The Role Of Religiosity And Spirituality On The Intention To Stay In Employees (Case Study At The Al-Irsyad Social Foundation Cilacap)

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ABSTRACT

Competition between organization is getting tighter along with the development of organization in the era of globalization. To achieve a success, organization must be able to empower their employees. Without employees, an organization cannot obtain income, prosperity and even its purposes. It is important for organization to be able to retain their employees and understand employees' necessaries in order to achieve job satisfaction not only limited to career paths or high salaries but also related to religion and spirituality. This can increase the meaning of work for employees. This research was conducted at the Al-Irsyad Cilacap Social Foundation using a qualitative case study methodology. The main aim of this research is to determine the events that occurred at the Al-Irsyad Cilacap Social Foundation, specifically analyzing how the role of religiosity and spirituality influences the group's intention to stay. It is important for organization to be able to manage employees' religious and spiritual needs in order to increase job satisfaction and foster the meaning of work for them so that their intention to stay can increase. This is the key to the success of the Al-Irsyad Cilacap Social Foundation in retaining its employees.

Keywords: Religiosity, Spirituality, Intention To Stay.

1. Introduction

Competition between organization is getting tighter along with the development of organization in the era of globalization. To achieve success, organization must be able to empower their employees. Without employees, an organization cannot obtain income, prosperity and even its purposes. The main challenge related to human resources in organization is employee turnover. According to Lim, Mathis and Jackson (2010), many organizations find that turnover is a costly problem for the organization. High levels of employee turnover can have a negative impact on the

organization, including losses in various aspects such as decreased income and loss of knowledge possessed by former employees, declining productivity and customer satisfaction, increased pressure on employees, additional costs related on recruiting and training new employees, and reduced passion and morale within the organization.

To avoid problems resulting from employee turnover, it is important for organization to pay attention to employee retention. According to Vimala Sanjeevkumar, (2012) Retention is the most important target that an organization's Human Resources (HR) department must achieve, not only society's perception but also they need to explore and realize the real reasons, because sometimes high salaries or pleasant working conditions cannot be achieved. An organization's success in retaining valuable talent has a significant impact on long-term performance and stability. It's important to remember that retention is not only a matter of high salaries or comfortable working conditions. Many other factors influence people's intentions to stay in an organization. According to Branham (2005), there are seven main reasons why employees leave, they are lack of appreciation, low salary, unsatisfying work, inadequate career advancement, poor management practices, untrustworthy leadership, and disorganized work culture.

According to Zhang and Chen (2010), the conflicting factors that result in employee turnover cannot explain the reasons for other employees to stay. For example, low salary is the reason why employees leave the organization, but a high salary does not guarantee them to stay. However, with a high salary, they will receive more responsibility and pressure so that their intention to stay is still unknown.

There are factors that play a role in employees' intentions to stay, but organization rarely pay attention to them, including religiosity and spirituality. Organization that pay attention to and integrate aspects of spirituality and religiosity in their corporate culture tend to build stronger relationships with their employees. This can have a positive impact on employees' intentions to stay, as they feel that the company respects and supports their personal values, provides opportunities for deeper personal growth, and creates a more positive work environment overall.

Based on this explanation and the phenomenon observed at the Al-Irsyad Cilacap Social Foundation. Al-Irsyad Cilacap Social Foundation is an organization operating in the field of education where there are schools ranging from kindergartens to universities. The phenomenon that occurs is where employees decide to continue working and have the intention to stay, even though they realize that the career path or salary level they receive does not match their expectations. The reasons behind this decision are often related to religious and spiritual factors, which can create deeper job satisfaction and meaning in their work, therefore the author seeks to find out how organization manage religiosity and spirituality so that they can make employees have the intention to stay in company.

2. Literature Review

2.1 Religiosity

Religiosity is an important aspect in the lives of many individuals. Religiosity is a set of behaviors and customs enriched by various established presumptions and principles, which aim to give value

to mortal existence (George C. Mathew, 2018). Weaver and Agle (2002) indicate that religious role expectations, internalized as self-religious identity, can influence an individual's ethical behavior or values. This explanation can be interpreted to mean that religiosity not only influences individual beliefs, but also has an influence on their behavior. Highly religious individuals may be more so tend to comply with the ethical norms inherited by their religion and act in accordance with the values of that religion. According to Gibson (2010) These individual differences include differences of attitudes, cognitions, emotions and behaviors in religion. Religiosity can be measured or observed as a continuous variable and can be categorized as religious or less or not religious. Religiosity Indicators are:

- Belief
  Belief is the level of an individual's ability to obtain some normative things in their religion, such as believe in God, angels, the existence of heaven and hell.
- Religious Practices
  Religious practice is a person's hierarchy in carrying out religious ritual obligations. Elements contained in religious practice include worship, obedience and things that further demonstrate an individual's seriousness in the religion they believe in.
- Experience
  Experiences are feelings that have been explored and learned. For example, being afraid of committing a sin, feeling that one's prayer has been answered, feeling close to God, getting help from God and so on.
- Religious Knowledge
  Religious knowledge is an aspect that explains the extent to which a person knows about his or her religious sects, especially those contained in the holy books that the individual adheres to. And every individual who has this belief is required to understand the basics of the holy books, beliefs and traditions.
- Consequence
  Consequences are a measure of the extent to which an individual's behavior is motivated by the religious teachings they believe in in social life, for example whether the individual has visited a sick neighbor, been helpful in helping people in distress, donated their wealth, and so on.

Organization need to pay attention to the religious aspects of their employees. Religiosity has a positive impact on organization, one of which is increasing job satisfaction. According to research results by Dewiana Novitasari (2021), religiosity has a positive and significant influence on job satisfaction. This is supported by the results of research conducted by Yasemin Bal and Özgür Kökalan (2021), it is known that individuals with an intrinsic religious orientation have higher work-related motivation and thus experience higher job satisfaction. In other words, people who experience higher job satisfaction tend to have higher levels of religiosity, especially if they have an intrinsic religious orientation in which their faith and beliefs play an important role in their motivation at work.

Increasing the religiosity of employees can be achieved through various activities such as holding religious studies or tausiah, participating in social service, and involving themselves in other activities that can increase both understanding of religion and increase sensitivity in applying

religious teachings in daily life. The result of these efforts is the development of positive religious values that can have a significant impact on employee interactions and their behavior

2.2 Spirituality

Nearly everyone spends a large part of their lives at workplace, and increasingly the workplace demands a sense of wholeness and connectedness. This has resulted in a change in perspective in the consciousness of workers and managers at all levels of the organization, where they seek more meaning, purpose and satisfaction in work, rather than just materialistic results. Workplace spirituality has become an important focus for contemporary business organizations striving towards sustainability.

Spirituality is an innate capacity of the human brain which is based on structures within the brain that give us the basic ability to form meaning, values and beliefs (Zohar and Marshall, 2005). Fernando and Jackson (2006) state that spirituality can also be about a feeling of purpose, meaning, and feeling connected to other people, in this context it is spirituality that is related to the community in the work environment. Spirituality makes humans aware of having an inner life that increasingly develops and is nourished by work that takes place in the context of society (Robbins, Stephen P., and Judge, Timothy A. 2015). From this explanation, spirituality can be explained as an innate ability in the human brain that is rooted in its internal structure, which provides values that can be understood and shared together (such as honesty, integrity). It serves to shape meaning, values, beliefs, and feelings of connection with others, particularly in the context of the workplace community.

Organizations that support a spiritual culture recognize that each individual has a mind and inner life, seeks significance and purpose in their tasks, and a desire to interact with others to become part of a community. According to Mitroff and Denton (1999) in Milliman, et al (2003) explain that spirituality in the workplace involves efforts to find one's ultimate goal in life, developing strong relationships between work-related colleagues, and having consistency (or harmony) between a person's core beliefs and their organization's values.
Spirituality in the workplace does not only focus on belief in a particular religion, but also involves fulfilling employees' inner lives as they find meaning and purpose in their work, as well as developing inner connections with each individual in the community, not just superficially. According to Milliman et al. (2003), only three dimensions were found to be significantly related to organizational and work outcomes, namely meaningful work, a sense of community, and alignment with organizational values.

Spirituality in the workplace has a good impact on employees' intentions to stay in a company. According to the research results of Sana Husain et al. (2020) compassion and alignment of personal values with organizational values have a significant relationship with turnover intention. This research shows that two key factors, they are affection and alignment of personal values with organizational values (organizational value-personal value fit), has a significant relationship with turnover intention in the work environment. This research is supported by Ghadi, M.Y. (2017) where workplace spirituality has a direct significant influence on voluntary turnover intentions among academics. This suggests that factors such as personal values, spirituality, and emotional

connection to the organization can have a significant impact on employees' decisions to stay in or move on from their jobs

2.3 Suggestion Impulse Buying

Online impulsive buying, according to Engel and Blackwell (1982), is defined as a purchase activity made without prior planning. According to Engel (1995) in Japarianto's (2011) research, impulsive buying is characterized by spontaneity, excitement, and stimulation, and without deep consideration. And done immediately without any purchase intention (Strack, 2005). On the other hand, suggestion impulse buying is when a person makes a purchase out of the blue due to impulsive impulses that may not be in line with their prior purchasing objectives (Solomon, 2009). This type of purchase takes place when there is no need for the product or consumers are not using it (Syafitri, 2018).

2.4 Intention To Stay

Johari et al. (2012) stated that intention to stay is an employee's intention to remain in the organization in the long term. Intention to stay refers to an employee's conscious and deliberate willingness to remain in the organization, so that it is likely that he will stay in his current job (Tett and Meyer, 1993). Intention to stay describes the level of commitment of an employee to an organization. The decision to choose to remain in a deep-rooted profession has a significant and long-term impact on individual and organizational outcomes (Preston and Biddle, 1994.).
In the Harvard Business Review, Flowers and Hughes (1973) stated that there are five reasons that make employees have the intention to stay in an organization, they are: a sense of pride in the organization, the presence of a competent supervisor, fair and attractive compensation, a good work culture. mutual appreciation and respect, as well as work that is interesting and provides meaning. Supported by Castle et al. (2007) which states that intention to stay in an organization is influenced by characteristics, such as personal characteristics, characteristics related to roles in the company, company facilities, opportunities for employee turnover, and characteristics of the job itself.

The better the company is at increasing employee job satisfaction with the work environment, work culture and work, the more influence it will have on employee loyalty. With a high level of employee loyalty, they will feel comfortable and become part of the company itself. Organization need to pay attention to the needs of their employees not only from a materialistic perspective but also from a religious and spiritual aspect.

3. Research Methodology

To better understand the phenomena that occur at the Al-Irsyad Cilacap Social Foundation, the qualitative is chosen to approach with an exploratory analytical design. This approach will allow a comprehensive exploration of all the complexities involved. Qualitative methods make it easier for writers to understand problems as they are felt directly from the source's point of view. Qualitative research is research using a natural setting with the aim of interpreting a phenomenon that occurs and is carried out by involving various methods available from Denzin & Lincoln

(1994). Through qualitative research, Basrowi & Suwandi (2008: 2) say that researchers can recognize the subject, feel what the subject experiences in daily life.

The aim of qualitative research can be seen from: (1) Describing the research object (descending object. (2) Revealing the meaning behind the phenomenon (exploring meaning behind the phenomenon. (3) Explaining the phenomenon that occurs (explaning object) (Setiawan & Anggito 2018: 39).A case study approach was chosen in this research to fulfill the research objectives. According to Yin (2015), study cases are characterized by in-depth analysis of an object or group of objects, which can be an individual or an organization. The basic assumption of this research is that when someone has a deep understanding of how a phenomenon occurs in one or more individuals, organization, or specific situations, then they can formulate a hypothesis about how the phenomenon occurs in general.

3.1 Data Collection Methode.

Semi-structured interviews are conducted with several parties within the Al-Irsyad Cilacap Social Foundation, especially non-teaching employees, to collect data for this research. Thus, through selecting sources, the author hopes to gain a better understanding. The author admits that the unequal population size in this research sample is an obstacle. However, it should be emphasized that this study serves as an initial case study.

3.2 Capturing and Storing Data

During the interview process, the author listened carefully and recorded all conversations with the interviewee. This recording helps the author document the results of the interview with the aim that the data can be easily managed, processed and interpreted in the future.

3.3 Data Analysis and Interpretation

After ensuring that the data has been collected adequately, the researcher then continues with the data processing process. This process includes steps such as checking the accuracy of the data, organizing, coding, categorizing, as well as clarifying potentially ambiguous responses obtained during the interview. The purpose of this data processing is to prepare the data so that it is easier to carry out analysis at the next stage.

4. Results

4.1 Findings and data analysis

Table 1. Findings and Categories of Analysis

Category	Code	Analysis Findings
Religiosity and Job Satisfaction	T1	Job satisfaction increases due to a focus on religious and spiritual aspects

	T1.1	"We feel that salary and career advancement do not meet our expectations and regulations, but we still feel grateful that God continues to provide sustenance."	
Religious Facilities	T2	Religious facilities include places of worship, prayer times, religious programs, and performance assessments based on religious values.	
	T2.1	Religious programs become a flagship facility, creating inner comfort, and impacting performance appraisal.	
	T2.2	"Religious programs help me understand my faith more deeply, make me feel valued, and provide convenience in practicing my religious rituals."	
Spirituality and Employee Relationships	T3	Work culture creates a unique experience in the workplace, fostering relationships among employees akin to a family, reducing conflicts, and enhancing a sense of empathy.	
	T3.1	"The relationships in here are not just colleagues, but more like a family. This makes teamwork more efficient, and any conflicts that arise are only minor."	
Attitude of Integrity and Religious Values	T4	Religious and spiritual values shape attitudes of integrity, especially in upholding dignity.	
	T4.1	Employees uphold dignity by practicing religious values, creating a more ethical work environment.	
	T4.2	"My attitude is influenced by religious values, such as maintaining modest gaze, avoiding unnecessary physical contact, and dressing in accordance with religious norms."	
Meaning of Work and Intentions to Stay	T5	Religiosity and spirituality give meaning to work, encouraging employees' intentions to stay in the organization.	
	T5.1	Work is not just about seeking income but is seen as a form of worship that brings about change in line with beliefs, creating harmony between organizational values and employee values.	
	T5.2	"Through this job, I can make a positive contribution and feel that its values align with my religion, providing a deeper meaning to my work."	

This table encompasses findings from qualitative analysis using the coding method to categorize and organize interview results. Each finding is organized based on main themes, sub-themes, and corresponding qualitative codes.

5. Discussion

The purpose of this research is to explore the role of religiosity and spirituality in increasing employee intentions to remain in the company. In this section, we will discuss the research results obtained from the semi-structured interviews we conducted as part of this research. This interview is intended to provide answers to the research questions that we have been prepared.

This research reveals that religiosity and spirituality factors play a very important role in increasing employees' intentions to remain with the company through increasing job satisfaction. This can be seen in terms of existing career paths where employees occupy their jobs for years without clarity such as job promotions, permanent employee status, and periodic salary increases. However, this is a big thing for them because they prioritize the religious and spiritual aspects.

From the research results it is known that the company has provided very good facilities in terms of religious needs for employees. Some of these facilities include adequate places of worship, time allocated for worship, organized religious programs, and performance assessments based on religious values. Employees feel that they find it easy to carry out their worship. The employee religious program is a superior facility for them, through this program, they gain more knowledge about their religion which not only give some benefits for their spiritual side, but also has an impact on their performance assessment. This creates inner comfort for employees, thereby creating an intention to remain with the company for reasons of concern that similar facilities may not be available in other workplaces.

From the aspect of spirituality, through the work culture established by the company, employees experience a unique experience at work in terms of relationships between fellow employees. They feel that the relationship they have is not only as colleagues, but also as a family with strong ties. The impact is that conflict between employees becomes lower, while feelings of empathy, cooperation and social support increase. All of this contributes to increased employee satisfaction and makes them more likely to remain in such a harmonious work environment.

Moreover, employees' religious and spiritual values can also play a role in forming an attitude of integrity. One aspect of integrity that can be formed is efforts to maintain dignity. Behavior that reflects a commitment to maintaining dignity includes restrictions in interacting with the opposite sex, such as keeping one's gaze, avoiding physical contact with members of the opposite sex who are not siblings or life partners, and dressing in a manner that is in accordance with the religious values they adhere to. By basing their work behavior on these values of religiosity and spirituality, they create a more ethical work environment.

The main results of this research indicate that religiosity and spirituality play a central role in increasing employees' intention to remain with the company, especially through the meaning they find in their work. The application of company values through religious facilities, work culture and work environment is similar to the values held by employees, making them find meaning in their work. When working, employees do not interpret work only to earn income but interpret that their current job is work based on worship which can make them change for the better in accordance with their beliefs.

6. Conclusion

The conclusion of this research is that religiosity and spirituality have a significant role in increasing employee intentions to remain in the company. This occurs through various factors that have been identified in research, including worship facilities provided by the company, a work culture that encourages close relationships among employees, and religious and spiritual values that shape their behavior and attitudes.

In terms of religiosity, the company has provided excellent support for the religious needs of employees. This includes adequate places of worship, time for worship, organized religious programs, and performance appraisals based on religious values. Employees feel comfortable and respected in carrying out their worship, which creates inner comfort and strengthens their intention to continue working at this company.

In terms of spirituality, a work culture that creates strong bonds between employees has a positive impact. Relationships are considered family-like, low conflict, increased
a sense of empathy, cooperation, and social support all contribute to increased employee satisfaction. This harmonious work environment makes employees more likely to remain with the company. Moreover, religious values and spirituality also shape an attitude of integrity, including efforts to maintain dignity. This creates a more ethical work environment.
As a suggestion, organization can continue to support and develop worship facilities and promote a work culture that strengthens relationships between employees. Increasing understanding and awareness of religious values and spirituality among employees can also be a good initiative. In addition, organization must maintain inclusive policies and resect diverse religious beliefs to ensure that the work environment remains welcoming for all employees. Thus, organization can continue to increase employee satisfaction and maintain their loyalty.

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