THE EFFECT OF WORKPLACE SPIRITUALITY ON AFFECTIVE COMMITMENT AND TURNOVER INTENTION: CASE STUDY ON CONSTRUCTION INDUSTRY

Najmy Haqq Salim¹, Dewie Tri Wijayanti², Andre Dwijanto Witjaksono³

¹Postgraduate Student of Management, Universitas Negeri Surabaya, Indonesia; ²,³Lecturer of Postgraduate Degree of Management, Universitas Negeri Surabaya, Indonesia.

Email: ¹najmy.18012@nhs.unesa.ac.id, ²dewiewijayati@unesa.ac.id, ³andrewwijanto@unesa.ac.id

Article History: Received on 16th July 2020, Revised on 5th August 2020, Published on 17th August 2020

Abstract

Purpose of the study: This study aims to analyze the relationship between the dimensions of workplace spirituality, organizational commitment, and turnover intention in the construction industry in Surabaya, Indonesia.

Methodology: This study uses a quantitative approach. This research was conducted on a sample of seventy-four employees in eight companies in the Surabaya Construction Industry. The analysis of research uses the Structural Equation Modeling (SEM) - Partial Least Square (PLS) analysis method.

Main Findings: The results showed a significant positive effect of meaningful work, a sense of community, alignment with organizational values as working spirituality dimensions on affective commitment. Meanwhile, there is a negative and significant effect of meaningful work, sense of community and alignment with organizational values, and affective commitment on turnover intention.

Social implication: The results of this study are expected to provide benefits as a basis for further research in examining the dimensions of workplace spirituality, affective commitment, and return intention and practically as a basis for making other business decisions in reducing turnover intention in the field of corporate human resource management.

Novelty/originality of this study: Compared to previous studies examining the impact of working spirituality and organizational commitment partially on turnover intention and more research on the impact of working spirituality on job satisfaction, this study focuses on the analysis of the impact of organizational commitment and working spirituality on turnover intention is still rarely studied.

Keywords: Workplace Spirituality, Organizational Commitment, Turnover Intention, Construction Industry, Affective Commitment,

INTRODUCTION

The Industrial Era 4.0 is based on the development of technology in various industrial sectors, the ease of information, and the development of the business environment in the world strategic changes faced by every country (Ministry of Finance, 2019). This change makes various countries in the world feel that financial capital is not enough for facing change, but it requires competent human resources in managing company resources (Sugiarto, 2019). Optimizing the human resources of countries in the world requires qualified competence and happened in Indonesia (Arief, 2019). The construction service industry is an industry that includes all parties involved in the implementation of the construction process, which includes professionals or experts, contractors, and also suppliers who support the construction. Services in the construction industry include research activities, technical planning or building designs, implementation, supervision, and maintenance. In 2018, the construction industry will begin to experience a significant increase, especially the increase in demand for energy in construction. The increase in the existing share in the construction industry in the range of 2011 to 2017 reached 9.82% per year, so that it is referred to as one of the most significant economic contributors in Indonesia today (Bank Indonesia, 2018). The development and speed of change in the construction industry have an impact on competitive advantage in the construction industry’s competitive advantage. In facing industrial competition, appropriate human resources are needed in the face of changes and existing competition. An effective human resources management can maximize the capabilities of employees to achieve organizational goals (Mathis & Jackson, 2014). According to Suparyadi (2015), employees’ ability to adapt to a dynamic environment will make the company achieve strategic objectives effectively in the company.

Human resources management begins with strategic planning, human resource development, and human resource placement until termination of employment requires adequate managerial skills (Mangkunegara, 2011). In the process, termination of employment can also be decided by employees—the desire of employees in terminating work relationships, incurring loss costs in the company. For example, company losses in their investment in human resource training, potential development, and re-recruitment. Nevertheless, turnover not only harms the company but can also benefit the company if the resigned employee is less productive or unable to keep up with changes in the company. According to Mathis & Jackson (2014), turnover is the process of employees leaving the organization and must be replaced. Turnover intention indicates dissatisfaction with the work, and the employee wants a better job in the future. The reason for a person's resignation (turnover) can be decided voluntarily (voluntary turnover) or involuntary turnover (Robbins & Langton, 2007). Turnover is the process of employees leaving an organization, so it must be replaced by...
other employees (Mathis & Jackson, 2014). The opinion expressed by Robbins & Coulter (2013) explains that employee’s turnover intention is the permanent voluntary or involuntary resignation of an organization. Robbins & Langton (2007) also explains that a person’s withdrawal from an organization (turnover) can be decided voluntarily (voluntary turnover) and involuntary (involuntary turnover). Voluntary turnover or “quit” is an employee's decision to voluntarily leave the organization because of how attractive the current job is and the availability of alternative jobs. Conversely, involuntary turnover describes employer decision to stop the influence of work and is uncontrollable for employees who experience it. Lum et al. (1998) state that these three following components can measure turnover intentions: 1) The desire to find a new job in the same field in another company; 2) The desire to find a new job in a different field in another company; 3) The desire to find a new profession.

The turnover intention can be measured using Mobley, Griffeth, Hand, & Meglino (1979) three dimensions, including: 1) Thinking about getting out (Thinking of quitting) explains the individual in thinking about getting out of his job; 2) Looking for alternative employment (Intention to search for alternatives) explains the desire to find alternative employment at the same or higher level of the organization; 3) Intention to quit reflects the desire of employees to get out of work and hope that the work is better than the previous job.

The previous research about the effect of workplace spirituality on organization commitment have done by Ashmos & Duchon (2000); Milliman et al. (2003); Rego & Pina E Cunha (2008); Hong (2012); Budiono et al. (2014); Azizah (2014); Bell-Ellis et al. (2015); Haryokusumo (2015); Liwon & Prabowo (2015); Beehner & Blackwell (2016); Mohamed & Ruth (2016); and Ghadi (2017) show both mixed effect (positive and negative) of workplace spirituality on organization commitment. Meanwhile, the previous research about the effect of organizational commitment on turnover intention has done by Rego & Pina E Cunha (2008); Andini (2010); Aydogdu & Asikgil (2011); Marri (2012); (Robbins & Coulter, 2013); Haryokusumo (2015); Soomro et al. (2015); Satwari et al. (2016); Mohamed & Ruth (2016); and Khumaeni (2018) show both mixed effect (positive and negative) of organizational commitment on turnover. Moreover, Andini (2010); Aydogdu & Asikgil (2011); Marri (2012); Soomro et al. (2015); Satwari et al. (2016); and Wang et al. (2016) stated that organizational commitment has mixed effect (positive and negative) impact on turnover intention. Therefore, this study intends to fill a research gap by discussing the impact of workplace spirituality on one of the organizational commitment dimensions, affective commitment, and how the impact of affective commitment on turnover intention. The object of previous studies studied the multi-industry and non-construction industry, and not much research has addressed the impact of workplace spirituality on affective commitment in construction companies. Du et al. (2006) conducted the only study that discusses the impact of organizational commitment on turnover intention in China construction companies. Therefore, this research’s novelty lies in the focus of the research in construction companies in Indonesia, which economically has a significant impact on improving people’s welfare and employment (Bank Indonesia, 2018).

Therefore, this study aims to analyze the relationship between the dimensions of workplace spirituality, affective commitment as one of the organization's commitment dimensions, and turnover intention in the construction industry in Surabaya, Indonesia. This study hypothesized that:

H1: There is a positive and significant effect of meaningful work on affective commitment.

H2: There is a positive and significant effect of a sense of community on affective commitment.

H3: There is a positive and significant effect of the alignment of value on affective commitment.

H4: There is a positive and significant effect of meaningful work on turnover intention.

H5: There is a positive and significant effect of a sense of community on turnover intention.

H6: There is a positive and significant effect of the alignment of value on turnover intention.

H7: There is a positive and significant effect of affective commitment on turnover intention.

LITERATURE REVIEW

Workplace Spirituality and Affective Commitment

The understanding of workplace spirituality was raised by (Ashmos & Duchon, 2000). Workplace defined as a place where employees work and interact within an organization. This can be meaningful as an employee's workplace. Spirituality based on (Ashmos & Duchon, 2000; Milliman et al., 2003; Rego & Pina E Cunha, 2008) states that spirituality involves beliefs that exist within humans, related to their beliefs. This study uses indicators (proxies) of workplace spirituality based on Milliman et al. (2003), namely meaningful work, sense of community, and value alignment.

Meaningful work represents how employees interact with their daily work relations at the individual level. Meaningful work is not just any work that is meaningful to people, but as a significant and positive work in valence (meaningfulness), meaningful work has a eudaimonic focus (growth and goal-oriented) rather than a hedonic focus (pleasure-oriented) (Steger et al., 2012). This dimension involves a deeper relationship with others so that it is
interpreted with a *sense of community*. Milliman et al. (2003) describe the community at work based on one's trust when people see themselves as connected and feel a variety of personal relationships between themselves and others. This study uses a *sense of community* indicator based on Milliman et al., (2003): a) Employees appreciate the meaning of working together with colleagues; b) Employees feel apart and community; c) Employees believe that coworkers support each other; d) Employees can freely express their opinions; e) Employees feel connected to organizational goals; f) Believed employees that their coworkers also care about other coworkers; g) Employees feel a family relationship within the organization. Furthermore, this dimension occurs at the organizational level when experiencing a strong alignment between their values and the mission and goals. According to Ashmos & Duchon (2000), alignment of value means that individuals believe managers and employees in their organizations have appropriate intentions, have a conscience, and care about the welfare of employees and their communities. *Alignment of value* involves the concept that the desire of employees to work in an organization whose purpose is not only to be a good employee in the organization. The indicators used in the *alignment of value* according to the theory developed by Milliman et al. (2003) are as follows: a) Employees feel the organization's values have a positive impact; b) Employees feel that the organization cares about all its employees; c) Employees feel connected to the vision, mission and goals of the organization; d) Employees feel that the organization has a conscience; e) Employees feel that the organization cares about employee awareness; f) Employees feel that the organization cares about employee morale.

Spirituality in the workplace has a positive and significant effect on organizational commitment; the results of this study were stated by Mohamed & Ruth (2016); Haryokusumo (2015) and Rego & Pina E Cunha, (2008). *The sense of community* is considered a substantial variable by (Bell-Ellis et al., 2015). Meanwhile, research by Liwan & Bera Praboow (2015) explains that similar dimensions of workplace spirituality do not affect organizational commitment. Some studies suggest that the *alignment of the value* variable has a positive relationship with organizational commitment. The research was conducted in various places, such as research conducted by Rego & Pina E Cunha (2008), Mohamed & Ruth, (2016), and Budiono et al. (2014). A different opinion was expressed by Azizah’s (2014) research conducted at KPPS Syariah Kebumen showed that the alignment of the value dimension did not have a significant influence on organizational commitment. This was caused by a fundamental understanding of the company's value so that it could not be interpreted correctly.

**Workplace Spirituality and Turnover Intention**

Spirituality at work can reduce the level of desire to leave the company. Research conducted by Milliman et al. (2003) states that spirituality in the workplace has a negative and significant effect on the desire to leave. This research is in line with research conducted by Ghadi (2017) and Hong (2012). Research conducted by Ghadi (2017) explains that the three dimensions together affect voluntary *turnover intention* negatively. Hong (2012), in his research, stated that both partially and simultaneously, the three dimensions still influence negatively to *turnover intention*.

Different research results stated by Beehner & Blackwell (2016) states that the workplace's spirituality has no relationship with *turnover intention*. The occurrence of *turnover intention* in the foodservice industry may be influenced by other factors. Beehner & Blackwell (2016) states that there are three basic reasons for spirituality in the workplace that does not influence *turnover intention* in the foodservice industry, namely (1) the salary in the foodservice industry is lower than in other industries, (2) the education of the respondent, (3) the policy of working hours reduction.

Inka & Kistyanto (2013) explained that spirituality at work has a significant negative effect on *turnover intention*. Beehner & Blackwell (2016) Spirituality at work does not influence *turnover intention*. Widyantara & Ardana (2015) organizational commitment simultaneously have a significant effect on turnover intensity. Organizational commitment has a negative and significant effect on turnover intensity.

**Affective Commitment and Turnover Intention**

Organizational commitment is an employee’s state of feeling who desires to live up to the company's vision, mission, and goals and do not have the desire to leave the company. Meyer, Allen, & Smith (1993) divide organizational commitment into three dimensions: *affective commitment*, *normative commitment*, and *sustainability commitment*. Affective commitment is a commitment that refers to the emotional connection of members to the organization. Normative commitment is a commitment that refers to the desire of employees to remain in the organization because of the calculation or analysis of economic value considerations. Sustainability commitments are commitments that refer to the feelings of employees where they are required to remain permanently in their organizations due to pressure, according to others Meyer, Allen, & Smith (1993); Andini (2010); Aydogdu & Asikgil (2011); Marri (2012); Satwari, Al Musadieq, & Afrianty (2016); and Wang et al. (2016) stated that organizational commitment has a negative but not significant effect on *turnover intention*. Nevertheless, Soomro, Helepoto & Memon (2015) stated that organizational commitment has a significant positive effect on *turnover intention*. Referring to the varied result of previous research that measures organizational commitment to turnover intention through all this study will be focused on identifying organizational commitment from *affective commitment* indicator.

Based on the literature above, the operational framework of this study is shown in Figure 1:
METHODOLOGY

Research design

This research has the type of combination of descriptive and explanatory methods. The descriptive method is used to explain the interrelationship between variables in the study, namely regarding respondents' responses to meaningful work, sense of community, alignment of values, affective commitment, and turnover intention. The explanatory method in this study is used to explain the presence or absence of the influence of the workplace spirituality dimension on affective commitment and turnover intention.

Research variable

The following is a variable indicator table that explains some of the indicators used by researchers in this study.

| Construct | Variable Indicators |
|-----------|---------------------|
| **Meaningful work** (X1)  
(Milliman et al., 2003) | X1.1: Employees feel joy in doing their work  
X1.2: Employees feel excited and work together  
X1.3: Employees consider their work is important  
X1.4: Employees look forward to working days  
X1.5: Employees can see the relationship between work and the benefits gained in the work  
X1.6: Employees personally understand the meaning of their work |
| **Sense of community** (X2)  
(Milliman et al., 2003) | X2.1: Employees appreciate the meaning of working together with colleagues  
X2.2: Employees feel a part of and a community  
X2.3: Employees believe that coworkers support each other  
X2.4: Employees can express their opinions freely  
X2.5: Employees feel connected to organizational goals  
X2.6: Employees believe that their coworkers also care about other coworkers  
X2.7: Employees feel a family relationship within the organization |
| **Alignment of value** (X3)  
(Milliman et al., 2003) | X3.1: Employees feel the organization’s values have a positive impact  
X3.2: Employees feel that the organization cares about all its employees  
X3.3: Employees feel connected to the vision, mission, and goals of the organization  
X3.4: Employees feel that the organization has a conscience  
X3.5: Employees feel that the organization cares about employee awareness |
X3.6: Employees feel that the organization cares about employee morale

**Affective commitment (Y1)**
(Meyer & Allen, 2004)

Y1.1: Employees like to spend the rest of their careers in this organization
Y1.2: Employees feel that organizational problems are employee problems too
Y1.3: Employees have a strong sense of belonging to the organization where the employee works
Y1.4: Employees feel emotionally attached to this organization
Y1.5: Employees feel like part of the family in the organization where the employee works
Y1.6: Employees value the organization as having a significant meaning to the person

**Turnover intention (Y2)**
(Roodt (2004) in Bothma & Roodt (2013))

Y2.1: Employees often think of getting other jobs that can meet the needs of employees
Y2.2: Employees are often frustrated when there is no chance at the workplace to get the job done as they wish
Y2.3: Employees often think about quitting an Employee's job
Y2.4: Employees often receive job offers with higher salaries
Y2.5: Salary Employees can meet the personal needs of employees
Y2.6: Employees often look forward to another day at work

**Source:** Summarized by authors

Measurement using a Likert scale of 1 - 5 with an explanation

5 = Strongly agree
2 = Disagree
4 = Agree
1 = Strongly disagree
3 = Doubtful / Neutral

**Population and Sample**

The population of this study is 470 employees of construction companies in Surabaya. The sample was selected by purposive sampling with criteria as follows:

1) Have worked in construction companies for more than three years.
2) Hold status as permanent staff of any work division in construction companies for more than three years.

Therefore, after selecting based on these criteria, there are 74 respondents selected as research samples.

**Table 2:** Sample of Construction Companies

| No | Company | Sample number |
|----|---------|---------------|
| 1  | PT. AW  | 9             |
| 2  | PT. DS  | 10            |
| 3  | PT. CMP | 10            |
| 4  | PT. ATP | 10            |
| 5  | PT. BP  | 10            |
| 6  | PT. PPU | 10            |
| 7  | PT. EKJ | 10            |
| 8  | PT. TK  | 5             |
|    | **Total** | **74**       |

**Data Analysis Techniques and Research Instruments**

The procedures for collecting and collecting data used by researchers in the preparation of this thesis are observation, questionnaires, and documentation. This study uses a questionnaire with all the statements that have been provided answers (closed method); respondents receive questionnaires directly.

Structural Equation Modeling-PLS as a Multivariate method is used in this study. This method consists of several stages, namely: the inner model, the outer model, and hypothesis testing (resampling bootstrapping). Figure 2 below is a research model with SEM.
RESULTS AND DISCUSSION

Questionnaire Reliability Test

This reliability testing was carried out by calculating Cronbach's alpha. The questionnaire is declared reliable if it has a Cronbach alpha value greater than 0.7. Reliability testing was carried out using the SPSS 20. The reliability test results on the research variables can be seen in Table 3:

| Variable                  | Valid Items | Cronbach's Alpha | Notes   |
|---------------------------|-------------|------------------|---------|
| Meaningful work (X1)      | 6           | 0.810            | Reliable|
| Sense of community (X2)   | 7           | 0.914            | Reliable|
| Alignment with value (X3) | 6           | 0.858            | Reliable|
| Affective commitment (Y1) | 6           | 0.897            | Reliable|
| Turnover intention (Y2)   | 6           | 0.925            | Reliable|

Based on Table 4, it is known that the Cronbach's alpha value for all research variables is greater than 0.7. Hence, it can be concluded that the preparation of questionnaire statement items on the important work variables, sense of community, alignment value, affective commitment, and turnover intention are reliable as a measurement tool that produces consistent answers.

Partial Least Square

To test the research hypothesis, this study uses the SmartPLS 3 program. The calculation below will be explained the results of the measurement model (outer model) and the structural model (inner model).

Measurement Model (Outer Model)

In the measurement model (outer model), convergent validity, discriminant validity, and reliability construct tests will be performed. The results of each test are explained below.
Convergent Validity

Convergent validity is validity related to the principle that indicators of a variable must be highly correlated. To test convergent validity, factor loading (outer loading) values are calculated. An indicator is said to meet convergent validity if it has a factor loading value greater than 0.7.

![Diagram of factor loading values and path coefficients]

**Figure 3:** Outer Loading Value, Path Coefficient, and R-Square

**Source:** Data processed by authors

The following is the factor loading value of each indicator on each research variable:

| Table 4: Loading Factors Value |
|-------------------------------|
| **Affective commitment (Y1)** | **Alignment value (X3)** | **Meaningful work (X1)** | **Sense of community (X2)** | **Turnover intention (Y2)** |
| X1.1                          | 0.832                      |                            |                           |                           |
| X1.2                          | 0.880                      |                            |                           |                           |
| X1.3                          | 0.768                      |                            |                           |                           |
| X1.4                          | 0.808                      |                            |                           |                           |
| X1.5                          | 0.797                      |                            |                           |                           |
| X1.6                          | 0.908                      |                            |                           |                           |
| X2.1                          | 0.850                      |                            |                           |                           |
| X2.2                          | 0.783                      |                            |                           |                           |
| X2.3                          | 0.850                      |                            |                           |                           |
| X2.4                          | 0.791                      |                            |                           |                           |
| X2.5                          | 0.860                      |                            |                           |                           |
| X2.6                          | 0.865                      |                            |                           |                           |
| X2.7                          | 0.867                      |                            |                           |                           |
| X3.1                          | 0.839                      |                            |                           |                           |
| X3.2                          | 0.842                      |                            |                           |                           |
| X3.3                          | 0.896                      |                            |                           |                           |
| X3.4                          | 0.823                      |                            |                           |                           |
| X3.5                          | 0.819                      |                            |                           |                           |
| X3.6                          | 0.809                      |                            |                           |                           |
| Y1.1                          | 0.829                      |                            |                           |                           |
The following is the AVE value of each study variable:

| Variables                        | AVE   |
|----------------------------------|-------|
| Meaningful work (X1)             | 0.695 |
| Sense of community (X2)          | 0.703 |
| Alignment of value (X3)          | 0.703 |
| Affective commitment (Y1)        | 0.693 |
| Turnover intention (Y2)          | 0.697 |

Source: Data processed by authors

It can be seen that all indicators on the meaningful work, sense of community, Alignment of value, affective commitment and turnover intention have a factor loading value greater than 0.7, so it is concluded that the indicators that measure the research variables have met the convergent validity. Convergent validity testing is also done by looking at the average variance extracted (AVE) value. A construct (variable) is said to meet convergent validity if it has an AVE value greater than 0.5.

**Discriminant Validity**

To test discriminant validity, the cross-loading value is used. An indicator is said to meet discriminant validity if it has the largest cross-loading value on the variable it forms compared to other variables. Here are the cross-loading values for each indicator:

|                  | Affective commitment (Y1) | Alignment of Value (X3) | Meaningful work (X1) | Sense of community (X2) | Turnover intention (Y2) |
|------------------|---------------------------|-------------------------|----------------------|-------------------------|------------------------|
| X1.1             | 0.411                     | 0.090                   | 0.832                | 0.353                   | -0.508                 |
| X1.2             | 0.468                     | 0.149                   | 0.880                | 0.341                   | -0.473                 |
| X1.3             | 0.519                     | 0.079                   | 0.768                | 0.481                   | -0.428                 |
| X1.4             | 0.574                     | 0.157                   | 0.808                | 0.438                   | -0.540                 |
| X1.5             | 0.557                     | 0.157                   | 0.797                | 0.504                   | -0.589                 |
| X1.6             | 0.547                     | 0.097                   | 0.908                | 0.430                   | -0.543                 |
| X2.1             | 0.573                     | 0.025                   | 0.398                | 0.850                   | -0.578                 |
| X2.2             | 0.583                     | 0.054                   | 0.439                | 0.783                   | -0.530                 |
| X2.3             | 0.613                     | 0.110                   | 0.486                | 0.850                   | -0.633                 |
| X2.4             | 0.482                     | 0.033                   | 0.418                | 0.791                   | -0.513                 |
| X2.5             | 0.573                     | 0.108                   | 0.395                | 0.860                   | -0.561                 |
| X2.6             | 0.496                     | 0.171                   | 0.424                | 0.865                   | -0.518                 |
| X2.7             | 0.545                     | 0.146                   | 0.453                | 0.867                   | -0.511                 |

Source: Data processed by authors
It can be observed that each indicator on the meaningful work, sense of community, Alignment of value, affective commitment, and turnover intention has the largest cross-loading value on the variable it forms compared to other variables. Thus, it can be concluded that the indicators used in the study have met discriminant validity. Another method used to test discriminant validity is to compare the values of the AVE roots of each variable with the correlations between variables. If the value of the AVE roots is greater than the correlations that occur then the variable has good discriminant validity. Table 7 explains the AVE root values and correlations between variables:

| Variables          | SQR AVE | X1   | X2   | X3   | Y1   | Y2   |
|--------------------|---------|------|------|------|------|------|
| Meaningful work(X1)| 0.834   | 1.000|      |      |      |      |
| Sense of community(X2)| 0.838 | 0.514| 1.000|      |      |      |
| Alignment of value(X3)| 0.838 | 0.148| 0.110| 1.000|      |      |
| Affective commitment(Y1)| 0.832 | 0.621| 0.662| 0.326| 1.000|      |
| Turnover intention(Y2)| 0.835 | -0.622| -0.658| -0.305| -0.809| 1.000|

Source: Data processed by authors

The smallest root value of AVE is known as 0.832, while the largest correlation value is 0.838. The largest correlation value is under the smallest AVE root value; this means that all correlation values are smaller than the AVE root value. These results indicate that each variable in this study has fulfilled discriminant validity.

Reliability Construct

To test the reliability construct, composite reliability values are calculated. A variable is said to meet the reliability construct if it has a composite reliability value greater than 0.7. Here are the composite reliability values of each research variable:

| Variables                        | Composite Reliability |
|----------------------------------|-----------------------|
| Meaningful work(X1)              | 0.932                 |
| Sense of community(X2)           | 0.943                 |
| Alignment of value(X3)           | 0.934                 |
| Affective commitment(Y1)         | 0.931                 |
| Turnover intention(Y2)           | 0.932                 |

Source: Data processed by authors
Meaningful work variables, sense of community, Alignment of value, affective commitment, and turnover intention have composite reliability values greater than 0.7 so that each research variable has fulfilled the reliability construct.

Structural Model (Inner Model)

In the structural model (inner model) R-Square, Q-Square, and hypothesis testing will be explained.

| Endogenous Variables | R-Square |
|----------------------|----------|
| Affective commitment (Y1) | 0.594    |
| Turnover intention (Y2)  | 0.703    |

The R-Square value for the affective commitment of 0.594 means that the variability of affective commitment in the construction industry in Surabaya can be explained by the variability of meaningful work, sense of community, and alignment of the value of 59.4%, the remaining 41.6% is explained by other variables outside the model. Other variables outside the model explain the variability of turnover intention of 0.703 means that the variability of turnover intention in the construction industry in Surabaya can be explained by the variability of meaningful work, sense of community, Alignment of the valued and affective commitment of 70.3%, the remaining 30.7%.

Q-Square

Q-Square value has the same meaning as the coefficient of determination (R-Square) in the regression analysis; the higher the Q-Square, the model can be said to be more fit with the data. The results of calculating the Q-Square value are as follows:

\[
Q\text{-Square} = 1 - [(1 - R\text{-Square}_1) \times (1 - R\text{-Square}_2)] \\
= 0.879
\]

From the calculation results obtained Q-Square value of 0.879, meaning that the amount of variability (diversity) of research data that can be explained by the research model is 87.9%, while other variables outside the model explain the remaining 12.1%. Based on these results, the model in the study already has good goodness of fit.

Hypothesis test

The hypothesis test is done by looking at the results of the path coefficient (original sample), t-statistics, and the probability value (p-value) generated by the structural model (inner model). It is said that there is a significant positive effect if the path coefficient is positive, and t-statistics is higher than 1.96, and the probability value (p-value) is less than 0.05 (α = 5%). It is said that there is a significant negative effect if the path coefficient is negative, and t-statistics is greater than 1.96, and the probability value (p-value) is less than 0.05 (α = 5%). Here are the results of testing the hypothesis:

![Figure 4: t-statistics Value](https://giapjournals.com/ijmier/index)

Source: Data processed by authors
Work Spirituality (Meaningful Work, Sense of Community & Alignment of Value) on Affective Commitment

The research results conclude that there is a significant positive effect of meaningful work on affective commitment in the Surabaya’s construction industry. This result means that the higher meaningful work will significantly increase affective commitment in the construction industry in Surabaya. Based on these results, the first hypothesis that suggests meaningful work has a significant positive effect on affective commitment in the Surabaya construction industry can be accepted (H1 accepted). Meanwhile, a significant positive effect was shown by the sense of community on affective commitment in Surabaya’s construction industry. This result means that the higher sense of community will significantly increase affective commitment in the Surabaya’s construction industry. Based on these results, the second hypothesis which suspects the sense of community has a significant positive effect on affective commitment in Surabaya’s construction industry is acceptable (H2 accepted). Moreover, there is a significant positive influence of the Alignment of value on affective commitment in the construction industry in Surabaya. This result means that the higher alignment of value will significantly increase affective commitment in the construction industry in Surabaya. Based on these results, a third hypothesis that suggests a sense of community has a significant positive effect on affective commitment in the Surabaya construction industry can be accepted (H3 accepted).

Meaningful work has a significant positive effect on affective commitment in the Surabaya’s construction industry, acceptable (H1 accepted). The results of this study are also in line with previous research by Milliman et al., (2003); Rego & Pina E Cunha (2008), Dehaghi, Goodarzi, & Araz (2012) and Mohamed & Ruth (2016) which state that meaningful work has a positive and significant effect to affective commitment. Meaningful work owned by construction industry employees in Surabaya is highest in the statement. The statement “I consider that work is important for my life”, shown by the highest average value of 4.257. This result is following company conditions because the employee will stay in the company longer if the employee needs his job, such as the admin or marketing department. The interests referred to here can be in the form of material interests or inner satisfaction. Mrs. ID as purchasing staff of PT. EKJ said that my pleasure when working” shows a high average of 4.216. This shows that the pleasure of employees at work is important for employees. Jobs that are suitable for the right placement can maximize their business effectively and efficiently (Mangkunegara, 2015). The results of the interview with Mr. CN as HRD PT.BP gives the parable of the architect will like things related to the design and construction of the building so that it will be placed directly on the project.

Meaningful work owned by construction industry employees in Surabaya on the statement” I feel excited and synergized in working” shows the average value of the indicator of 4.095 shows that employees in terms of enthusiasm and synergy in working are classified as high. Following existing in the construction company, enthusiasm and synergy must be strong because in the implementation of a project requires a long time affect the desires of employees. According to Mrs. AV as HRD of PT. AV said that fresh graduates are more enthusiastic about working, for example in projects outside the island for design assistants using fresh graduates and the results are satisfying so that when the project is completed the assistant will be promoted. This is consistent with Rego & Pina E Cunha (2008) research that meaningful work is related

| Hypothesis | Causality Relationship | Path Coefficient | t-statistics | p-value | Notes |
|------------|------------------------|-----------------|-------------|---------|-------|
| H1 | Meaningful work(X1) → Affective commitment (Y1) | 0.354 | 3.830 | 0.000 | Significant |
| H2 | Sense of community(X2) → Affective commitment (Y1) | 0.456 | 4.792 | 0.000 | Significant |
| H3 | Alignment of value(X3) → Affective commitment (Y1) | 0.224 | 2.698 | 0.007 | Significant |
| H4 | Meaningful work(X1) → Turnover intention (Y2) | -0.167 | 2.147 | 0.032 | Significant |
| H5 | Sense of community(X2) → Turnover intention (Y2) | -0.203 | 2.282 | 0.023 | Significant |
| H6 | Alignment of value(X3) → Turnover intention (Y2) | -0.080 | 0.914 | 0.361 | Significant |
| H7 | Affective commitment(Y1) → Turnover intention(Y2) | -0.545 | 5.087 | 0.000 | Significant |

Source: Data processed by authors

Table 10: Hypothesis Test of Direct Effect Between Variables
to employee pleasure in their work. In the statement "I was able to see the relationship between work and the more significant benefits of the community/group" showed a high average of 3,946. This means that the employee considers that the employee has the experience and knows his mistakes and abilities. According to Steiger et al., (2012), self-understanding will affect the work; this includes understanding the weaknesses and strengths. Based on the results of interviews with Ms. IA from PT. CMP explained that during work, seniors would provide direction to juniors on work routine matters such as billing letters, document creation, or other assignments. However, in terms of technology (email, Whatsapp, telegram) or English, juniors will provide more straightforward directions so that work is interwoven the same between seniors and juniors. In this case, workers can know the benefits of staying in the company going forward, skills, and experience that will increase as well.

In the statement "I can find out things that can make my work more meaningful" with an average value of 4.027. This means that employees are aware of things that can affect their work. Awareness of important things at work will make employees more focused on dealing with obstacles and opportunities that exist in their jobs. According to SW as HRD of PT. DS mentions that when the work assignments of employees are meaningful when the work is needed; for example when there is land acquisition, files, and permits are needed so that the employee feels meaningful. The importance of the meaning of the work will make employees more focused; employees will be realistic and make decisions with more precisely (Ashmos & Duchon, 2000).

Meanwhile, meaningful work owned by construction industry employees in Surabaya is the lowest in the statement. "I always look forward to coming to work" indicated by the lowest average value of the indicator of 3.757. This shows that the employee is comfortable with his work and does not leave his job. In this statement, it gets the lowest average; this is influenced by the boredom that is owned by the employees at work. Although they understand the meaning of work, abilities, weaknesses, things that become routine are sometimes boring for employees. This is consistent with the interview conducted with Mr. Siswanto HRD PT. DS said his work was a routine that was carried out every day as in the case of recruiting employees for specific projects.

The company considers that the relationship between employees will affect the affective commitment of the employee. A cooperative relationship between employees can affect employees' feelings so they can be committed to the company. The sense of community has a significant positive effect on affective commitment in the Surabaya construction industry. The results of this study are consistent with research conducted by Milliman et al., (2003); Rego & Pina E Cunha, (2008); Mohamed & Ruth, (2016) who stated that the sense of community had a positive and significant effect on affective commitment. The average value of respondents' responses to the variable sense of community is 4,104. These results indicate that the average construction industry employee in Surabaya, who is a research respondent has a high sense of community. In the construction company, cooperation is needed in the success of a building project. The sense of community-owned by construction industry employees in Surabaya is highest in the statement "I believe that we (colleagues) will support each other", indicated by the highest average value indicator of 4.216. In the company PT. ATP, according to Ms. NI in an interview with PT. ATP in the bidding section, there must be consultation with the design department, the purchasing, finance, and human resources department. When the part can not work well together, there will be a loss.

This can also affect the affective commitment of employees, the better the cooperation, the closer the relationship between employees (Bell-Elis et al., 2015). In the statement "I feel valued when working with others (coworkers)", with an average indicator of 4.095, this shows that employees value feelings of respect by superiors or other employees. Awards can be in the form of sayings such as good work or just a thank you. This was conveyed by the mother of the purchasing department of PT. EKJ stated that it is essential that fellow employees; it will show respect for others. The sense of community-owned by construction industry employees in Surabaya is the lowest in terms of feeling that “I am part of a group/community”. It is shown that the average of 4,027 is quite high, which shows the importance of employees showing themselves as part of a group in an organization. The existence of groups in organizations is a form of socialization in an organization such as acceptance in Whatsapp groups. In PT. According to HRD PPU, every employee in the company will enter the Whatsapp group to facilitate communication networks and at the same time accepting new employees. Acceptance in a group will strengthen relationships between employees while increasing attachment between employees and the company (McMillan & Chavis, 1986). In the statement "I feel connected with a common goal", indicated by the lowest average value of the indicator of 4.027. Nevertheless, the average is relatively high; it shows employees understand the common goals in the task. For example, in solving licensing issues, those responsible will focus on the same goal, namely licensing. In completing tasks with employees, the team will work on completing them. A sense of community will be seen when working together with other employees to achieve common goals (Rego & Pina E Cunha, 2008).

Furthermore, the alignment of value has a positive and significant effect on affective commitment. The average value of respondents' responses to the alignment of the value variable is 3.969. These results indicate that the average construction industry employee in Surabaya, who is the research respondent has a relatively high alignment of value alignment. The alignment of value owned by construction industry employees in Surabaya is the highest in terms of showing. Employees feel that organizational values have a positive impact on the highest average indicator value of 4.203. This shows that employees understand the value that exists in the company. Understanding the values that exist in
the company and integrating with the values that exist in him will understand the goals and tasks more easily (Milliman et al., 2003). At PT. DS, according to Mr. SW, as HRD, revealed that the company's values are understood before entering the company, for example during an internship, so that the employee has time to understand whether the company is following his wishes or not. Based on the employee's statement, the organization cares about all of its employees with an average indicator of 3,946. This shows that employees understand that the organization cares about employees. The insurance of the employee can demonstrate company concern. According to Mrs. AV as HRD of PT. AW said that his company employees have the insurance protection that is paid monthly by the company. The company's concern for employees will make employees not want to leave the company and ultimately increase affective commitment to these employees (Mohamed & Ruth, 2016). The alignment of value owned by construction industry employees in Surabaya is the lowest in terms of employees who feel that the organization cares about employee awareness, indicated by the lowest average indicator value of 3,933. This is in accordance with existing construction companies in Surabaya that employees will consider entering a company because it is in accordance with the existing value. Companies with good values, but rules that are too rigid will cause employees to be unable to commit to the company. This is following the results of interviews at the finance staff of PT. AT, who stated that a company with ethical values but with the wrong implementation would reduce the emotional level of employees.

**Work Spirituality (Meaningful Work, Sense of Community and Alignment of Value) on Turnover Intention**

"Nevertheless, there is a significant negative effect of meaningful work on turnover intention in the construction industry in Surabaya. This result means that the higher meaningful work will significantly reduce turnover intention in the in Surabaya’s construction industry. Based on these results, the fourth hypothesis that suggests meaningful work has a significant negative effect on turnover intention in the Surabaya’s construction industry is acceptable (H4 is accepted) and a significant negative effect of sense of community on turnover intention in the Surabaya’s construction industry (H5 is accepted). This result means that the higher sense of community will significantly reduce turnover intention in Surabaya’s construction industry. Then, the alignment of value shows a negative effect on turnover intention in the Surabaya’s construction industry. This result means that the higher Alignment of value does not significantly reduce turnover intention in the construction industry in Surabaya (H6 is rejected).

This is following research conducted by Ghadi (2017), Milliman et al., (2003); Mohamed & Ruth (2016) states that Meaningful work has a significant negative effect on turnover intention. Understanding the meaning of a job will reduce the desire to leave the company; this can simultaneously motivate employees to remain in the company (Nafis et al., 2018). The average value of respondents' responses to the variable turnover intention is 2,617. These results indicate that the average construction industry employee in Surabaya, a research respondent, has a moderate turnover intention. The turnover intention of the construction industry employees in Surabaya is highest in the statement. "I often look forward to another day at work", with an average of 2,770, which means that it is in the medium category. In this case, the employee does not experience boredom but is under high pressure. This is consistent with company’s reality that the work is required by the deadline for completion. This is consistent with what was said by Ms. AV PT.AW that each project has a maximum deadline for completion must be completed before the maximum deadline. The time limit is one of the pressures held by employees in construction companies. In a statement," I often think about quitting my job" with an average of 2,351. This means that employees still have the desire to leave the company. In this study, respondents amounting to 60.8% are employees who are aged 21-30 years, so they still have the desire to find another job. Younger employees do have a desire to switch companies because they are still looking for the meaning of work (Ghadi, 2017). In interviews with Ms. AV, employees who sometimes leave the company because of personal matters such as marriage or taking care of the family but can occur due to higher salary offers from the company. Offering a higher salary or position is one reason to leave the company. On statements" I often accept job offers with higher salaries" with an average of 2,946. This means that the employee still accepts other job offers because of the salary offered. In the next statement" My salary can meet my personal needs", this statement also shows the importance of providing salaries following the needs of employees. The amount of salary is one of the factors that can be the desire of employees to survive in the company (Mobley et al., 1979). This statement is also following the situation of the construction company explained by Ms. AV as HRD PT. AW, that one of the reasons for leaving was that the salary offered by other companies was higher. The statement of Ms. NI PT supported the statement. ATP that the reason for leaving the company was usually to get a higher paying job such as being a civil servant (civil servant).

The effect of meaningful work on the turnover intention of the construction industry employees in Surabaya is highest in the statement. "I often look forward to another day at work" with an average of 2,770 which means that it is in the medium category. In this case, it means the employee can quit because of a bad relationship with another employee. Caring and a sense of solidarity in construction employees are classified as moderate, although these employees often meet, but their relationship is only based on professionalism and feels bad when experiencing conflict. In a statement, " I often think about quitting my job" with an average of 2,351. This means that employees still have the desire to leave the company. One reason to leave the construction company is a conflict when a colleague feels unable to support his work. This is consistent with what happened at PT. CMC, according to Ms. NI, the Company made efforts to reduce conflicts such as the presence of outbound or gathering or other efforts such as moving to different departments to reduce existing conflicts.
Nevertheless, the alignment of value has no significant negative effect on turnover intention in the Surabaya construction industry. This is consistent with research conducted by (Beecher & Blackwell, 2016; Milliman et al., 2003). The alignment of value can be explained as the alignment of values held by employees and the company. Research (Rego & Pina E Cunha, 2008) explained that employees who have values aligned with the company would be more bound, happy, and productive. In a statement, “I feel the values of the organization have a positive impact” with an average of 4,203, which includes a high average, in this statement describes employees feel a positive impact when joining the company. When joining the company, employees expect their abilities to develop, but cannot influence their decision to leave the company. What happened to PT.ATP based on interviews with Ms. NI, one of the company’s values is learning where the company requires employees to learn and develop themselves in terms of education (High School to University Degree). Suppose one employee does not want to develop himself, no penalty, or follow-up (such as a warning letter).

Conversely, when the employee's education increases (High School to University Degree), then there will be a more significant opportunity to leave the company for other jobs such as civil servants. The alignment of value in companies in the construction industry is not too high due to lack of value investment. At the time of direct admission, companies in the construction industry are given jobs under their placement, because the average work is carried out by experienced professionals. In the company PT. DS employees do on the job training and, at that time, explained the rules and values that are in the company. In accepting PT. DS carried out a contract for two years and then was appointed as a permanent employee when his performance was satisfactory. One reason for the failure to invest in value is employee turnover that changes too often. According to Beecher & Blackwell (2016), rapid employee turnover can lead to failure to instill value and not impact employee turnover.

Affective commitment has a significant negative effect on turnover intention in the Surabaya construction industry

Last, affective commitment also shows a negative effect on turnover intention in the construction industry in Surabaya. This result means that the higher affective commitment will significantly reduce the turnover intention in the construction industry in Surabaya. (H7 accepted). This is consistent with previous research conducted by (Budivono et al., 2014; Satwari et al., 2016; Sidharta & Margaretha, 2011), which shows that the higher the affective commitment to employees, the lower the desire to leave the company. The average value of respondents' responses to the variable affective commitment of 3.865. These results indicate that the average construction industry employee in Surabaya a research respondent, has a relatively high affective commitment. In a statement “I am happy to spend the rest of my career” in this organization with a high average of 3,959 indicating that employees will volunteer to spend their careers in the company. On statement “I have a strong sense of belonging to the organization where I work” has an average of 3,608 and “I feel emotionally attached to this organization” having an average of 4,257 having a high average. It can be interpreted that the emotional attachment owned by employees to the company can affect his decision to leave the company. The results of this study happened to companies in the construction industry in Surabaya. One of the reasons for surviving in the company is because they have any involvement in the company, the greater the involvement, the more reluctant to leave the company. On 14 February 2020, AW explained that explained that an employee who worked at the company for more than ten years, met with his partner at the office until finally his wife decided to leave, and the employee remained loyal to the company until now. In a statement “I feel that organizational problems are my problems” show an average of 3.757 indicates a high average, this means that employees feel that problems that occur within the company, are problems that must be resolved together.

CONCLUSION

Based on the conclusions of the research results, the suggestion proposed is that meaningful work within the company in the construction industry can be done so that the company can develop a working atmosphere with a room to carry out worship, and complete office-related work facilities such as the existence of wifi to send email between employees of different locations for coordination. A sense of community in the company in the construction industry can be done with a group discussion together; it can trigger the togetherness that exists between employees as well as to evaluate work, thus forming a more comfortable atmosphere for employees. Besides, there are communication groups with applications such as Whatsapp, Line, KakaoTalk, or the like to facilitate communication and delivery of messages. Alignment of value in the company in the construction industry can be done with the determination of the existing values in the company with an explanation that is easier and can be seen at any time for example company values can be placed on the bulletin board or placed on the company’s web so that employees more easily understand the value in the company. For companies that do not have a written value, they can be written in writing so that employees more easily understand its value.

LIMITATION AND STUDY FORWARD

The limitation of this research is the focus of research that is limited to construction companies. So for further research, researchers are expected to be able to use more types of companies in related industries such as developers and housing companies to be able to provide more representative and comprehensive results on the influence of workplace spirituality variables on affective commitment and on turnover intention. The addition of other factors that can influence turnover intention such as job embeddedness can also be considered for further research.
ACKNOWLEDGEMENT

Authors thank to Postgraduate Degree of Faculty of Economic and Business, Universitas Negeri Surabaya for gave significant contributions to facilitating this research. This is a financially independent research and no funding source should be reported.

AUTHORS CONTRIBUTION

Najmi Haqq Salim carried out the research framework, participated in the sequence alignment, and drafted the manuscript. Dewi Tri Wijayanto carried out the design of the study and statistical calculation. Andre Dwijanto Wijaksono participated in collecting the data and performed the statistical analysis. All authors read and approved the final manuscript.

REFERENCE

1. Andini, R. (2010). Analisis Pengaruh Kepuasan Gaji, Kepuasan Kerja, Komitmen Organisasional Terhadap Turnover Intention. Jurnal Universitas Pardanaran, 8, 16.
2. Arief. A. M. (2019). Perang Dagang Bikin Indeks Manufaktur Kuartal III/2019 Merosot. Bisnis.Com. Retrieved from https://ekonomi.bisnis.com/read/20191008/257/1156732/perang-dagang-bikin-indeks-manufaktur-kuartal-iii2019-merosot
3. Ashmos, D. P., & Duchon, D. (2000). Spirituality at Work A Conceptualization and Measure. Journal of Management Inquiry, 9, 134–145. https://doi.org/10.1177/105649260092008
4. Aydogdu, S., & Asikgil, B. (2011). An Empirical Study of The Relationship Among Job Satisfaction, Organizational Commitment, and Turnover intention. International Review of Management and Marketing, 1, 43–53. Retrieved from www.econjournal.com
5. Azizah, S. N. (2014). Workplace Spirituality dan Employee Commitment: Penelitian Empirik pada KPPS Syariah Kebumen, 14(02), 107–117. https://doi.org/10.32369/fokusbisnis.v13i2.155
6. Bank Indonesia. (2018). Asesmen Sektoral Semester I-2018 Konstruksi, 3, 1–20.
7. Beehner, C. G., & Blackwell, M. J. (2016). The impact of workplace spirituality on food service worker turnover intention. Journal of Management, Spirituality, and Religion, 13(4), 304–323. https://doi.org/10.1080/14766686.2016.1172251
8. Bell-Ellis, R. S., Jones, L., Longstreh, M., & Neal, J. (2015). Spirit at work in faculty and staff organizational commitment. Journal of Management, Spirituality, and Religion, 12(2), 156–177. https://doi.org/10.1080/14766686.2014.992355
9. Bothma, C. F., & Roodt, G. (2013). The Validation Of The Turnover Intention Scale. SA Journal of Human Resource Management, 11(1), 1–12.
10. Budiono, S., Noemnjati, & Alamsyah, A. (2014). Pengaruh Spiritualitas di Tempat Kerja terhadap Turnover intention Perawat melalui Komitmen Organisasional di Rumah Sakit Islam Unisma Malang JAM. Jurnal Aplikasi Manajemen (JAM), 12(4), 1–11.
11. Dehaghi, M. R., Goodarzi, M., & Arazi, Z. K. (2012). The Effect of Spiritual Values on Employees’ Organizational Commitment and Its Models. Procedia - Social and Behavioral Sciences, 62, 159–166. https://doi.org/10.1016/j.sbspro.2012.09.025
12. Du, J. J., Zhou, J. I. E., Liu, C., & Picken, D. (2006). Exploring the turnover intention of construction managers in China. Journal of construction research, 7(01n02), 191-205. https://doi.org/10.1108/S160994510600061X
13. Ghadi, M. Y. (2017). The impact of workplace spirituality on voluntary turnover intentions through loneliness at work. Journal of Economic and Administrative Sciences, 33(1), 81–110. https://doi.org/10.1108/JEAS-03-2016-0005
14. Ghozali, I. (2006). Structural Equation Modeling Metode Alternatif dengan Partial Least Square (4th ed.). Semarang: Universitas Diponegoro Semarang.
15. Hansel, Janice, & Andi. (2018). Faktor – Faktor Yang Mempengaruhi Labor Turnover Dan Dampaknya Pada Proyek Konstruksi di Surabaya. 141–148.
16. Haryokusumo, D. (2015). The Effect of Workplace Spirituality Dimensions On Organizational Commitment With Perceived Organizational Support As A Moderating Variable. Jurnal Dinamika Manajemen, 6(2), 187–202. https://doi.org/10.15294/jdm.v6i2.4307
17. Hong, Y. J. (2012). Identifying Spirituality in Workers: A Strategy for Retention of Community Mental Health Professionals. Journal of Social Service Research, 38(2), 175–186. https://doi.org/10.1080/01488376.2011.615275
18. Inka Y. D., & Kistyanto, A. (2013). Pengaruh Spiritualitas Di Tempat Kerja Terhadap Turnover Intention Melalui Komitmen Organisasi. Malang: UIN Maulana Malik Ibrahim Malang. https://doi.org/10.18866/ij.v10i0.2274
19. Khumaeni, A. (2018). Pengaruh Spiritualitas Ditempat Kerja Terhadap Komitmen Organisasi Studi Karyawan PT.ISS Rumah Sakit PKU Muhammadiyah Gombong, 53(9), 1689–1699. https://doi.org/10.1017/CBO9781107415324.004
21. Liwun, S. B., & Bera Prabowo, H. (2015). Pengaruh Keterlibatan Kerja Dan Spiritualitas Kerja Terhadap Komitmen Organisasi. Jurnal Psikologi, 8(1).
22. Lum, L., Kervin, J., Clark, K., Reid, F., & Sirola, W. (1998). Explaining Nursing Turnover Intent: Job Satisfaction, Pay Satisfaction, or Organizational Commitment? Journal of Organizational Behavior, 19(3), 305-320. https://doi.org/10.1002/(SICI)1099-1379(199805)19:3<305::AID-JOBB43>3.0.CO;2-N
23. Mangkuneegra, A. P. (2011). Perencanaan dan Pengembangan Sumber Daya Manusia. (Aep Gunarsa, Ed.) (5th ed.). Bandung: PT. Remika Gunarsa.
24. Mangkuneegra, A. P. (2015). Manajemen Sumber Daya Manusia Perusahaan. (Susan Sandiasih, Ed.) (12th ed.). Bandung: PT. Remaja Rosdakarya.
25. Marri, M. Y. K. (2012). Measuring Islamic Work Ethics and Its Consequences on Organizational. International Journal of Management Sciences and Business Research, 2(2), 37–49.
26. Mathis, R. L., & Jackson, J. H. (2014). Human Resource Management & Entrepreneurship Human Resource Management & Entrepreneurship.
27. McMillan, D. W., & Chavis, D. M. (1986). Sense of community: A definition and theory. Journal of Community Psychology, 14(1), 6–23. https://doi.org/10.1002/1520-6629(198601)14:1<6::AID-JCOP2290140103>3.0.CO;2-1
28. Meyer, J. P., & Allen, N. J. (2004). TCM Employee Commitment Survey Academic Users Guide 2004. London, Ontario, Canada: The University of Western Ontario. Department of Psychology, University, 16.
29. Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to Organizations and Occupations : Extension and Test Of Three-Component Conceptualization. Journal of Applied Psychology, 78, 538–551. https://doi.org/10.1037/0021-9010.78.4.538
30. Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. Journal of Organizational Change Management, 16(4), 426–447. https://doi.org/10.1108/09534810310484172
31. Ministry of Finance. (2019). Tantangan Indonesia dalam Menghadapi Revolusi Industri 4.0.
32. Mobley, W. H., Griffith, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. Psychological Bulletin, 86(3), 493–522. https://doi.org/10.1037/0033-2909.86.3.493
33. Mohamed, M., & Ruth, A. (2016). Workplace spirituality and organizational commitment: A study on the public school’s teachers in Menoufia (Egypt). African Journal of Business Management, 10(10), 247–255. https://doi.org/10.5897/AJBM2016.8031
34. Nafis, M., F, A. Z., & Mujib, F. (2018). Workplace Spirituality To Increase Institutions’ Commitment and Meaning of Life. Epistemé: Jurnal Pengembangan Ilmu Keislaman, 13(1), 89–112. https://doi.org/10.21274/epis.2018.13.1.89-112
35. Rego, A., & Pina E Cunha, M. (2008). Workplace spirituality and organizational commitment: An empirical study. Journal of Organizational Change Management, 21(1), 53–75. https://doi.org/10.1108/095348108108484172
36. Robbins, S. P., & Langton, N. (2007). Fundamentals of Organizational Behavior. McGraw Hill Book Company, New York., Chapter 1.
37. Robbins, S. P., & Coulter, M. (2013). Management (Eleven, Vol. 53). Pearson. https://doi.org/10.1017/CBO978110745324.004
38. Satwari, T., Al Musadieq, M., & Afrianty, T. (2016). Pengaruh Komitmen Organisasionel Terhadap Turnover intention (Survei pada Karyawan Hotel Swiss-Belinn Malang). Jurnal Administrasi Bisnis (JAB), 40(2), 177–186. Retrieved from adminstrasiabisnis.studentjournal.ub.ac.id
39. Sidharta, N., & Margaretha, M. (2011). Dampak Komitmen Organisasi Dan Kepuasan Kerja Terhadap Turnover intention: Studi Empiris Pada Karyawan Bagian Operator Di Salah Satu Perusahaan Garment Di Cimahi. Jurnal Manajemen Manarathai, 10(2), 129–142.
40. Steger, M. F., Diik, B. J., & Duffy, R. D. (2012). Measuring Meaningful work: The Work and Meaning Inventory (WAMI). Journal of Career Assessment, 20(3), 322–337. https://doi.org/10.1177/1069072711436160
41. Sugianto, E. C. (2019). Pembangunan Sumber Daya Manusia (SDM) Menuju Indonesia Unggul. Kementerian Sekretariat Negara Republik Indonesia. Retrieved from https://www.setneg.go.id/baca/index/pembangunan_sumber_daya_manusia_sdm_menuju_indonesia_unggul
42. Suparyadi. (2015). Manajemen Sumber Daya Manusia. (Putri Chistian, Ed.) (1st ed.). Yogyakarta: CV. Andi Offset.
43. Soomro, B. A., Helepoto, A. H., & Memon, M. S. (2015). Role of Trust and Organizational Commitment On Employee Turnover Study Of Non-Banking Financial Institution Of Sukkur Region. International Journal of Management Sciences and Business Research, 4(6), 8–13.
44. Wang, J. H., Tsai, K. C., Lei, L. J. R., Chio, I. F., & Lai, S. K. (2016). Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: Evidence from the Gambling Industry in Macau. Business and Management Studies, 2(1). https://doi.org/10.11114/bms.v2i1.1280
45. Widyantara, I., & Ardana, I. (2015). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Intensitas Turnover Karyawan. E-Jurnal Manajemen Universitas Udayana, 4(6), 1670–1683.