INTERNATIONAL JOURNAL OF MANAGEMENT RESEARCH AND REVIEW

THE RELATIONSHIP BETWEEN SPIRITUALITY AND WORK ATTITUDE: A EMPIRICAL STUDY

Achmad Choerudin*[1]

[1]Adi Unggul Bhirawa Technology College, Surakarta, Central Java, Indonesia.

ABSTRACT

This study aims to investigate the relationship between spirituality and work attitude (work satisfaction, work performance and turnover intention) in islamic banking in Surakarta, Central Java, Indonesia. The data were collected through surveys to employees with proportional and simple random sampling involved 175 employees as the respondents. The data analysis was carried out by using Structural Equation Model (SEM). The finding of the study show that: (1) there is a positive and significant relation between spirituality and work satisfaction, (2) there is a positive and significant relation between spirituality and work performance, and (3) there is a negative and significant relation between spirituality and turnover intention.

Keywords: spirituality, turnover intention, work performance, work satisfaction.

INTRODUCTION

Background

One strategy is to increase the quality and quantity of the company's human resources (Simmon, 2000; Choerudin, Haryono and Cholil, 2014). Strategy in improving the quality and quantity's human resources is an effort to improve the performance of corporations and the performance of individual. While the performance of individual closely related to work, attitudes likely to be related to the ability of individual performance. A company that is oriented to the performance of an employee will attention to the role of an attitude of work. Currently the more employees develop spiritual at work as a way to loyalty and increase fighting spirit (Ashmos and Duchon, 2000). Spirituality have a relation with behavior work in form of work satisfaction, work performance, attitude, work ethics, morals and management (Choerudin et al., 2014). The spirituality of a person will be able to realize the significance of social relations and roles within the company so that it could be a perceived work satisfaction. Employee attitude problems include spiritual abilities of employees, work satisfaction, work performance even up to a high turnover rate occurs at the company.

Spirituality is important for the organization learning (Kunde, 2000). The perceived work satisfaction will have an impact on a person's good and bad in a performance of the work, as an attempt to create a company's effectiveness in the face of intense competition. The incidence of work satisfaction and the good performance of a person will be able to reduce the rate of discharge of the employees of the company (Chawda and Guda, 2010). Based on the background, one research problem is taken abaout how the relationship of spirituality

with the attitude of work which include work satisfaction, work performance and turnover intention on business of a company.

Problem Statement

1. Does spirituality have a direct relationship with work satisfaction?
2. Does spirituality have a direct relationship with work performance?
3. Does spirituality have a direct relationship with turnover intention?

Objectives of The Study

1. To test and analyze the direct relationship between spirituality and work satisfaction.
2. To test and analyze the direct relationship between spirituality and work performance.
3. To test and analyze the direct relationship between spirituality and turnover intention.

Hypothesis

Individual with high spirituality will show work satisfaction and higher work performance. Goodarzi and Kaviani (2013) state that the relationship between spirituality and work satisfaction of the individual have a significant, as well as spirituality at work is the definition of the individual whose works are significant, purposeful and satisfying. Spirituality will lead an individual to experience a awareness enabling to increase an intuitive capability (Vaughan, 1989). East (2005) stated that a strong relationship between spirituality and gratification work. Spirituality is connected to increasing the creativeness, honesty, relying and warranty at works and also is related to improving the individual evolution of the individual (Goodarzi and Kaviani, 2013). Additionly, spirituality significantly would be related to work satisfaction includes the work itself, attitude to supervision, relations with colleagues and labor, environmental conditions but insignificant when dealing with the level of remuneration an employee (Yahyazadeh-Jeloudar and Lotfi-Goodarzi, 2012).

Spirituality will participate in self-control result, for the attainment of make an impact and balances both short-term and long-term goals with ability to accomplish a purpose even in difficult circumstances, though especially in work satisfaction with the indications of dimensions purport is the aim and services that exists in the company (Yahyazadeh-Jeloudar and Lotfi-Goodarzi, 2012). Spirituality will interact and reciprocal of individuals, cognition emotions and behavior tendency someone to experience feelings of positive or negative will affect confidence and thinking about his work (Zohar and Marshall, 2000).

H1: Spirituality has a positive relationship with work satisfaction.

The employees with positive spirituality show higher work performance (Isen and Baron, 1991; Shaw, 1999). Spirituality relate to performance through value consciousness, the sense of truth of life, the meaning of life, the gift of love in the life of employees and a sense of transedence that helps a person in the work place. As stated by Lynton and Thogersen (2009), spirituality can be characterized by love, energy, working hard, understanding and values, good awareness and respect to culture in company.

The application of spirituality at work environment will increase productivity and lower turnover. In addition, employees who have high spiritual and supported working environment positively will be more creative, have a high work satisfaction, able to work well in a team,

and have a high commitment to the company. Spirituality can improve work performance (Ayranci, 2011), framed as praying and productivity, will incrase the work performance and work satisfaction (Alexander et al., 1993). Spirituality can lead to benefits in creativity, process improvement, customer service, honesty, trust, personal fulfillments and commitment, which will ultimately lead to increased performance, profitability and for individual to increasing a factor to promote work performance (Beheshtifar and Zare, 2013).

H2: Spirituality has a positive relationship with work performance.

Milliman et al. (2003) states that the greater the spirituality of individuals getting lower turnover intention. Chawla and Guda (2010) found there was a strong negative relationship between employees ' spirituality and turnover intention. It refers to an intention of someone to quit working, and the desire to leave organization (Thoresen et al., 2003). Research on the relationship between spirituality and employees is still limited to that sense of community, will be in touch with the positive cooperation and dealing with negative turnover and attendance (Trott, 1996; Choerudin, 2014).

Chawla and Guda (2010) explains that indicate a strongly negative relationship between spirituality and turnover intention in workplace. Trott (1996) explains that spirituality to the sense of community positively related towards the cooperation, negatively related to the rotation and absence.

H3: Spirituality has a negative relationship with turnover intention.

MATERIALS AND METHODS

Population and Samples

This research is a survey to 320 employees of an islamic bank in Surakarta, Central Java, Indonesia. Guilford and Flruchter (1973) explains that the number of sample allowed is 178 employees, a technique of taking sample using the method of simple random sampling.

Measurements and Testing Research Variables

1. Spirituality measured using Spiritual at Work Scale (Kinjerski and Skrypnek, 2006), consisting of 18 items of question with the Likert Scale 1 to 5 including engaging work, sense of community, spiritual connection and mystical experience.
2. Work satisfaction is about the degree to love work (Spector, 1999). Work satisfaction is measured by the Minnesota Satisfaction Questionner was developed by Weiss, Dawis, England and Lofquist (1967) covering 18 items of question using Likert Scale 1 to 5, consisting of 2 dimensions: intrinsic work satisfaction and extrinsic work satisfaction.
3. Work performance is to measure an achievement in a work consisting of 2 dimensions: task performance developed by Wayne, Shore and Leiden (1997) and Hochwarter, Witt, Treadway and Ferris (2006) and contextual performance developed by Witt and Carlson (2006), Van Scotter and Motowidlo (1996). using LIkert Scale 1 to 5.
4. Turnover intention is an intention to stop an employee from the company's place of work (Thoresen et.al., 2003). Turnover Intentions meanwhile is an intention to quit from an organization using Turnover Intentions Scale developed by Mobley (1978) consisting of 3 items of question using Likert Scale 1 to 5.

Analysis Technique

The technique analysis used Structural Equation Modelling (SEM) with AMOS, a statistical technique of multivariate by testing a series of causality relationship between variables simultaneously (Hair et al., 2009). The method for analyzing data correspond to the pattern research and the variables examined. Structural Equation Modeling is a statistical technique that uses a multivariate testing a series of relationship of causality between the variables simultaneously (Ferdinand, 2005).

Model of The Research

Model I : Spirituality – Work Satisfaction.

Model II : Spirituality – Work Performance.

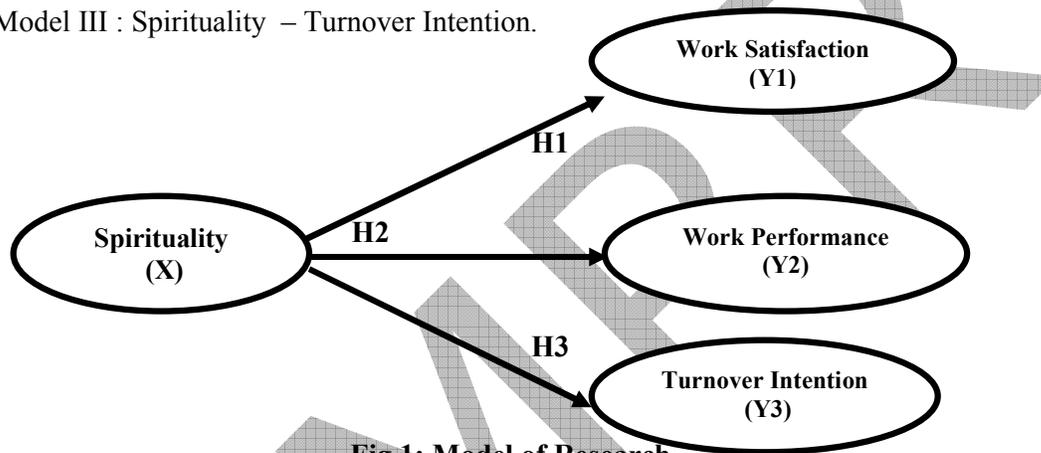Model III : Spirituality – Turnover Intention.

Fig 1: Model of Research

RESULTS AND DISCUSSION

Results

Table 1: Characteristic of Respondent

No.	Demographic	Explanation	Frequency (N=175)
1.	Sex	Male	98 (57%)
		Female	77 (43%)
2.	Age	Between 21-30 years old	110 (53%)
		31-40 years old	58 (33%)
		Above 40 years old	7 (4%)
3.	Marital Status	Married	122 (71%)
		Unmarried	53 (29%)
4.	Work Experinces	Those below 5 years	110 (63%)
		Between 6-10 years	65 (37%)
5.	Education Level	The Undergraduates	7 (4%)
		Senior High School	18 (10%)
		Diploma	18 (16%)
		Post Graduates	132 (70%)
6.	Employment Status	The Permanent of Employees	116 (66%)
		The Contract of Employees	59 (34%)
7.	Management Level	Top Management	0 (0%)
		Midlle Management	122 (70%)
		Lower Management	53 (30%)
Total			**175 (100%)**

(Sources: managed data, 2014)

458

Table 2: The Results of Goodness of Fit

No.	Goodness of Fit Index	Model I	Model II	Model III	Remarks
1.	Chi-square	7,705	10,370	24, 277	Good
2.	Probability	0,000	0,240	0,029	Good/Marginal
3.	GFI	0,985	0,981	0,963	Good
4.	AGFI	0,981	0,950	0,920	Good
5.	NFI	0,954	0,865	0,893	Good
6.	RFI	0,567	0,746	0,828	Good
7.	IFI	1,002	0,960	0,948	Good
8.	TLI	1,004	0,928	0,912	Good
9.	CFI	1,000	0,968	0,945	Good
10.	RMSEA	0,000	0,041	0,071	Good
11.	AIC	33,708	36,370	54,277	Marginal
12.	ECVI	0,194	0,209	0,312	Good

(Sources: managed data, 2014)

Table 3: The Results of Hypothesis

Variable Correlation	Estimate	SE	CR	t critical	p	Remarks
Spirituality ➤ Work Satisfaction	1,751	0,753	2,325	1,961	0,020	Significant
Spirituality ➤ Work Performance	1,573	0,563	2,279	1,961	0,005	Significant
Spirituality ➤ Turnover Intention	- 0,501	0,123	-2,907	1,961	0,004	Significant

(Source: managed data, 2014)

Table 4: Estimates for SEM Model

Parameter	Estimate	t Value	Hypothesis
Spirituality ➤ Work Satisfaction	1,604	***	Accepted
Spirituality ➤ Work Performance	0,180	0,005	Accepted
Spirituality ➤ Turnover Intention	- 0,360	0,049	Accepted

(Source: managed data, 2014)

Discussion

The finding of Model I in this research indicated that spirituality has a positive and significant with work satisfaction, resulting in value of CR=2,325 and coefficient of relationship spirituality and work satisfaction of (+) 1,751 ($\beta 1 > 0$). The value of CR = 2,790 higher than 1,961 to a significant level of 5%, this hypothesis is accepted. From this research can be in p-value = 0,020, because p-value less than 0,05 then this hypothesis accepted. The calculation of value t $_{count}$ = 1,751 having a value higher than t $_{critical}$ = 1,961 with probabilities 0,020, while the value estimation between spirituality and work satisfaction was 1,751 (0,020).

Spirituality will play a role in self-control to achieve the result of what is clear equiponderate purpose to the ability to accomplish a purpose in all conditions, especially in the satisfaction of work. Dimension that influential spirituality on work satisfaction is inner experiences, an employee feel part of a community of labor experiencing, trust, relations with colleagues and share the job, regarding the purpose and meaning influential on the work satisfaction of intrinsic and extrinsically employees. Spirituality impact on interaction and reciprocal of cognition individuals, emotions and conduct of one to experience a feeling of positive or negative towards beliefs of a person and thinking about the work.

The finding of Model II in this research indicated that spirituality has a positive and significant with work performance, resulting in a value of CR=2,279 and coefficient of relationship spirituality with work performance (+) 1,573 ($\beta2 > 0$). The value of CR = 1,961 of 2,279 to significant level of 5%, this hypothesis is accepted. From this research can be in the p-value of 0.005 to model this research, the p-value less than 0.05, then hypothesis is accepted. The calculation of value t_{count} = 1,573 having a value higher than the $t_{critical}$ = 1,961 with probability of 0.005, whereas the value estimation between spirituality and work performance was 1,573 (0.005).

Spirituality of employees working in the form of prayer, supplication, the sense of self to advance elements of productivity will improve work performance and work satisfaction (Alexander et al., 1993). Employees who have spirituality will show higher work performance compared to other employees (Isen and Baron, 1991; Shaw, 1999). Joshi (1997) that spiritual maturity is related to the process of conformity is associated with improved performance or otherwise. These findings support the results of the study: Alexander et al. (1993), Neck and Milliman (1994), Joshi (1997), Shaw (1999), Ayranci (2011), Anjum and Ali (2011), Chin, Anatharaman and Tong (2011), Javanmard (2012) and Rastgar et al. (2012). The finding of Model III in this resaerch indicated that spirituality has a negative and significant with turnover intention, resulting of in value CR= (-) 2,907 and the coefficient of relationship spirituality and turnover intention (-) 0,356 ($\beta3 < 0$). The value of CR= (-) 2,907 lower than (-) 2,907 from 1,961 for significant level of 5%, this hypothesis is accepted. From this research in a p-value can be 0,004 to model this research, since the p-value less than 0.05 then this hypothesis is accepted. The calculation of the value of t_{count} = (-) 0,360 that has a value that is lower than the $t_{critical}$ = 1,961 with probability estimation values 0,004, while the influence of spirituality on the turnover intention was (-) 0,360 (0,004).

Dimensions of spirituality affect turnover intention is the interesting work of heart that employees will feel a match with work, understand the meaning and purpose of life, passionate in the work, has a personal mission, felt according to the place of work and am grateful for the work that will minimize the possibility of employee efforts in the search for a new work from his work. Trott (1996) that the spirituality that includes a sense of community, will be in touch with the positive cooperation and dealing with negative turnover and attendance. These findings support the results of the study: Trott (1996), Miliman et al. (2003) as well as Chawla and Guda (2010). This finding is opposed to Choerudin (2014) that there are positive relations and insignificant between spirualty and turnover intention, this is important advanced research to give consistency results relations and variable influence.

CONCLUSION

1. Spirituality has a positive and significant relationship with work satisfaction, is acceptable. These findings support the results of the study: East (2005), Malik, Danish and Usman, (2010), Chand and Koul (2012), Goodarzi and Kaviani (2013), Choerudin (2014) and Choerudin et al. (2014). To increase work satisfaction for the employee that is the fulfillment of self-satisfaction in working through the satisfaction of intrinsic and extrinsic, that will be able to increase productivity and employee satisfaction with the birth and inner well-being satisfy..

2. Spirituality has a positive and significant relationship with work performance, is acceptable. These findings support the results of the study: Isen and Baron (1991), Alexander et al. (1993), Neck and Milliman (1994), Joshi (1997), Shaw (1999), Lynton and Thogersen (2009), Ayranci (2011), Anjum and Ali (2011), Chin et al. (2011), Javanmard (2012) and Rastgar et al. (2012), Choerudin (2014) and Choerudin et al. (2014). In increasing the work for employees is to do increasing the duties and contextual through duty work, effective communication, company policy, procedure companies improve performance according to vision and mission, and development strategy employees in company management.

3. Spirituality has a negative and significant relationship with turnover intention, is acceptable. These findings support the results of the study: Trott (1996), Miliman et al. (2003), Chawla and Guda (2010). In reducing turnover intention for employees is increasing work satisfaction and increase spirituality in work environment good. Besides, need attention to external influence has important in effecting turnover intention in company.

Acknowledgement

REFERENCES

1. Alexander CN, Swanson GC, Rainforth MV, Carlisle TW, Todd CC, Oates RM. Effects of the transcendental meditation program on stress reduction, health, and employee development: A prospective study in two occupational settings. Anxiety Stress Coping 1993; 6: 245-262.

2. Anjum A, Ali H. Effect of emotional intelligence and perceived work environment on perforamnce of bankers. International Journal of The Computer, The Internet and Management 2011; 19(2): 50-54.

3. Ashmos DP, Duchon D. Spirituality at work: A conceptualization and measure. Journal of Management Inquiry 2000; 9(2): 134-144.

4. Ayranci E. Effects of Top Turkish Managers' Emotional and Spiritual Intelligences on their Organizations' Financial Performance. Business Intelligence Journal 2011; 4(1).

5. Beheshtifar M, Zare E. Effect of Spirituality in workplace on Job Performance. Interdiscplinary Journal of Contemporary Research in Business 2013; 5(2): 248-254.

6. Chand P, Koul H. Workplace spirituality, organizational emotional ownership and job satisfaction as moderators in coping with job stress. International Conference on Humanities, Economics and Geography 2012; 225-229.

7. Chawla V, Guda S. Individual spirituality at work and its relationship with job satisfaction, propensity to leave and job commitment: An exploratory study among sales professionals. Journal of Human Values 2010; 16(2): 157–167.

8. Chin, Susan Tee Suan RN, Anantharaman, Tong DYK. The Roles of Emotional Intelligence and Spiritual Intelligence at the Workplace. Journal of Human Resources Management Research. IBIMA Publishing, 2011.

9.   Choerudin A. Model of integration of spirituality towards the work behaviour and emotional intelligence as mediating variable: an approach of structural equation modeling (SEM). International Journal of Research in Commerce, IT & Management 2014; 4(1): 62-70.

10. Choerudin A, Haryono T, Cholil M. Job satisfaction as mediator in the relationship between work spirituality and performance: a case study of employee's sharia banking sector in Surakarta district, Indonesia. International Journal of Research in Commerce, Economics & Management 2014; 4(2): 1-7.

11. East TJ. A grounded study on how spirituality in the workplace impacts a person's job satisfaction. (Doctoral dissertation, Capella University, 2005), Dissertation Abstracts International 2005; 66(3): 1070A. (UMI No. 316880).

12. Ferdinand A. Structural Equation Modeling dalam Penelitian Manajemen, Ikatan Penerbit Universitas Diponegoro, Semarang, 2005.

13. Guilford, Flurchter. Fundamental Statistics in Psychology Education. New York: McGraw Hill, 1973.

14. Goodarzi HT, Kaviani M. The relationship between spirituality and job satisfaction. IOSR Journal of Business and Management 2013; 12(5): 108-116.

15. Hair JF, Black WC, Babin BJ, Anderson RE. Multivariate data analysis. (7th ed.). Upper Saddle River, NJ: Prentice Hall, 2009.

16. Hochwarter WA, Witt LA, Treadway DC, Ferris GR. The interaction of social skill and organizational support on job performance. Journal of Applied Psychology 2006; 91(2): 482-489.

17. Isen A, Baron R. Positive affect as a factor in organizational behavior. In LL Cummings and BM Staw (Eds.). Research in Organizational Behaviour, 1991; 1-53.

18. Joshi M. Emotion the term and meaning. Sunday Review, 1997; January 5: 8.

19. Kinjerski V, Skrypnek BJ. Measuring the intangible: Development of the Spirit at Work Scale. Best paper proceedings of the sixty-fifth annual meeting of the Academy of Management (CD).2006; A1-A6.

20. Kunde J. Corporate religion: Building a strong company through personality and corporate soul. London, Pearson Education, 2000.

21. Lee TW, Mowday RT. Leaving the organization: An empirical investigation of the Steers and Mowday (1981) model of turnover. Academy of Management Journal 1987; 30(4): 721–743.

22. Lynton N, Thogersen KH. Spiritual intelligence leadership in the china laboratory. Journal of International Business Ethics 2009; 2(1).

23. Malik ME, Qaiser DR, Usman A. Impact of spiritual consciousness on the job performance of banking exceutives. Interdisciplinary Journal of Contemporary Research in Business 2010; 2(1): 142-158.

24. Milliman J, Czaplewski A, Ferguson J. Workplace spirituality and employee work attitudes. Journal of Organizational Change Management 2003; 16(4): 426-447.

25. Mobley WH. Intermediate linkages in the relationship between job satisfaction and employee turnover. Journal of Applied Psychology 1978; 62(2): 237- 240.

26. Neck C, Milliman J. Thought Self-leadership Finding Spiritual Fulfillment in Organizational Life. Journal of Managerial Psychology 1994; 9(6): 9-16.

27. Rastgar AA, Zarei A, Davoudi, Mousavi SM, Kiarash F. The link between workplace spirituality, organizational citizenship behavior and job performance. APJEM 2012; 1(6): 51-67.

28. Shaw JD. Job satisfaction and turnover inetentions: the moderating role positive effect. Journal of Pschology 1999; 139: 242-244.

29. Simmons Robert. Performance Measurement & Control System for Implementing Strategy. Prentice Hall Inc., New Jersey, 2000.

30. Spector PE. Job satisfaction. Thousand Oaks, CA: Sage, 1997.

31. Tett RP, Meyer JP. Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. Personnel Psychology 1993; 46: 259-293.

32. Thoresen CJ, Kaplan SA, Barsky AP, Warren CR, De Chermont K. The affective underpinnings of job perceptions and attitudes: A meta -analytic review and integration. Psychological Bulletin 2003; 129(6): 914-945.

33. Trott D. Spiritual well-being of workers: An exploratory study of spirituality in the workplace. Unpublished doctoral dissertation, University of Texas, Austin, 1996.

34. Vaughan FE. Varieties of Intuitive Experience in Agor. WH. (Ed.), Intuition in Organizations, Sage Publications, 1989; 40-61.

35. Van Scotter JR, Motowidlo SJ. Interpersonal facilitation and job dedication as separate facets of contextual performance. Journal of Applied Psychology 1996; 81(5): 525-531.

36. Wayne SJ, Shore LM, Liden RC. Perceived organizational support and leader-member exchange: A social exchange perspective. Academy of Management Journal 1997; 40(1): 82-111.

37. Weiss DJ, Dawis RV, England GW, Lofquist LH. Manual for the Minnesota Satisfaction Questionnaire. Minneapolis: University of Minnesota. 1967.

38. Witt LA, Carlson DS. The work- family interface and job performance: moderating eff ects of conscientiousness and perceived organizational support. Journal of Occupational Health Psychology 2006; 11(4): 343- 357.

39. Yahyazadeh-Jeloudar S, Lotfi-Goodrasi F. What is the relationship between spiritual intelligence and job satisfaction among MA and BA teachers? International Journal of Business and Sciences 2012; 3(8): 299-303.

40. Zohar D, Marshall. SQ spiritual intelligence: The ultimate intelligence. London: Bloomsbury, 2000.