
**THE EFFECT OF WORKPLACE SPIRITUALITY AND EMPLOYEE ENGAGEMENT ON
JOB SATISFACTION AT FINANCE DEPARTMENT OF PT NUSA HALMAHERA
MINERALS IN MANADO**

*PENGARUH SPIRITUALITAS TEMPAT KERJA DAN KETERIKATAAN KARYAWAN TERHADAP
KEPUASAN KERJA DI DEPARTEMEN KEUANGAN PT NUSA HALMAHERA MINERALS
MANADO*

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Abstract: This study aims to analyze the effect of workplace spirituality and employee engagement on job satisfaction partially and simultaneously. This study uses a quantitative approach and Multiple Linear Regression as a measuring tool. The sample used in this study was 22 employees of Finance Department of PT Nusa Halmahera Minerals in Manado. The data collection method is questionnaires. Furthermore, testing and data analysis was carried out using SPSS 26 software. Based on the SPSS 26 software "Coefficient" it is known that the significance value (Sig) of the Workplace Spirituality variable is 0.630 and the Significance value (Sig) of the Employee Engagement variable is 0.000. Using 0,05 probability, it can be concluded that there is no significant effect between Workplace Spirituality on Job Satisfaction and there is a significant influence between Employee Engagement variables on Job Satisfaction at Finance Department of PT Nusa Halmahera Minerals in Manado.

Kata Kunci: workplace spirituality, employee engagement, and job satisfaction

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh spiritualitas di tempat kerja dan keterlibatan karyawan terhadap kepuasan kerja secara parsial dan simultan. Penelitian ini menggunakan pendekatan kuantitatif dan Regresi Linier Berganda sebagai alat ukurnya. Sampel yang digunakan dalam penelitian ini adalah 22 karyawan Bagian Keuangan PT Nusa Halmahera Minerals di Manado. Metode pengumpulan data berupa kuesioner. Selanjutnya dilakukan pengujian dan analisis data menggunakan perangkat lunak SPSS 26. Berdasarkan software SPSS 26 "Koefisien" diketahui nilai signifikansi (Sig) variable Spiritualitas di Tempat Kerja sebesar 0,630 dan nilai Signifikansi (Sig) 1 ariable Keterlibatan Karyawan sebesar 0,000. Dengan menggunakan probabilitas 0,05 dapat disimpulkan bahwa tidak terdapat pengaruh yang signifikan antara Spiritualitas di Tempat Kerja terhadap Kepuasan Kerja dan terdapat pengaruh yang signifikan antara variable Keterlibatan Karyawan terhadap Kepuasan Kerja pada Bagian Keuangan PT Nusa Halmahera Minerals di Manado.

Kata Kunci: spiritualitas di tempat kerja, keterlibatan karyawan, dan kepuasan kerja

INTRODUCTION

Research Background

Companies are currently required to move quickly, adaptively, precisely and efficiently in their human resources, this is because human resource is one of the important driving factors for organizations or institutions (Fanggidae et al., 2016:640). The important role of human resources for organizations/companies is a very decisive element in company activities so that management must pay attention to existing human resources (Irzani and Witjaksono, 2014:266). Irawan and Sudarma (2016: 150) also state that human resources are a way to develop

an organization to be more advanced. The attention given by the management is an effort made to provide satisfaction to its employees.

A conducive work environment is a condition that is expected by all employees. Safe and comfortable conditions will encourage employees to work more optimally than working in an environment with the opposite situation. If the employee likes the work environment, the employee will last a long time at work, on the contrary, with all the pressure at work coupled with an unsupportive work environment, the employee will automatically withdraw from the environment (Gibson, Ivancevic, and Donnelly, 1996:363). In the research of Altaf and Awan (2011) stated that spirituality in the workplace emphasizes the needs of employees and the results produce better productivity because good employees tend to show better performance because they feel satisfied. The more spiritual work environment, the more positive the working environment conditions and positive satisfaction. The definition of workplace spirituality should allow for the difference between spirituality on a personal or individual level and spirituality on an organizational level, or workplace spirituality (Kolodinsky, Giacalone, and Jurkiewicz, 2004).

Every organization needs an attachment that is owned by its members, because there has been a lot of empirical evidence which states that this attachment does not only have a positive impact on the organization, but also on individuals and community groups outside the organization. Engagement can help improve organizational performance and growth and can serve as an effective strategy for employee retention. In addition, engagement can be a major determinant in the success of change management (Kumar and Pragadeeswaran, 2015). Engagement also helps improve individual work lives in organizations, can reduce and prevent work stress, depression and burnout, improve work health and safety, life satisfaction, and individual work quality (Bakker, 2017). In addition, engagement also contributes greatly to environmental life outside the organization, consumers and society (Goštautaitė and Buciniene, 2015).

There are many studies that show a strong relationship between workplace spirituality and employee engagement with job satisfaction (Habeeb and Khan, 2018). Spirituality at work and employee engagement have a positive effect on the organization, one of which is employee job satisfaction. Workplaces that have instilled and implemented spirituality as an aspect of work, can increase employee job satisfaction levels, increase productivity, increase commitment to the organization and decrease employee absenteeism rates (Habeeb and Khan, 2018).

PT Nusa Halmahera Minerals (PTNHM) is a joint venture of PT Indotan Halmahera Bangkit (Indotan) – 75% and PT Aneka Tambang Tbk. (Antam) – 25% stake and operates the Gosowong Gold Mine that is located at Halmahera Island in Eastern part of Indonesia. PT Nusa Halmahera Minerals was established in 1997 and produced gold in 1999. Under the new leadership of Hj. Romo Nitiyudo Wachjo as a President Director PT Nusa Halmahera Minerals has a significant changes and progress. Starting from improving employee welfare, revitalizing mining equipment, support for community around mine, as well as very large investments in exploration to find new resources and also commitment to paying taxes and other obligation. The change in company ownership and management of PT Nusa Halmahera Minerals in March 2020 raised doubts about the standard of employee rights and the leadership style of company, with this research the authors wanted to find out whether this new leadership could achieve employee expectations by researching job satisfaction at PT Nusa Halmahera Minerals in Manado. The relationship between employees is one of the important factors to determine job satisfaction. Workplace spirituality as a variable to measure the sense of community and meaningful work. Employee engagement is also an important aspect because it measures the high trust and integrity of employees towards the company, the workload that is in accordance with the abilities of the employees, and the willingness of employees to grow which is supported by the company.

Research Objectives

This research objectives are:

1. To analyze the effect of workplace spirituality and employee engagement on job satisfaction.
2. To analyze the effect of workplace spirituality on job satisfaction.
3. To analyze the effect of employee engagement on job satisfaction.

THEORETICAL FRAMEWORK

Human Resources Management

According to Dessler (2013:30), Human Resource Management is a process to acquire, train, appraise,

and compensate employees, pay attention to their employment relationship, health and safety, and also a matter of fairness.

Workplace Spirituality

At the individual level, spirituality can be seen as an affective and cognitive experience: an employee feels and believes in a spiritual connection to work and the work place. At the organizational level, spirituality can be seen as a reflection of spiritual values that is part of the organization’s culture and is thus used to inform behavior, decision-making, and resource allocation (Kolodinsky, Giacalone, and Jurkiewicz, 2008).

Employee Engagement

Employees that feel bound (engaged) with the company, then the employee has an awareness of his work so that employees will provide all their best abilities and skills for the success of companies (Puspawati and Suharnomo, 2016).

Job Satisfaction

Job satisfaction is a pleasant emotional state where the employees look at their work. Job satisfaction is defined as an expression one's feelings or attitudes towards one's work, towards promotion opportunities, relationships with colleagues’ work, supervision and feelings of satisfaction with the work itself (Titisari, 2014:18).

Previous Research

Noercahyo, Maarif, and Sumertajaya (2021) analyzed the role of employee engagement from the perspective of job engagement and organization engagement on job satisfaction and its effect on organizational performance. This research was conducted at a multinational manufacturing chemicals company located in Tangerang and Cilegon. The population was approximately 121 employees consisting of three job levels: Manager, White Collar, and Blue Collar. A target sample determined approximately 93 employees. Sampling using a non-probability sampling approach with a quota sampling method. The questionnaire was distributed to the population, but only 86 respondents filled out and returned the questionnaire. Method of hypothesis testing using Partial Least Square of Structural Equation Modeling (PLS-SEM) approach. The results suggested that job engagement has a positive and significant effect on job satisfaction but does not significantly affect organizational performance. Next, organization engagement has a positive and significant effect on job satisfaction but does not significantly affect organizational performance. Furthermore, job satisfaction has a positive effect and significantly influences organizational performance

Shohib and Hadi (2020) determined the effect of spirituality in the workplace on employee engagement. This study used a correlational quantitative approach using a sample of 191 employees. The data collection method used the workplace spirituality scale developed by Ashmos and Duchon in 2000 and the employee engagement scale developed by UWES (Utrecht Work Engagement Scale) with linear regression as data analysis. The results showed that there was a significant effect of workplace spirituality on employee engagement (F = 189.431; sig = 0.000). The spirituality variable contributes 50.1% to the employee engagement variable.

Van der Walt and de Klerk (2014) determined the relationship between workplace spirituality and a positive attitude related to work, that is, job satisfaction. A cross-sectional study was conducted with a sample of 600 white-collar workers, chosen from two organizations in different industries in South Africa. The research results indicate that there is a positive relationship between workplace spirituality and job satisfaction.

Conceptual Framework

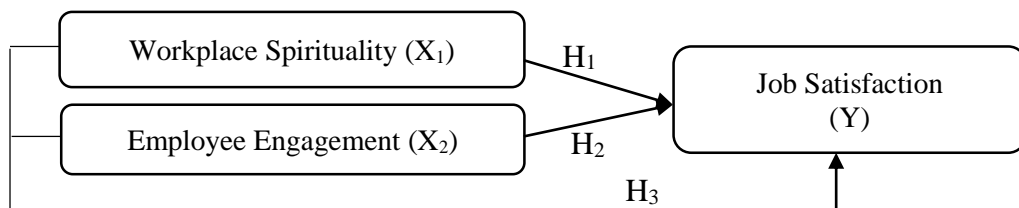


Figure 1. Conceptual Framework
Sources: Theoretical Review, 2022

Research Hypothesis

H3: Workplace spirituality and employee engagement simultaneously have significant effect on job satisfaction.

H1: Workplace spirituality has partially effect on job satisfaction.

H2: Employee engagement has partially effect on job satisfaction.

RESEARCH METHOD**Research Approach**

The research method used in this research is Quantitative method. As an analysis tool this research will use multiple linear regression method. The factorial design focuses on two or more categories with the independent variables as compared to the dependent variable.

Population, Sample, and Sampling Techniques

The population of this research are 22 employees of Finance Department of PT Nusa Halmahera Minerals in Manado. The sample in this research is 22 all of the employees in Finance Department of PT Nusa Halmahera Minerals in Manado. The sampling technique used is saturation sampling.

Operational Definition of Research Variables**Table 1. Variable Definition**

Variable	Definition	Indicator
Workplace Spirituality (X1)	The experience of purpose and meaningfulness of employment, and also about feeling connected to each other and to her communities in work	- Meaningful Work - Sense of Community
Employee Engagement (X2)	Assures individuals that management cares about them, job that fit into the nature of employees, how much the employee appreciates the company strategic goals, employees having a sense of career growth and promotion, Cooperative and supportive co-workers, making specific efforts to develop their personal skills.	- Trust and Integrity - Person-Job Fit - Pride About Company - Co-Workers/Team Member - Employee Development
Job Satisfaction (Y)	Standardized payment systems, supervisory leadership style, supportive co-workers and the nature of the work that meets employee expectations	- Pay - Promotion - Supervision - Co-Worker - Work itself

Source: Literature Data, (2022)

Data Analysis Method**Validity and Reliability Test**

The validity test used to measure whether the questionnaires are valid or not. Besides being valid, the instrument must also reliable. Validity test is carried out using the SPSS program with the following criteria:

- If $r_{count} > r_{table}$ then the statement is declared valid
- If $r_{count} < r_{table}$ then the statement is declared invalid
- r value count can be seen in the corrected item total correlation column

A questionnaire is said to be reliable if the respondents answer the question consistently from time to time.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables (X_1, X_2, X_n) with the dependent variable (Y). The regression equation in this research is as follows:

$$Y = a + \beta^1 x^1 + \beta^2 x^2 + e$$

Explanation:

Y = Job Satisfaction

a = constants

e = error

β = regression coefficient

X_1 = Workplace spirituality

X_2 = Employee engagement

Hypothesis Testing

T-Test is used to determine the influence of each independent variable partially. T-Test basically shows how far the influence of the independent variables in explaining the dependent variable (Ghozali, 2009). F-test in multiple linear regression analysis aims to determine the effect of independent variables simultaneously at a significant level of 0.05 (5%) (Basuki dan Prawoto, 2016).

RESULT AND DISCUSSION

Research Result

Validity Test

The distribution of a special questionnaire in the validity and reliability test was given to 22 research respondents. r value table with the provisions of $df = \text{number of cases} = 20$ and a significance level of 5%, then the figure is obtained = 0.3598. Then the questionnaire is declared valid.

Reliability Test

Table 2. Reliability Statistics

Cronbach's Alpha	N of Items
.959	20

Sources: Output SPSS, (2022)

From the results of the reliability test, it can be seen that the questionnaire consisting of 20 question variables has a Cronbach's Alpha value above 0.6. So it can be concluded that all question items are declared reliable or valid to be used as research instruments

Multiple Linear Regression Analysis

Table 3. Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3.221	5.546		-.581	.568
Workplace Spirituality	.189	.386	.069	.490	.630
Employee Engagement	2.069	.347	.842	5.955	.000

a. Dependent Variable: Job Satisfaction

Sources: Output SPSS, (2022)

From the regression equation above, the conclusions that can be explained are as follows:

- The constant value (α) is (-3.221) stating that if the Workplace Spirituality (X_1) and Employee Engagement (X_2) variables are equal to zero (0) then Job Satisfaction (Y) has decreased.
- The regression coefficient value of the Workplace Spirituality (X_1) variable is 0.069 with a positive sign stating if the Workplace Spirituality variable increases by one unit assuming the other independent variables are constant, then the job satisfaction variable will decrease by 0.069.
- The regression coefficient value of the Employee Engagement variable (X_2) is 0.842 with a positive sign stating that if the Employee Engagement variable increases by one unit assuming the other independent variables are constant, the job satisfaction will increase by 0.842.

The Coefficient of Determination (R^2)

Table 4. The Coefficient of Determination (R^2)

Model	R	R Square	Adjust R Square	Std. Error of The Estimate
1	0.890	0.792	0.770	4.09709

Source: Output SPSS, (2022)

Table 4 shows how much the independent variable (X) contributes to the dependent variable (Y). Based on the results of the coefficient of determination, the R value of 0.890 or 89.00 % was obtained. It can be concluded that, Workplace Spirituality and Employee Engagement variables contribute 89% to the Job Satisfaction variable. While the remaining 11% is influenced by other variables outside the variables studied.

Hypothesis Testing

T-Test

Table 5. T-Test

Model	t	Sig.
Workplace Spirituality	0.490	0.630
Employee Engagement	5.955	0.000

Source: Output SPSS, (2022)

The interpretation is as follows:

1. The first hypothesis in this study is Workplace Spirituality (X1) has no positive effect on job satisfaction (Y). Based on the SPSS "Coefficients" output table above, it is known that the significance value (Sig) of workplace spirituality is 0.630. Because the value of Sig. 0.630 is greater than the probability of 0.05, it can be concluded that there is no significant effect between workplace spirituality (X1) on job satisfaction (Y).
2. The second hypothesis in this study is that employee engagement (X2) has significant effect on job satisfaction (Y). Based on the SPSS "Coefficients" output table above, it is known that the Significance value (Sig) of the employee engagement variable is 0.000. Because the value of Sig. $0.000 < 0.05$ probability, it can be concluded that there is a significant influence between employee engagement (X2) on job satisfaction (Y).

F-Test

Table 6. F-Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1212.564	2	606.282	36.118	.000 ^b
Residual	318.936	19	16.786		
Total	1531.500	21			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Employee Engagement, Workplace Spirituality

Source: Output SPSS, (2022)

Table 6 shows the value of Fcount is 36.118 and the significance level (0.000), with $df_1 = 2$ and $df_2 = 19$ then the value of Ftable is 3.52, where $F_{count} > F_{table}$ ($36.118 > 3.52$). With these results means H_0 rejected and H_a accepted, which means that simultaneously there is a significant influence of the independent variables, namely workplace spirituality and employee engagement on the dependent variable, namely Job Satisfaction.

Discussion

Workplace Spirituality and Job Satisfaction

Workplace spirituality is generally perceived by several scholars like the desirable mean of dealing with the disturbance and stress of current organizational life, of improving employee's well-being, as well as of promoting organizational performance. Conversely, in spite of an extensive interest along with optimism concerning the topic, still, the course of research is within its early years (Moore and Casper, 2006); and empirical studies upon the topic of this study are scarce. Thus, by developing organizational spirituality, supervisors would be capable of promoting organizational commitment that will ultimately help to enhance the performance of employees and organization (Rehman et al., 2021). The results showed that there was no significant effect between workplace spirituality on job satisfaction for employees at the Finance Department of PT Nusa Halmahera Minerals in Manado. The results of this study support the results of previous research conducted by Fitri Wulandari, that the concept of spirituality in the workplace include feelings of community teams, inner life and meaningful work affect on work behavior (job satisfaction, organizational commitment and job involvement). Employees feel that life is full of hope in the future, and spiritual values also includes in making life choices. Employees considers that his work has a deeper meaning than other jobs because they relate to the services to education and a strong desire to express spiritual practices in working life.

Employee Engagement and Job Satisfaction

Employee engagement is critical to any organization. Deci and Ryan conducted the most influential study on employee engagement in 1985 (Berens, 2013). The basic needs of satisfaction have been found to directly relate to dedication of employees (Vandenabeele, 2014). Dedicated and meaningful work enables employees to realize how valuable they are within the organization and makes them engaged. The results showed that there was a significant effect between employee engagement variables on job satisfaction. The results of this study support the results of previous research conducted by Osborne and (2017). Based on the findings from this research, organizations attract employees who are willing to be engaged, which leads to an increase in employee engagement that results in high profitability. Therefore, the organization is less effective when employees are not motivated to do their job, as this directly affects job performance. The findings indicated that implementing successful employee engagement strategies is critical to organizational success and leaders who embark on an employee engagement strategy must develop good listening techniques, be fair, have and demonstrate respect, build trust, and understand the employees' concerns. Employee engagement has emerged as one of the greatest challenges in today's workplace.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the research and discussion above, it can be concluded as follows:

1. There is no significant effect between workplace spirituality variables on employee job satisfaction at the Representative Office Unit of PT Nusa Halmahera Minerals in Manado.
2. There is a significant effect between employee engagement variables on job satisfaction at the Representative Office Unit of PT Nusa Halmahera Minerals in Manado.
3. Simultaneously, workplace spirituality and employee engagement variables have a significant effect on employee job satisfaction at the Representative Office Unit of PT Nusa Halmahera Minerals in Manado.

Recommendation

Based on the conclusions in this research, the following suggestions can be given are:

1. So far the majority of researches on spirituality in the workplace, especially focusing on the individual level, while this study combines spirituality in individual level and spirituality in the workplace or team level.
2. Secondly, studies reveal important information about the understanding of the impact of spirituality in the workplace which suggest that it can occur in the working group. Organization that focuses on the team can have a better understanding the implications and impact of spirituality in the workplace that may occur on the employees, and can improve or develop the organizational environment by implementing programs at improving performance. Spiritual practices and the spiritual values are considered as a variable that is highly correlated with personal, team, and organizational effectiveness.
3. The company should increase employee engagement more emphasis on the relationship between employees and their direct supervisor. Support from supervisors is the closest support to them. This support makes employees feel more cared for by the company because they are considered as agents of the company. They will feel more like a part of the company, not a mere tool for the company to achieve its goals. But work that suits employees will make employees love their work so that it can also increase the level of employee engagement. In addition, companies must also think about rewards for employees.

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