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Peran Spiritualitas di Tempat Kerja pada Loyalitas Karyawan Generasi Milenial di Indonesia

Role of Workplace Spirituality in Employee Loyalty among Indonesian Millennial Employees

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Abstrak

Penelitian ini merupakan studi baru yang mengkaji konsep teoritis spiritualitas di tempat kerja dan loyalitas karyawan, khususnya dalam konteks karyawan milenial di Indonesia yang saat ini mendominasi tenaga kerja lokal dan dianggap memiliki intensi *turnover* yang tinggi. Tujuan penelitian ini adalah untuk mengetahui hubungan antara masing-masing dimensi spiritualitas di tempat kerja dengan masing-masing dimensi loyalitas karyawan pada generasi milenial di Indonesia. Total partisipan dalam penelitian ini adalah 288 karyawan milenial dari 412 responden awal yang mengisi kuesioner secara daring, yang berasal dari 46 kota di Indonesia. Semua responden adalah karyawan penuh waktu dari organisasi publik dan swasta dengan pengalaman kerja minimal dua tahun. Penelitian ini terlebih dahulu membuat model pengukuran dan kemudian melakukan *Structural Equation Modeling* (SEM) untuk mengolah dan menginterpretasikan data. Hasil penelitian menunjukkan bahwa masing-masing dimensi spiritualitas kerja memiliki pengaruh yang berbeda terhadap loyalitas karyawan milenial di Indonesia, dimana keselarasan dengan nilai-nilai organisasi menjadi alasan utama untuk bertahan dalam organisasi.

Kata kunci: Karyawan; Loyalitas Milenial; Spiritualitas Di Tempat Kerja

Abstract

This is a novel study that examines the theoretical concept of workplace spirituality and employee loyalty, particularly in the context of millennial employees in Indonesia who currently dominate the local workforce and are thought to have high turnover intentions. This research aims to determine the correlation between each dimension of workplace spirituality and each dimension employee loyalty among millennials in Indonesia. The final participants in the study were 288 millennial employees from 412 initial respondents that fill online questionnaire from 46 cities in Indonesia. All respondents were full-time employees from public and private organizations with minimum two years of work experience. This study first creating the measurement model and then performing structural equation modeling (SEM) to process and interpret the data. The results indicate that each dimensions of workplace spirituality have different effects on the loyalty of millennial employees in Indonesia, which alignment with organizational values is the main reason for staying in the organization.

Keywords: Employee Loyalty; Indonesian Millennials Workforce; Workplace Spirituality

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INTRODUCTION

Currently, individuals spend most of their lives working in an office environment, and may acquire social identity from their workplace. Employees hope that their workplace will provide a sense of community and attachment. The discussion in the literature on intention to leave the organization demonstrates that leaders and managers now need to pay more attention to their employees' involvement with the organization and attempt to retain employees.

Millennials employees have different characteristics from other employees, for example, they tend to feel less engaged toward their work and feel indifferent in the organization (Clifton, 2016). These employees also three times tend to change jobs than are other generations and are less loyal to the organization (Capnary et al., 2018; Clifton, 2016; Deloitte, 2019; Indrawan Wibowo et al., 2018; Mayangdarastri & Khusna, 2020), which has negative results on the employees themselves and on the organization.

According to data from the Badan Pusat Statistik (Budiati et al., 2018), millennial generation (people born between 1981 and 1996 and currently 24–39 years of age) currently accounts for approximately 34% of the Indonesian workforce. The members of the millennial workforce are looking for a job that has a mission and goals and provides development and not only satisfaction, they also want their leaders to be a coach rather than a boss, and to have continuous intensive communication (Clifton, 2016).

Indonesia is one of the largest populations of millennials in Southeast Asia. But there has been no study on the

correlation between workplace spirituality dimensions and employee loyalty dimensions in Indonesian millennial employees, so that this study conducted to understand the correlation between workplace spirituality and employee loyalty in Indonesian millennial employees.

Spirituality in the workplace is a new research area in Indonesia, and has not been widely studied scientifically. It is generally conceptualized as a paradigm that inspires individuals to seek meaning and purpose in life (Krishnakumar & Neck, 2002). It also describes the inner life dimensions that includes some characteristics such as openness and caring, connectedness, respect, humility, compassion, and transcendence (Bhattacharyya & Afroz, 2019; Milliman et al., 2003; Petchsawang & Duchon, 2009). This study conceptualizes workplace spirituality as the contexts of employee's meaningful work, sense of community, and alignment with organizational values (Ashmos and Duchon, 2000; Milliman et al., 2003).

Experiencing workplace spirituality can enhance individual self-esteem, which can in turn enhance wellbeing at work (Awan & Sitwat, 2014). Employees that experience wellbeing and job satisfaction arising from feelings of transcendence and fulfillment tend to have high intention to stay (Aboobaker et al., 2019; Bhattacharyya & Afroz, 2019; Gupta et al., 2014).

Research has found that millennials do not particularly want to change their jobs, but that they sometimes feel organizations do not give them sufficient reason to stay (Clifton, 2016). Employees

will be loyal to the organization if they are rewarded and have values and culture that are in line with the organization's values (Ertas, 2015; Ozcelik, 2015). The definition of loyalty and its dimensions continue to be freely defined. In this study, it defines as the individual perception that the relationship between two parties meets reciprocal expectations, which usually involves the understanding of a lasting attachment between the two parties, an expectation of self-sacrifice in the face of challenges, and meeting mutual duties and obligations (Hart et al. , 2016).

Several studies have demonstrated that workplace spirituality positively affects job satisfaction, organizational commitment, and job involvement (Guillon & Cezanne, 2014; Haar, 2006). However, there are few studies in Indonesia that validate the correlation between workplace spirituality and employee loyalty, particularly in the context of the millennial workforce, which constitutes the majority of Indonesia's workforce. To fill this gap in the organizational literature, this study aims to explore whether workplace spirituality affects the loyalty of the millennial workforce in Indonesia.

Social exchange theory provides a broader hypothetical framework for this study by proposing an interdependent exchange relationship between employees and the organization, in which employees' perceptions of purpose and engagement at work encourage higher intention to stay in the organization and a higher level of positive work behavior (Cropanzano & Mitchell, 2005; Haar, 2006). Using the social exchange perspective as the theoretical background, this study surveys millennial employees in Indonesia to test

the proposition that workplace spirituality (tested through the dimensions of meaningful work, sense of community, and alignment with organizational values) increases employee loyalty (tested through the dimensions of intention to stay with the organization, insensitivity toward alternative employers, and word of mouth about the organization). The study proposes the following hypotheses:

- H1.* There is a significant positive correlation between meaningful work and intention to stay with the organization.
- H2.* There is a significant positive correlation between meaningful work and benefit insensitivity toward alternative employers.
- H3.* There is a significant positive correlation between meaningful work and employee word of mouth about the organization.
- H4.* There is a significant positive correlation between sense of community and intention to stay with the organization.
- H5.* There is a significant positive correlation between sense of community and benefit insensitivity toward alternative employers.
- H6.* There is a significant positive correlation between sense of community and employee word of mouth about the organization.
- H7.* There is a significant positive correlation between alignment with organizational values and intention to stay with the organization.
- H8.* There is a significant positive correlation between alignment with organizational values and benefit insensitivity toward alternative

employers.

- H9. There is a significant positive correlation between alignment with organizational values and employee word of mouth about the organization.

Figure 1. Conceptual Framework of the Study

RESEARCH METHODS

This study distributed an online questionnaire through social media to 412 initial respondents who were millennial employees (born between 1981 and 1996), achieving a final sample of 288 participants who completed the questionnaire in full and with full attention. All respondents were employees who worked full-time with a minimum of two of work experience. The study applied an attention check to the questionnaires by providing codes at the beginning of the questionnaire that were asked again before the participant submitted their questionnaire.

Data collection was conducted using online questionnaires that were introduced through social media namely WhatsApp Group and Instagram, and for 25 lucky participants there was a reward in the form of an electronic money balance. The research sample consisted of 50.3% women and 49.7% men, and was

dominated by employees in the public sector at 78.5% who came from 46 cities in Indonesia (i.e., Padang, Palembang, Jakarta, Jogjakarta, Balikpapan, Denpasar, Ambon, and Manado).

This study first adapts the measurement instrument to Indonesian using the back-translation method (Sousa & Rojjanasrirat, 2011). Following the reference study, the measurement instrument used in this study includes 21 items for a workplace spirituality scale developed by Milliman et al. (2003) that are categorized in three dimensions: meaningful work, sense of community, and alignment with organizational values. The first adaptation instrument was tested using an online questionnaire pilot study on a sample of 30 participants that represent the target population. The Cronbach's alpha score of each dimension was as follows: meaningful work ($\alpha = 0.788$), sense of community ($\alpha = 0.805$), and alignment with organizational values ($\alpha = 0.856$), thus the Cronbach's alpha scores for the workplace spirituality instrument in Indonesian showed good reliability (Taber, 2018).

The pilot study resulted in revision of some items to increase participant understanding and ease. A sample item for this instrument from sense of community dimension is "I feel part of a community". The measure of employee loyalty adapted the scale of employee loyalty developed by Bloemer and Odekerken-Schröder (2006), which measures the same three dimensions as the reference study, namely, intention to stay with the organization, benefit insensitivity toward alternative employers, and word of mouth about the organization. The Cronbach's

alpha scores for the dimensions were as follows: intention to stay with the organization ($\alpha = 0.575$), benefit insensitivity toward alternative employers ($\alpha = 0.863$), and word of mouth about the organization ($\alpha = 0.709$).

The Cronbach's alpha score for the benefit insensitivity and word of mouth dimensions showed good reliability, and while the intention to stay dimension showed less reliability, it was close to 0.60—the threshold value for the reliability of the instrument (Taber, 2018). The study assumed that the intention to stay dimension did not reach the limit most likely because of the small number of measuring items and that the reliability of the dimension was sufficiently close to the minimum reliability score ($\alpha = 0.575$), and thus the study maintained the measures for this dimension (Taber, 2018). Each dimension consisted of two items; a sample of intention to stay dimension is “I consider this organization my first choice”. To reduce response bias and the possibility of respondent misusing the midpoint options as expressing the “neutral” answer, this study was using 4-points Likert scale on both of measuring instrument range from “Strongly Disagree” to “Strongly Agree” (Chang, 1994; Youn et al., 2017).

RESULT AND DISCUSSION

Result

The result of mean values, standard deviation, reliability, and correlation with the total sample measurements is presented in Table 1. Based on the mean scores in each dimension of workplace spirituality and employee loyalty with average score > 2.5 , shows that the data has fair answer from the respondents (Youn et al., 2017).

The Standard Deviation (SD) score of meaningful work, sense of community, intention to stay, benefit insensitivity and word of mouth about the organization are below mean score, indicates good data answer distributions. Otherwise, the SD score of alignment with organizational values that is above the mean score, indicates a high variation of data answer that can affect data bias. To process the data and interpret the results, the study employed a two-stage approach: first, creating the measurement model; second, performing Structural Equation Modeling (SEM). The study conducted several analyzes to determine the reliability and validity of the measuring instruments before testing the hypothesis, consist of internal consistency, discriminant validity and convergence validity of measuring item, and confirmatory factor analysis (Hair et al., 2010).

Table 2. Reliability and validity measure of constructs

Focal construct	CR	AVE	BI	MW	SOC	AOV	IS	WOM
BI	0,863	0,764	2,075					
MW	0,788	0,392	0,729	5,154				
SoC	0,805	0,386	1,162	4,222	7,535			
AOV	0,856	0,440	1,421	4,63	5,828	10,156		
IS	0,575	0,415	0,269	1,191	1,137	1,954	1,406	
WoM	0,709	0,578	0,293	1,102	1,339	1,993	0,399	0,947

Note : The variables below the diagonal represent the correlations between each pair of dimensions, and the values on the diagonal represent the sq.

Table 3 Path estimates of model hypotheses

	Path	Estimate	S.E	C.R	p
H1	Meaningful work → Intention to Stay	0,705	0,422	1,669	0,095
H2	Meaningful work → Benefit insensitivity	-0,133	0,473	-0,282	0,778
H3	Meaningful work → Word of mouth	0,005	0,218	0,024	0,981
H4	Sense of community → Intention to stay	-0,564	0,235	-2,4	0,016
H5	Sense of community → Benefit insensitivity	0,19	0,255	0,744	0,457
H6	Sense of community → Word of mouth	-0,065	0,117	-0,554	0,58
H7	Alignment with org. values → Intention to stay	0,946	0,187	5,061	***
H8	Alignment with org. values → Benefit Insensitivity	0,489	0,2	2,443	0,015
H9	Alignment with org. values → Word of mouth	0,67	0,107	6,267	***

n = 288

The Cronbach's alpha score > 0.6 to measure internal consistency showed quite good results. As a test of convergent validity, average variance extracted (AVE) was measured by calculating the amount of variance and random measurement error. An AVE value equal to or more than 0.50 indicates internal consistency/convergent validity for the construct measurements (Fornell & Larcker, 1981). In this study Information about the correlation coefficient and the AVE value of each construct in the form of a matrix is provided in Table 2 (Hair et al., 2010). Each dimension of workplace spirituality had a moderate correlation with each dimension of employee loyalty, shown by the Pearson correlation. IBM Amos 2.4 was used to perform Confirmatory Factor Analysis (CFA), and all items had loading score >0.70.

The model of fit is assessed by several fit indexes provided by Hooper et al. (2008) consisted of Chi-square $\chi^2 = 36,316$, $p = 0.00$; $\chi^2/df = 12,105$; SRMR = 0,534, TLI = 0,761, CFI = 0,952, GFI = 0,959 and RMSEA = 0,197, indicated acceptable fit. This study used IBM AMOS 24.0 to test the hypotheses and correlation between the variables by using SEM (Arbuckle, 2017). Refer to Hair et al. (2010), the

research model shows good fit of the data: $\chi^2 = 697,224$, $p = 0.00$; $\chi^2/df = 2,235$; SRMR = 0.563, TLI = 0.864, CFI = 0.879, GFI = 0.839, and RMSEA = 0.660. Table 3 presents the regression results for each coefficient and the statistical significance. From the nine hypotheses tested in the study, six hypotheses were not accepted. That is, the study found no significant correlation between meaningful work and the three dimensions of employee loyalty, thus H1, H2, and H3 were not accepted.

Sense of community had a negative and significant correlation with intention to stay ($\beta = -0.564$; $p < 0.016$), thus H4 was also not accepted. The correlation between sense of community and the other two dimensions of employee loyalty namely benefit insensitivity and word of mouth about the organization, showed insignificant results ($p > 0.01$), thus H5 and H6 were not accepted. As in the reference study conducted in India, the employee spirituality dimension of alignment with organizational values was found to have a positive and significant correlation with the employee loyalty dimensions of intention to stay ($\beta = 0.946$; $p < 0.01$), benefit insensitivity toward alternative employers ($\beta = 0.489$; $p < 0.015$), and word of mouth about the

organization ($\beta = 0.670$; $p < 0.01$), thus H7, H8, and H9 were accepted (see Figure 2).

Discussion

This study was conducted to determine the correlation between workplace spirituality and employee loyalty in millennial employees in Indonesia, who represent the largest employee group in Indonesia's current workforce. The study found that millennial employees in Indonesia have a low sense of meaningful work and community in the workplace, but a higher level of alignment with organizational values.

Figure 2. Path estimates after Structural Equation Modelling

The hypotheses testing the correlation between meaningful work and the dimensions of employee loyalty (H1, H2, and H3) were not supported, demonstrating that the millennial employees in this study are not motivated to be loyal to the organization because of their sense of meaningful work. The hypotheses testing the correlation between sense of community dimension and intention to stay dimension found a negative and significant effect (H4), which means when Indonesian millennials employee feeling a sense of community in the organization, they do not want to stay

with the organization. Most of the participants as stated worked in the public sector, and millennials public employee has the characteristic of individual (Mundiarsih. et al., 2019), so that this result show that they do not consider the sense of community as the reason they stay with the organization. This result is also different from the research on the Indian millennials (Aboobaker et al., 2020), which found that a sense of community is positively correlated with intention to stay and benefit insensitivity. The hypothesis testing the correlation between sense of community dimension and benefit insensitivity (H5) and word of mouth about the organization (H6) found no positive and significant correlation. However, these results are in line with research on factors that influence millennials' loyalty in Indonesia, which found that trust in peers has no effect on employee satisfaction, and therefore does not affect employee loyalty (Maulidiani & Bhinekawati, 2020). In addition, millennials experience a sense of belonging through having an effect to the world, which means that if an organization does not provide opportunities for millennials to demonstrate their ability, they will not experience a sense of community with the organization (Le Penne, 2017). This result suggests that organizations should embrace Indonesian millennial employees to ensure they feel sense of community in a way that has meaning for them.

The dimension of alignment with organizational values had a positive and significant correlation with all three dimensions of employee loyalty, thus supporting H7, H8, and H9. The highest

score of correlation was found between alignment with organizational values and intention to stay (H7). This demonstrates that aligning employee and organizational alignment values will increase millennials' intention to stay. It also can be concluded that having alignment with organizational values is a more important than sense of meaningful work and sense of community in ensuring millennial employees are loyal to the organization.

CONCLUSION

This study demonstrated that the organizational loyalty of millennial employees in Indonesia at work is more influenced by alignment with organizational values than by meaningful work and sense of community in the workplace. From the employee perspective, managers can provide a wider space for development and self-actualization, provide more challenging tasks, and involve employees more in the team or community, which requires millennials employee to be more engaged with the community in the organization. Research has found that when millennials are involved in important organizational decision making, they will find meaning in their work (Prasasti & Denni Boy, 2020). From an organizational perspective, it is important to create guidelines that can facilitate the creation of workplace spirituality, particularly focusing on alignment of millennial generation's value and organization value. Research has found two factors that form the spiritual climate in the workplace, namely, having a vision and mission that motivate employees and connect them with their purpose at work, and employers showing

deep concern for their employees lives (Yogatama & Widyarini, 2015). Thus, organizations in Indonesia need to make their vision and mission clear to employees and pay more attention to their wellbeing. In addition, organizations can provide training or mentor programs to help millennials find their potential, and provide opportunities for them to have an influence on the organization, so that it can increase their intention to stay with the organization. The results of this study indicate that organizations in Indonesia need to pay more attention to creating workplace settings that facilitate the aspirations of the millennial generation, and their psychological need for self-actualization and a sense of connectedness. Creating such workplace settings can have a positive effect on millennial employee work behavior and have beneficial outcomes for individuals and organizations.

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