ideas and ideas about organizational progress. Organizational support can provide individual welfare in terms of freedom of opinion. Voicing ideas and ideas in forums is welfare obtained by employees if organizational support is still available. After employees have had the same opportunity to express ideas and ideas, they can continue to have innovative behavior because their ideas feel valued and heard. Based on the above considerations, this study's hypothesis is that there is an effect of workplace spirituality and organizational citizenship behavior on innovative work behavior mediated by psychological well being.

3. RESEARCH METHOD

Sample

This study aims to examine the innovative work behavior of teachers and school employees during the Covid-19 pandemic. Data were collected from teachers and school employees in Indonesia using a questionnaire distributed via a google form. The total number of questionnaires filled out and returned by respondents was 378 respondents. Of the respondents, 195 (51%) were male, and 184 (49%) were female. Furthermore, their ages ranged from 26-30 years, their mean age = 31.73 years (SD = 5.44). Respondents are employees, 204 (54%) and 175 teachers (46%). Their status was 194 (51%) as public servants

(PNS) and 185 (49%) as public servants (Non-PNS). Their education levels are as follows: diploma 96 (25%), bachelor 203 (56%) and 80 (19%) are postgraduate graduates. Furthermore, the majority of their experience is 5-10 years 194 (51%) while the remaining 100 (26%) and less than five years 85 (33%). Descriptive statistics used to determine the demographics of respondents were calculated using SPSS v25.

Table 1. Demographic Respondent

Variable Categorie

Number

%

Sex

Male

195

51

Female

184

49

Age Group

<26

92

24

26-30

104

27

31-35

64

17

36-40

70

18

>40

49

14

Type of Occupation

Teacher

175

46

Staff

204

54

Status

PNS (public servents)

194

51

Non-PNS (non-public servants)

185

49

Education

Diploma

96

25

Bachelor

203

56

Postgraduate

80

19

Experience

Less Than five year

85

33

5-10 year

194

51

More Than ten year

100

26

Measurement

For variable measurement, eight items of the PWB flourishing scale were adapted from Diener et al. (2010) used in this study. Examples of items used: "I live a life of purpose and meaning" and the item "I am a good person and live a good life." All items used positive statements. Each item uses a scale from 1 (strongly disagree) to 7 (strongly agree). The results of the respondents' answers are then made an average. Workplace spirituality is measured using ten items developed by (Ashmos & Duchon, 2000), and this scale has been well adapted and validated by (Supriyanto 2016). Eight POS items (e.g., "My organization is very considerate of my goals and values") that were developed by (Eisenberger et al., 1986) and has been used by (Imran et al., 2020) used in this study. Ten items are used to measure IWB that has been developed by (De Jong & Den Hartog, 2010) and has been used and appropriately validated by (Afsar et al., 2020). Each item uses a Likert scale from 1 (strongly disagree) to 5 (strongly agree). An example item is "I contribute to the implementation of new ideas".

4. DATA ANALYSIS AND DISCUSSION

In this study, the partial least square structural equation modeling (PLS-SEM) approach was used to test the SmartPLS 3.0 software hypothesis. The approach (PLS-SEM) is used because this research is exploratory or an expansion of existing theories, and the models used are relatively complex (Hair et al., 2011). Consistent with (Chin & Newsted, 1999), This study uses two steps to test the validity and reliability and test the structural model used to test the hypothesis.

Descriptive statistics and correlation among study construct
This study used four constructs: workplace spirituality, perceived organizational support, psychological well-being, and innovative work behavior.

Table I shows the average value, standard deviation, and correlation value between variables. Table I shows the results that workplace spirituality is positively correlated with psychological well-being (r = 0.66, p <0.001) and innovative work behavior (r = 0.22, p <0.01). Perceived organizational support was also positively correlated with psychological well-being (r = 0.14, p <0.05), and innovative work behavior (r = 0.54, p <0.05). The mean value in this study is already above the average scale value.

Table 2. Descriptive Statistic and Correlation

Variable

Mean

SD

1

2

3

4

WS

4.01

0.66

(0.77)

POS

3.92

0.61

0.18*

(0.91)

PWB

3.88

0.60

0.66***

0.14*

(0.91)

IWB

3.82

0.62

0.22**

0.54***

0.25**

(0.76)

Measurement model assessment

This study's measurement model included four latent variables (workplace spirituality, perceived organizational support, psychological well-being, and innovative work behavior) and the results of each variable had a Cronbach's alpha value and composite reliability greater than 0.70 (Hair et al., 2017). The root value of AVE (AVE) of each variable is already greater than 0.5, and the root value of AVE (AVE) is greater than the other latent variables, so it can be concluded that the instrument is valid. For more details, see Table 2 below.

Table 3. Reliability Analysis

	Cronbach's Alpha	Composite Reliability	AVE	ÖAVE
WS	0.766	0.863	0.678	0.823
POS	0.913	0.929	0.623	0.789
PWB	0.911	0.928	0.617	0.785
IWB	0.759	0.845	0.578	0.760

Structural Model Analysis

Structural[12] model analysis is used to test hypotheses with the bootstrapping method in the smartPLS application. Specifically, to examine the effect of workplace spirituality and perceived organizational support on innovative work behavior (mediated by psychological well-being).

To test the hypothesis, we follow (Hartmann & Slapničar, 2009), testing the structural model analysis using several approaches. First, we tested the effect of workplace spirituality and perceived organizational support on direct innovative work behavior to test hypotheses 1 and 2.Second, testing psychological well-being as a mediating variable, and third, testing as a whole by including the psychological well-being variable as a mediation between workplace spirituality, perceived organizational support for innovative work behavior. Furthermore, more detailed results can be seen in Figure 1.

Workplace Spirituality

2,74

27,24

Innovative Work Behavior

Psychological Well-being

4,37

2,56

Perceived Organizational Support

14,18

Figure 1. Conceptual Framework

Table 3 shows the results of hypothesis testing. As expected, workplace spirituality had a significant direct effect on innovative work behavior (β = 0.164, t = 2.745, p <0.05). Furthermore, the direct effect of perceived organizational support influences innovative work behavior (β = 0.586, t = 14.186, p <0.001) so that it supports H1 and H2. The focus of this study was to examine the effect of psychological well-being mediation in the relationship between workplace spirituality and perceived organizational support on innovative work behavior.

Consistent with (Hayes & Scharkow, 2013) in testing mediation. The results of the direct influence of workplace spirituality on the mediation variable psychological well-being (γ = 0.024, p = 0.038 <0.05) then H3 is accepted. Likewise, the perceived organizational support for innovative work behaviors is mediated by psychological well-being (γ = 0.168, p = 0.000 <0.001) then H4 is accepted. Table 4 shows a summary of the results.

Table 4. Direct Hypothesis Testing

Path Coefficient

T-Statistic

P-Value

Result

WS → IWB

0,164

2,745

0,006

Accepted

POS → IWB

0,586

14,186

0,000

Accepted

WS → PWB

0,678

27,244

0.000

Accepted

POS → PWB

0,095

2.564

0.011

Accepted

PWB → IWB

0,248

4.372

0.000

Accepted

Table 4. Indirect Hypothesis Testing

Path Coefficient

T-Statistic

P-Value

Result

WS → PWB → IWB

0,024

2,083

0,038

Accepted

POS → PWB → IWB

0,168

4,288

0,000

Accepted

Discussion

Overall this study resulted in four conclusions. First, this study found a significant effect of workplace spirituality on innovative work behavior. This study's results reinforce the findings of (Afsar et al., 2015; Afsar & Badir, 2017; Bantha & Nayak, 2020; Susilo, 2019), who found that workplace spirituality could increase innovative work behavior. Our results indicate that teachers and employees who work sincerely and always believe that work is part of worship can make a real contribution to organizational development. This contribution can be in the form of ideas and innovations that can be applied in dealing with problems in organizations such as the Covid-19 pandemic, which requires them to continue to think about the right ways and methods of learning because the government implements a policy of limiting activities on a large scale. Second, psychological well-being mediates the relationship between workplace

spirituality and IWB. This study's results support research from (Bantha & Nayak, 2020), who tested psychological empowerment as a mediation between workplace spirituality and IWB. This study is the first to test psychological well-being as a mediation between workplace spirituality and IWB. Our results illustrate that teachers and employees who have good perceptions of workplace spirituality towards their ideas significantly and positively affect employees' welfare so that this perception can increase IWB.

A positive relationship between workplace spirituality and employees' ideas is likely to be reduced if teachers and employees do not have sufficient welfare. Teachers and employees who have less welfare cannot make optimal contributions to the organization. The results were following the theory of basic human needs, namely the fulfillment of physiological needs, the need for security, social ownership, the need for self-esteem, and the need for self-actualization (Maslow, 1943). Based on the hierarchy of needs theory, it can be explained that prosperous teachers and employees can be described as those whose primary or physiological needs are met, such as food, clothing, and shelter. Furthermore, after their basic needs are met, there is a need for a sense of security in the organization, a sense of security here can be described by minimizing the occurrence of conflict in the organization. Workplace spirituality is related to one's beliefs and faith, and the influence of workplace spirituality on innovative work behavior can be explained through psychological well-being, which focuses on the individual welfare of teachers and employees. Third, this study proves that perceived organizational support has a positive and significant effect on IWB. After teachers and employees are prosperous, the next thing is that teachers and employees need support for their ideas and ideas. The results of this study support research from (Afsar & Badir, 2017; ASLAN, 2019; Ibrahim et al., 2020; Margaretha et al., 2020; Nazir et al., 2019; Qi

et al., 2019; Thompson et al., 2020), who found the results that perceived organizational support increased innovative work behaviors. In addition to spirituality in the workplace that can increase IWB, POS can also significantly increase IWB. This study illustrates that teachers and employees who have the perception that they get support from organizations, in this case, schools, can significantly give them enthusiasm in thinking about effective and efficient ideas in facing this pandemic. As a human being, wanting to be respected and recognized is the highest need if we follow the theory of needs (Maslow, 1943). Fourth, psychological well-being mediates the relationship between perceived organizational support against IWB. Teachers and employees who get support from schools for their ideas and innovations can improve IWB, supported by their welfare. As suggested by (Afsar & Badir 2017), adding a more comprehensive variable explains the workplace spirituality variable and perceived organizational support for IWB. Then it is explained that leaders or managers who are influential in developing and maintaining an organizational environment characterized by spiritual values, such as openness, have diverse viewpoints and values, and servant-orientation are more likely to involve their employees in the IWB. Besides, teachers and employees who feel they own the school can increase their IWB.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Theoretical Contribution

The findings in this study contribute to several theories. First, the spiritual leadership theory (SLT) developed by (Fry & Nisiewicz, 2013). Spiritual leadership theory explains that a leadership model uses an intrinsic motivation model by combining vision, hopes/beliefs, altruistic values, and spirituality in

the workplace and spiritual well-being. The theory above explains that spirituality in the workplace is a factor that determines the motivation of individual employees to achieve organizational goals, specifically IWB. In addition to spirituality in the workplace, which can increase IWB in SLT, it is also mentioned that welfare can lead to motivation for employees to work. In this study, spirituality in the workplace and welfare are proven to influence IWB significantly. Second, organizational support theory (OST) was developed by (Eisenberger et al., 1986). This theory explains that when employees realize that their organization is trying to support them, they will reward them with enhanced work. Furthermore, OST and reciprocal norms have explained that support on behalf of the organization to its employees can positively affect their intentions and attitudes to contribute effectively to organizational success. The result is in line with this study's results, which found that perceived organizational support can directly affect the IWB of teachers and employees.

Furthermore, this study proves that psychological well-being can significantly increase the effect of workplace spirituality on IWB and perceived organizational support for IWB. Third, this research was conducted during the Covid-19 pandemic so that conditions in the field can be significantly different from normal conditions before this pandemic. Besides research that adds a mediating variable psychological well-being between workplace spirituality and POS on IWB is still rare, even though teachers' welfare and Until now, employees in Indonesian schools are still a different problem that has an impact on their performance. Therefore, it is hoped that educational organizations which are the main foundation for a country in educating the nation's life as stated in the 1945 Constitution of the Republic of Indonesia, so it is essential for teachers and employees to continue to create ideas and

innovations that are useful for the process of learning. Therefore, we need to have a more comprehensive discussion about IWB from teachers and employees in schools. In educational organizations, this study contributes to new research on spirituality in the workplace and IWB in workplaces mediated by psychological well-being, which is still rarely studied.

Practical implication

Several practical implications can be suggested from our findings. The principal is a leader who is expected to be a driving force and role model for teachers and employees in generating ideas and innovations, policies that give teachers and employees more space to convey ideas and ideas in public spaces is a real form of organizational support. Organizations should always support teachers' and employees' ideas and innovations, such as suggestions from (Eisenberg 1986) regarding reciprocal relationships.

Every organization and individual has its own goals. Therefore it is essential to understand how and what can be done to ensure that individual and organizational goals are not compromised. (Darwish et al., 2020). Leaders need to open space to discuss employee needs and integrate organizational and individual goals to improve IWB (Afsar & Badir, 2017). The principal can hold a meeting for all teachers and employees who specifically discuss ideas and innovations regarding problems that have arisen due to the covid-19 pandemic on schools' teaching and learning process. Even though the government, through the ministry of education and culture of the Republic of Indonesia, has tried to provide learning tools such as E-learning, schools need to keep thinking about the right and effective and efficient way so that students can still understand the material that has been given, besides that students still get moral education which has been the hallmark of schools in Indonesia.

Apart from paying attention to organizational goals, each teacher and employee's individual goals are also things that need attention. The individual goal of teachers and employees is to gain welfare in a broad sense. So the school must keep thinking about the rewards that will be given even under challenging conditions, such as 50% cut for school operational costs (BOS), which has an impact on the facilities for teachers and employees which are also reduced, but there are still many other things that can be done by school principals such as providing free quotas or providing free wifi for the learning process to teachers and employees. This simple thing can stimulate teachers and employees to remain productive even though they must remain productive even when working from home.

Research limitation and future research suggestion

This study has several limitations. First, this research was conducted during the Covid-19 pandemic, so this study's results are not necessarily generalizable in normal or post-pandemic conditions. Second, this research is limited to schools in Indonesia because Indonesia is a country that has religions of culture, ethnicity, and language, so the results of this study are not necessarily the same if it is carried out in other provinces such as Sumatra, Kalimantan, and Aceh. Third, this study focuses on educational organizations to not be applied to other fields of the organization because it is different in terms of organizational goals. Fourth, in this study, psychological well being became the mediating variable; Further researchers are expected to add other mediating variables in the relationship between workplace spirituality and perceived organizational support to IWB.

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1. ~~teachers~~ → teachers', teacher's   Incorrect noun number   Correctness

2. ~~whies~~ → which   Misspelled words   Correctness

3. ~~rarely~~ → rare   Confused words   Correctness

4. ~~well being~~ → well-being   Misspelled words   Correctness

5. ~~In addition~~ → Also, Besides   Wordy sentences   Clarity

6. ~~different~~ → differently   Misuse of modifiers   Correctness

7. ~~In addition~~ → Also, Besides   Wordy sentences   Clarity

8. researched   Wordy sentences   Clarity

9. to.   Wrong or missing prepositions   Correctness

10. this study hypothesizes   Wordy sentences   Clarity

11. theories,   Comma misuse within clauses   Correctness

12. The structural, or A structural   Determiner use (a/an/the/this, etc.) Correctness

13. spirituality,   Comma misuse within clauses   Correctness

14. person-organization   Misspelled words   Correctness

15. , and   Comma misuse within clauses   Correctness

16. ~~behaviour~~ → behavior   Mixed dialects of English   Correctness

17. ~~bahrain~~ → Bahrain   Misspelled words   Correctness

18. ~~behaviour~~ → behavior   Mixed dialects of English   Correctness

19. ~~effect~~ → affect   Confused words   Correctness

20.	The relation	Determiner use (a/an/the/this, etc.)	Correctness
21.	~~organisational~~ → organizational	Mixed dialects of English	Correctness
22.	, and	Comma misuse within clauses	Correctness
23.	the BFSI	Determiner use (a/an/the/this, etc.)	Correctness
24.	~~really~~	Wordy sentences	Clarity
25.	, and	Comma misuse within clauses	Correctness
26.	, and	Comma misuse within clauses	Correctness
27.	~~with Reference to~~ → concerning, regarding, about	Wordy sentences	Clarity
28.	The University	Determiner use (a/an/the/this, etc.)	Correctness