

The Determinant of Job Performance for Laborers in Manufacturing Companies in Jakarta

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ABSTRACT

This study aims to answer the determinants of job performance based on workplace spirituality, workplace climate, and compensation. Spiritual workplaces are represented by engaging work and a sense of community. By conducting multiple regression tests on respondents from manufacturing companies in Jakarta, it can be concluded that a sense of community and compensation determine the increase in the job performance of workers. The method used is descriptive and verification tests with the classical assumption test. To increase the sense of community, companies can emphasize the formation of workers' sense of belonging to an organization through informal activities such as outings and 'small talks' with employees so that they feel part of the company.

Keywords : **Job Performance; Workplace Spirituality; Workplace Climate; Compensation; Engaging Work; Sense of Community**

ABSTRAK

Penelitian ini bertujuan untuk menjawab faktor penentu job performance berdasarkan workplace spirituality, workplace climate, dan compensation. Workplace spirituality direpresentasikan oleh engaging work dan sense of community. Dengan melakukan uji regresi berganda pada responden buruh perusahaan manufaktur di Jakarta, dapat disimpulkan bahwa sense of community dan compensation menjadi penentu meningkatnya job performance buruh. Metode yang digunakan uji deskriptif dan verifikatif dengan uji asumsi klasik. Untuk meningkatkan sense of community, perusahaan dapat menekankan pada pembentukan rasa belonging pekerja pada suatu organisasi melalui kegiatan-kegiatan informal seperti outing dan 'small talks' dengan karyawannya agar mereka merasa menjadi bagian dari perusahaan.

Keywords : **Prestasi Kerja; Spiritualitas Tempat Kerja; Iklim Tempat Kerja; Kompensasi; Pekerjaan Melibatkan; Sense of Community**

INTRODUCTION

Data from the Central Bureau of Statistics shows that the distribution rate of Indonesians working as labourers increased from 39.7% in 2018 to 40.83% in 2019. This result proves that the employment trend in Indonesia's labour segmentation is slowly increasing. Therefore, companies need to have a sound management system for workers so that their job performance can be better and positively impact the company sustainably from an operational standpoint. The job performance management system becomes very important for an organization in helping workers, resources, and systems to be aligned formally and informally to achieve company goals.

Job performance refers to the ability to get good results and high productivity from the employees themselves (Hunter, 1986). This job performance is not only limited to being an important determinant that contributes to improving organizational results and the behaviour and characteristics of workers but is also used as a strategy for conducting human resource management through the results of a systematic appraisal process. Job performance is determined by workplace spirituality (Ayranci, 2011; Do, 2018), Workplace Climate (Do, 2018) (Suliman & Al Harethi, 2013), and Compensation (Do, 2018) (Ghazanfar, Chuanmin, Khan, & Bashir, 2011).

Workplace spirituality is defined by Kinjerski & Skrypnek (2004) as the soul in work, considering it as a particular state characterized by physical, affective, cognitive, interpersonal, spiritual, and mystical dimensions. According to James *et al.* in Case & Gosling (2010), if workers can control behaviour through workplace spirituality, they can also improve their performance. In 2006, they changed their definition to a particular state characterized by cognitive, interpersonal, spiritual, and mystical dimensions, including engaging work and a sense of Community.

Engaging work is related to giving tasks rich in meaning and work that can give employees a feeling of pleasure, bringing employees more extraordinary good things (Wrzesniewski, 2003). In line with this statement, Mitroff & Denton (1999) stated that the existence of a company that has stronger meaningfulness would encourage its employees to be more creative and flexible in their work. Meaningfulness can be present because work is valuable, increasing employee performance and commitment (Reave, 2005). Therefore, Reave (2005) concluded that spirituality positively correlates with employees' experience of experiencing more profound, meaningful work and increasing productivity and performance.

Sense of Community can positively impact an individual in a community. According to Cicognani in Sohi, Singh, & Bopanna (2017), a sense of Community is a term that refers to the feeling of being part of or belonging to any community. According to McMillan & Chavis (1986), a sense of Community is defined as the feeling of being a member of a community related to a sense of belonging to a community, a feeling of worrying about each other and caring about group members. Vanover (2014) has analyzed the influence of a sense of community on job performance, with findings implying that the higher the community score an employee gets, the higher the performance score displays.

Bowen & Ostroff (2004) categorize workplace climate into organizational and psychological climates. Being in an organization allows employees to be influenced by the climate of the organization in which they are located. Organizational climate stems from perceptions of the organization's policies, routines, practices, and rewards. Meanwhile, the psychological climate applies in a specific work context for each employee, based on an evaluation from the experience of what they "see" and what is told to them when they are aware of their environment. In addition, according to previous studies, workplace climate has a positive impact regardless of the various aspects and dimensions of the study of climate itself. Then Burke & Litwin (1992) considers the workplace climate as one of the transactional determinants that significantly impact motivation and, in turn, affect employee performance. As stated by (Do, 2018) (Suliman & Al Harethi, 2013), many studies show that workplace climate is not only correlated but also an important part that should be considered for employee performance.

Compensation is all forms of financial returns and tangible services and benefits received by employees as part of the employment relationship (Milkovich & Newman, 2002). Meanwhile, Christofferson & King (2006) defines compensation as the salary given by the employer to employees for the services provided (time, effort, and skills). The company will expect a good return considering the costs incurred for compensation. Researchers, as well as practitioners, have found the importance of compensation in improving performance. An effective compensation system can motivate employees to work harder to increase productivity (Lai, 2011). Employees satisfied with reasonable compensation will later push their motivation to a higher level. Not only that, but an increase will also follow this motivation in better performance from employees. It has a significant relationship between performance and compensation (Do, 2018) (Ghazanfar, Chuanmin, Khan, & Bashir, 2011).

Compensation provided by the company to employees is not only financial but also non-financial. Financial compensation usually takes the form of salaries, bonuses, and benefits. Meanwhile, non-financial compensation is in the form of promotions and awards. A company carries out this compensation to give it a closer working relationship with employees, preventing employees from leaving the company, increasing performance, increasing self-esteem, and making it easier for the company to achieve its goals.

This study will examine whether workplace spirituality, workplace climate, and compensation are the determinant of job performance for workers in manufacturing companies in Jakarta. Spiritual workplaces are represented by engaging work and a sense of Community. Jakarta was chosen as the research sample because Jakarta is a province with the most significant number of workers in Indonesia. In addition, Jakarta is a metropolitan city with relatively unique conditions of a spiritual workplace, workplace climate, and compensation when compared to other provinces in Indonesia.

RESEARCH METHOD

To answer the research problems described earlier, it is necessary to operationalize each conceptual variable. The author follows Do (2018) in making a research questionnaire, as shown in Table 1. To measure each indicator used a six-point Likert scale measurement method. The lowest scale in the Likert scale is worth 1 with the meaning strongly disagree, and the highest scale is worth 6 with the meaning strongly agree. The primary data is obtained from direct responses of respondents collected through Google Forms. In this study, the respondents were workers who worked in manufacturing companies in Jakarta.

Table 1. Operationalization of Research Variables

| Conceptual Variable | Definition | Items | Operational Variable |
|---------------------------|--|-------|--|
| <i>Engaging Work</i> | Individual involvement that is related to employees' emotional commitment toward the organization and its goals | EW1 | There is a match between the job requirements and my values, beliefs, and behaviour. |
| | | EW2 | I can find meaning or purpose in my job. |
| | | EW3 | I am passionate about my job. |
| | | EW4 | I feel grateful to be involved in my job. |
| | | EW5 | Right now, I am in the right place where I want to work. |
| <i>Sense of Community</i> | Individuals have a sense of belonging, a feeling that members have an essential role in a group. | SC1 | I feel like I am part of the "community" at work. |
| | | SC2 | I experience a sense of trust and personal connection with my colleagues. |
| | | SC3 | I share a strong sense of purpose and meaning with my colleagues about job. |
| | | SC4 | My partner and I work together to resolve conflicts positively. |
| | | SC5 | My relationship with my supervisor is good. |
| <i>Workplace Climate</i> | The state of the work environment that is comfortable for individuals, such as policies, routines, and rewards for each team member. | WC1 | My supervisor encourages me when I have a problem so I can solve it. |
| | | WC2 | If I need help due to a heavy workload, I am provided with the necessary facility. |
| | | WC3 | In my job, contributing to innovation is appreciated. |
| | | WC4 | My supervisor is supervising me closely. |
| <i>Compensation</i> | Payment made by the company to workers for the services provided (ie time, effort, and skills). | CO1 | There is an attractive compensation system in my job. |
| | | CO2 | There is fair internal pay in the workplace. |
| | | CO3 | There is fair external pay in the workplace. |
| | | CO4 | There is a salary that reflects performance at work. |
| | | CO5 | The existence of a salary encourages better performance at work. |
| | | CO6 | There is a salary that reflects the standard of living at work. |
| <i>Job Performance</i> | Behaviour from a combination of abilities, traits, and efforts that refer to organizational values to achieve work effectiveness so that organizational goals can be achieved. | Y1 | At work, I have an underlying concern for doing things better. |
| | | Y2 | At work, I show passion and willingness to put energy into work. |
| | | Y3 | I am willing to go beyond job requirements and act before asked. |

Source: Do, Tung Thanh, 2016

Validity and Reliability Test

The authors use the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO), Anti-Image Matrix, and Component Matrix methods to test the validity of the variables and question items. A good value for each tool is 0.5 and above. Meanwhile, to test reliability, the authors used a value of 0.70 on Cronbach Alpha, where this value can state that the variable is reliable (Juwita *et al.*, 2022).

Classical Assumption Test

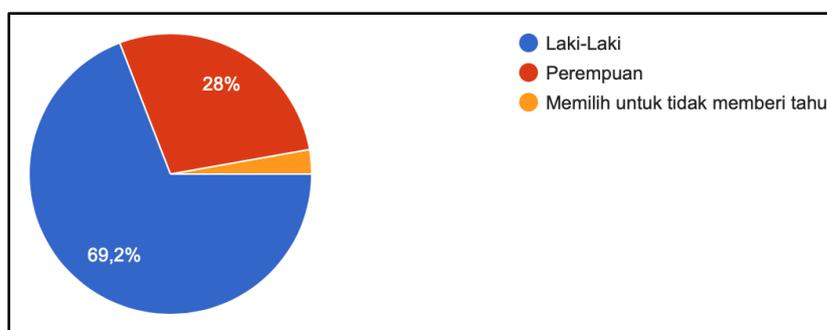
The classical assumption test is one of the prerequisites for carrying out multiple linear regression. The results of the regression must be tested with classical assumptions to determine whether the regression carried out meets the criteria. The criteria are Best, Linear, Unbiased, and Estimated (BLUE). Three tests that can be performed on the classical assumption test are the multicollinearity test, the heteroscedasticity test, and the normality test.

Multiple Regression Analysis

Multiple regression aims to test the significance of the independent variables that explain the dependent variable. In this multiple regression, several values or results will be obtained, namely coefficient of determination, Anova, and a significance value or t-stat value.

RESULTS AND DISCUSSION

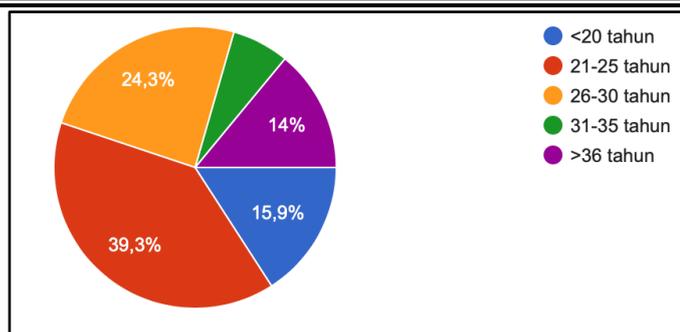
Profile Respondents



Source: Results of Data Processing, 2022

Figure 1. Gender of Respondents

Based on the data, authors classify gender based on three groups, namely men, and women, and choose not to tell. Figure 1. shows that most respondents were 74 men (69.2%), 30 women (28%), and three other people (2.8%) who chose not to tell.



Source: Results of Data Processing, 2022

Figure 2. Age Range of Respondents

From a total of 108 respondents, the respondents' ages were divided into five groups. Figure 2 shows that more than 50% of respondents were young people aged less than 25 years old. Only 15 respondents (14%) were >36 years old.

Statistics Descriptive

Before doing the descriptive analysis, the authors grouped the interval scores by dividing the difference between the upper limit (6) and lower limit (1) by the number of categories on the Likert scale used (6). In this study, the interval score was 0.83. Table 2. shows the score intervals with an explanation of each category.

Table 2. Interval Score

| Interval Score | Category |
|----------------|---------------|
| 1.00 - 1.83 | Very Low |
| 1.84 - 2.66 | Low |
| 2.67 - 3.49 | Rather Low |
| 3.50 - 4.32 | Somewhat High |
| 4.33 - 5.15 | High |
| 5.16 - 6 | Very high |

Source: Results of Data Processing, 2022

Table 3. Descriptive Statistics of Research Variables

| Conceptual Variable | N | Minimum | Maximum | Avg. Means |
|---------------------|-----|---------|---------|------------|
| Engaging Work | 108 | 1 | 6 | 4.4574 |
| Sense of Community | 108 | 1 | 6 | 4.4018 |
| Workplace Climate | 108 | 1 | 6 | 4.2615 |
| Compensation | 108 | 1 | 6 | 4.0309 |
| Job Performance | 108 | 1 | 6 | 4.2006 |

Source: Results of Data Processing, 2022

Next, the average value of each variable will be calculated to see which category the variable is in. Engaging work and a sense of Community representing workplace spirituality is in the high category, while the other variables are in the somewhat high category. The descriptive value of each variable can be seen in Table 3.

Validity and Reliability Test

Table 4. shows that each question item for each variable, Engaging Work, Sense of Community, Workplace Climate, Compensation, and Job Performance is reliable and valid. Each variable has a Cronbach alpha value above 0.7; KMO above 0.5; anti-image above 0.5; and a Component Matrix value above 0.5 which is a minimum requirement for a variable to be said to be valid and reliable.

Table 4. Validity and Reliability Test Results

| Variable | Items | KMO | Component Matrix | Anti-Image | Information | Cronbach's Alpha | Conclusion |
|--------------------|-------|-------|------------------|------------|-------------|------------------|-----------------|
| Engaging Work | EW1 | 0.866 | 0.886 | 0.883 | Valid | 0.912 | Highly reliable |
| | EW2 | | 0.873 | 0.874 | Valid | | |
| | EW3 | | 0.922 | 0.824 | Valid | | |
| | EW4 | | 0.725 | 0.955 | Valid | | |
| | EW5 | | 0.891 | 0.842 | Valid | | |
| Sense of Community | SC1 | 0.891 | 0.910 | 0.896 | Valid | 0.942 | Highly reliable |
| | SC2 | | 0.934 | 0.883 | Valid | | |
| | SC3 | | 0.915 | 0.872 | Valid | | |
| | SC4 | | 0.905 | 0.888 | Valid | | |
| | SC5 | | 0.844 | 0.928 | Valid | | |
| Workplace Climate | WC1 | 0.849 | 0.912 | 0.820 | Valid | 0.909 | Highly reliable |
| | WC2 | | 0.906 | 0.829 | Valid | | |
| | WC3 | | 0.868 | 0.879 | Valid | | |
| | WC4 | | 0.863 | 0.882 | Valid | | |
| compensation | CO1 | 0.866 | 0.833 | 0.883 | Valid | 0.927 | Highly reliable |
| | CO2 | | 0.828 | 0.932 | Valid | | |
| | CO3 | | 0.845 | 0.890 | Valid | | |
| | CO4 | | 0.805 | 0.827 | Valid | | |
| | CO5 | | 0.901 | 0.817 | Valid | | |
| | CO6 | | 0.928 | 0.865 | Valid | | |
| Job Performance | Y1 | 0.717 | 0.900 | 0.709 | Valid | 0.875 | Highly reliable |
| | Y2 | | 0.926 | 0.665 | Valid | | |
| | Y3 | | 0.862 | 0.805 | Valid | | |

Source: Results of Data Processing, 2022

Classical Assumption Test Multicollinearity Test

The prerequisite that must be met for a good regression model is that the model has no multicollinearity. The multicollinearity test is used to determine whether there is a correlation between independent variables. From Table 5., it can be concluded that all independent variables do not contain multicollinearity. This refers to the data that all variables have VIF values <10.00 and Tolerance values or 1/VIF >0.10.

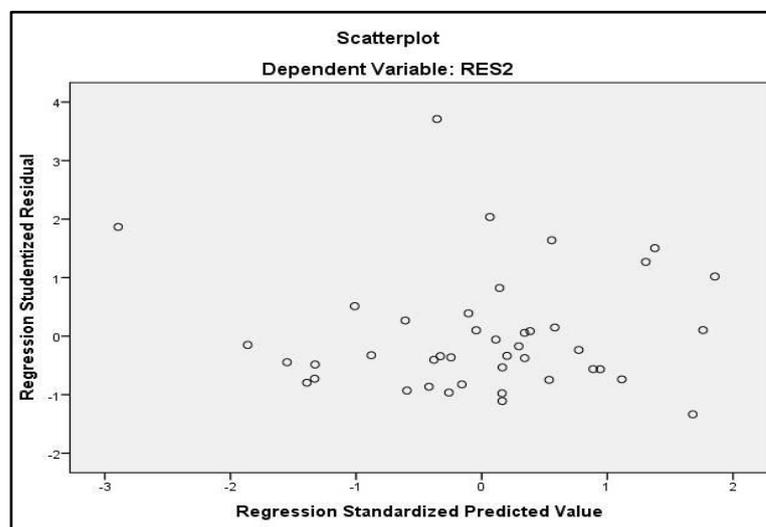
Table 5. Multicollinearity Test

| Variable | VIF | 1/VIF (Tolerance) |
|--------------------|-------|-------------------|
| Engaging Work | 6,335 | 0.158 |
| Sense of Community | 6,083 | 0.164 |
| Workplace Climate | 4,313 | 0.232 |
| compensation | 2,353 | 0.425 |

Source: Results of Data Processing, 2022

Heteroscedasticity Test

In Figure 3., the residual data points are spread around the number 0. The residual plots do not appear to converge at one point and the whole does not form a pattern. In this model, there is no indication of heteroscedasticity.



Source: Results of Data Processing, 2022

Figure 3. Heteroscedasticity Test

Normality Test

The existing normality test is shown in Table 6. Using the Kolmogorov-Smirnov method, with a significance value (Sig.) > 0.05, the research data has been normally distributed.

Table 6. Normality Test

| | Statistics | Kolmogorov-Smirnov df | Sig. |
|--------------------------|------------|--------------------------|-------|
| Unstandardized Residuals | 0.083 | 108 | 0.062 |

Source: Results of Data Processing, 2022

Multiple Regression Analysis

Table 7. shows that R Square has a value of 0.804, which means that variations in the Engaging Work, Sense of Community, Workplace Climate, and Compensation variables can explain a variety of the Job Performance variable of 80.4%. Meanwhile, the remaining 19.6% has not been explained in this study.

Table 7. Coefficient of Determination

| R | R Square | Adjusted R square | std. Error of Estimation |
|------|----------|-------------------|--------------------------|
| 0897 | 0.804 | 0.797 | 1.68516 |

Source: Results of Data Processing, 2022

The ANOVA result shows that the significance value of the F-stat is less than 0.05,

which is a requirement for the feasibility of the research model in Table 8. Therefore, the variables Engaging Work, Sense of Community, Workplace Climate, and Compensation which are independent, significantly affect the dependent variable, namely Job Performance.

Table 8. ANOVA

| Model | Sum of Squares | df | Mean Squares | F | Sig |
|------------|----------------|-----|--------------|---------|------|
| Regression | 1203,383 | 4 | 300,846 | 105,940 | .000 |
| residual | 292,497 | 104 | 2,840 | | |
| Total | 1495,880 | 108 | | | |

Source: Results of Data Processing, 2022

After going through the ANOVA test and seeing the value of the coefficient of determination, the authors continued the multiple linear regression test, which can be seen in Table 9.

Table 9. Regression Results

| | Unstandardized Coefficients | | Standardized Coefficients | t-stat | Sig |
|--------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | std. Error | Betas | | |
| Constant | .685 | .611 | | 1.122 | .265 |
| Engaging Work | .098 | .064 | .168 | 1,532 | .129 |
| Sense of Community | .154 | .061 | .271 | 2,520 | .013 |
| Workplace Climate | .042 | .059 | .065 | .714 | .477 |
| Compensation | .229 | .032 | .482 | 7,217 | .000 |

Source: Results of Data Processing, 2022

The Effect of Engaging Work on Job Performance

Based on Table 9., there is no significant relationship between engaging work on job performance, with a t-value of 1,532 and sig. of 0.129. From this result, it can be concluded that engaging in work does not affect job performance. This study's results differ from previous research by Do, (2018). According to Wrześniewski (2003), engaging work is related to meaningful cognitive tasks and work that gives a feeling of pleasure, which can ultimately connect employees with good and important things to feel in life. In this case, the authors find that cognitive tasks and meaningful things in work life are not perceived explicitly by laborers. Therefore, engaging work has no positive and insignificant effect on job performance.

The Influence of Sense of Community on Job Performance

Table 9. shows that the relationship between a sense of Community and job performance has a t-value of 2,520 and sig. of 0.013. These results indicate a strong and significant positive relationship between a sense of Community and job performance. A sense of Community is a sense of togetherness, which refers to the feeling of being part of a community. This can be seen from the sense of belonging to the Community, feelings of concern for one another, and having a sense of concern for fellow group members

(Mamonov, Koufaris, & Benbunan-Fich, 2016). According to Vanover (2014), this sense of Community also influences work performance, with the finding that the higher the sense of community employees feel, the higher their performance will be. That way, organizations need to maintain a sense of community among their members to maximize their performance.

Effect of Workplace Climate on Job Performance

Based on the regression results in Table 9., Workplace Climate has no positive and insignificant effect on Job Performance. This is shown by the results of the t-value of 0.714 and sig. 0.477. Do(2018) stated that the climate obtained in the organization correlates with and increases job performance and plays a vital role in perceived job performance. Bowen & Ostroff (2004) conceptualizes workplace climate into two types: organizational climate and psychological climate. The insignificant result of workplace climate can be explained by a psychological climate that is not high enough to improve job performance. This can also be ascertained from the average value of workplace climate which is below the average value of workplace spirituality. Therefore, the work climate has no significant effect on job performance.

Effect of Compensation on Job Performance

The last variable, namely compensation, is proven to affect job performance positively and significantly. These results are the same as those previously disclosed by Lai (2011), (Do, 2018) and Ghazanfar, Chuanmin, Khan, & Bashir (2011). An effective compensation system can fortify and make employees work harder to increase productivity. Labourers who are satisfied with reasonable compensation will later push their motivation to a higher level. Increased motivation will create a better performance for labourers.

CONCLUSION

This study concludes that two variables namely, Sense of Community and Compensation, have a positive and significant effect on job performance. Meanwhile, two other variables, Engaging Work and Workplace Climate, do not significantly affect job performance. Managers can focus more on building a sense of community and a compensation system so that there is a significant increase in the job performance of labourers.

RECOMMENDATIONS

The sense of community and compensation can determine the job performance of labourers. To improve job performance, a company should elaborate a sense of community by creating a sense of belonging to an organization. It can be built through informal activities such as outings. Managers can mingle with workers during breaks or go out together. In addition, managers can have small talks with their labourers so that they feel part of the company and take part in others.

Next, in terms of compensation, managers can provide rewards for their labourers based on individual and group achievements. The compensation system is not only in the

form of money but can be in other forms, such as goods or facilities provided by the company to labourers. The criteria for providing this compensation should also be stated transparently so that there is no fraud and injustice between labourers.

The limitation of this study is that it only uses workers in Jakarta as a sample. Future research needs a broader sample to generalize the effects of a sense of community and compensation on job performance. By taking a more comprehensive sample, several workforce characteristics that may differ between regions can be captured to explain job performance. Another limitation is that we only use a sense of work engagement and community to represent workplace spirituality. Future research can use other factors, such as organizational-based self-esteem (OBSE), as used by (Ramaswamy, Viswanathan *et al.*, 2023). Another suggestion for future studies is to use personal attributes as a mediating variable to influence job performance, as researched (Jayakumar & Vinodkumar, 2023).

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