

The Effect of Workplace Spirituality, Organizational Citizenship Behavior, Quality of Work-Life on Turnover Intention with Job Satisfaction as a Mediation: Study in Indonesian Aircraft Maintenance Industry PT GMF Aeroasia TBK

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Abstract

The purpose of this study was to analyze the influence of workplace spirituality, organizational citizenship behavior, quality of work life and job satisfaction, on turnover intention directly and indirectly. This research was a quantitative study with a sample of 267 employees of the engine service division of PT GMF AeroAsia. The sampling technique used was purposive sampling. The results of the study found: 1) there is a direct influence of workplace spirituality on job satisfaction, 2) there is no direct influence of organizational citizen behavior on job satisfaction, 3). there is a direct influence of quality of work life on job satisfaction, 4) there is a direct influence of workplace spirituality on turnover intention, 5) there is no direct influence of organizational citizen behavior on turnover intention, 6) there is a direct influence of quality of work life on turnover intention, 7) there is a direct influence of job motivation on turnover intention, 8) there is an indirect influence of workplace spirituality on turnover intention through job satisfaction, 9) there is no indirect influence of organizational citizen behavior on turnover intention through job satisfaction, 10) there is an indirect influence of quality of work life on turnover intention through job satisfaction.

Keywords: *Workplace Spirituality, Organizational Citizenship Behavior, Quality of Work-Life, Job Satisfaction, And Turnover Intention.*

Introduction

In an organization, success and failure are determined by human resources (Robbins & Judge, 2012). Colquitt & De Cremer (2023) argue that an organization cannot succeed in today's highly competitive world without human resources who are committed to the organization's strategic goals and objectives. Therefore, organizations need to realize that if human resources are managed properly and effectively, success is inevitable (Hellriegel et al., 2004). Based on this description, human resources can be said to be the organization's most valuable asset.

A company will not achieve high performance without the support of high-performing human resources (HR). For the existence of HR to have a maximum contribution or role in achieving the company's vision and mission, efforts need to be made to improve the quality of HR comprehensively and continuously not only through the development of HR empowerment but also through the support and participation of organizational leaders including their work units (Bastari, 2019). As described in the first paragraph, the big challenge faced by the business world is being able to maintain quality HR so that they continue to contribute positively to building the company to realize its vision.

However, the reality on the ground is that 33 percent of hiring managers in the US believe employee turnover will increase in their companies by 2024, leaving a financial impact and burdening remaining employees, according to a February 28, 2024 report from Express Employment Professionals and The Harris Poll. Hiring managers cited key reasons such as employees feeling overworked and a competitive job market (HR Dive, 2024).

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In addition to the US, Turnover Intention is also an interesting issue in Southeast Asia. A survey conducted by Mercer showed that companies in Southeast Asia, including Indonesia, have the highest employee turnover rates at the mid-level (Mercer, 2023). As quoted in the article, the high Turnover Intention rate in companies in Southeast Asia (Indonesia, Malaysia, Thailand, and the Philippines) makes it difficult to attract and retain talented workers. Dissatisfaction with salaries and benefits, as well as limited career advancement, have emerged as the main drivers of higher-than-usual employee attrition rates.

In line with the previous description, the State of the Global Workplace 2023 report revealed two interesting findings, namely: In 2022, the world experienced a widespread job revival. Furthermore, globally, more than half (51%) of employees expressed their intention to leave their jobs and also regionally in Southeast Asia, including Indonesia.

The Central Statistics Agency (BPS) published a survey on the number of the workforce in Indonesia, which in February 2023 was 146.62 million people. This figure increased by 2.61 million people in February 2022 (BPS-Statistics, Indonesia, 2023). Based on data obtained from BPS, it is known that the number of the workforce in Indonesia is high. The high workforce in Indonesia makes large companies have higher offers to choose their employees. The high labor market allows large companies to replace the existence of employees with new employees who have more potential. The problem is that not all companies in Indonesia have good offers to retain their employees. On the other hand, talented employees believe that they have a better chance of developing with more promising remuneration in other companies. In addition to the high workforce which results in the opportunity to lose human resource talent, post-Covid-19 recovery is still homework that must be completed by Human Resources (HR) in Indonesia and globally. The big challenge faced by the world in the last three years is the effort to recover the economy after COVID-19 in all sectors of life, including Indonesia. The COVID-19 pandemic that occurred from early 2019 to the end of 2022 has had a significant impact on changes in people's lifestyle patterns. Starting from changes in work patterns to a decrease in work intensity which has caused a decrease in income in several industries and increased the possibility of default on their loan credit within a certain period (PD, Probability of Default).

Airlines and aircraft maintenance service providers are required to perform at high levels to recover from the conditions affected by the pandemic and grow and develop again amidst tight business competition. Based on the previous description, the researcher limited the research by raising the theme of Turnover Intention in the Aircraft Maintenance Services (MRO) Industry which is engaged in by a subsidiary of Garuda Indonesia Tbk, namely PT GMF AeroAsia Tbk.

Before the pandemic, PT GMF AeroAsia Tbk was the best and largest MRO company in the country and number 12 in the world, with 180 customers spread across five continents in more than 60 countries. However, when the Covid-19 pandemic hit, GMF's revenue plummeted drastically to only 10% due to the loss of the majority of revenue from Citilink and Garuda which were almost bankrupt (GMF's Annual Report, 2021). Revenue plummeted, while the Company's operating costs were already large.

In addition to the difficult situation faced by PT GMF AeroAsia Tbk, the nature of the business that GMF is engaged in is truly highly complex, both in terms of marketing, finance, legal, regulatory, operational techniques, human resources, and in terms of the aircraft itself. As an example of complexity is explained by (Rosen, R. H., & Brown, 1996) "The aircraft itself is actually a complex product, as explained by Alan Mulally, the leader of the Boeing 777 project, namely: Approximately 7,000 people in more than 12 countries worked in 238 separate design teams, taking four years and a budget of four billion US dollars to build eight Boeing 777 prototypes. The aircraft, which will be owned by more than two dozen airlines worldwide in 1998, has three million spare parts from 1,500 suppliers located in 62 countries". The complexity of the technical-operational activities of PT GMF AeroAsia Tbk according to the philosophy of aircraft maintenance activities conveyed by Nowlan & Heap (1978) includes: Ensuring the realization of the level of safety and reliability of equipment; Restoring the condition of the equipment to the specified level if damage occurs; To obtain the information needed to improve the design of items whose inherent reliability is inadequate; To achieve these three objectives with minimum total cost, including maintenance costs, support costs and the economic consequences of operational failures.

Meanwhile, the complexity of aircraft maintenance activities can be seen from the variety of professions involved, namely: Mechanic, Inspector, engineer, planner, and several other professions, as well as from the variety of institutions involved: Manufacturers (aircraft, engines, and components), Authorities in the country and abroad, and customers as aircraft owners. Turnover intention is one of the most studied areas in the field of human resource management that is relevant to industrial psychology (Alkahtani, 2015; Fortuin, 2017; Hendricks, 2017; Mthembu, 2017). This is due to its impact on the operational costs of hiring and rehiring employees. These costs include, but are not limited to, recruitment costs, leave capitalization, relocation costs, and formal training and induction costs (Alkahtani, 2015). In addition, organizations lose their most valuable intellectual capital to their competitors, which greatly affects their comparative advantage because some of the ways organizations do business may be the same as their competitors. Turnover intention also impacts internal employees and employee-customer relationships (Aliyu & Nyadzayo, 2018). Given the potential impact of employee turnover, PT GMF AeroAsia Tbk needs to develop behaviors and systems that encourage employee retention (Satardien et al., 2019). Turnover intention cannot be ignored by the HR Management Unit. To see the big picture, previous research findings should be integrated quantitatively using meta-analysis (Hedges & Olkin, 1985). For example, several researchers use meta-analysis methods to uncover factors that influence turnover (Irvine & Evans, 1995; Mor Barak et al., 2005; Griffeth et al., 2000). According to Ozkan et al. (2020), the factors that influence turnover intention are empowerment, organizational commitment, and job satisfaction. Furthermore, Park & Min (2020) proved through meta-analysis results that based on 391 correlations from 144 independent studies, work attitudes, job strains, and role stressors/inter-role conflicts showed a relatively large influence on turnover intention.

In essence, every company expects its employees to be able to focus on work by devoting all their abilities, knowledge, expertise, and time. Employee work will be disrupted when the employee has the intention to move to another place. Turnover intention is a very serious problem for the company because turnover intention will cause huge losses for the company, thus causing huge costs for the company.

To strengthen the urgency of this research, researchers conducted a review of various turnover intention studies found in the last five years. Discussions of studies on the variables that influence it have been widely carried out, including; workplace spirituality, organizational citizenship behavior, quality of work life, and job satisfaction. However, there are still differences in results, gaps, or inconsistencies shown by several previous studies.

In the study of Sony & Mekoth, (2019) it was concluded that there is a positive relationship between the dimensions of workplace spirituality and job satisfaction. Job satisfaction mediates between workplace spirituality and job performance. This is in line with the study of Astuti et al., (2020) which shows that workplace spirituality affects job satisfaction. Job satisfaction has an impact on employee performance. Furthermore, the study of Sreeja et al., (2023) which explains that job satisfaction is an important factor in the relationship between workplace spirituality and turnover intention, the employee's intention to leave work. These three studies show a consistent and strong relationship between the three variables: workplace spirituality, job satisfaction, and turnover intention. In the study of Anvari et al., (2017) it was concluded that workplace spirituality has a significant negative effect on turnover intention. Workplace spirituality has a positive effect on organizational citizenship behavior. Organizational citizenship behavior mediates the relationship between workplace spirituality and turnover intention. This is in line with the research of Garg et al., (2019) which states that there is a positive correlation between workplace spirituality, job satisfaction, and Organizational Citizenship Behavior. Organizational citizenship behavior partially mediates the relationship between workplace spirituality and job satisfaction. And reinforced by the research of Belwalkar et al., (2018) which concluded that there is a positive relationship between workplace spirituality and organizational citizenship behavior. The components of workplace spirituality cause job satisfaction in employees. Job satisfaction is positively related to organizational citizenship behavior. It is also emphasized by the research of Nurjanah et al., (2020) that job satisfaction has a significant and positive effect on organizational citizenship behavior. From these four studies, there is a consistent correlation between the variables of workplace spirituality, organizational citizenship behavior, job satisfaction, and turnover intention which is interesting to study further. In the research of Pio & Tampi (2018), it was concluded that

there is a significant direct influence of quality of work life on job satisfaction. A significant direct influence of quality of work life on organizational citizenship behavior. A significant direct influence of job satisfaction on organizational citizenship behavior. Strengthened by research by Alex & Sundar (2007) which states that quality of work life is important for permanent employees, but not for contract employees. The level of employee satisfaction and job satisfaction affect the quality of work life in the organization. The level of job satisfaction directly affects the quality of work life quality of work life. From these two studies, there is a consistent positive correlation between the three variables: quality of work life, organizational citizenship behavior, and job satisfaction.

Meanwhile, research by Alam & Asim, (2019) states that job satisfaction with organizational policies, supervision, compensation, job clarity, and career development is negatively correlated with turnover intention. Overall job satisfaction is negatively related to turnover intention. This is similar to research by Bazawi et al., (2019) which concluded that job satisfaction does not reduce turnover intention. From these two studies, there is an inconsistency in the relationship between job satisfaction and turnover intention variables, namely job satisfaction is negatively correlated with turnover intention. A relationship that is different or inconsistent with the results of previously stated research.

Likewise, research by Beehner & Blackwell (2016) states that workplace spirituality does not have a significant impact on turnover intention. An inconsistency, when compared to the research results of Sreeja et al., (2023) and Anvari et al., (2017) that workplace spirituality has a significant negative effect on turnover intention. This inconsistency is a Research Gap or gap that is the subject of research to be carried out by researchers.

The theoretical gap for research on turnover intention in the context of Herzberg's motivation-hygiene theory lies in the understanding of the various perceptions of motivational and hygiene factors, as well as the potential influence of cultural differences on the application of the theory to employee turnover intention. A systematic literature review highlights the need for a comprehensive understanding of Herzberg's theory and its effectiveness in reducing turnover intention, especially in the context of cultural differences between Western and Asian countries (C. Chiat & Panatik, 2019).

Herzberg's theory states that job satisfaction is influenced by two factors: motivators (e.g., achievement, recognition, and responsibility) and hygiene factors (e.g., salary, job security, and working conditions). The theory argues that while hygiene factors prevent dissatisfaction, motivators are necessary for job satisfaction and, consequently, employee retention (Mitsakis & Galanakis, 2022).

Researchers have noted that the relationships between job satisfaction, work engagement, and turnover intention can be predicted using Herzberg's theory, making it an important area of study for understanding employee turnover (Skelton et al., 2020). In addition, the application of this theory to specific industries, such as hospitality, has been explored (Holston-Okae & Mushi, 2018). These limitations highlight the need for further research to address theoretical gaps in understanding the diverse perceptions of Motivation and Hygiene factors, the impact of cultural differences, and the effectiveness of the theory in specific industries and contexts (Chiat & Panatik, 2019).

In line with the description of the Business Phenomenon, Research Gap, and Theory Gap that have been presented, this study will produce a novelty value, namely Researchers are interested in examining turnover intention among employees of PT GMF AeroAsia Tbk engaged in the Indonesian Aircraft Maintenance Industry. Previous research has never been conducted in the MRO industry, therefore this study tries to bridge previous studies in seeking clarity on the influence of workplace spirituality, organizational citizenship behavior, and quality of work-life on job satisfaction and turnover intention of employees of PT GMF AeroAsia Tbk. In addition, there has been no research that combines individual characteristics (workplace spirituality, quality of work life, and organizational citizenship behavior) and individual mechanisms (job satisfaction) on turnover intention simultaneously.

So this study is expected to function as a background of knowledge and literature for future studies on turnover intention and to contribute to the advancement of science in the field of organizational behavior.

The background of the researcher as a former employee of PT GMF AeroAsia Tbk who has had a career for more than 30 years, starting from a technician position to reaching the peak of his career as the highest leader of the HR management unit of PT GMF AeroAsia Tbk is called to contribute to finding solutions by conducting in-depth scientific studies on the factors that influence the turnover intention of PT GMF Aero Asia Tbk employees, such as workplace spirituality, organizational citizenship behavior, quality of work-life and job satisfaction of PT GMF AeroAsia Tbk employees.

Literature Review

Turnover Intention

Turnover intention is defined as an employee's intention or desire to leave their job or the organization where they work (Wong & Cheng, 2020). Gim & Ramayah, (2020) define turnover intention as an employee's intention to resign from their current company to join another company. It is thought to cause actual resignation behavior, and empirical research has supported a positive relationship between turnover intention and actual turnover as an employee's intention to quit. Meanwhile, (Callado et al., 2023) define turnover intention as each person's view of the end of their employment relationship at their current workplace, which relates to the worker's willingness to end the contractual relationship with the organization. This reflects an internal decision process that develops over time and is considered an excellent predictor of the final decision to leave an organization or profession. Based on several studies, it can be synthesized that turnover intention is an individual's mental decision to leave an organization, which has a significant impact on organizational performance with serious negative consequences. This definition reflects the possibility of employees leaving their jobs shortly. Based on several syntheses, it can be concluded that the conceptual definition of turnover intention is the conscious desire of employees to leave a job or organization shortly, reflecting their intention to quit either voluntarily or involuntarily. According to Ike, Obinna Osita, et al. (2023) several dimensions can be used to measure turnover intention more comprehensively and multi-dimensionally, known as the Expanded Multidimensional Turnover Intentions Scale (EMTIS), namely:

- Subjective Social Status: This dimension relates to measuring an individual's perception of their social status in the workplace.
- Organizational Culture: This dimension relates to assessing the organizational culture and how it influences the intention to leave a job.
- Personal Orientation: This dimension describes an individual's personal preferences and values that may influence the decision to stay or leave a job.
- Expectation: This dimension measures employees' expectations regarding their jobs and careers.

Workplace Spirituality

Workplace spirituality (WPS) is known as spirituality in the workplace. Workplace spirituality is defined by Milliman et al., (2003) as "individuals' experience of meaning and purpose in their work, strong relationships with coworkers, and high alignment between one's core beliefs and organizational values." Furthermore, Petchsawang & Duchon, (2012) stated that Workplace spirituality is having a sense of compassion for others, and experiencing inner awareness in carrying out meaningful work. There are several general dimensions discussed in the conceptualization of workplace spirituality such as the fulfillment of very personal inner needs at work, a strong sense of togetherness with others at work, and being closely related to one's values (Gatling et al., 2016). Workplace spirituality is a concept that examines the implications of dimensions of spirituality in the context of work. The impact of spirituality in the workplace does not mean bringing the realm of religion into the workplace but rather the implications of the awareness of individuals who work as spiritual beings who present themselves to work. Spirituality provides values that can be

understood and held together, while religion offers a way for each individual to implement according to their respective beliefs (Azzam et al., 2023).

Workplace spirituality is when people have meaning and purpose in their work, and its meaning goes beyond material rewards and creates feelings of happiness and energy in a person (F. Farahani et al., 2023). Workplace spirituality is a personal experience & expression of one's spirit in the context of work and the workplace. The bond between employees, coworkers, and the organization is workplace spirituality. This aims to help employees find work pleasure, inner awareness, and a sense of accomplishment when working in an organizational structure (Anderson & Burchell, 2021).

Based on this research, it can be synthesized that workplace spirituality is a concept that goes beyond material aspects and emphasizes the importance of meaning and relationships. Based on several of these syntheses, it can be concluded that the conceptual definition of workplace spirituality is a concept that describes an individual's experience in finding deeper meaning and purpose in the context of work.

According to (Ahmed et al., 2022) the dimensions of Workplace Spirituality identified in their article include:

- **Meaningful Work:** Work that provides meaning and purpose to individuals, so that they feel connected to what they do.
- **Spiritual Orientation:** Individuals' connectedness to spiritual values that influence how they work and interact in the workplace.
- **Compassion:** A sense of empathy and concern for coworkers, which creates a supportive and positive work environment.
- **Organizational Value Alignment:** The congruence between an individual's values and those of the organization, can increase job satisfaction and commitment.
- **Alignment of Personal Value:** The congruence between an individual's values and those of the workplace, contributes to psychological well-being and reduced work stress.

Organizational Citizenship Behaviour

Organizational citizenship behavior is defined as organizational citizenship behavior that is very important in increasing productivity, efficiency, and company performance, and thus, it is very important to foster a corporate environment that can lead to organizational citizenship behavior in employees (Yu et al., 2021). Qalati et al., (2022) define Organizational Citizenship Behavior as individual choices and actions that are not related to punishment for not showing the behavior. In addition, the behavior goes beyond the job description given by the organization to the individual. Donglong, Z., Taejun, C., Julie, A., and Sanghun, (2020) describe organizational citizenship behavior as extra-role behavior, commonly known as organizational citizenship behavior, which is shown by academic staff is believed to be very important for academic and institutional success.

Perkasa et al., (2020) explain that organizational citizenship behavior is appropriate and flexible behavior, and is a type of behavior that is voluntarily shown by a person and has nothing to do with benefits or positive reinforcements. (Birze et al., 2022) define Organizational Citizenship Behavior as a form of voluntary employee behavioral contribution, not required by the organization, and the implementation of Organizational Citizenship Behavior is also not directly related to rewards, but this is a consideration in job promotions. Massoudi et al., (2020) define Organizational Citizenship Behavior as an optional activity that is not required by an employee's job mandate but effectively facilitates the functioning of the organization. Furthermore, OCB is intangible workplace behavior towards coworkers and the organization that goes beyond reasonable company behavior and benefits the organization.

Based on several studies, it can be synthesized that Organizational Citizenship Behavior is a voluntary action taken by employees outside of their main duties. This action is without coercion and does not always receive direct rewards. Based on several studies, it can be synthesized that the conceptual definition of organizational citizenship behavior is a voluntary action taken by employees outside of their formal duties. This action is carried out without coercion or expectation of direct rewards but aims to contribute to the overall success of the organization.

According to Kang et al., (2020), several dimensions can be used to measure Organizational Citizenship Behavior (OCB), namely:

Altruism: Refers to the behavior of helping coworkers or team members without expecting anything in return. This includes actions that demonstrate concern for the welfare of others.

Conscientiousness: Describes the level of discipline and responsibility of an individual in completing tasks and fulfilling obligations. Individuals who demonstrate this dimension tend to perform well and meet expected standards.

Sportsmanship: Demonstrating a positive attitude and tolerance for less-than-ideal situations in the workplace, such as avoiding complaints and remaining committed despite challenges.

Courtesy: Involves polite behavior and respect for coworkers, including actions that prevent conflict and maintain good relationships among team members.

Quality of Work Life

Quality of Work Life (QWL) is known in the language as the quality of work life. Quality of work life is defined by Vafaei et al., (2020) as a multidimensional concept that defines employees' feelings about various aspects of their work, thus, job content, task flexibility, work environment, adequate and fair remuneration, career prospects, work-life balance, shared decision making, health and safety, boredom, and job security. Furthermore, Bhende et al., (2020) define quality of work life as a process or phenomenon that expresses a person's satisfaction with their work environment in terms of working hours, working conditions, communication, and remuneration. Saygili et al., (2020) explain that quality of work life has received increasing attention in recent years, especially in the healthcare profession, which explicitly focuses on nurses.

Quality of work life is a complex variable that is significantly influenced by many things. This includes the nature of the work performed, the work environment, adequate and fair compensation, job opportunities, job flexibility, and participation in the decision-making process, job safety, and job stress, organizational security in terms of work and interpersonal relationships, and work-life balance (Van et al., 2020). Quality of work life is an indicator of how free society is from exploitation, injustice, inequality, oppression, and restrictions on the sustainable growth of human beings leading to their fullest development (Numanovich & Abbosxonovich, 2020).

Quality of work life in a company plays an important role in maximizing production, employee well-being and motivation, a good brand image in national and international markets, and even improving the economic performance of the Company (Abdi et al., 2021). Based on this research, it can be synthesized that quality of work Life is a concept that describes the extent to which individuals feel satisfied and fulfilled in their work environment. QWL not only focuses on the physical aspects of the workplace, but also includes psychological, social, and even philosophical aspects. Based on several syntheses, it can be concluded that the conceptual definition of quality of work life is a concept that describes a person's satisfaction with their work environment. QWL covers various aspects, not only the physical conditions of the workplace but also psychological and social aspects. According to Budagavi, (2022), several dimensions can be used to measure the quality of work life, namely:

- Freedom and Recognition: Employees feel they have the freedom to carry out their duties and receive recognition for good performance.
- Rewards and Compensation: This includes adequate pay and a good relationship between rewards and work performance.
- Grievance Redress Mechanism: Employees feel that their grievances are handled properly and without bias, which creates a sense of security in the workplace.

Job Satisfaction

Job satisfaction is defined by (Sittisom, 2020) as a measure of how satisfied a worker is with his/her job every day. Job satisfaction is defined by (Fasbender U, Van der Heijden BIJM, 2019) as a positive and pleasant emotional reaction resulting from an individual's overall assessment. Furthermore, Said & El-Shafei, (2021) stated that Job Satisfaction is an affective orientation that a worker has towards his/her job which consists of two sides: positive affective and negative affective. Positive affectivity is represented by high energy, enthusiasm, and pleasant involvement, while negative affectivity is indicated by stress, unpleasant involvement, and anxiety. Job satisfaction is a pleasant emotional response that comes from an employee's assessment of the work-related resources received from the organization as something satisfying (Ampofo, 2020). Job satisfaction is a person's attitude towards their job. Job satisfaction means measuring the excellence that makes an employee feel satisfied and happy with their job and the conditions in which the job must be done (Tripathi & Chaturvedi, 2023). Job satisfaction is a measure of how happy employees are with their work and the environment around them. Of course, several factors influence employee happiness (Alrefaei, 2020).

Job satisfaction is a feeling that measures the cognitive and behavioral aspects of workers towards their work (Abate & Mekonnen, 2021). Job satisfaction is a perception that is reflected in attitudes and behavioral focus towards a job, and is a form of human interaction with their work environment (Hapsari, 2023). Job satisfaction plays an important role in the commitment and productivity of the school organization as a whole (Baluyos et al., 2019). Job satisfaction is a series of feelings and impressions of company employees about the work environment (Ordoñez et al., 2023).

Based on this research, it can be synthesized that job satisfaction is a feeling of pleasure or satisfaction that someone feels about their work. This is an assessment of various aspects of work, such as salary, work environment, and opportunities for self-development. Based on several syntheses, it can be concluded that the conceptual definition of job satisfaction is a positive feeling that arises from an individual's assessment of the suitability between work and their expectations and needs.

According to Dhamija et al., (2019), several dimensions can be used to measure job satisfaction, namely:

- Pay Satisfaction
- Co-workers Satisfaction
- Promotion Satisfaction
- Operating Procedures Satisfaction
- Fringe Benefits Satisfaction
- Supervision Satisfaction
- Contingent Rewards Satisfaction

- Nature of Work Satisfaction
- Communication Satisfaction

Research Methods

Place and Time of Research

This research was conducted at PT GMF AeroAsia Tbk, a leading company in Indonesia engaged in the aircraft maintenance industry. PT GMF AeroAsia was chosen as the object of research because of its operational complexity and the importance of the role of human resources in achieving company goals. Researchers are interested in studying the influence of workplace spirituality, organizational citizenship behavior, and quality of work-life on job satisfaction and its impact on turnover intention in the work environment of PT GMF AeroAsia Tbk.

This research is planned to last for six effective months, starting from October 2023 to October 2024. This time is considered sufficient to collect primary data through questionnaires and conduct an in-depth analysis of the selected variables.

Population is a group of people, events, or things that are interesting for researchers to study (Sekaran & Bougie, 2016). According to Sekaran & Bougie (2016). A population consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied. The population in this study were employees of the Engine Services Division at PT GMF AeroAsia Tbk, with a total population of 519 employees.

This study adopted a quantitative approach that focuses on hypothesis testing by measuring variables using numbers and analyzing data through statistical processes. Data collection was carried out through questionnaires, with respondents from employees at PT GMF AeroAsia Tbk, especially from the Engine Services division.

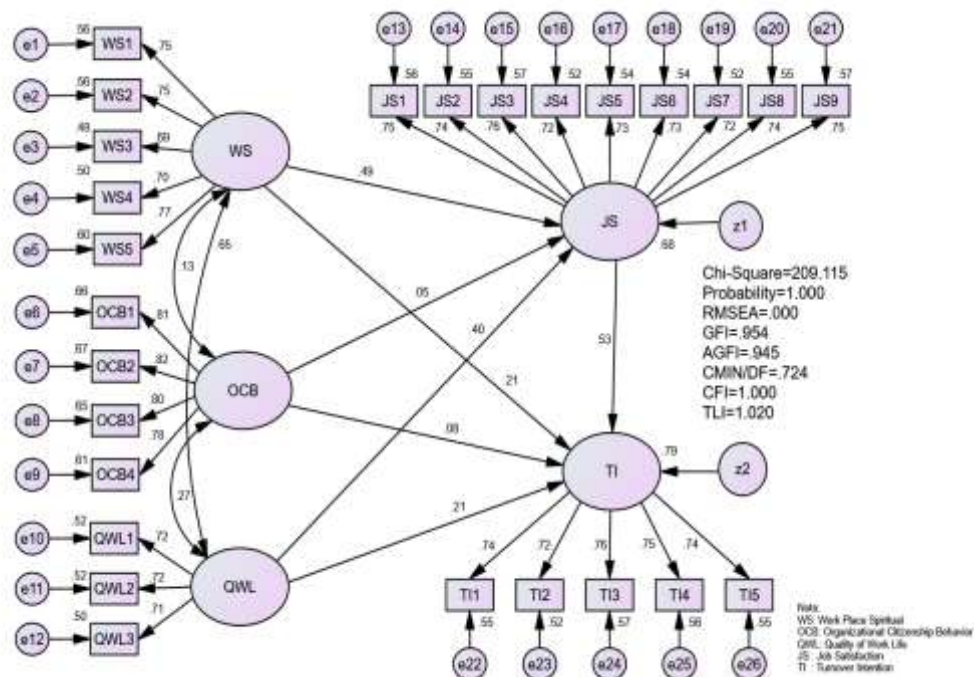
A sample is part of a population whose characteristics are studied. In this study, a sample of 267 employees was selected using a non-probability sampling technique, specifically the purposive sampling method. Non-probability sampling refers to a sampling strategy in which each member of the population does not have an equal opportunity to be a sample. The purposive sampling technique, as explained by Sekaran & Bougie (2016), allows researchers to select individuals who best fit certain research criteria.

Data Analysis Techniques

The purpose of the data analysis method is to interpret and draw conclusions from a number of collected data. This study will use descriptive analysis, SEM (Structural Equation Model), and Sobel analysis to process and analyze research data.

Research Results

After analyzing the unidimensionality level of the dimensions/indicators forming the latent variables tested using confirmatory factor analysis, the next analysis is the full model Structural Equal Modeling (SEM) analysis. The results of data processing for the full model SEM analysis are explained below.



Source: Processed primary data, 2024

Figure 1. Testing of Research Model

Based on the results of the model feasibility test presented, shows that overall the test criteria are in a good category or meet the required assessment criteria. In the Chi-Square test, a model will be considered good if the results show a calculated Chi-Square value that is smaller than the Chi-Square table value. The smaller the calculated Chi-Square is than the Chi-Square table value, the better the model means there is no difference between the population estimate and the sample being tested.

Testing the research model developed in this study using empirical data produced a calculated Chi-Square value of 209.155 with a probability value of 1,000. The Chi-Square Table value for this study at df of 289 is 324.832. Therefore, the calculated Chi-Square value (209.155) is smaller than the critical value/table (324.832), so it can be concluded that this research model is no different from the estimated population/model is considered good (accepted).

Hypothesis Testing

After assessing the assumptions in SEM, the next step is to test the hypothesis as proposed in the previous chapter. Testing the four hypotheses proposed in this study was done by analyzing the Critical Ratio (CR) value and the probability of a causal relationship. Hypothesis testing was done using the following testing criteria:

If the Critical Ratio (CR) value > 1.980 or the Probability value < 0.05 , it can be concluded that H_a can be accepted

If the Critical Ratio (CR) value < 1.980 or the Probability value > 0.05 , it can be concluded that H_a is rejected

Table 1. Hypothesis Testing

Path	Std Estimate	Estimate	S.E.	C.R.	P
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JS	<---	QWL	0.4	0.414	0.079	5.223	***
JS	<---	OCB	0.053	0.035	0.03	1.19	0.234
JS	<---	WS	0.491	0.334	0.049	6.833	***
TI	<---	WS	0.206	0.155	0.053	2.911	0.004
TI	<---	OCB	0.076	0.056	0.03	1.863	0.062
TI	<---	QWL	0.209	0.239	0.087	2.767	0.006
TI	<---	JS	0.4	0.441	0.074	2.552	0.041

Source: Processed primary data, 2024

- *Workplace Spirituality Has a Direct Effect on Job Satisfaction at PT GMF Aeroasia Tbk.*

This study conducted empirical testing on the variables of workplace spirituality and job satisfaction. Testing of both variables resulted in a CR value of 6.833 and a significance value of 0.000. Because the calculated CR value (6.833) > CR Table (1.980) and the significance value (0.000) < 0.05, it can be concluded that H₀ is rejected and H_a is accepted. This means that workplace spirituality has been proven to have a direct and significant effect on job satisfaction.

- *Organizational Citizenship Behavior Has a Direct Effect on Job Satisfaction at PT GMF Aeroasia Tbk.*

This study conducted empirical testing on the variables of organizational citizenship behavior and job satisfaction. Testing of both variables resulted in a CR value of 1.190 and a significance value of 0.234. Because the calculated CR value (1.190) < CR Table (1.980) and the significance value (0.234) > 0.05, it can be concluded that H₀ is accepted and H_a is rejected. This means that organizational citizenship behavior is not proven to have a direct and insignificant effect on job satisfaction.

- *Quality of Work Life Has a Direct Effect on Job Satisfaction at PT GMF Aeroasia Tbk.*

This study conducted empirical testing on the quality of the work-life variable and the job satisfaction variable. Testing of both variables resulted in a CR value of 5.223 and a significance value of 0.000. Because the calculated CR value (5.223) > CR Table (1.980) and the significance value (0.000) < 0.05, it can be concluded that H₀ is rejected and H_a is accepted. This means that quality of work life has been proven to have a direct and significant effect on job satisfaction.

- *Workplace Spirituality Has a Direct Effect on The Turnover Intention of PT GMF Aeroasia Tbk.*

This study conducted empirical testing on the variables of workplace spirituality and turnover intention. Testing of both variables resulted in a CR value of 2.911 and a significance value of 0.000. Because the calculated CR value (2.911) > CR Table (1.980) and the significance value (0.000) < 0.05, it can be concluded that H₀ is rejected and H_a is accepted. This means that workplace spirituality has been proven to have a direct and significant effect on turnover intention.

- *Organizational Citizenship Behavior Has a Direct Effect on The Turnover Intention of PT GMF Aeroasia Tbk.*

This study conducted empirical testing on the variables of organizational citizenship behavior and turnover intention. Testing of both variables resulted in a CR value of 1.863 and a significance value of 0.004. Because the calculated CR value (1.863) < CR Table (1.980) and the significance value (0.004) < 0.05, it can be concluded that H₀ is accepted and H_a is rejected. This means that the organizational citizenship behavior variable is not proven to have a direct and significant effect on turnover intention.

- *Quality Of Work Life Has a Direct Effect on The Turnover Intention of PT GMF Aeroasia Tbk.*

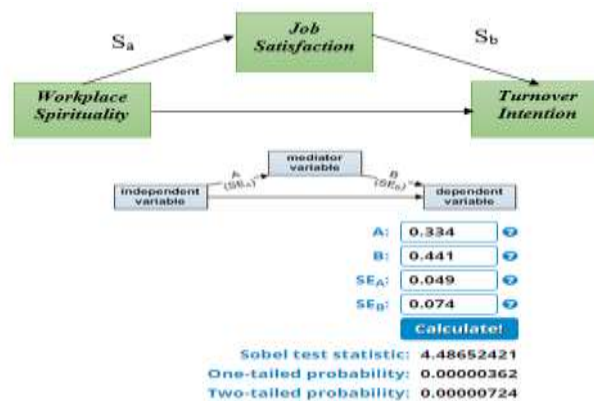
This study conducted empirical testing on the quality of the work-life variable and the turnover intention variable. Testing of both variables resulted in a CR value of 2.767 and a significance value of 0.006. Because the calculated CR value (2.767) > CR Table (1.980) and the significance value (0.006) < 0.05, it can be concluded that H0 is rejected and Ha is accepted. This means that quality of work life has been proven to have a direct and significant effect on turnover intention.

- *Job Satisfaction Has a Direct Effect on The Turnover Intention of PT GMF Aeroasia Tbk.*

This study conducted empirical testing on the job satisfaction variable and the turnover intention variable. Testing of both variables produces a CR value of 2,552 and a significance value of 0.041. Because the calculated CR value (2,552) > CR Table (1.980) and the significance value (0.041) < 0.05, it can be concluded that H0 is rejected and Ha is accepted. This means that job satisfaction is proven to have a direct and significant effect on turnover intention.

- *Workplace Spirituality Has An Indirect Effect on Turnover Intention Through Job Satisfaction At PT GMF Aeroasia Tbk*

The results of the Sobel test calculation were obtained using the online Sobel Test Calculator. The results of the Sobel test calculation can be seen in the following figure:

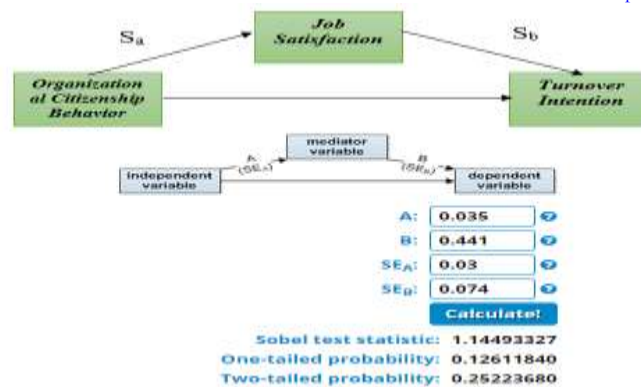


Source: Processed primary data, 2024

The path coefficient (mediation) of the indirect influence of job satisfaction significantly mediates the influence of workplace spirituality on turnover intention with a Z value (Sobel Test) of (4.486) > Sobel's cut-off value (1.96). Because the Z value (4.486) is greater than 1.96, it is concluded that H0 is rejected and Ha is accepted. This means that workplace spirituality is proven to have an indirect and significant effect on turnover intention through job satisfaction.

- *Organizational Citizenship Behavior Has An Indirect Effect on Turnover Intention Through Job Satisfaction At PT GMF Aeroasia Tbk.*

The results of the Sobel test calculation were obtained using the online Sobel Test Calculator. The results of the Sobel test calculation can be seen in the following figure:

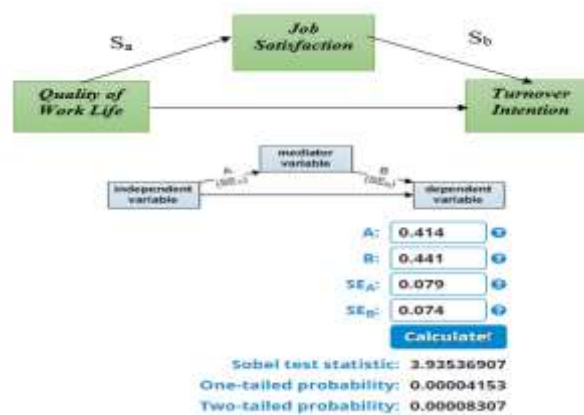


Source: Processed primary data, 2024

The path coefficient (mediation) of the indirect influence of job satisfaction significantly mediates the influence of organizational citizenship behavior on turnover intention with a Z value (Sobel Test) of (1.144) < Sobel cut-off value (1.96). Because the Z value (1.144) is smaller than 1.96, it is concluded that H₀ is accepted and H_a is rejected. This means that organizational citizenship behavior is not proven to have an indirect and significant effect on turnover intention through job satisfaction.

- *Quality of Work Life Has An Indirect Effect on Turnover Intention Through Job Satisfaction At Pt Gmf Aeroasia Tbk.*

The results of the Sobel test calculation were obtained using the online Sobel Test Calculator. The results of the Sobel test calculation can be seen in the following figure:



Source: Processed primary data, 2024

The path coefficient (mediation) of the indirect influence of job satisfaction significantly mediates the influence of quality of work life on turnover intention with a Z value (Sobel Test) of (3.935) > Sobel cut off value (1.96). Therefore, the Z value (3.935) is greater than 1.96, it is concluded that H₀ is rejected and H_a is accepted. This means that quality of work life is proven to have an indirect and significant effect on turnover intention through job satisfaction.

Conclusion and Suggestions

Conclusion

Based on the results of the study on the factors that influence the turnover intention of PT GMF Aero Asia Tbk employees, with variables of workplace spirituality, organizational citizenship behavior, quality of work-life, and job satisfaction, it can be concluded as follows:

- The results of the descriptive analysis on the workplace spirituality variable show that the average value of the workplace spirituality variable tends to agree that the indicators of meaningful work, spiritual orientation, compassion, organizational value alignment, and alignment of personal value can form the workplace spirituality variable. The dominant indicator in the formation of the workplace spirituality variable is compassion, meaning that employees of the engine services division of PT GMF AeroAsia Tbk strongly agree that employees often show empathy towards coworkers and are always ready to provide emotional support to coworkers in need and are involved in activities that support collective welfare in the organization.
- The results of the descriptive analysis on the organizational citizenship behavior variable show that the average value of the organizational citizenship behavior variable tends to agree that the indicators of altruism, conscientiousness, sportsmanship and courtesy can form the organizational citizenship behavior variable. The dominant indicator in the formation of organizational citizenship behavior variables is courtesy, meaning that employees of the engine services division of PT GMF AeroAsia Tbk strongly agree that employees always respect coworkers in every daily interaction and try to prevent conflict by maintaining good communication with coworkers by always showing politeness at every opportunity in the organization.
- The results of the descriptive analysis of the quality of work-life variable show that the average value of the quality of work-life variable tends to be neutral, the freedom and recognition, rewards and compensation and grievance redress mechanism indicators can form the quality of work-life variable. The dominant indicator in the formation of the quality of work-life variable is freedom and recognition, meaning that employees of the engine services division of PT GMF AeroAsia Tbk are neutral that employees feel that employee interests are considered when assigning work areas and are given sufficient freedom to carry out work activities and have the opportunity to provide suggestions for improvement for the organization. Likewise, employees are recognized when they perform exceptionally well and the employee's work environment does not support recognition of individual achievements and employees receive formal or informal awards for good performance.
- The results of the descriptive analysis on the job satisfaction variable show that the average value of the job satisfaction variable tends to be neutral, the indicators of pay satisfaction, co-workers satisfaction, promotion satisfaction, operating procedures satisfaction, fringe benefits satisfaction, supervision satisfaction, contingent rewards satisfaction, nature of work satisfaction, communication satisfaction can form the job satisfaction variable. The dominant indicator in the formation of the job satisfaction variable is co-workers satisfaction, meaning that employees of the engine services division of PT GMF AeroAsia Tbk agree that employees have good interpersonal relationships with co-workers and get enough support from co-workers.
- The results of the descriptive analysis on the turnover intention variable show that the average value of the turnover intention variable tends to be neutral with the indicators of subjective social status, organizational culture, personal orientation, expectation, and career growth can form the turnover intention variable. The dominant indicator in the formation of the turnover intention variable is expectation, meaning that employees of the engine services division of PT GMF AeroAsia Tbk are neutral with the statement that the health insurance package offered is very good compared to the type of work done, if employees get a better offer, employees will leave their

current job because of the discomfort of the job and employees often feel that the current job is not comparable to the offer given.

- The results of the SEM analysis on the workplace spirituality variable show the factor loading value of the alignment of personal value indicator as a measure of the workplace spirituality variable. The results of the study indicate that the alignment of personal value indicator is the best reflection for the workplace spirituality variable. 7. The results of the SEM analysis on the organizational citizenship behavior variable show the factor loading value of the conscientiousness indicator as a measure of the organizational citizenship behavior variable. The results of the study indicate that the conscientiousness indicator is the best reflection for the organizational citizenship behavior variable.
- The results of the SEM analysis on the quality of work-life variable show the factor loading value of the freedom and recognition indicator as a measure of the quality of work-life variable. The results of the study show that the conscientiousness indicator is the best reflection for the quality of work-life variable.
- The results of the SEM analysis on the job satisfaction variable show the factor loading value of the promotion satisfaction indicator as a measure of the job satisfaction variable. The results of the study show that the promotion satisfaction indicator is the best reflection for the job satisfaction variable.
- The results of the SEM analysis on the turnover intention variable show the factor loading value of the personal orientation indicator as a measure of the turnover intention variable. The results of the study show that the personal orientation indicator is the best reflection for the turnover intention variable.
- Workplace spirituality has a direct and significant effect on job satisfaction.
- Organizational citizenship behavior has no effect and is not directly significant on job satisfaction.
- Quality of work-life has a direct and significant effect on job satisfaction.
- Workplace spirituality has a direct and significant effect on turnover intention.
- Organizational citizenship behavior has no direct and insignificant effect on turnover intention.
- Quality of work-life has a direct and significant effect on turnover intention.
- Job satisfaction has a direct and insignificant effect on turnover intention.
- Workplace spirituality has an indirect effect on turnover intention through job satisfaction.
- Organizational citizenship behavior does not have an indirect effect on turnover intention through job satisfaction.
- Quality of work-life has an indirect effect on turnover intention through job satisfaction.

Recommendations

Based on the results of research on employee turnover intention of PT GMF Aero Asia Tbk, with variables of workplace spirituality, organizational citizenship behavior, quality of work-life, and job satisfaction, the recommendations that can be given are as follows:

- It needs to be considered by PT GMF Aeroasia Tbk, through various continuous improvements, especially those related to the Personal Orientation indicator on the Turnover Intention variable which gives the lowest value to the formation of the Turnover Intention variable by means of the Leader protecting and giving attention to employees so that they do not leave my job because the Company definitely pays attention to employees by providing employee guarantees and welfare.
- It needs to be considered by PT GMF Aeroasia Tbk, through various continuous improvements, especially those related to the Alignment of Personal Value indicator which gives the lowest value to the formation of the Workplace Spirituality variable by means of the Leader and employees must be in line with the norms that apply in the company and have integrity in the company.
- It needs to be considered by PT GMF Aeroasia Tbk, through various continuous improvements, especially those related to the Sportsmanship indicator which gives the lowest value to the formation of the Organizational Citizenship Behavior variable by means of the Leaders must try to show a positive attitude even when facing problems in the Organization, do not complain too much about the less than ideal situation in the Organization and be willing to accept discomfort for the common good in the Organization.
- It needs to be considered by PT GMF Aeroasia Tbk, through various continuous improvements, especially those related to the Grievance Redress Mechanism indicator which gives the lowest value to the formation of the Quality of Work-Life variable by means of the Organization Leaders must have an effective system to handle employee complaints and the resolution of employee complaints must be transparent and fair, there is a communication channel between management and employees that runs well and there are regular meetings to discuss problems and suggestions. 5. It needs to be considered by PT GMF Aeroasia Tbk, through various continuous improvements, especially those related to the Pay Satisfaction indicator on the Job Satisfaction variable which provides the lowest value for the formation of the Job Satisfaction variable by means of Leaders having sufficient opportunities for promotion in the Organization and the promotion process in the Organization being carried out fairly.

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