

# Explaining Workplace Spirituality in a Government Agency: The Interactive Effect of Turnover Intention, Employee Performance, and A Multi-Group

Siswanto<sup>1</sup> and Nilna Elmawati Falabiba<sup>2</sup>

**Abstract-** *Agricultural Technology Assessment Center (BPTP) is a government agency aimed at achieving success in the global era. Therefore, this organization uses bureaucratic reforms, which requires government agencies to improve employee performance to enhance its operations. This study, therefore, aims to analyze the influence of workplace spirituality on turnover intention and employee performance. It also examines the role of gender in multi-groups using the quantitative method. Data were randomly obtained from a total of BPTP employees in East Java, with SEM PLS used to determine the gender variables in multi-group analysis. The results showed that workplace spirituality has a positive effect on employee performance and a negative influence on turnover intention. The findings also show a different role from moderating variables, namely gender clusters in multi-group analysis.*

**Keywords-** workplace spirituality, employee performance, gender, turnover intention.

## 1. INTRODUCTION

Agricultural Technology Assessment Center (BPTP) is a government agency that is engaged in agriculture. Agricultural Technology Assessment Center is also a Government Agency overseen by the Indonesian Agency for Agricultural Research and Development, BPTP East Java, Indonesia. Based on its development, the East Java Agricultural Technology Study Center has qualified human resources from its educational background. The East Java Agricultural Technology Assessment Center (BPTP) has an essential role in improving community agriculture. BPTP carries out assessment and assembly of appropriate location-specific technologies for all agricultural commodities, both food crops, plantations, livestock and fisheries with applied technology by considering production optimization and farmers' income. BPTP has received several awards and successes. One thing that stands out from this agency is the implementation of workplace spirituality.

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The implementation of workplace spirituality at the Center for Agricultural Technology Assessment (BPTP) of East Java is driving changes in work attitude. The employees work selflessly or sincerely. Implementing workplace spirituality can foster employee morale at work. The employees of the East Java Agricultural Technology Assessment Center (BPTP) have actively carried out encouraging good relationships between individuals, societies and organizations. The impact of job meaning in individual, social, and organizational contexts drives employee performance improvement and reduces turnover intention.

Employee performance is an essential variable in organizational behaviour. Therefore, some human organs conduct performance appraisals regularly [1]. Employee performance can increase customer satisfaction, trust, and loyalty [2]. The important actor influencing work attitude is spirituality at work [3],[4]. One of the variables of work attitude is employee performance. Researchers have shown the relationship of spirituality at work with employee performance. Spiritual variables in place have a positive effect on employee performance. Spirituality variables at work have a positive correlation with employee performance variables [5].

Furthermore, Ke & Deng also showed that spirituality variables at work could improve employee performance [6]. Spirituality variables at work can also improve employee performance in government-owned organizations. Spirituality at work can improve the performance of employees of the Logistics Agency (Bulog) in South Kalimantan [7]. Some of these studies show the critical role of spirituality in the workplace on employee performance. However, Zainul & Zamrudi showed that spirituality variables in the workplace could not improve employee performance in Southeast Kalimantan, Indonesia [8]. This shows there are still contradictions related to the role of spirituality in the workplace on employee performance.

Workplace spirituality is an attempt to look for meaning, understanding of oneself or transcendent values at a higher level [9]. The search for meaning is an expression of a desire to find life goals to produce positive attitudes and beliefs connected with other people, as well as a desire to contribute to the surrounding environment [10]. Workplace spirituality has three dimensions, namely; meaningful work, sense of community, and alignment of values [3],[11]. Meaningful work explains how an employee interacts and understands his work. Meanwhile, the sense of community relates to how an employee has a deep relationship with coworkers and others.

Meanwhile, the dimension of alignment of values is the suitability of the values of employees with the organization's vision and mission. Workplace spirituality becomes a tool that connects trust between employer and employee [12]. Besides that, workplace spirituality influences intention to leave [13].

Workplace spirituality influences turnover intention. Workplace spirituality can reduce turnover intention. Employees who can interpret the work can reduce the desire to leave the organization. Therefore, workplace spirituality has a negative effect on turnover intention [14]. Dane & Brummel also show that workplace spirituality decreases turnover intention [15]. The results of the study show that three dimensions of workplace spirituality which include meaningful work, sense of community, and alignment of values can reduce the desire to leave the organization.

Gender has a different role in the attitude of the employees. Some studies show this difference. There is a difference in an organizational commitment of Islamic banking employees in Malang City between male and female employees [16]. In addition, the job satisfaction of Islamic banking male employees is higher than female employees. Gender differences are one of the variables of spirituality moderation in the workplace towards employee work attitudes [12],[17].

## II. LITERATURE REVIEW

### Spirituality workplace

Workplace spirituality is an understanding of an individual's self as a spiritual being whose soul needs maintenance in the workplace with all the values that exist in him [9]. Workplace spirituality includes the individual level meaningful work, the community level sense of community, and the level of the organization - enforcement and maintenance of personal values and compliance with the organization or alignment of values [3]. Workplace spirituality is a trending topic in the business world until the 21st century [18]. Workplace spirituality has a role in looking for someone's ultimate goal in life, to develop a strong relationship with coworkers and others involved in the work and to obtain consistency or compatibility between one's beliefs and the values applied in the company.

### Employee Performance

Employees performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties following the responsibilities given to him [19]. Whereas according to Prawirosentono performance is the work that can be achieved by a person or group of people in the organization, following the authority and responsibilities of each in the framework of efforts to achieve the goals of the organization concerned legally, not violating the law and under morals and ethics [20].

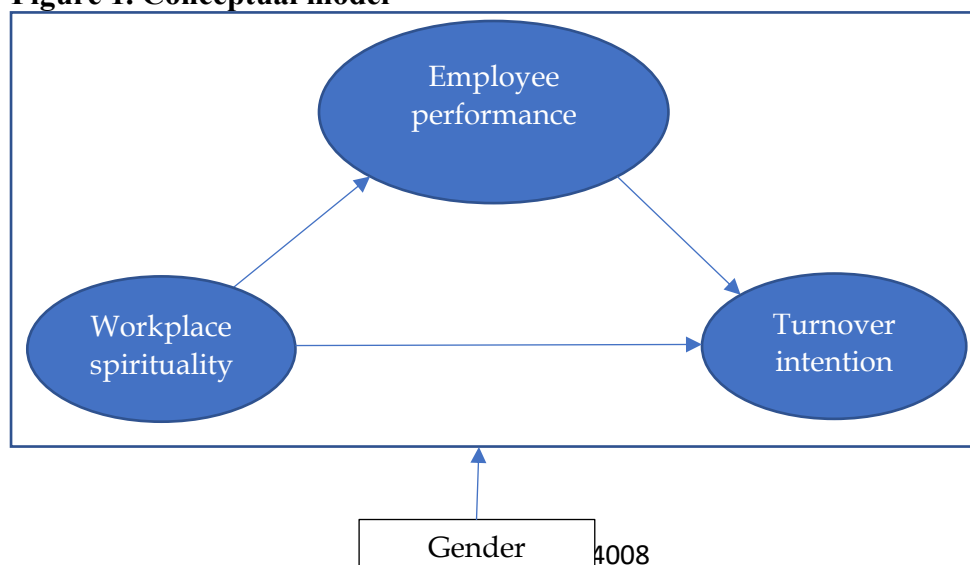
### Turnover intention

Turnover Intention is the intention of employees to stop working voluntarily or move from one workplace to another at their own choice [21]. Turnover leads to the ultimate reality facing the organization in the form of the number of employees leaving the organization in a certain period. In contrast, turnover intention refers to the results of individual evaluations regarding the continuation of relationships with the organization that have not been realized in the definite actions of leaving the organization. Turnover can be in the form of resignation, movement out of organizational units, dismissal or death of members of the organization.

This study analyzes the effect of workplace spirituality on employee performance and turnover intention. Besides, this study also analyzed multi-groups based on gender. The relationship between workplace spirituality, turnover intention, employee performance, and gender variables is described in the conceptual framework of research. Employee performance acts as a mediating variable.

Workplace spirituality influences nursing employee performance [5]. Workplace spirituality can also improve government employee performance [7]. Furthermore, Ke & Deng also showed workplace spirituality influencing employee performance [6]. Based on the empirical study, the first research hypothesis, namely workplace spirituality, influences employee performance.

**Figure 1. Conceptual model**



Workplace spirituality correlates with turnover intention. Workplace spirituality has a negative effect on turnover intention [14],[15]. That is, increasing workplace spirituality will reduce turnover intention. Promsri also shows the negative influence of workplace spirituality on the turnover intention of MBA program students in Thailand [22]. Workplace spirituality also influences the intention to stay in the organization [23]. Bhaskar & Mishra also showed that workplace spirituality could reduce turnover intention [24].

Meanwhile, employee job performance also correlates with turnover intention. Zimmerman & Darnold show that employee job performance can reduce turnover intention [25]. Likewise, Natarajan & Gong showed that employee performance has a negative relationship with the turnover intention [26]. Based on the literature review, the second research hypothesis, namely workplace spirituality, has an influence on turnover intention indirectly through employee performance. The gender variable in this study also becomes a moderating variable for multi-group analysis. Several studies have shown that gender differences have different roles in employee work attitudes. The organizational commitment of Islamic banking employees in Malang City is different between male and female employees [16]. In addition, the job satisfaction of Islamic banking male employees is higher than female employees. Gender differences are one of the variables of spirituality moderation in the workplace towards employee work attitudes [12],[17]. Based on the empirical study, the third research hypothesis, namely gender, has a different effect in the multi-group analysis of the research model.

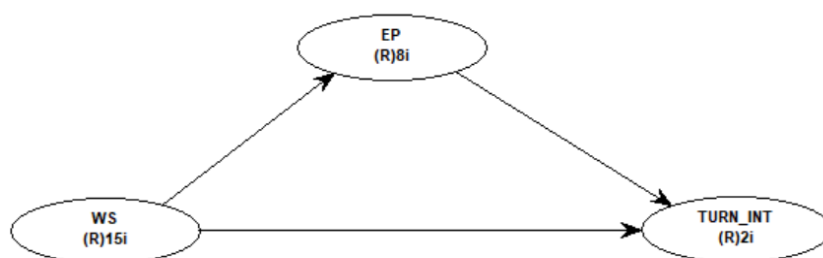
### **III. DATA COLLECTION**

This research was conducted at government agencies, namely, the East Java Agricultural Technology Assessment Agency (BPTP) using quantitative research types with data analysis methods used are descriptive analysis. Analysis of the data used in this study is the SEM PLS approach with moderation variables in multi-group analysis. The population in this study were 85 employees of the East Java Agricultural Technology Assessment Center (BPTP). The number of samples was 85 employees. This sample was taken using a random sampling technique. Variables in this study include; workplace spirituality, employee performance, turnover intention and gender. Spirituality workplace variables consist of three indicators, meaningful work representing the individual level, sense of community representing the group level, alignment with organizational values that represent the organizational level. From these indicators are divided into five items on each indicator. The item was processed into 15 questions. The employee performance variable consists of 4 indicators which include skills, responsibilities, discipline and creativity, which are then divided into eight items and questions. Meanwhile, the turnover intention variable consists of 2 question items.

### **IV. DATA ANALYSIS**

This research uses descriptive analysis and multivariate statistical analysis. Descriptive analysis aims to summarize data. Descriptions of respondents in this study were analyzed by descriptive analysis. This descriptive statistical analysis relates to the numerical description of a particular group of data being analyzed and other groups that have a similarity. The results of this descriptive analysis provide valuable information in explaining the conditions of observation [27]. Besides that, this study also uses partial least square (SEM- PLS) structural equation modelling analysis. There are six steps in the SEM- PLS analysis, namely; 1) define the construct each study variable, 2) develop a model of the overall measurement, 3) design studies to find the results of the research, 4) assess the validity of the measurement model, 5) structural specification and 6) the validity of the model structural [28], [29], [30].

Figure 2. Structural model



This study consists of three latent variables, namely workplace spirituality (WS) as measured by fifteen construct items, employee performance (EP) consisting of eight construct items, and turnover intention (TURN\_INT) consisting of 2 construct items. Figure 2 shows the structural model of this study. The construct of each variable is developed based on a theoretical study. Next, the relationship between variables and constructs is illustrated in the path analysis as shown in Figure 2.

## V. STUDY RESULTS, SUMMARY AND CONTRIBUTION

Descriptions of respondents in this study were grouped by gender, education level, years of service, age group, and marital status. Respondents numbered 85 people with the characteristics shown in table 1. Based on gender, there are 47 people or 55% of male respondents, while 38 respondents or 45% are female.

**Table 1. Respondent characteristics**

Characteristics	Variable Characteristics	Number	%
<b>Gender</b>	Male	47	55 %
	Female	38	45 %
<b>Education</b>	Senior high school	23	27%
	Diploma	2	2 %
	Undergraduate degree	46	54 %
	Master's degree	14	17 %
<b>Experience</b>	Less than 6 years	5	6 %
	6-15 years	48	56 %
	More than 15 years	32	38 %
<b>Age group</b>	Less than 38 years	23	27 %
	38-47 years	30	35%
	More than 47 years	32	38 %
<b>Marital status</b>	Married	79	93 %
	Single	6	7 %

The majority of respondents have a bachelor's level of education, as many as 46 people or 54%. Some 14 people or 17% have postgraduate or master's level of education. The majority of these respondents have work experience between 6-15 years, as many as 48 people or 56%, and more than 15 years, as many as 32 people or 38%. This data shows that respondents have a very long service period because they are civil servants working for state agencies. Respondents were classified by age group were respondents who have aged more than 47 years as many as 32 people (38%), aged between 38-47 years throughout many 30 people (35%), and less than 38 years old and as many as 23 people (27%). The majority of respondents were married as many as 79 people (93%) whereas 6 respondents (7%) were single respondents.

In table 2 and 3 in the study showed the relationship between variables, reliability, mean count, standard deviation (SD) and factor loading values of each study indicator. The reliability of each latent variable in table 2 shows

a value between 0.8 to 0.9. This shows the research variables have a high level of reliability, above 0.6. The loading factor of each latent variable is above 0.60. The minimum factor loading value of 0.60 is essential because it shows the cut-off size of the variance value that determines the latent variable [31].

**Table 2. Reliability and convergent validity**

Latent variable	Mean	S.D	Loading
Workplace Spirituality (composite reliability = 0. 918 ; AVE = 0. 656 )			
Spirit1	3,800	0.669	0.653
Spirit 2	4,047	0.688	0601
Spirit 3	3,753	0800	0.637
Spirit4	3,871	0.687	0.651
Spirit5	4,059	0.605	0.686
Spirit6	3,800	0.669	0.621
Spirit7	3,882	0.697	0.564
Spirit8	3,918	0.694	0.694
Spirit9	3,977	0.636	0.781
Spirit10	3,553	0732	0.576
Spirit11	3,859	0.675	0.564
Spirit 12	4,188	0.627	0.653
Spirit 13	4,082	0.659	0.667
Spirit14	3,906	0.610	0.731
Spirit15	4,012	0732	0.724
Turnover intention (composite reliability = 0.906; AVE = 0.910)			
Turnover1	1,930	0704	0.910
Turnover2	2011	0.699	0.910
Employee performance (composite reliability = 0. 823; AVE = 0. 615)			
Eperfor1	4,129	0.573	0715
Eperfor2	4,271	0.497	0.630
Eperfor3	3,953	0.554	0.266
Eperfor4	4,188	0.567	0.616
Eperfor5	4,165	0.553	0706
Eperfor6	4,177	0601	0.681
Eperfor7	4,141	0.581	0.583
Eperfor8	4,129	0.530	0.608

The relationship between variables is in table 3. The relationship between workplace spirituality, turnover intention, and employee performance. Workplace spirituality has a significant negative relationship to turnover intention ( $r = -0.534$ ;  $p < 0.01$ ). Increased workplace spirituality can reduce turnover intention. Likewise, employee performance has a negative correlation with turnover intention ( $r = -0.317$ ;  $p < 0.01$ ). Increased employee performance will reduce turnover intention. Meanwhile, workplace spirituality has a positive correlation with employee performance ( $r = 0.492$ ;  $p < 0.01$ ). This means, an increase in workplace spirituality will increase employee performance. The diagonal value (parentheses) in table 3 shows the square root of the AVE value.

Discriminant validity to evaluate whether a construct has sufficient discriminant value compared with other construct loadings. The criteria used are square root average variance extracted (AVE) must be higher than the correlation between latent variables in the same column.

**Table 3. Discriminant validity**

Latent variable	1	2	3
1 Spirituality workplace	(0.656)		
2 Turn over intention	-0.534 **	(0.910)	
3 Employee performance	0.518 **	-0.317 **	(0.615)

Square roots of average extracted variances (AVE's) are shown on a diagonal

\*\* p < 0.01

\* p < 0.05

The results of the analysis shown in table 3, square root AVE values are higher than all correlations between variables in the column. Therefore, the discriminant construct of workplace spirituality, turnover intention, and employee performance has been fulfilled.

### Structural model analysis

Structural analysis model to examine the effect of workspace spirituality on employee performance and turnover intention. In addition, the analysis model is also for testing multi-group clusters based on the type of pool. The analysis model has three stages, namely the full model of all observations (N = 85), and the model for male cluster samples (N = 47), and the model for female cluster samples (N = 38). Table 4 shows the model fit. The model fit includes the value of average path coefficient (APC), average R square (ARS), and the average variance inflation factor (AVIF). The three model fit indicators are useful for determining the model fit in a partial least square analysis [32].

**Table 4. Result of fit indices**

Model panel	R <sup>2</sup>		APC	ARS	AVIF
	R <sup>2</sup> to EP	R <sup>2</sup> to IT			
Full model (N = 85)	0.34	0.47	0.43**	0.40 **	3.12
Full model (male; N = 47)	0.58	0.59	0.51**	0.58 **	4.79
Full model (female; N = 38)	0.12	0.16	0.31**	0.14	1.02

\*\* p < 0.01

\* p < 0.05

AVIF good if < 5 ;

EP is employee performance; IT is turnover intention

Based on the results of the fit indices analysis in table 4 shows that all models meet the model fit criteria. APC and ARS values have a probability value of less than 1%. However, in the full model for female clusters, the ARS probability value is not significant. This is interesting to discuss. However, overall the model meets the model fit criteria. Likewise, AVIF value has met adequacy, because its value is less than 5. The value of R<sup>2</sup> is an inner test model. Based on the results of the analysis shows that the model in this study is at a moderate level. The value of R<sup>2</sup> has ranged between 0.12 to 0.58. Based on the results of this analysis, this model has met the specified criteria.

**Table 5. PLS result and path coefficients**

Latent variable	Path coefficients		
	Full model All groups N = 85	Full model Male N = 47	Full model Female N = 38
Workplace spirituality EP	0.58**	0.76**	0.35 (0.21)
Workplace spirituality IT	-0.52**	-0.62**	-0.36 (0.22)
IT employee performance	-0.19 (0.28)	-0.16 (0.30)	0.22 (0.25)

\*\*\* p < 0.01

\*\* p < 0.05

EP is employee performance; IT is turnover intention.

The results in table 5 show that workplace spirituality has a significant positive effect on the employee performance of the full group all models (coefficient: 0.58;  $p < 0.01$ ), and the full model for the male group (coefficient: 0.76;  $p < 0.01$ ). Meanwhile, the full model of workplace spirituality women's group does not affect employee performance (coefficient: 0.35;  $p = 0.21$ ). Furthermore, workplace spirituality significant negative effect on turnover intention at all a full model group (coefficient: -0.52;  $p < 0.01$ ), as well as the full model for the male group (coefficient: -0.62;  $p < 0.01$ ). Meanwhile, the full model for women's workplace spirituality groups did not affect turnover intention (coefficient: -0.36;  $p = 0.22$ ). The latest structural analysis results show the effect of employee performance on turnover intention. The analysis showed the employee performance does not influence turnover intention, either on a full model of all groups (coefficient: -0.19;  $p = 0.28$ ), full model of the male group (coefficient: -0.16;  $p = 0.30$ ), as well as the full female group model (coefficient: 0.22;  $p = 0.25$ ).

Based on the results showed that workplace spirituality influences employee performance. Therefore the first hypothesis is accepted. Workplace spirituality has a positive effect on employee performance. That is, increasing workplace spirituality will increase employee performance. Workplace spirituality also has a negative influence on turnover intention. However, employee performance does not influence turnover intention. Therefore, the second research hypothesis which states there is an effect of workplace spirituality on turnover intention through employee performance is rejected. The employee performance variable cannot be a mediating variable in this study. Because based on the results of the analysis show employee performance has no effect on turnover intention in all full model analyzes.

The results of multi-group analysis by gender show an essential role as a moderator variable. The results of the full model test for male clusters show the increasing coefficient of the exogenous variables to the endogenous variables. Meanwhile, the full model for female clusters shows the different role, namely reducing and not even affecting its endogenous variables. The overall results of the study indicate that gender plays a role as a moderator variable because it can increase and reduce the effect on multi-group analysis. Based on the research context, this finding shows that BPTP employees are state civil servants who have a low level of desire to leave the agency. Based on the results of descriptive analysis, the average value of the variable turnover intention ranged from 1.93 to 2.01. This shows that BPTP employees have a deficient desire to leave. This study also showed different results in multi-group clusters based on sex. Male gender groups show significant results on the full model of the effect of workplace spirituality on employee performance and turnover intention. The male group cluster showed a higher coefficient value compared with the full coefficient of the all group model. Meanwhile, women's clusters show different results.

The research aims to analyze the effect of workplace spirituality on employee performance and employee turnover intention in East Java, Indonesia. In addition, this study also analyzes the role of gender in multi-group analysis. Based on the results of the analysis shows that workplace spirituality increases employee performance BPTP employees. Furthermore, workplace spirituality reduces the turnover intention of BPTP employees. However, turnover intention does not act as a mediating variable of the influence of workplace spirituality on employee performance. Although workplace spirituality decreases employee turnover intention, turnover intention does not affect employee performance. BPTP employees are state civil servants. They should improve their performance. Based on the description analysis, BPTP employees have low turnover intention. The analysis shows that gender has a vital role in increasing employee performance. The results of group cluster analysis show that male employees have different roles than female employees in improving employee performance in full model analysis. The results of the full model test on the male cluster showed a high coefficient value compared to the full model test for all groups.

This research, as a whole shows that workplace spirituality can improve employee performance directly. The turnover intention does not become a mediating variable in this study, because based on turnover intention does not

affect employee performance in the full analysis of the full model. From the results of this study, several suggestions were proposed, namely; 1) employee recruitment process needs to consider gender composition, considering BPTB work characteristics that have specifications on agricultural work, 2) maintaining workplace spirituality implementation programs because it can improve employee performance and decrease turnover intention, 3) for further research the role of other mediating variables that can be a pathway to improve employee performance, because in this study turnover intention is not a mediating variable.

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