

UDC 331

## **THE INFLUENCE OF SPIRITUALITY IN THE WORKPLACE AND WORK PASSION ON EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

This research aims to determine if there is an influence of spirituality in the workplace and work passion on the employee performance or not. This research uses quantitative research method involving forty-five respondents spread evenly throughout Islamic Banking in Malang, Indonesia. This research uses quantitative research method by distributing questionnaires to respondents. There are three measuring elements used in this research which are measuring the spirituality in the workplace with reliability value of 0.758, measuring the work passion with reliability value of 0.766, and measuring the employee performance with reliability value of 0.811. The result of the analysis using multiple regression tests with the test value of 0.64. This value shows that there is an influence of spirituality in the workplace and work passion to the performance of employee of Islamic Banking in Malang.

### **KEY WORDS**

Spirituality, work passion, employee performance, Islamic banking.

In this era, the contemporary business world faces an increasingly high degree of uncertainty. The situation is described as VUCA condition (Volatility, Uncertainty, Complexity, and Ambiguity) by Kinsinger and Walch (2012) further encourages the company to be more agile and innovative in order to improve the performance to stay competitive in the competition. This, in the end, forces the company to be more aggressive to find new ways relevant to the competition.

In the middle of increasing demand, the company should be able to keep performing optimally in the increasingly fierce competition. The company is also faced with a new challenge in which the millennial generation, defined by Pew Research Center (2012) as the generation born in early 1980 to the end of the 20th century, has begun to enter the workforce. It means that the millennial generation has become the part of national workforce posture. Central Statistics Body (2014) recorded that Indonesia's population with a range of age of 16-30 years old amounted to 61.8 million people with the workforce participation rate of the millennial population is more than 40% of the total Indonesia's workforce.

The research conducted by Pew Research Center (2010) reveals that this generation has a number of distinctive characters, namely: independent, confident, expressive, passionate, and open to change. In this case, in the context of Indonesia, this millennial generation also has a high religious character. Nielsen Consumer Media View Q3 (2015) published the result of their survey showing that there are 84% of Indonesian millennial generation who agree with the statement that "faith is important to them". Moreover, in the result of the survey, it is mentioned that the top five most popular Android apps category of Books and reference sequentially occupied by MYQuran Al Quran Indonesia, Ensiklopedi Hadits 9 Imam, Alquran Bahasa Indonesia, iQURAN and MyQuran Indonesia.

On the other hand, the survey result of Jobstreet.com (2015) revealed that 1 in 5 millennial generation who quit their job were unhappy and 1 out of 3 employees quit their job because their job was not compatible with their passion. This indicates that the millennial generation employees are very concerned about the value in their work and workplace. Thus, if the values in the company are not compatible with the values of the millennial generation employee, then it will be easier for them to quit the job. On the other hand, the rate of turnover is very high and this will be disadvantageous to the company. That is why the

company should be able to keep these millennial generation employees and the employees with above average performance. Some of the above indicate that the company can no longer expect good work performance with the same approach of the previous generation.

It is undeniable that in order to produce optimal performance of the company in terms of financial performance (profit, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.) (Richard & Devinney, 2009). The company should have employees with optimal performance as the basic of aggregate company performance. The employee performance can be influenced by many factors. Khoir (2012) in his research states eleven factors in influencing the employee performance. These eleven factors are: (1) motivation; (2) leadership; (3) organizational culture; (4) ability; (5) compensation; (6) competence; (7) organizational climate; (8) work discipline; (9) career development; (10) resources; and (11) spirituality. In the research (Khoir, 2012) he states that work discipline, career development, resources, and spirituality are rarely studied factors although it is previously mentioned about the importance of spirituality role for the employee performance especially millennial generation who are very concerned with the value of their work.

By observing carefully the management perspective of human resources, Karakas (2010) reveals that the lack of spirituality in the workplace will lead to job stress, low attendance and even burnout which is defined as fatigues syndrome by Pines & Maslach (1993). Both physically and mentally including the development of negative self-concept, lack of concentration and negative working behavior. This condition will make the atmosphere in the workplace to be cold, unpleasant, lack of dedication and commitment. Thus, the performance and achievement of the employee are not maximal. It also makes the employee keeps a distance and reluctant to involve in her or his environment. Conversely, the presence of spirituality in the workplace will cause the employee to feel empowered, committed to the organization and increasing the working productivity. Furthermore, Caracas (2010) reveals that spirituality in the workplace will be more beneficial for the company because of the establishment of employee engagement in the middle of the fierce talent competition in this 21st century (Beechler & Woodward, 2009).

In a philosophical perspective, an employee who does not feel the spirituality in the workplace tend to be more materialistic. It makes the employee to be more money or material oriented. This can ultimately lead to a meaningless feeling in the work itself. Conversely, the spirituality that is fulfilled by the company at work will increase creativity and job satisfaction of the employee to the point where employees feel that they are significant for the work they are currently doing which is the main driving factor of the employee performance.

Finally, the perspective of personal relationship. The absence of spirituality in the workplace can lead to the overly individualistic employee, the absence of social cohesion among the employees and the low level of connectedness among the employees. Ultimately, this will affect the company because the low social capital among the employees will lead to a low flow of information and lack of sharing knowledge among the employees. This will lead to silos in the company and trigger best practice in a division that cannot be transferred properly to other divisions. If it continuously happens, then the organization will experience stagnation of the knowledge even though the knowledge exists in their employees in the form of tacit knowledge. Conversely, spirituality in the workplace will improve the cohesiveness between the employees so that social capital will grow. The growth of social capital is not only important for the job satisfaction of the employee but also for the company who fully understands the employee's role in improving the value of his or her company as explained by Vinet Nayar (2010) in his book "Employee First, Customer Second."

On the other hand, Sisodia et. al (2007) in his book "Firms of Endearment: How world-class companies profit from passion and purpose" states that based on the result of the review there are 30 companies which focus on the total stakeholder (shareholders, employees, customers, suppliers, etc.). These companies in short and long term are able to show optimal performance comparing to companies incorporated in the standard and Poor

500 category. In the context of human resources management, these companies are identified as Firm of Endearment (FoEs) and understand that employees are no longer working to earn money but more than that. They work to find meaning in life (meaningful work).

Therefore, this research would like to examine deeply about the influence of spirituality at work and work passion on employee performance. This research will be conducted in all of the Islamic Banking in Malang. Islamic Banking in Malang is considered to be able to fully reflect the spirituality of the working place which becomes the variable of this research.

In the literature on spirituality, there is confusion in the society based on two almost identical terminologies namely: spirituality and religiosity. Gupta et al. (2013) explains that there is a significant difference between religiosity and spirituality. In his review, Gupta et al. (2013) state that, "Religion presents absolute realities in life. Religion forms the basis of the present society in which we live, whereas spirituality (the truth of our soul within) upholds the values in the society. Without spirituality, the physically visible world would not be sustained for long, whereas in the absence of religion, society could survive on its own." More clearly, the difference between the two terminologies can be seen in table 1 below.

Table 1 – The difference between spirituality and religiosity

Spirituality	Religiosity	Sources
A broad concept that represents beliefs and values	A narrower concept that relates to behaviors	Fry (2003)
Looks within the individual. It is universally applicable and includes various expressions of interconnectedness	Often looks outward and depends on customs. Sometimes tends to be rigid, exclusive, and patriarchal	Klenke (2003)
Very good and appropriate subject to discuss at the workplace	Very inappropriate subject for discussion in the workplace	Mitroff and Denton (1999)
Very strong hypothetical and empirical evidence that connects spirituality and ethics	No clear evidence that connects religion and ethics	Giocalone and Jurkiewicz (2003)

Source: Gupta et al. (2013)

Spirituality in the workplace is mentioned in the various literature. Rudnyckyj (2009) calls it as spiritual economic, meanwhile, Marques (2008) calls it as spirituality at work. Other theorists call it as spirituality in the workplace (Gupta et al., 2014., Mitroff & Denton, 1999), workplace spirituality (Garcia-Zamor, 2003., Jurkiewicz & Giacalone, 2004) and Spirituality at Workplace (Aravamudhan, N.R. dan R. Krishnaveni, 2014).

Ashmos and Duchon (2000) systematically define spirituality in the workplace as the individual's self-understanding as spiritual being whose soul requires maintenance in the workplace with all of the values inside him or her; experience the sense of purpose and meaning in his or her work; experience the sense of interconnectedness with others and the community where the individual works.

The research conducted by Milliman, Czaplewski, and Ferguson (2003) on interns in a company reveals that spirituality components in the workplace (meaningful work, connected feeling with the community, and the enforcement of the values) in a person contribute significantly to the components of the construct of working behavior in the individual. Based on this research, meaningful work component and the connected feeling with the community create a commitment to the organization where the individual works, minimize the intention of the individual to quit his work, generate intrinsic job satisfaction, encourage more involvement in the work, and improve self-esteem. In the same research, the component of values enforcement also led to intrinsic job satisfaction and minimize the individual's intention to quit his work. Other research result conducted by Dehaghi, et. al (2012) shows that the organizational commitment, as well as individual and organizational performance, will be improved by improving the climate of spirituality in the workplace.

In this research, the spirituality in the workplace variable uses dimension from Gupta et al. (2013) who states that spirituality in the workplace has three dimensions, namely: meaningful work, sense of community, organizational values and compassion.

Vallerand and Houlford (2003) define Passion as the strong tendency toward preferred activity, where they give time and energy to the activity. Someone will be more passionate in the certain activity through two important processes namely the assessment of activity and internalization on the representation of activity in the core aspects of one's self that is someone's identity. Permarupan et al. (2013) define work passion as follows. "Employee work passion is an individual's persistent, emotionally positive, meaning-based state of well-being stemming from reoccurring cognitive and affective appraisals of various job and organizational situations, which results in consistent, constructive work intentions and behaviors."

Meanwhile, the employee performance can be interpreted as the extent to which someone performs his or her responsibility and job duty (Singh et al., 1996). Gomes (1995) states that performance is the record of results and outcomes generated from a particular job function or a particular activity within a given period of time. While the performance measurement according to Gomes (1995) is a way to measure the level of individual contribution to the organization. Employee performance is generally positioned as a dependent variable in the empirical researchers because it is viewed as a result or impact of organizational behavior or practices rather than a cause or determinant.

## METHODS OF RESEARCH

This research is conducted by using a quantitative approach, with the consideration that this study aims to test the theory, build facts and show the relationship between variables studied. Sarwono (2006) reveals that the quantitative approach emphasizes the existence of variables as the research object and through built hypothesis will be tested through statistical formula and certain analytical technique. The primary data source of the research is obtained through questionnaires that have been answered by the respondents. Meanwhile, the secondary data is obtained from literature books, research journals, and newspaper articles.

There are two hypotheses in this study, that is:

H1: The spirituality variable in the workplace directly affects the employee performance;

H2: The work passion variable has a positive effect on the employee performance.

As previously mentioned, the population in this research is all employee of Islamic Banking in Malang, meanwhile, the sample is all of the employees of Islamic Banking of Malang. In this research, the researcher uses probability sampling technique, a technique that provides the same opportunity for each member of the population to be chosen as a sample (Sugiyono, 2014). The chosen type of sampling probability is accidental sampling, which is a determination technique accidentally. The coincidence is that anyone who happens to run into the researcher can be used and is suitable as a sample (Sugiyono, 2014). The respondents in this study have initially amounted to 63 people, but the valid data that can be used amounts to 45 people.

In this research, validity test and reliability test are previously conducted on the measuring instruments of the research. As a result, the value of validity test of the measuring instrument after being tested for the variable of spirituality in the workplace, work passion, and employee performance is proven to be valid. These three measuring instruments are declared valid because all of the items can be used. The significance value of the item is less than 0.05, it means that all of the items are valid to be used.

The reliability test of measuring instrument of spirituality in the workplace uses Alpha Cronbach analysis technique with the reliability coefficient of 0.758. Then, the measuring instrument of work passion has a reliability of 0.766 and measuring instrument of employee performance has a reliability of 0.811. The parameter capacity of the different item in the form of the correlation coefficient of the total item describes the appropriateness of item function with the measuring instrument function in revealing the individual differences (Azwar, 2005). Measuring instrument is used for reliability because it has Cronbach Alpha value of  $> 0.60$ .

## RESULTS OF STUDY

*Participant Overview.* Respondents with valid data that can be tabulated are forty-five people consisting of twenty-seven male employees and eighteen female employees.

Table 2 – General Overview of Participants by Gender, Work Period, and Age

Characteristics	Category	Total	Total	Percentage	Total
Gender	Female	18	45	40%	100%
	Male	27		60%	
Age	18-25 years old	4	45	8.9%	100%
	26-30 years old	23		51.1%	
	31-35 years old	14		31%	
	36-40 years old	3		6.8%	
	> 40 years old	1		2.2%	
Work Period	< 2 years	7		15%	100%
	2-5 years	21		47%	
	5-8 years	17		38%	
	> 8 years	0		0%	
Expenses per Month	< Rp 3 million	9		20%	100%
	Rp 3 – 7 million	36		80%	
	Rp 7 – 11 million	0		0%	
	Rp 11-15 million	0		0%	
	> 15 million	0		0%	

Based on Table 1 it can be seen that the number of male respondents amounted to 60% and the number of female respondents amounted to 40%. Respondents who are in the age range of 18-25 years old amounted to 8.9%, the age range of 26-30 years old amounted to 51.1%, the age range of 31-40 years old amounted to 6.8%, age range over 40 years old amounted to 2.2 %. Then, according to the work period. Respondents with less than 2 years working period amounted to 15%, respondents with working period between 2-5 years amounted to 47%, respondents with working period between 5-8 years amounted to 38%, and no respondents with a working period of more than eight years. The last descriptive data is the monthly expenses of the respondents, it is known that there are 20% of respondents who have expenses of less than Rp 3,000,000, - per month and there are 80% of respondents who have expenses between Rp 3,000,000, - s.d Rp 7,000,000.

Based on the result of multiple regression test it can be seen that the significance value is less than 0.05 amounted to 0.000. Based on that result, it can be concluded that the result of linear regression test accepts  $H_a$  and rejects the  $H_o$ . This means that there is an influence of spirituality in the workplace and work passion on the employee performance. Based on the result of the calculation of the significance value, the spirituality in a workplace and work passion have more effect on the employee performance if it is given simultaneously than partially on the employee of Islamic Banking in Malang.

## DISCUSSION OF RESULTS

The result of the research related to the first independent variable (spirituality in the workplace) and the dependent variable using simple linear regression test, it is found that  $R = 0.638$  which means that there is a correlation between spirituality in the workplace on the employee performance. It means that there is a closer relationship because the value of  $R$  is closer to 1. The value of  $R$  square ( $R^2$ ) = 0.407 means that the percentage of contribution of spirituality in the workplace variable on the employee performance of 40.7% while the remaining of 59.3% is affected by other variables not included in this model. A close relationship exists between spirituality in the workplace and employee performance is caused by spirituality in the workplace, this ultimately will improve the creativity and job satisfaction of the employee to the point where employees feel very meaningful to work in the company. This is the main factor to drive the employee performance.

Based on the result of linear regression test it can be seen that the significant value is 0.000. Based on this result, it can be concluded that the result of linear regression test accepts  $H_a$  and rejects  $H_o$ . This means that there is an influence of spirituality in the workplace on the employee performance.

Based on the result of the calculation of the significant value, the result of this research is in line with the research result conducted by Milliman, Czaplewski, and Ferguson (2003) on the interns in a company that the components of spirituality in the workplace within the employee contribute significantly to the components of the construct of the work behavior owned by the individual.

Related to the second independent variable (work passion) and the dependent variable, the result of the relationship analysis using linear regression mention that  $R = 0.526$  which means that there is influence between work passion on the employee performance. This means that there is a close relationship because the R-value is closer to 1. The value of R square ( $R^2$ ) = 0.277 means that the contribution percentage of work passion variable on the employee performance of 27.7% while the remaining 72.3% is affected by other variables not included in this model.

Based on the result of the linear regression test, it can be seen that the significance value is 0.000. Based on this result, it can be concluded that the result of the linear regression test accepts  $H_a$  and rejects  $H_o$ . This means that there is an influence of work passion on the employee performance.

The result of relationship analysis using multiple regression mentions that  $R = 0.64$  indicating that there is an influence of spirituality in the workplace and work passion on the employee performance. It means that there is the close relationship because the value of R is closer to 1. This result is higher than if only one variable is given to the employee to influence the employee performance. The value of R square ( $R^2$ ) = 0.41 which means that the contribution percentage of spirituality in the workplace and passion work variables on the employee performance is 41% while the remaining 59% is affected by other variables not included in this model. The adjusted R square is the adjusted R square. The adjusted R square value of 0.382 indicates that the contribution of independent variable which is spirituality in the workplace and passion work on the dependent variable which is the employee performance. The last data obtained is the data of standard of the estimate which means that the size of error prediction (value of 1.925). This means that the error in predicting the employee performance is 1.925. The value of error prediction is also smaller than the previous two measurements.

Based on the result of multiple regression tests, it can be seen that the significance value is less than 0.05, which is 0.000. Based on this result, it can be concluded that the result of linear regression test accepts  $H_a$  and rejects  $H_o$ . This means that there is an influence of spirituality in the workplace and work passion on the employee performance. Based on the result of calculation of the significance value, spirituality in a workplace and work passion influence more on the employee when given simultaneously than partially on the employees of Islamic Bank in Malang.

Based on the analysis that has been discussed earlier the influence of spirituality in the workplace and work passion on the employee performance, there is a conclusion that can be drawn from this research. The conclusion is that spirituality in the workplace and work passion has an influence on the employee performance. The next conclusion is based on the result of this research that if one of the dependents of the independent variables is used as a moderator variable, then the influence will be greater on the employee performance.

## CONCLUSION

The research results suggest that there is a positive, significant relationship of spirituality in the workplace and work passion towards employee's performance. This relationship means that the higher spirituality in the workplace and work passion of an employee, the greater his/her performance, and the vice versa.

Based on the findings, sharia banks in Malang, Indonesia, are suggested to enhance employees' spirituality in the workplace by providing a kind of teamwork class or the like and to stimulate their work passion by attaching the objectives of the organization on the wall so that their performance grow better. Teamwork class is suggested based on the results of the research which indicate that it gains the highest score from the variable of spirituality, particularly within the dimension of "sense of community". Meanwhile, the objectives of the organization vividly seen on the wall are based on the highest score from the variable of work passion, particularly within the dimension of "meaningful work".

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