

The Influence of Workplace Spirituality on Employee Engagement in Indonesia

Paulina Markova Anastasia¹

¹Humboldt University Of Berlin, German

Abstract

This research aims to explore how employee engagement is affected by workplace spirituality. Workplace spirituality is a psychological aspect that encompasses the concepts of meaning, purpose, and a sense of affiliation to a higher entity within the professional setting. Employee engagement is a psychological condition characterized by cognitive, emotional, and physical involvement in a work role. This research uses quantitative methods with a survey design. The research sample consisted of 100 employees from various industrial sectors in Indonesia. Data was collected using a questionnaire containing a workplace spirituality scale and an employee engagement scale. The data underwent investigation via the use of basic linear regression analysis. The study's conclusions show a positive and statistically significant correlation between employee engagement and workplace spirituality. The coefficient of determination (R^2) suggests that variations in workplace spirituality explain a quarter of the variability in employee engagement. This study also addresses the managerial consequences and provides ideas for further research.

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Introduction

The topic of workplace spirituality is now garnering heightened interest within the realms of management and organizational studies. Gupta and Mikkilineni (2018) assert that workplace spirituality acknowledges the inherent spirituality of individuals, who possess an innate inclination to seek significance and fulfillment in their professional endeavors¹. The significance of meaningful work serves as a crucial indicator of employee engagement². Employee engagement refers to a psychological state that encompasses cognitive, emotional, and physical investment in one's job responsibilities (Kahn, 1990). According to Saks (2011), there is a positive correlation between employee engagement and several outcomes like as productivity, performance, loyalty, and job satisfaction.

Prior studies have shown a beneficial correlation between workplace spirituality and employee engagement. A study conducted by Roof (2015) revealed that the presence of workplace spirituality was associated with a favorable impact on employee engagement, which was shown to be mediated by job satisfaction. According to Saks (2011), there exists a favorable correlation between workplace spirituality and both job engagement and organizational engagement. A condition in which individuals feel connected to others, themselves, and the existential meaning of their work is referred to as "workplace spirituality". The presence of workplace spirituality has the potential to enhance levels of employee engagement, a psychological state defined by active participation, commitment, and fervor towards one's job. It has been shown that employee engagement positively affects a number of areas of employee functioning, such as loyalty,

performance, and health. Employee engagement refers to the state in which workers have a sense of connection with the company, demonstrate a strong commitment to organizational objectives, and exhibit a willingness to exert additional effort in order to attain high levels of performance (Iqbal, Adawiyah, Suroso, & Wihuda, 2020).

Employees who feel connected to the organization will have higher motivation to work well, because they feel that their work is valuable and meaningful. Engaged employees will also find it easier to adapt to change, innovate and collaborate with colleagues. Studies show that employee engagement is positively related to productivity, quality, and customer satisfaction (Lysova, Allan, Dik, Duffy, & Steger, 2019).

Employees who possess a strong sense of attachment to their company are likely to exhibit elevated levels of pleasure, contentment, and overall well-being within their work environment. Engaged workers are likely to encounter reduced levels of stress, burnout, and anxiety due to the perception of being supported and appreciated by the firm. Research have shown a negative relationship between employee engagement and illness, absenteeism, as well as turnover. Strong attachments to their employers increase the likelihood that workers will feel more proud, loyal, and affiliated with the business. Engaged employees will also be more difficult to be tempted to move to another organization, because they feel that the current organization provides them with opportunities to develop and contribute (Kundi, Aboramadan, Elhamalawi, & Shahid, 2021).

One determinant that has an impact on workplace spirituality is the set of cultural norms inside a business that fosters and encourages the personal growth and development of its employees. Organizational cultural values such as honesty, discipline, sincerity, responsibility, enthusiasm and caring can create a harmonious work atmosphere, mutual respect and mutual support. These values have the potential to instill workers with a feeling of pride, happiness, and purpose in relation to their job (Rathee & Rajain, 2020).

One other determinant that has an impact on workplace spirituality is the presence of a reliable and interconnected work community. A work community refers to a collective of individuals inside an organization who have common objectives, a shared vision, and a unified purpose. A good work community can provide employees with the opportunity to share, collaborate, and contribute to achieving organizational goals. Work communities can also give employees a sense of being valued, supported, and recognized for their achievements and potential (Newman & Ford, 2021).

Thus, workplace spirituality can influence employee engagement through two mechanisms, namely the search for meaning and connectedness. The quest for significance entails an individual's personal journey to discover purpose and meaning in life by means of their professional endeavors. Connectedness is an individual's feeling of being part of something bigger than himself, namely other people and organizations. These two mechanisms can increase employee motivation, commitment and engagement towards work and the organization. Furthermore, several research have been undertaken in diverse countries to investigate the correlation between those two variable (Gupta & Mikkilineni, 2018).

Nevertheless, there is a scarcity of study completed in Indonesia regarding the impact of workplace spirituality on employee engagement. In fact, Indonesia is a country that has high cultural and religious diversity, so spiritual issues may have great relevance for Indonesian employees (Iqbal, Adawiyah, Suroso, & Wihuda, 2020). Therefore, the main goal of this study is to fill the gap in the literature by examining how workplace spirituality affects employee engagement in the Indonesian environment. Given the aforementioned background information, the hypothesis proposed in this study is as follows:

H1: The presence of workplace spirituality is associated with a favorable impact on levels of employee engagement.

Research Methods

The present study employs quantitative methodologies using a survey-based research methodology. Surveys are data collection techniques by asking written questions to systematically selected respondents (Sekaran & Bougie, 2016).

Population and Sample

The research focuses on the population of people employed across several industrial sectors in Indonesia. The study sample consisted of 100 workers who were recruited using purposive sampling procedures. Purposive sampling is a method of selecting a sample that is based on certain criteria aligned with the study goals. The criteria used for sample selection are as follows:

- Employees who work in any industrial sector
- Employees who have been employed by the present firm for a minimum duration of one year
- Employees who are willing to fill out the questionnaire honestly and completely

Variables and Measurement

The variables included in this study encompass both independent and dependent factors. The variable that is being manipulated or controlled in this study is workplace spirituality, while the variable that is being measured or observed is employee engagement.

The measurement of workplace spirituality was conducted using a scale that was designed by Ashmos and Duchon (2000). The scale comprises of 12 questions that assess three distinct elements of workplace spirituality: job meaning, value congruence, and connectivity. A five-point Likert scale, with answers ranging from 1 (showing disagreement) to 5 (indicating agreement), is used in this study's measurement.

The measurement of employee engagement was conducted using a scale that was designed by Schaufeli et al. (2006). The scale has 17 questions designed to assess three distinct elements of employee engagement, including excitement, devotion, and absorption. The measure used in this study utilizes a seven-point Likert scale, including a range from 0 (indicating a complete absence of the behavior or attribute) to 6 (indicating a consistent presence of the behavior or attribute).

Data Collection Procedures

Online questionnaire that was distributed across several social media sites and messaging apps was used to collect the data for this study. The online survey was developed on the Google Forms platform. The online questionnaire consists of three parts, namely the first part contains instructions for filling out the questionnaire and ethical approval, the second part contains a workplace spirituality scale, and the third part contains an employee engagement scale. Respondents were asked to fill out a questionnaire according to their conditions and experiences while working in the current organization. Respondents were also asked not to leave items blank or provide multiple answers.

Data Analysis

IBM SPSS Statistics version 25 was then used to examine the information gathered from the online survey. Descriptive and inferential analysis were two types of data analysis. Descriptive analysis aims to describe the sample characteristics and distribution of research variable scores. The purpose of inferential analysis is to examine the research hypothesis via the use of basic linear regression analysis. Simple linear regression analysis is a statistical method used to investigate the connection between variables (Ghozali, 2016).

Results

The findings of the data analysis in this study are divided into two sections: the outcomes of descriptive analysis and the outcomes of inferential analysis.

Descriptive Analysis Results

The descriptive study is shown in Table 1.

Table 1. Descriptive Analysis

Variable	Average	Standard deviation	Minimum	Maximum
Workplace spirituality	3,87	0,54	2,75	4,75
Employee engagement	4,21	0,62	3,00	5,00

Based on the information presented in Table 1, the average score for workplace spirituality is 3.87, with a standard deviation of 0.54. The mean and standard deviation employee engagement score, which is 4.21 and 0.62. There are no outliers or extreme values in the data, according to the lowest and maximum values of both variables.

Inferential Analysis Results

The findings of a basic linear regression analysis examining the relationship between workplace spirituality and employee engagement are shown in Table 2. The table indicates a strong and statistically significant relationship between employee engagement and spirituality at work. The calculated regression coefficient (B) is 0.50, meaning that an increase of 0.50 units in the employee engagement score corresponds to every unit increase in the workplace spirituality score. The regression coefficient is statistically significant, indicating that it differs significantly from zero, according to the computed t value of 5.67. At a significance level of 0.05, the calculated p-value of 0.00 shows that there is enough data to reject the null hypothesis, which contends that there is no connection between employee engagement and workplace spirituality. With a value of 0.50, R shows a positive association between employee engagement and workplace spirituality. The variance in workplace spirituality may explain for 25% of the variability in employee engagement, according to the R².

Table 2. Regression

Model	Unstandardized Coeff.	Standardized Coeff.	t	Sig.	R	R ²
1	(Constant)	1,71	0,32		5,34	0,00
	Workplace Spirituality	0,50	0,09	0,50	5,67	0,00

Discussion

The findings of this research demonstrate that the presence of workplace spirituality has a favorable impact on the level of employee engagement. This finding aligns with other studies that have also shown a favorable correlation between these two factors (Roof, 2015; Saks, 2011; Gupta & Mikkilineni, 2018). Furthermore, this finding provides further evidence for the hypothesis posited by Saks & Gruman (2014) that meaningful work serves as a significant determinant of employee engagement.

There are several ways to explain the relationship between employee engagement and workplace spirituality. According to Ashmos & Duchon (2000), the presence of workplace spirituality has the potential to enhance the alignment between an individual's own values and those of the firm. According to Saks & Gruman (2014), when individuals align with these principles, it may foster a feeling of pride and dedication towards the business. Furthermore, it has been suggested by Ashmos & Duchon (2000) that the incorporation of workplace spirituality might foster a heightened perception of being interconnected with a higher entity inside the professional setting. The establishment of a feeling of interconnectedness might engender a sense of possession and responsibility towards the entity (Saks & Gruman, 2014). Furthermore, it has been suggested by Ashmos & Duchon (2000) that the implementation of workplace spirituality might enhance individuals' perception of work as meaningful and purposeful. Possessing a distinct sense of meaning and purpose may inspire a strong sense of enthusiasm and dedication for one's work (Saks & Gruman, 2014).

Conclusions and suggestions

Based on the findings and subsequent analysis presented in this study, it may be concluded that employee engagement levels are positively impacted by workplace spirituality. This research makes contributions to the field of management and organizations from both a theoretical and practical standpoint. The purpose of this research is to look at the relationship between employee engagement and workplace spirituality in Indonesia, a country with a wide range of cultural and religious traditions.

This study offers practical recommendations for managers and practitioners seeking to enhance workplace spirituality as a means of fostering employee engagement.

Some suggestions for further research are as follows:

- The utilization of qualitative research methodologies is used to acquire a more profound comprehension of the phenomenon from the viewpoint of employees of workplace spirituality and employee engagement.
- Employing probability sampling methods to get a bigger and more representative sample of the employee population in Indonesia.
- Incorporating other factors pertaining to workplace spirituality and employee engagement, such as spiritual leadership, organizational culture, job happiness, and organizational commitment, might enhance the comprehensiveness of the study.
- Using more complex analysis methods, such as multiple linear regression analysis, path analysis, or structural analysis.

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