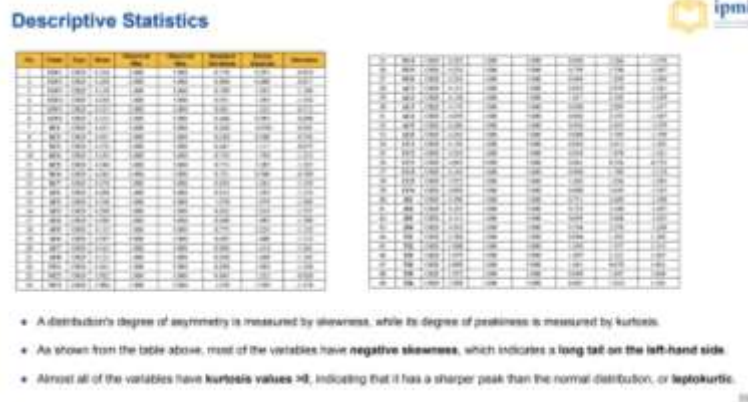| Event | : | **Final Thesis Defense** |
|---|---|---|
| Date | : | **Monday, September 2, 2024 at 10 AM** |
| Student | : | **M. Shahriza Rijadi Putra (20221009)** |
| Title | : | **The Effect of Workplace Spirituality on Turnover Intention in Indonesian Fintech Startups: The Mediating Roles of Job Satisfaction and Organizational Commitment** |
| Thesis Advisor(s) | : | **Dr. Amelia Naim Indrajati** |
| Examiners | : | **Prof. Roy Sembel & Dr. Samuel PD Anantadjaya** |
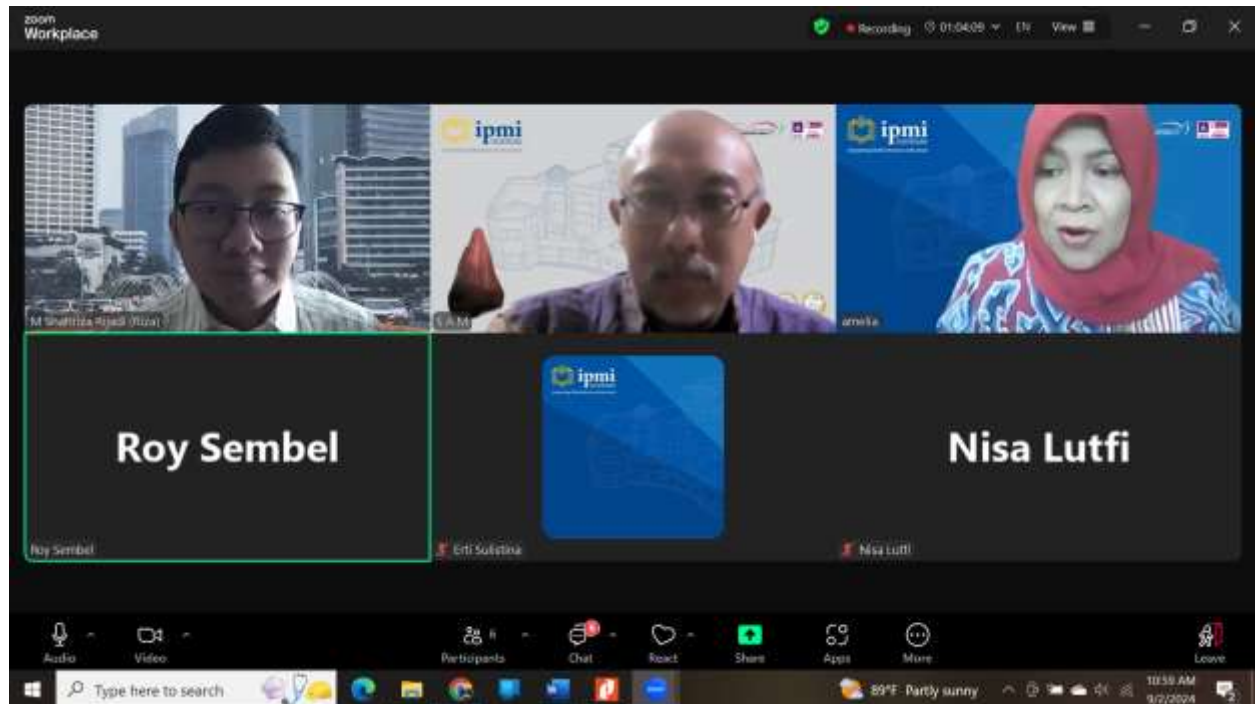
Comments:
1. About sampling (**demographic profiles**), it is noted that; **the gender** (77 female and 64 male), **the age** (20-27 years of age = 76), **educational** (S1 = 120 respondents), **income** (Rp. 10 million = 77 respondents), **residence** (Jakarta = 83 respondents), **in your**

**opinion that the results are targeted toward female, the younger generation, income that is maximum of Rp. 10 million and those who lives in Jakarta**?

2. Noting also by non-random purposive sampling, this sample does not rely on the **cluster** or **stratified sampling**?

3. What are the differences between **Kurtosis** and **Skewness**? **Kurtosis** is able to show the peak of the graphical illustration and **skewness** is able to indicate the tail whether or not is long or short on the both ends.
   a. What is the value of Kurtosis and Skewness in terms of **normal distribution**?
   b. What did you do to eliminate the Kurtosis and Skewness that are **beyond the boundaries of limitations**?

### Descriptive Statistics



- A distribution's degree of asymmetry is measured by skewness, while its degree of peakiness is measured by kurtosis.
- As shown from the table above, most of the variables have **negative skewness**, which indicates a long tail on the left-hand side.
- Almost all of the variables have **kurtosis values >0**, indicating that it has a sharper peak than the normal distribution, or **leptokurtic**.

4. What do you mean by the "**large impact**" vs "**small impact**" in the variables on the displays in VIF (variance inflation factors) and f² according the slide 40?
   a. WS to TI, JS to TI, OC to TI = **small impact** vs WS to JS and WS to OC = **large impact** and so that do not correspond to the **H₆** and **H₇** because the **hypotheses are rejected**?
   b. Are these the indications of the nature of hypotheses?



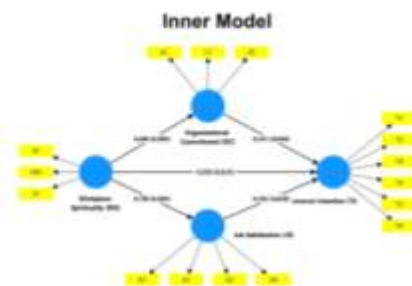| | VIF | |
|---|---|---|
| Workplace Spirituality (WS) → Job Satisfaction (JS) | 1.000 | 1.168 |
| Workplace Spirituality (WS) → Organizational Commitment (OC) | 1.000 | 1.174 |
| Workplace Spirituality (WS) → Turnover Intention (TI) | 5.577 | 0.001 |
| Job Satisfaction (JS) → Turnover Intention (TI) | 2.114 | 0.026 |
| Organizational Commitment (OC) → Turnover Intention (TI) | 5.065 | 0.001 |

- According to Hair et al. (2021), VIF values greater than 5 suggest that there may be problems with predictor construct collinearity.

- The relationship between Workplace Spirituality (WS) and Turnover Intention (TI) (5.577) and between Organizational Commitment (OC) and Turnover Intention (TI) (5.065) have VIF values > 5

- According to Hair et al. (2014), the relative influence of a predictor variable on a dependent variable is measured by f² values.

- According to Cohen et al. (1988), the f² values correspond to different impacts as below:
  - 0.02 → small impact
  - 0.15 → medium impact
  - 0.35 → large impact

- Results in table above shows that WS to JS and WS to OC have large impacts, while WS to TI, JS to TI, and OC to TI have small impacts.

5. The combined of both hypotheses of WS-TI and WS-JS-TI are rejected simply this
   a. workplace spirituality does not fit JS and TI so **it does mean that WS has no correlations to JS and TI**?
   b. I wonder if the TI are supposed to be *positive* **statements** from the questionnaire number 49-54, which says that **during the past 6 months, I often considered leaving my job**, or **my current job did not satisfy my personal needs**, or **I felt frustrated not given opportunity at work to achieve my work-related goals**, or **I often dream about getting another job that will better suit my personal needs**?

### Hypothesis Testing Result



| Hypothesis | Relationship | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | Hypothesis |
|---|---|---|---|---|---|---|---|
| **Direct Effect** | | | | | | | |
| H1 | WS → OC | 0.889 | 0.888 | 0.03 | 29.878 | 0.000 | H1: Accepted |
| H2 | WS → JS | 0.799 | 0.797 | 0.048 | 16.538 | 0.000 | H2: Accepted |
| H3 | OC → TI | -0.475 | -0.479 | 0.139 | 3.416 | 0.000 | H3: Accepted |
| H4 | JS → TI | -0.202 | -0.195 | 0.122 | 1.657 | 0.049 | H4: Accepted |
| H7 | WS → TI | -0.039 | -0.047 | 0.205 | 0.191 | 0.424 | H7: Rejected |
| **Indirect Effect** | | | | | | | |
| H5 | WS → OC → TI | -0.422 | -0.421 | 0.125 | 3.365 | 0.000 | H5: Accepted |
| H6 | WS → JS → TI | -0.161 | -0.156 | 0.099 | 1.623 | 0.052 | H6: Rejected |

### Inner Model



The hypotheses are acceptable if 2 conditions are met:

1. The t-value is more than 1.96 with a significance level of 5%
2. The p-value (probability value) is less than 0.05

Results:

Five hypotheses are accepted (H1, H2, H3, H4, H5)

Two hypotheses are rejected (H6, H7)

6. Look into page 61 on your manuscript (thesis work), that is said that $H_6$ is rejected in a higher degree of workplace spirituality does not influence a positive higher degree of **organizational commitment** = this should be *job satisfaction* instead of **organizational commitment**?

> *4.9.6 The mediating effect of Job Satisfaction (JS) on the relationship between Workplace*
>
> *Spirituality (WS) and Turnover Intention (TI)*
>
> The sixth hypothesis of this study is job satisfaction mediates the negative effect of workplace spirituality on turnover intention. The sixth hypothesis has a t-value of 1.623 which is lower than 1.65 and a p-value of 0.052 which is higher than 0.05. Therefore, H6 is rejected, in which a higher degree of workplace spirituality does not influence a positive higher degree of organizational commitment. This finding is not consistent with the previous research of Sreeja et al. (2023).

   a. This was inconsistent to the previous research by **Sreeja, et al (2023)** right? Then what about the data set, are those data be **positive** or **negative statements**?

b. What is the meaning by "*the higher spirituality in the workplace experienced by fintech startup employees, <u>it will not indirectly lowering their intention to quit</u> the company voluntarily through the mediator of job satisfaction*"?
   i. By other factors perhaps?

### Discussions on Finding

**H6:** Job Satisfaction mediates the negative effect of Workplace Spirituality on Turnover Intention → **REJECTED**

The sixth hypothesis has a t-value of 1.623 which is lower than 1.65 and a p-value of 0.052 which is higher than 0.05. The path coefficient is -0.161. Therefore, H6 is rejected.

This finding is <u>not consistent</u> with the previous research of Sreeja et al. (2023)

**Objective 6:** To evaluate the impact of Job Satisfaction in mediating the relationship between Workplace Spirituality and Turnover Intention

Based on the study, it can be concluded that Job Satisfaction is not proven to mediate the negative effect of Workplace Spirituality on Turnover Intention in the fintech industry.

This means that the higher spirituality in the workplace experienced by fintech startup employees, <u>it will not indirectly</u> lowering their intention to quit the company voluntarily <u>through</u> the mediator of job satisfaction.

7. In about WS to TI in your conclusion on page 64, this failed to prove the relationship between Workplace Spirituality and TI in this means that **WS is not proven to have an association in employees' intention to leave the company voluntarily**.

The seventh objective is to analyze the influence of workplace spirituality on turnover intention. This study failed to prove the relationship between those variables. Workplace spirituality is not proven to have an association in employees' intention to leave the company voluntarily.

a. What do you mean by "**no association in turnover voluntarily**"? can they be factors on other elements

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| Event | : | **Proposal Thesis Defense** |
|---|---|---|
| Date | : | **Thursday, March 14, 2024** |
| Student | : | **M. Shahriza Rijadi Putra** |
| Title | : | **The Effect of Workplace Spirituality on Turnover Intention in Indonesian Fintech Startups: The Mediating Roles of Job Satisfaction and Organizational Commitment** |
| Thesis Advisor(s) | : | **Dr. Amelia Naim Indrajati** |
| Examiners | : | **Yulita F Susanti, PhD & Dr. Samuel PD Anantadjaya** |
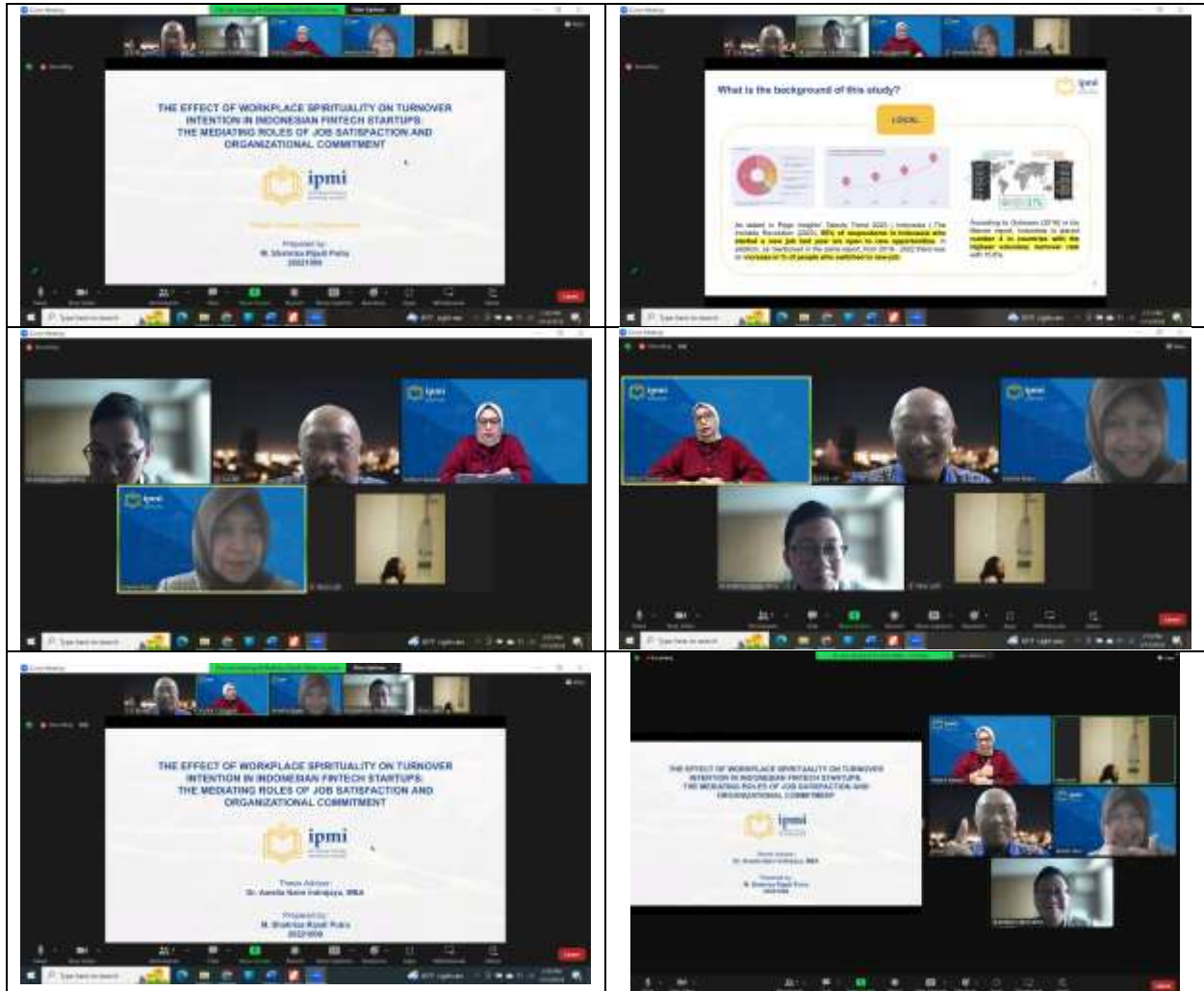
Comments;

1. You have the result of Turn It In = 24%, but it is clearly you have to **make it your own words** now, particularly in chapter 2 about your theoretical references



2. In your bibliography, you have to accompany **old sources** to just keep the research is up to date

a. Ajzen in 1991; Meyer, Allen and Smith in 1993; Phillips in 1996 = to be accompanied by **other newer sources**

b. You have kept the insertion like web (use Mendeley). This is to be replaced them with **the actual sources**

https://www.facilitiesnet.com/commercialofficefacilities/article/Tech-Trends-Office-Needs-Evolv

ing-for-Tech-Firms--19319

https://fintechnews.sg/45513/indonesia/indonesia-fintech-report-and-map-2020/

3. This becomes the focus on your research, but it is actually interesting what to study and used the available variables. **How did you have such variables**?

4. Do you think that there is a difference between "**work-life balance**" and "**workplace spirituality**" to direct you to the same exact equation of organizational commitment, job satisfaction and turnover?
   a. Have you read this articles by comparing the 2 variables - https://r.search.yahoo.com/_ylt=AwrjW62Gn_JlU3EAM3lXNyoA;_ylu=Y29sbwN ncTEEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1711608967/RO=10/RU=http s%3a%2f%2fwww.researchgate.net%2fpublication%2f344975048_Workplace_ Spirituality_vs_Work_Life_Balance_A_Philosophical_Approach/RK=2/RS=P1h6jg W2u4mIdj.vmxxaGU3HMXM-

5. The **Research Questions** with "**how does…**", in your opinion what are your answers? The answer must be "yes, it does" or "no, it doesn't". Those do not address the questions.
   a. Just look at your hypotheses, say H$_1$ is stated that "*higher degree of workplace spirituality **influences** higher degree of organizational commitment*"
   b. The questions should have been "*how strong does the influence* of workplace spirituality to organizational commitment*"

6. It says that "*the fintech startups*" and "*the relationship between workplace spirituality and turnover intention with organizational commitment and job satisfaction as mediating variables*" may NOT have too many articles because this is fintech startups
   a. The intended survey is just one industry (fintech startups), but you indicating to use PLS-SEM
      i. It seems that you have to acknowledge "**randomness**" due to the non-probability purposive sampling used. This is to say that specific types of people with the **desired information**. Of course, everybody will have their own opinion. What does this mean?

*Page 32: This research will use non-probability purposive sampling, in which the sampling here is confined to **specific types of people who can provide the desired information**, either because they are the only ones who have it, or they conform to some criteria set by the researcher (Bougie & Sekaran, 2019).*

ii.  It has to select 24 companies, as of January 24, 2024, with a total employee of more than 4,500 people. Is it all of them for top to bottom regardless of the **level**, **status** or **work experience** of the organizations, or perhaps, it is **age, gender, education, salary, training, cost of living, transportation, geography location**, or others?

iii.  Why did not you use the beginning of the questionnaire (age, gender, education level, years of work experience, marital status, job title)? Is it better to keep these segregations rather than keeping all of 124 respondents altogether? Is it better to keep the **clustering** and/or **stratified** to respond to the research questions ask?