WORKPLACE SPIRITUALITY AND EMPLOYEES' ENGAGEMENT: A MANAGERIAL INSIGHT

Burhan Rifuddin [1], Jibria Ratna Yasir[*] [2], Muh. Shadri Kahar Muang [3], Fasiha Kamal[4]

1 Lecturer, Faculty of Islamic and Economic Bussiness, Institute of State Islamic Religion of Palopo, Indonesia. Email: burhan_rifuddin@iainpalopo.ac.id
2 Lecturer, Faculty of Islamic and Economic Bussiness, Institute of State Islamic Religion of Palopo, Indonesia. Email: jibria_ratnayasir@iainpalopo.ac.id
3 Lecturer, Faculty of Islamic and Economic Bussiness, Institute of State Islamic Religion of Palopo, Indonesia. Email: muh_shadri@iainpalopo.ac.id
4 Lecturer, Faculty of Islamic and Economic Bussiness, Institute of State Islamic Religion of Palopo, Indonesia. Email: fasiha@iainpalopo.ac.id

*Corresponding author: jibria_ratnayasir@iainpalopo.ac.id

ABSTRACT

Workplace spirituality is a work pattern of organizational cultural values that motivates employees' spiritual experience through the work process. Workplace spirituality affects employee attachment which is the behavior of employees in carrying out their roles in accordance with their positions in the organization without giving up other roles in carrying out the duties and responsibilities of the position. The purpose of this research is to provide information for SIT Madani Palopo personnel in formulating appropriate managerial policies, in order to improve organizational performance and achieve organizational goals. The method used is quantitative and inferential Structural Equation Modeling (SEM) analysis with Partial Least Square (PLS) approach. The results show that there

is a positive influence between workplace spirituality on employee attachment. The high workplace spirituality of employees has an influence on the high attachment of employees to the company. The research implication is the creation of human resource management that works not only for material achievement or completion of work, but as worship and planting goodness in the next generation.

INTRODUCTION

Empowerment and management of human resources (HR) is an important stage in an educational process at the primary, secondary and higher levels. In making managerial decisions, institutional leaders need to consider everything that is felt and accepted by employees as part of the social system. Employees as part of the social system have two general characteristics, namely having physical and external needs with all their respective problems (Islam, 2018). Organizational attention to the condition of employees can be carried out on crucial aspects that can affect the role of employees in an effort to achieve organizational goals (Islam, 2015). One of the crucial aspects referred to is employee engagement with the organization. Some of the results of previous studies show the role of employee attachment for organizational success. Employee attachment also has a negative effect on the level of turnover intention. When employee engagement increases, turnover intention decreases. (Fauziridwan et al. 2018). The vital role of employee engagement makes knowledge about the factors that can influence it important to know. These factors can affect the high or low employee angegement. One of these factors is workplace spirituality.

Workplace spirituality has become a relatively new topic in the discourse on organizational behavior. Ashmos and Duchon (2000) define spirituality at work as an acknowledgment that employees have an inner life that is nurtured and nurtured by meaningful work that takes place in a community context. This research was conducted because Spirituality is also a determining factor in one's work. Low workplace spirituality will result in high turnover intention. The higher the spirituality of the employee's work, then it will increase the job satisfaction felt by employees (Jannah et al., 2018)

LITERATURE REVIEW
Workplace Spirituality

Workplace spirituality is an acknowledgment that employees have an inner life that is nurtured and nurtured by meaningful work that takes place in a community context. There are three dimensions of workplace spirituality as mentioned by Milliman et al. (2003), which consists of:

1. Meaningful work. This dimension describes how employees at the individual level interact with their daily work.
2. Community. The essence of the dimension is to involve a deeper sense of connection between people, including genuine care, support, and freedom of expression.
3. Alignment with organizational values. This dimension indicates that employees have a strong sense of alignment between their personal values and the goals and mission of the organization.

Workplace spirituality felt by employees has an important role and needs to be a concern for company owners. The spirituality of work mentioned in various studies also has an influence on various factors in the organization. For example, low workplace spirituality will result in high turnover intention, and this is confirmed through research conducted by Budiono et al. The higher the employee's workplace spirituality, the higher the job satisfaction felt by employees (Janah 2018). In addition, it was also found that there was a positive and significant influence given by workplace spirituality on work morale (Siregar 2021), and employee performance (Khusnah 2019). Workplace spirituality is also mentioned to have a positive and significant influence on employee engagement. This is confirmed by research from Janah (2018) and Purnami et al. (2020). The better the employee's workplace spirituality, the more attached employees will be. The influence given by workplace spirituality as seen from some of these studies shows the importance of measuring employee workplace spirituality by the company.

Employee Engagement
The term engagement or attachment is a relatively new term, which was first introduced by Kahn (1990), as the self-utilization of organizational members for their work roles. Attachment also shows that members employ and express themselves physically, cognitively and emotionally in their role performance. Attachment is referred to as the positive antithesis or opposite of burnout, as shown in the results of research on burnout conducted by Maslach et al. (2001). The study states that the three characteristics of attachment, namely energy, engagement and efficacy, are the direct opposites of the three dimensions of burnout, namely fatigue, cynicism, and inefficiency (Islam, 2020). Aon Hewitt, an agency in the United States that is engaged in providing management consulting services and human resources, presented its own model in measuring the level of employee engagement in a company. There are three aspects that can be observed in measuring the level of employee engagement, namely (Aon Hewitt 2015):
1. Say, which is the extent to which employees speak positively about the organization to customers, prospective employees, and co-workers.
2. Stay, namely the extent to which employees want to be part of the organization, and have a strong sense of belonging to the organization.
3. Strive, namely the extent to which employees exert effort and are motivated towards the success of their work and company. Employee

engagement is one of the important aspects needed in the process of achieving organizational goals. Engaged employees will be more motivated to put more effort into their work, choose to stay with the company, and recommend the company with good words.

Method
This research design uses a quantitative approach, with techniques and data analysis using Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. to see the average respondents' answers to the variables, namely workplace spirituality and employee attachment. In addition, data processing in a series of descriptive analysis is carried out with the help of the Microsoft Excel 2019 application.

Research subject
There are 57 employees of SIT Insan Madani Palopo with different genders, different educational levels, and from different work units.

Data collection technique
Questionnaires and direct interviews to employees of SIT Insan Madani. Based on data obtained from the HR development unit of SIT Insan Madani Palopo, the total number of employees at SIT Insan Madani Palopo is 286 people. Which is then simplified by determining the number of samples with the technique of determining the number of samples according to the Gay n=Nx 20% formula. Based on these calculations, the number of samples obtained is 57 people. The data was processed using SEM-PLS in order to see how far the influence of the independent or exogenous variables (Workplace Spirituality) on the bound or endogenous variables (Employee Attachment). Furthermore, data analysis was carried out by describing all the results from the table showing the characteristics of the respondents up to the description of the test results and the model with the SEM-PLS approach..

RESULT
SIT Insan Madani Palopo has several work units. Respondents in this study were recorded as members of the Financial Administration work unit (1.8%), General Section (12.3%), Boarding (10.5%), Branches (1.8%), IT (1.8%) , Catering (7.0%), Services (3.5%), PA (1.8%), PAUD (1.8%), SD (26.3%), HR (1.8%), SIT (3.5%), SMA (14.0%), and SMP (12.3%). The composition of respondents in this study was composed of at least one respondent from each work unit at SIT Insan Madani Palopo. The majority of respondents in this study came from elementary school units. This is in line with the number of employees in the SD work unit which is indeed more than other work units.

The career path of employees at SIT Insan Madani Palopo consists of four levels, starting from the highest, namely Manager, Assistant Manager, Supervisor, and Employee. The career paths of respondents in this study include all available career paths for employees, namely Manager

(19.3%), Assistant Manager (14.0%), Supervisor (5.3%), and Employee (61.4%). In the career path category, all employees in the Manager category are included as respondents, taking into account that their duties and authority are greater than those of other employees. Respondents' tenure was grouped into the categories of 1 year (12.3%), 25 years (24.6%), 610 years (35.1%), 1115 years (14.0%), and 16 years. (14.0%). The category of respondent's tenure with the highest number is in the range of 610 years. One of the respondents is an employee who has worked since SIT Insan Madani Palopo was established. Table 1 describes the characteristics of respondents in this study.

Table 1 Characteristics of Respondents

Characteristics	category	Total	Proporsion (%)
Gender	Men	33	57,9
	Woman	24	42,1
Age (Year)	≤ 30	14	24,6
	31-40	20	35,1
	41-50	19	33,3
	≥51	4	7,0
last education	Junior High School	3	5,3
	Senior High School	9	15,8
	Diploma	7	12,3
	Bachelor	31	54,4
	Magister	7	12,3
Work unit	Financial administration	1	1,8
	General Affair	7	12,3
	Boarding	6	10,5
	Cabang	1	1,8
	IT	1	1,8
	Catering	4	7,0
	Service	2	3,5

Respondents' Perceptions of Research Variables based on their Characteristics

Measurement of respondents' perceptions of research variables is illustrated in table 2 below which shows the average value for each category.

Table 2 Average Value based respondent characteristic

Characteristic	Category	Workplace Sprituality	Employees Engagement
Gender	Male	**4,54**	**4,38**
	Female	4,38	4,15
Age (Year)	≤ 30	4,46	4,27
	31-40	4,45	4,25
	41-50	4,44	4,27
	≥ 51	**4,74**	**4,58**
Last Education	Junior High School	4,27	4,00
	Senior High School	4,44	4,30
	Diploma	4,45	4,36
	Vocational / Bachelor	4,49	4,27
	Magister	**4,54**	**4,40**
Work Unit	Financial administration	3,80	3,67
	General Affair	4,59	4,48
	Boarding	4,26	4,25
	Branch	**4,85**	4,00
	IT	4,10	4,00
	Catering	4,20	4,04
	Service	4,80	**5,00**
	PA	4,70	4,50
	Kindergarten	4,20	4,00
	Elementery School	4,50	4,26
	HRD	3,95	3,83
	Islamic School	4,60	4,42
	Senior High School	4,53	4,31
	Junior High School	4,63	4,31
Career Path	Manager	4,42	4,30
	Asisten Manager	4,47	4,42
	Supervisor	**4,72**	**4,83**
	Staff/Pegawai	4,47	4,20
Work Duration (year)	≤ 1	4,29	4,10
	2-5	**4,54**	4,37
	6-10	4,51	4,33
	11-15	4,52	**4,38**
	≥ 16	4,38	4,10
Total Average	4,47	4,29	

Overall, the results of the calculation of the average value show a good value (good parameters are in the range of values from 3.40 to 4.20). Referring to the data shown in table 2, there is no average score lower than 3.40, both from each category on the existing characteristics, as well as the average value of all employees for each research variable. The spiritual attitude of employees and their attachment to the company from the data in table 2 is categorized as very good.

If the observations are based on gender, the highest average value is found in male employees. This is an interesting finding, because it indicates that female employees feel or have lower workplace spirituality compared to male employees (Islam, 2020).

To explore the causes of the lower average score of female employees compared to male employees, three female respondents were interviewed. The first respondent said that this could happen because of an understanding that the work done was not the main obligation of a woman, so she did not have a specific target at work. In addition, women tend to just follow the existing path, so they don't have a particular emphasis on contributing more.

Meanwhile, according to the second respondent, the performance of female employees if they are married and have children will decrease. This is presumably because physically he is relatively more tired, and his mind is also divided with children and family matters. Respondents interviewed have four children. The last child is 15 years old.

The third respondent conveyed several possible causes related to the finding of the lower average score of female employees. The first possibility is that the work motivation that appears is limited in order to fulfill the family's financial needs, especially in the role of helping husbands earn a living. This lack of motivation becomes even stronger with the view that work is the main obligation of men, so that the work done is not the main priority and focus. However, regarding this limited motivation, the company has strengthened motivation and work goals for employees on certain occasions. The next possibility is related to the role in the family as a wife and mother which requires good time and energy management. Especially if in the family the husband also works, and he has many children who are still at the age of toddlers. Respondents interviewed have 4 children, with the oldest child being 9 years old, and the youngest child being 3 years old. Another possibility is about the tendency of women to use their feelings, so that it can affect harmony, problem solving, and interactions between employees.

RESPONDENTS' PERCEPTIONS OF RESEARCH INDICATORS

Descriptive analysis in this study also measures the average value of respondents on indicators. There are three indicators that reflect workplace spirituality variables, and all indicators get very good scores, namely Meaningful Work (4.56), Sense of Community (4.34), and Alignment with Organization Values (4.53). Employees feel that the work they do is very meaningful, feels together in the company community, and there is a sense of alignment of employees with organizational values. Employees feel that they are part of the big family of the organization. This is in addition to manifesting naturally, there is also a role for the company in making it happen. The activity is in the form of giving gifts to employees who are married or have news of the birth of a child. In addition, family gathering activities that involve employees' families also emphasize the position of employees and their families as part of the company community.

Employees have high employee spirituality, which can then support the achievement of company goals.

Table. 3 Average Respondent's Answer toward research indicators

Indicator	average	Conclusion
Meaningful Work (SK1)	4,56	very good
Sense of Community (SK2)	4,34	very good
Alignment with Organization Values (SK3)	4,53	very good

Inferential Analysis with SEM-PLS
Based on the results of the calculation of the PLS algorithm, all indicators on the workplace spirituality variable have an outer loading value of more than 0.70, so no indicators are reduced.

Tabel 4 Outer Loading Value

Variable	Indicator	*Outer Loading*
Workplace Spirituality	*Meaningful Work* (SK1)	0,822
	Sense of Community (SK2)	0,873
	Alignment with Organization Values (SK3)	0,906

Based on the data shown in table 4, each indicator has been able to explain the variables. This means that workplace spirituality is explained by Meaningful Work, Sense of Community, and Alignment with Organization Values. Meanwhile, employee attachment is explained by Say and Stride indicators.

Convergent validity is also expressed by the value of Average Variance Extracted (AVE). The results of the analysis show that the variable of workplace spirituality is 0.753 and employee attachment is 0.827.

The next stage is the reliability test. The results of the calculation of the PLS algorithm show that the construct as a whole has a good level of reliability. The composite reliability value of the latent variable as listed in Table 5 shows a number more than 0.70. This shows that the variables already have consistency if measured with the same measuring instrument will produce the same results.

Tabel 5 *Composite Reliability Value* dan AVE

Variable	Composite Reliability	Average Variance Extracted (AVE)
Workplace Spirituality	0,901	0,753

Referring to the results of several tests that have been carried out, the measurement model in this study has met the reliable and valid criteria. Each indicator has explained well the variables. The next step is to calculate the path coefficient value. The path coefficient values are standardized in the range of 1 to +1. A negative value indicates a negative influence between exogenous variables on endogenous variables, while a positive value indicates a positive effect. Based on the calculation of the PLS algorithm, the path coefficient values are obtained as listed in Table 3. All paths show numbers with positive values, which indicates that the influence exerted by exogenous variables on endogenous variables is a positive influence. The higher the value of the exogenous variable, the higher the value of the endogenous variable. Vice versa. The lower the value of the exogenous variable, the lower the value of the endogenous variable.

The next step is to test the significance through bootstrapping calculations. The significance value is said to be significant if tstatistic is greater than ttable of 1.96 at = 5%. If the tstatistic is greater than 1.96, then the resulting effect includes a significant effect. The results of the bootstrapping calculation for the research model at a significance level (α) of 5% can be seen in Figure
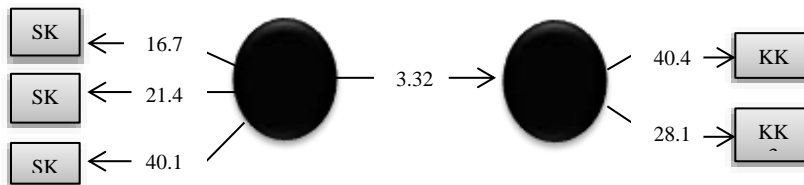
Figur 1 *BootstrappingResult*

After the tstatistic value is obtained from the bootstrapping calculation, the hypothesis testing that has been determined in the initial planning of the study is carried out. If the path coefficient value is positive and the tstatistic value is more than 1.96, then H11.1 is accepted, and H0.1 is rejected. If the path coefficient value is negative, or the tstatistic value is less than 1.96, then H1.1 is rejected, and H0.1 is accepted. The path coefficient values, statistics, and the reading of the research model hypotheses can be seen in Table 6.

Tabel 6 *path coefficient* dan *t-statistic value*

Jalur Path Coefficient	*t-statistic*	Conclusion
Workplace Spirituality☐ Employee Engagement	0,471 3,325	Accept H1.2

The formulation of the first hypothesis assumes that workplace spirituality has an influence on employee attachment at SIT Insan Madani Palopo. The path coefficient value shows a positive relationship between workplace spirituality and employee attachment of 0.471. This value shows that if the value of workplace spirituality increases by 1 unit, then employee attachment also increases by 0.471. The tstatistic value of the path is 3.325 at = 5%. This value is greater than ttable (1.96), which means it is significant. Thus H1.2 is accepted and H0.2 is rejected. Thus, workplace spirituality has a positive and significant influence on employee engagement. The better the employee's workplace spirituality, the higher the employee's attachment.

INTERPRETATION OF HYPOTHESIS TEST RESULTS

The results of the second hypothesis test show that H1.2 is accepted and H0.2 is rejected. The interpretation of the results of the hypothesis test shows that workplace spirituality has a positive and significant influence on employee attachment. This is in line with the research of Janah (2018) and Purnami et al. (2020) which states that workplace spirituality has a positive and significant influence on employee engagement. That is, the better the workplace spirituality felt by employees, the better the employee's attachment. The significance of the significant influence of workplace spirituality is that the high workplace spirituality of employees has an impact on the level of employee attachment at a real level. The addition of 1 unit of workplace spirituality gives an additional 0.471 units of employee attachment. Therefore, the company's attention to the spirituality of employees' work needs to be shown, with the hope that maintaining high employee spirituality can cause employees to be more attached to the company.

Based on the results of calculations in descriptive analysis, the overall average value for the workplace spirituality variable is the highest value of the other variables studied in the descriptive analysis, with a value of 4.47 which means very good. This reflects the high workplace spirituality found in employee activities at work. The work as a teacher and employee of SIT Insan Madani Palopo has more meaning. This task is not only carried out as daily work, but it is part of worship and is important for the formation of future generations. The sense of togetherness in the community, as well as the alignment of employees with organizational values, add to the high workplace spirituality felt by employees.

Personal values and goals can be a separate spirit for employees. Referring to the institutional form of SIT Insan Madani Palopo as an Islamic educational institution, then the motivation of the hereafter and religion can also be the goals and personal considerations of employees in choosing and sticking to it. The researcher interviewed one of the

respondents about the existence of the spirit and personal goals. Respondents said that religion and the hereafter were indeed one of the causes of attachment. Employees feel comfortable with a religious work environment and a religious organizational culture, and in harmony with their personal values and understanding. Employees can get elements of the goodness of the hereafter from work, in addition to fulfilling obligations to earn a living. The religious culture can also be an example for the family. The habits of worship carried out at work, which are then carried out at home, can be an example for the family.

The high workplace spirituality of employees has a significant influence on employee attachment at SIT Insan Madani Palopo. In an effort to obtain good employee attachment, a high workplace spirituality needs to be realized. Workplace spirituality can make employees more effective at work. Workplace spirituality is the ability to present all employees themselves to work (Nurtjahjanti 2010).

CONCLUSION

The workplace spirituality of employees at SIT Insan Madani Palopo is relatively high, so this needs to be maintained properly. This is because workplace spirituality has an influence on employee engagement at SIT Insan Madani Palopo. This proves that employees work not only for material or work achievements, but as worship and planting goodness in future generations.

REFERENCE

Aon Hewitt.2005.Aon hewitt's model of employee engagement. https://www.asia.aonhumancapital.com/document-files/thought-leadership/people-and-performance/model-of-employee-engagement.pdf

Budiono S, Noermijati, Alamsyah A. 2014. Pengaruh spiritualitas di tempat kerja terhadap turnover intention perawat melalui komitmen organisasional di rumah sakit islam unisma malang. JAM. 12(4):639-649.

Fauziridwan M, Adawiyah WR, Ahmad AA. 2018. Pengaruh employee engagement dan kepuasan kerja terhadap organizational citizenship behavior (ocb) serta dampaknya terhadap turnover intention. JEBA. 20(1):1-23.

Islam, M. Z., & Jahan, A. (2015). RIGHT TO PRIVACY: IS IT A FUNDAMENTAL RIGHT IN BANGLADESH CONSTITUTION?. Journal of Asian and African Social Science and Humanities, 1(1), 1-7.

Islam, M. Z., & Jahan, A. (2018). Disability Rights: Challenges and Opportunities in Bangladesh. Journal of Asian and African Social Science and Humanities, 4(2), 45-51.

Jalil, M. A., Islam, M. Z., & Islam, M. A. (2020). Risks and opportunities of globalization: Bangladesh perspective. Journal of Asian and African Social Science and Humanities, 6(4), 13-22.

Islam, M. Z., Anzum, R., Norullah, M., & Jahan, A. (2020). CORONAVIRUS DISEASE (COVID-19) AND UNEXPECTED WORLD HEALTH CRISIS. Journal of Asian and African Social Science and Humanities, 6(2), 43-49.

Jannah, N., Sukmawati, A., & Afendi, F. M. (2018). Pengaruh Spiritualitas Kerja terhadap Keterlekatan Karyawan melalui Kepuasan Kerja pada UKM Kota

Bogor. *Jurnal Manajemen Dan Organisasi*, *8*(2), 133. https://doi.org/10.29244/jmo.v8i2.19990

Khusnah H. Pengaruh spiritualitas di tempat kerja, komitmen organisasi dan kepuasan kerja terhadap kinerja karyawan. Kompartemen. 17(1):17-23.

Kahn WA. 1990. Psychological conditions of personal engagement and disengagement at work. AMJ. 33(4):692-724

Milliman J, Czaplewski AJ, Ferguson J. 2003. Workplace spirituality and employee work attitudes. JOCM. 16(4):426-447. DOI:10.1108/09534810310484172.

Maslach C, Schaufeli WB, Leiter MP. 2001. Job burnout. ARP. 52:397-422

Nurtjahjanti, H. (n.d.). *Spiritualitas kerja sebagai ekspresi keinginan diri karyawan untuk mencari makna dan tujuan hidup dalam organisasi*.

Purnami RS, Senen SH, Disman, Ahman E. 2020. Pengaruh individual spirituality dan workplace spirituality terhadap employee engagement pegawai agensi pemasaran digital. JMB. 17(2):46-56.

Siregar AJ. 2021. Pengaruh kepemimpinan dan spiritual di tempat kerja terhadap kinerja pegawai melalui semangat kerja pada kantor bupati deli serdang [tesis]. Medan: Universitas Muhammadiyah Sumatera Utara.