The Impact of Spiritual Well-Being and Perceived Organizational Support on Employee Grit in Non-Governmental Organizations in Palu City

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ABSTRACT

This study aims to empirically explore the influence of Spiritual Well-Being and Perceived Organizational Support on the Grit of NGO employees in Palu City. This research is important because Grit, defined as perseverance and passion for long-term goals, is a crucial factor influencing employee performance and sustainability in the NGO sector. However, studies on the influence of spiritual aspects and organizational support on Grit remain limited, particularly within the Indonesian context.

The respondents in this study consisted of 150 individuals, aged 18-50, selected through purposive sampling. Data collection was conducted using a validated Likert-scale questionnaire. The research instruments included the Spiritual Well-Being scale, the Perceived Organizational Support scale, and the Grit scale. The collected data were analyzed using multiple regression analysis to examine the impact of each independent variable on the dependent variable and to assess the strength of the relationships between variables.

The results of the regression analysis revealed that Spiritual Well-Being and Perceived Organizational Support significantly influenced the Grit of NGO employees ($p < 0.05$). Both Spiritual Well-Being and Perceived Organizational Support had a positive and significant impact on Grit, highlighting the importance of spiritual and organizational support in enhancing employee resilience and determination in the face of work-related challenges.

The implications of these findings suggest that NGOs should consider enhancing spiritual well-being and organizational support as part of their strategy to strengthen employees' Grit. Additionally, these findings present opportunities for further research into interventions that can improve these aspects within the work environment.

Keywords: *Spiritual Well-Being, Perceived Organizational Support, Grit, NGO Employees, Palu City*

Introduction

In recent years, working in Non-Governmental Organizations (NGOs) has gained popularity due to the increasing need for advocacy in areas such as social justice, environmental conservation, and humanitarian relief. NGOs play a vital role in addressing social, political, and humanitarian issues independently of government influence, as defined by Lewis (2001). With 1,648 NGOs recorded in Indonesia by the SMERU Research Institute in 2023, including 24 operating in Palu, Central Sulawesi, these organizations are actively engaged in sectors such as fisheries, agriculture, environmental protection, human rights, disaster management, and gender equity. Palu, a city that has faced significant natural disasters and social challenges, particularly benefits from the work of these NGOs.

NGOs differ from private sector organizations in their non-profit orientation, focus on complex social issues, and reliance on both paid staff and volunteers. These unique characteristics demand that employees exhibit high levels of grit, defined by Duckworth (2016) as a combination of perseverance and passion for long-term goals. In the challenging environment of NGOs, grit becomes essential in driving employees to overcome obstacles and contribute to the fulfillment of organizational missions, particularly in a city like Palu that faces disaster recovery, social instability, and development issues.

This study aims to explore how grit influences the performance of NGO employees in Palu. Additionally, the research examines two critical factors: spiritual well-being and perceived organizational support. Spiritual well-being encompasses employees' sense of purpose, spiritual satisfaction, and meaning derived from their work, while perceived organizational support refers to the extent to which employees believe their organization values and supports them. These factors are especially relevant in the NGO sector, where work is often emotionally and physically demanding. Understanding the relationship between these variables and employee grit can inform NGO leadership in designing strategies to enhance employee performance and resilience. The findings are expected to offer insights that help NGOs optimize training programs, boost employee well-being, and ultimately strengthen their capacity to address critical issues in their communities.

Methods

This study employs a quantitative approach, collecting data through questionnaires distributed to 150 NGO employees in Palu City, aged 18-50 years, with at least one year of work experience. Respondents were selected using a purposive sampling technique to ensure that the sample was relevant and representative of the study's focus on experienced NGO workers. Data collection took place over a two-month period from June to July 2023.

The instruments used in this study include three validated scales: the Grit Scale, adapted from Duckworth & Quinn (2009), which consists of 8 items (4 favorable and 4 unfavorable); the Spiritual Well-being Scale, developed by Ellison (1982) and adapted into Indonesian, comprising 20 items; and the Survey of Perceived Organizational Support (SPOS) by Eisenberger, Hutchison, and Sowa (1986), which includes 17 items. Each instrument demonstrated strong psychometric properties, with Cronbach's alpha values above 0.7, indicating good reliability. Factor analysis was conducted to confirm the validity of the scales, and the items with the highest structure coefficients were retained for the finalanalysis.

Data were analyzed using multiple regression analysis to examine the influence of spiritual well-being and perceived organizational support on employee grit. This statistical method was chosen because it allows for the simultaneous examination of multiple independent variables and their predictive power on the dependent variable. The multiple regression model helped to identify the direction and magnitude of the relationship between the independent variables (spiritual well-being and perceived organizational support) and the dependent variable (grit), providing deeper insights into the factors that contribute to the persistence and passion of NGO employees.

The use of multiple regression analysis was justified by the quantitative nature of the data and the need to assess the relationship between multiple predictors and a single outcome variable. This technique allowed the researchers to test both hypotheses and to quantify the extent to which spiritual well-being and perceived organizational support influence employee grit.

Result

Hyphothesis Testing

Hypothesis testing is used to determine whether there is an effect of the independent variable(s) on the dependent variable. The results of hypothesis testingare as follows:

1. Coefficient of Determination (R^2): measures how well the model explains the variation in the dependent variable.

Table 1. Results of Simultaneous Testing

Model	Sum of squares	df	Mean Square	F	Sig.
Regression	642.105	2	321.053	24.926	.000
Residual	1893.368	147	12.880		
Total	**2535.473**	**149**			

Based on the table above, the significance level is 0.000, which is less than 0.05. Therefore, it can be concluded that there is a simultaneous effect of Spiritual Well-Being and Perceived Organizational Support on employee grit in NGOs. Multiple Linear Regression Analysis

Table 2. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.491	2.576			4.461
SP.WB	.124	.031	.314		4.033
POS	**.119**	**.032**	**.287**		3.688

1. Based on the significance value shown in the table, which is 0.00 (less than 0.05) or where the calculated t-value is greater than the t-table value, it can be concluded that there is a positive effect of the Spiritual Well-Being variableon employee grit in NGOs.

2. Based on the significance value shown in the table, which is 0.00 (less than 0.05) or where the calculated t-value is greater than the t-table value, it can be concluded that there is a

positive effect of the Perceived Organizational Support variable on employee grit in NGOs.

Since the calculated t-values are greater than the t-table values for both the Spiritual Well-Being and Perceived Organizational Support variables, it can be concluded that both independent variables have a partial positive effect onemployee grit in NGOs in Palu City.

Discussion

This study demonstrates a significant positive influence of Spiritual Well-Being (SWB) and Perceived Organizational Support (POS) on the Grit of NGO employees in Palu City. Both variables, independently and jointly, enhance employee perseverance and long-term motivation in achieving organizational goals. These findings align with Deci and Ryan's (1985) Intrinsic Motivation Theory and Dweck's Self-Growth Theory (2006), both of which emphasize the role of internal motivation and personal growth in fostering persistence and effort.

The results are consistent with previous studies, such as Chrisantiana and Sembiring (2017), who found that growth mindset positively influences grit in academic settings, and Putri et al. (2021), who identified self-efficacy and self-compassion as significant predictors of grit. These comparisons suggest that similar psychological factors contribute to grit across both educational and professional environments.

However, the dynamic nature of the findings indicates that the effects of SWB and POS on grit may vary according to specific conditions, such as the nature of the NGO work and the individual experiences of the employees. Further research could investigate how these variables interact under different circumstances to provide more nuanced insights into their role in developing grit.

This study is not without limitations. It relies on self-reported data, which may be subject to bias, and the cross-sectional design limits the ability to establish causality. Additionally, the focus on NGO employees in Palu restricts the generalizability of the findings. Future studies should consider longitudinal designs and broader samples to extend the research.

The findings have practical implications for NGO management. By investing in spiritual well-being initiatives and enhancing organizational support, NGOs can strengthen employee grit, which is critical for overcoming challenges and achieving long- term success. Theoretical contributions include a deeper understanding of the factors that foster grit in organizational settings, offering avenues for future research on interventions that promote resilience and perseverance.

Conclusion

Spiritual Well-Being has a positive effect on the Grit of NGO employees. Employees with higher levels of SWB find greater meaning in their work, experience increased inner peace, and receive stronger social support, all of which enhance their perseverance and passion for long-term goals. This result aligns with Deci and Ryan's (1985) Intrinsic Motivation Theory, which emphasizes the role of meaningful engagement in fostering persistence. These findings confirm prior research, such as Putri et al. (2021), who found that intrinsic factors significantly contribute to grit. However, this study extends existing literature by demonstrating the specific impact of SWB within the NGO sector, particularly in Palu City, an under-researched context.

Perceived Organizational Support also positively influences Grit. When employees feel supported by their organizations, they experience higher levels of security, value, and motivation, leading to greater job satisfaction and commitment to organizational goals. This, in turn, reduces stress and enhances perseverance. These findings echo the results of Chrisantiana and Sembiring (2017), who found that organizational support and individual mindsets are critical to developing grit. This study, however, extends the application of these principles to the NGO context, where external challenges are more pronounced.

Suggestion

Based on the research findings and conclusions, the following suggestions are proposed:

For NGO Employees:

To enhance "Grit"—defined as perseverance and passion for long-term goals—NGO employees are encouraged to actively maintain their spiritual well-being by engaging in practices that provide meaning and inner peace.

Additionally, fostering better communication with management is recommended to strengthen the perceived organizational support, which plays a crucial role in sustaining motivation and resilience.

For Future Researchers:

Future researchers are advised to conduct scale tryouts before proceeding with full data collection. This ensures that each item accurately measures the intended aspects of the variables and confirms the consistency and reliability of the scales used. This step will contribute to the

robustness and validity of future research findings.

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