

The Impact of Workplace Spirituality on Turnover Intentions in Malaysian Banking Sector

Muhammad Ashfaq¹, Ts. Dr. Hj. Ishamuddin Mustapha², Sobia Irum³

^{1,2}*Universiti Kuala Lumpur Malaysia (UniKL MITECH), Johor Bahru, Malaysia*

³*University of Bahrain, College of Business Administration*

e-mail: muhammad.ashfaq@s.unikl.edu.my¹, ishamuddin@unikl.edu.my², sbirum@uob.edu.bh³

Abstract: The purpose of this paper is to provide a hypothesized model which investigates the relationship of workplace spirituality and turnover intentions in the banking employees of Malaysia. This study was conducted on managerial employees of banking sector of Malaysia. Sample was drawn from different commercial banks operating in Malaysia for this study. A total of 381 usable returns were collected for the analysis. Structural equation model (SEM) through PLS were implemented to obtain the best fit model and to determine the role of Workplace spirituality to improve the turnover intentions in banking employees. As predicted, the hypothesized model best fits the data. The results of direct relationship analysis and SEM also contribute to the clarification of the causal relations between workplace spirituality and turnover intentions in banking employees. Moreover, the results revealed that the influence of workplace spirituality on turnover intention was significant in banking environment in Malaysia. Research limitations/implications – The results of this study might only be generalized to banks and similar contexts. Moreover, although the sample of the study was yielded from sample in Malaysian banking sector, the common methods bias might be a problem in generalizing the results. Workplace spirituality is the concept through which Banks can retain and their employees and workplace spirituality also helps the organizations to reduce the negative work attitude for employees. The results also helps the decisions makers to focus on building training programs in order to understand the benefits of enriching spiritual environment and be more supportive of spirituality movement. Furthermore, organizations can design some of activities that make work environment more meaningful. This study is unique as it is the first that examined theoretically and empirically the influence of workplace spirituality on turnover intentions especially in the banking environment.

Keywords Workplace spirituality, Banking Environment, Turnover intentions, Paper type Research paper

1. INTRODUCTION

Like any other industry (Manufacturing, ICT, etc), increasing employee turnover trends in the financial sector can seriously damage organizational quest for sustainable human capital. Particularly, Banks in Malaysia are struggling to cope up with the challenges of talent shortage for growing demands (Bank Negara Malaysia). Retaining human capital and employee turnover has emerged as major challenge for human resource management of the

banking sector worldwide (Khan, 2015). The banking sector is likely to become largely volatile and fragile, especially in the period of financial crises, if mechanisms for retaining good employees are not structured. Thus, it is strategically imperative for banking industry to reduce turnover intentions among competent workforce and adequately motivate them to remain with the organisation.

According to Hewitt Associates (2009/2010), the turnover rate in Malaysia has increased from 9.3% in the year 2009 to 10.1% in the year 2010. The highest turnover rate found to be recorded by the financial services (18.3%). In a study by AON Hewitt (a human capital consulting and outsourcing firm) titled "APAC Year on Year Attrition Rate (2009-2011)", Malaysia is placed sixth in the Asia Pacific in 2011 for staff turnover with a 15.9% attrition rate <https://www.thestar.com.my/news/nation/2012/02/19/why-jobhoppers-hop>. According to Towers Watson General Industry (2014) report, Malaysia recorded the second-highest involuntary turnover rate at 6.0% and third-highest voluntary turnover rate at 9.5% in 2015 among southeast Asian nations contrasted with 12.2% in 2014, which mirrors the unpredictability and shakiness of the economic situations in Malaysia (Aon Hewitt, 2015). The statistics showed an increased turnover rate over a period of five years from 2010 to 2015. According to Malaysian Employers Federation (MEF), the average yearly turnover rate of executives in banking industry was 12.12% from July 2010 to 2011.

According to a recent report by one of the top recruitment and Headhunting firm; Randstad, Employer Brand Research (2018), Country Report Malaysia, 22% employees changed the employer in the last year and 37% plan to change employer within the next year. This report also revealed that among the top 20 employers in Malaysia in 2018, no bank was able to take its place in the list, while in 2017 The Public bank was at number 20 among the top 20 employers in Malaysia. This is evident from the report that banks appear to be no longer a lucrative option for the employees seeking job opportunities in the Malaysian labor market. Moreover, a report by Institute of Bankers Malaysia (2014); "The Study on talent and skills requirements for the banking sector in Malaysia", which was published by the Institute of Labour Market Information and Analysis (ILMIA), Ministry of Human Resources Malaysia, reports that, the banking sector, due to its specialized nature only has a limited pool of skilled and experienced talent to recruit from, resulting in a constant shortage of talent. To exacerbate the situation further, the changing requirements of the banking sector call for talent who is both specialized and experienced in their respective functional areas. These twin forces have resulted in critical talent shortage, hence, impacting the growth of Malaysia's banking sector. This fact was endorsed by the Bank Negara Malaysia-Financial Sector Blue Print 2011-2020, stating that, "Over the next 10 years, Malaysia's financial sector will require an additional workforce of 56,000 from the current headcount of 144,000 employees. This significant increase in workforce requirements will only compound the issue of talent shortage further if it is not addressed currently." The talent shortage is 35% due to limited pool of skilled and experienced talent, 25% due to inadequate talent pipeline, 19% due to employee turnover and movement to other banks in Malaysia, 11% due to employee turnover and relocation to other countries and 10% employees turnover and movement to other non-banking sectors within Malaysia as shown in figure 1 (five main reasons for talent shortage in Malaysian Banking sector).

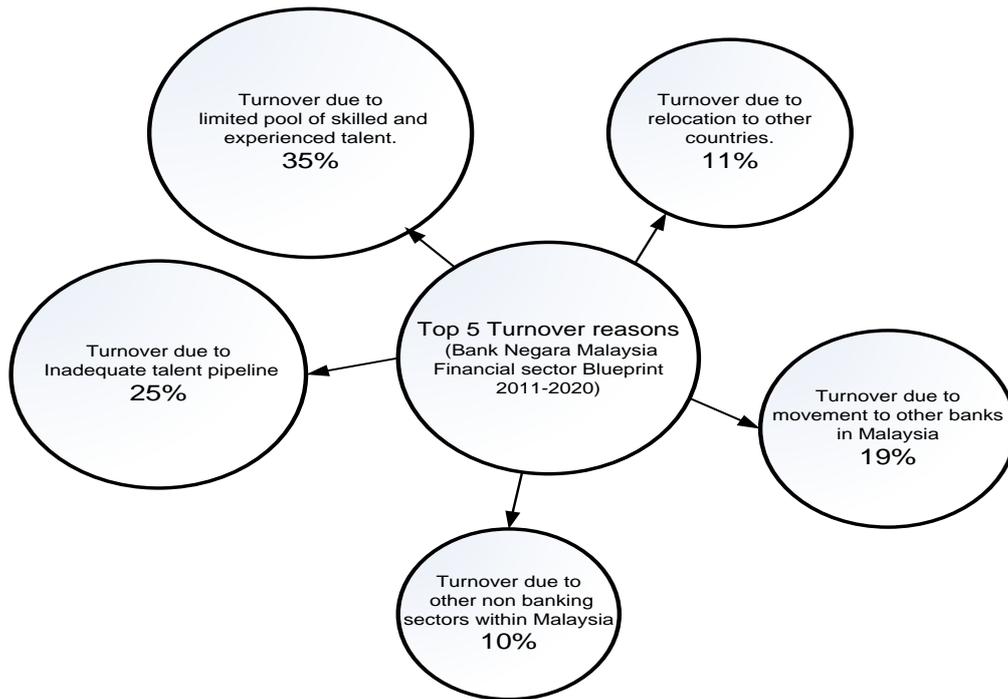


Figure: 1 Top 5 turnover reasons in Malaysian Banking Sector

Randstad (2018) report on Malaysia is evident of the fact that the potential employees seek five important criteria while choosing to stay with the employer. Among these five factors, worklife balance and pleasant work atmosphere are the two important factors that influence the decision of the employees. Figure 2 shows the priorities of the employees to stay with an employer.

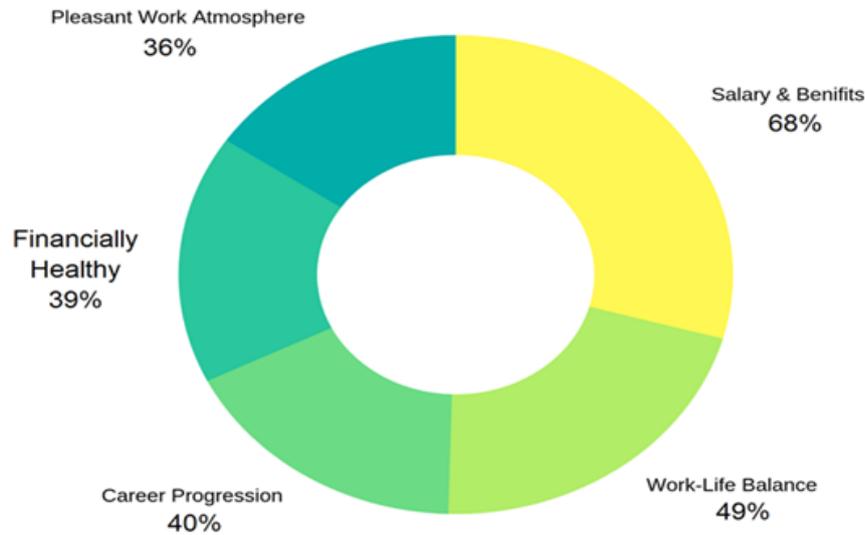


Figure 2 Top 5 reasons of employees to stay with employer

It is evident from the report that one of the main reasons of talent shortage is turnover of the employees, which is a crucial problem faced by the banks. The phenomenon of turnover has been studied extensively in the literature. Management literature suggests various antecedents of turnover that can positively or negatively effect turnover (Nimitha Aboobaker, 2019; Milliman, 2018; Ensari & karabay, 2016; Kim & Stoner, 2008; (Alamer et al., 2015:2016; (Qureshi et. al., 2010; Jaafar et al., 2020; Khan, Mustapha & Qureshi, 2020; Qammar & Abidin, 2020). Among these antecedents, a new management concept has been emerged that is termed as Workplace spirituality. WPS has been defined as, a recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community (Ashmos and Duchon, 2000).

2. LITERATURE REVIEW

Since turnover intention is considered as the last resort of an employees' withdrawal cognition which contain quitting thoughts and searching for alternative jobs, (Mobley, Horner, & Hollingsworth, 1978). There are various antecedents of turnover intention that have been found in previous studies such as job autonomy, commitment, job satisfaction, fair reward, social support, tenure, and demographic variables. The antecedents of turnover in earlier literature were focused more on attitudinal factors like job satisfaction and perceived job alternatives. However, in later studies, the emphasis moved towards extrinsic rewards, investments, promotional opportunities, and non-work influences. But more recently, this

focus has been further extended to contextual variables like commitment, organizational justice, organizational prestige, organizational support, and some work related characteristics like flexible work arrangements have been identified as key determinants of turnover intentions. Table 1 lists the antecedents of turnover intention and their significance as described in the previous literature.

Table 1: Antecedents to Turnover Intention

Author (Year)	Antecedents	Significance
March and Simon (1958)	-Job satisfaction -Lack of alternatives	Development of theory of organizational equilibrium
Porter and Steers (1973)	-Extrinsic rewards (pay, benefits) -Advancement opportunities -Effective supervision -Peer group (coworker) support -Investments (tenure)	All factors are significant but effective supervision did not relate to turnover however coworkers can influence turnover intentions.
Mobley, Griffeth, Hand, and Meglino (1979)	-Factors identified earlier by porter and steers (1973) -Work attitude -Job satisfaction	Provided revised framework for earlier research of Porter and Steers (1973) and included new factors primary determinants of turnover. Authors are among first to include the role of organizational commitment in retention.
Muchinsky and Morrow (1980)	-Organizational prestige	Similar idea to more recent efforts of organizations to attract and retain talented employees by becoming an “employer of choice,” through communications (Branham, 2005).
Price and Mueller (1981)	-Included earlier factors (job satisfaction, perceived alternatives, pay, promotional opportunities, constituent attachments, kinship, and organizational commitment) -Distributive justice	Provided update on earlier factors of turnover and included the new dimension of distributive justice based on equity theory to relate with turnover. Suggested that perceived fairness in rewards allocation will result in low turnover intentions.
Dalton and Mesch (1990) Baltes, Briggs, Huff, Wright, and Neuman (1999)	-Flexible Work Arrangements	Employees flexible work settings can reduce turnover intentions
Aquino, Griffeth, Allen, and Hom (1997)	-Organizational Justice (procedural justice, distributive justice, and	Found all dimensions of justice can influence employees’ decision to stay with organization.

	interactional justice)	
NIOSH Working Group (1999)	-Stress at work (Distress)	Evidence suggests that distress is the major cause of turnover in organizations
Albrecht (2006)	-Organizational support -Organizational justice -Job autonomy -Trust in management -Job satisfaction -Affective commitment	All factors influence both extra-role performance and turnover intentions.
Kim and Stoner (2008)	-Job autonomy -Social support	Both job autonomy and social support are negatively related to turnover intentions.
Choi (2015)	-Ethical management -Superior ethical leadership -Employee ethics	Ethical management is not directly related to turnover intentions. However superior ethical leadership and employee ethics mediate relationship between ethical management and turnover intentions
Ensari and Karabay (2016)	-Trust -Commitment -Ethical Climate	Both trust & commitment significantly reduce turnover intentions. Ethical climate partially mediated between variables.
Mohammed Yasin Ghadi (2017)	- Workplace Spirituality - Loneliness in work	workplace spirituality on voluntary turnover intention was partially mediated by loneliness in work.
John Milliman (2018)	-Workplace Spirituality -Employee well-being -Employee Engagement -Intention to Stay	WPS has a direct effect on employee engagement and intention to stay. workplace spirituality did not have a significant direct effect on perceived service delivery
Nimitha Aboobaker (2019)	-Workplace Spirituality -Intention to Stay	WPS enhanced employee well-being and intention to stay.

Above table 1 shows the summary of the antecedents of turnover intention. March and Simon (1958) explored Job satisfaction and Lack of alternatives as the antecedence of turnover intention by developing the theory of organizational equilibrium. Porter and Steers (1973) studied Extrinsic rewards (pay, benefits) advancement opportunities, effective supervision, peer group (coworker) support and investments (tenure) and found that all factors are significant but effective supervision did not relate to turnover, however coworkers can influence turnover intentions. Mobley, Griffeth, Hand, and Meglino (1979) also explored that job satisfaction is an antecedence of turnover intention. Dalton and Mesch (1990) Baltes, Briggs, Huff, Wright, and Neuman (1999) also found that employees flexible work settings can reduce turnover intentions. Aquino, Griffeth, Allen, and Hom (1997) findings stated that Organizational Justice (procedural justice, distributive justice, and interactional justice) can

influence employees' decision to stay with organization. Albrecht (2006) studied Organizational support, Organizational justice, Job autonomy, Trust in management, Job satisfaction and Affective commitment and stated that all factors influence both extra-role performance and turnover intentions. Choi (2015) found Ethical management is not directly related to turnover intentions. However superior ethical leadership and employee ethics mediate relationship between ethical management and turnover intentions.

Mohammed Yasin Ghadi (2017), John Milliman (2018) and Nimitha Aboobaker (2019) studied workplace spirituality WPS with Loneliness in work, Employee well-being and Intention to stay and they found that WPS has an inverse relationship with negative work attitudes. Like Mohammed Yasin Ghadi (2017) stated that workplace spirituality on voluntary turnover intention was partially mediated by loneliness in work. John Milliman (2018) found that WPS has a direct effect on employee engagement and intention to stay. Workplace spirituality did not have a significant direct effect on perceived service delivery. Nimitha Aboobaker (2019) also found that WPS enhanced employee well-being and intention to stay.

Table 1 represents that many scholars have conducted research on turnover intention with different variables. From 1958 to 2016 different researcher found different antecedents of turnover intention. But unfortunately no study was found on WPS with turnover intention from 1958 to 2016. After 2016 few researchers worked on WPS concept as an antecedent of turnover intention. WPS concept is almost 20 years old concept and this concept has very few studies on the negative work attitude. Researchers like Mohammed Yasin Ghadi (2017), John Milliman (2018) and Nimitha Aboobaker (2019) stated that there is a need to study WPS concept with different variables in different settings, more empirical research is needed in the area of WPS. Current study is an attempt to address this gap in the literature. The present study realizes the need and importance of multidimensional perspective of WPS as an independent variable to deal with turnover intention in the banking sector of Malaysia.

Workplace spirituality improves employee wellbeing and in turn reduces employee turnover as stated by (Aboobaker, N., *et al*, 2019). WPS and its outcomes can be viewed from the angle of (P-E fit) person environment fit, it is a construct based on perceptions and it refers to ‘‘judgments of congruence between an employee’s personal values and an organization’s (Cable and DeRue, 2002). Researchers of this area states that when this fit is strong between the employee’s values and his perception of his organization’s values, then the outcomes will be better and positive. When person-organization values are shared, it shows strong P-E fit, which results in positively affecting work attitudes (Posner and Schmidt, 1993), Commitment and turnover intentions (O’Reilly *et al.*, 1991), and operating work unit performance. Table 2 given below provides the detail regarding empirical studies on WPS and its effect on attitudes and values.

Table 2 WPS related constructs and study outcomes

Author(s)	Construct	Main outcomes
Muhammad Sabbir Rahman, (2019)	WPS Sales Performance Employee Commitment	The results suggest, when sales executives experience workplace spirituality; they feel more Committed to their respective organizations and influences activities relating to sales performance.
Shaad Habeeb	WPS, Individual Job	Direct relationship is significant but OCB is

Author(s)	Construct	Main outcomes
(2019)	Performance, OCB	not a moderator between WPS and JP.
Kavitha Haldorai (2019)	Eight push factors, Turnover Intention	Among the eight push factors identified, six factors were supported overall, and three factors were supported in short-, medium-, and long-term turnover intention. Among the five pull factors identified, two factors were supported in short-, medium-, and long-term turnover intention.
Nimitha Aboobaker (2019)	Intention to Stay, Employee Well-being	WPS enhanced employee well-being and intention to stay.
John Milliman 2018	Intention to Stay & Service delivery, Employee Engagement	WPS has a direct effect on employee engagement and intention to stay. Workplace spirituality did not have a significant direct effect on perceived service delivery
Mohammed Yasin Ghadi (2017)	Voluntary Turnover Intentions loneliness in work	workplace spirituality on voluntary turnover intention was partially mediated by loneliness in work.
Seng, Vincent Oh Kim (2017)	Turnover Intention organization performance	WPS can improves the turnover intention in employees
Carolina Machado (2016)	Organizational commitment, job Satisfaction, Turnover Intention	affective and normative commitments and satisfaction with pay, satisfaction with promotions and satisfaction with the nature of the work are correlated with the intention of negative turnover significantly.
Christopher Gerard Beehner & Mary Jill Blackwell (2016)	WPS, Turnover	Effect of a workplace spirituality program on turnover intention was not significant within the food service industry.
Garazi Azanza (2015)	Authentic Leadership, Turnover Intention, Employee work engagement	Authentic leadership has a negative effect on turnover intention and positive effects on work engagement and WID. The direct relationship between authentic leadership and turnover intention was found to be partially mediated by employees' work

Author(s)	Construct	Main outcomes
		engagement.
Leon T. de Beer (2015)	Job insecurity, career opportunities, discrimination	Non-designated (white male) employees experience more job insecurity than their designated (black male) counterparts, but this does not necessarily associate with more turnover intention.
Anthony Gatling (2015)	WPS, ITQ (Intention to quit) Organizational Commitment	Three dimensions of WPS are positively related to OC and negatively related to ITQ. Moreover, these supervisors' OC fully mediates the negative relationship of WPS to ITQ.
Yui-tim Wong (2014)	Distributive Justice , Trust in Management & Job Security, Turnover Intention & Performance	Distributive justice, trust in management and job security are related to the organizational experience of perceived organizational support and affective commitment, which will affect turnover intention and, in turn, to job performance.
(Bodla and Ali, 2012)	Commitment Productivity Satisfaction	Positive relationship found between spiritual leadership and commitment, productivity, and satisfaction
(Chand and Koul, 2012)	Stress & WPS	WPS found negatively correlated with job stress.

The main objective to review the above mentioned studies is finding the possible theoretical gap from the previous research that has been done on the WPS concept. Some important steps have been followed while creating this theoretical gap identification table. The table consists of last nine years literature review (from 2011 till 2019). This review included the studies in which WPS was taken as an independent variable and its various outcomes were reported. One of the important parts of this process is to understand the flow of research conducting on the concept of WPS.

Table 2. is based on the findings of last 9 years literature review which reveals that the concept of WPS is one of the interesting topic for the researchers and they are exploring its different outcomes in the different working environment. Muhammad Sabbir Rahman, (2019) studied WPS concept with sales performance as a dependent variable and employee commitment as a mediator this study was conducted on 160 sales executives in Dhaka, Bangladesh, it was qualitative research and SEM was used to analyze the data. The result revealed that when sales executives experience workplace spirituality; they feel more committed to their respective organizations and influences activities relating to sales performance. Shaad Habeeb, (2019) studied WPS with Individual Job Performance as a dependent variable and OCB as a moderator. That study was conducted on 433 Banking, Finance and Insurance employees in India. Direct relationship was significant but OCB was not proved as a moderator between WPS and JP.

In table 2. Nimitha Aboobaker,(2019) also studied WPS with intention to stay as dependent variable, employee well-being as a mediator and career choice as a moderator this study was conducted on 523 teachers working in technical educational institutions in India Kochi. Results stated that workplace spirituality enhanced employee well-being and intention to stay. Research work of various researchers on WPS and its effect on intention to stay reported inconsistent results. Nimitha Aboobaker (2019) and Rahman M S (2019) reported positive relationship with intention to stay, while study by Beehner, C. G., & Blackwell, M. J. (2016) reported insignificant relationship between WPS and intention to stay. The inconsistent results reported in the literature calls for more research about this relationship with some possible intervening variables. Therefore, the contribution of the present study is the inclusion of affective commitment as a mediator in the relationship between WPS and TI. Present study is using WPS and its three dimensions, Meaningful work, Community at work, Positive organizational purpose as independent variable along with affective commitment as a mediator and turnover intention as a dependent or direct outcome.

John Milliman, (2018) also studied WPS with Intention to Stay & Service delivery as dependent, Employee Engagement as a mediator, that study was conducted on 292 employees in hospitals. Results show that WPS has a direct effect on employee engagement and intention to stay. However, workplace spirituality did not have a significant direct effect on perceived service delivery. Lalatendu Kesari Jena, (2018) studied WPS and employee commitment as dependent variable with OCB and emotional intelligence as moderator. Results showed insignificant mediation of OCB and moderation of emotional intelligence among WPS and EC. However, WPS is found to be a strong and consistent predictor of employee commitment.

Manju Mahipalan Sheena S, (2018) studied WPS with Job Involvement as dependent variable and Employee Engagement & Organizational Engagement as a mediator on 353 professional consultants working in different sectors in India. Results show significant relationships between work spirituality and job and organizational engagement. Both forms of engagement partially mediate the relationship between WPS and job involvement. In the comparison with present study all these three studies which were conducting in 2018 are different as they have studied WPS but not with the same variables which the present study is using.

Elizabeth Chinomona, (2017) studied WPS, Expectations towards work & Quality of work life with Commitment to long term career as dependent variable on 250 managerial and non-managerial employees in South Africa. Results show that WPS, Expectations towards work & Quality of work life found significant relationship with Commitment to long term career. Naval Garg, (2017) studied WPS with organizational performance, employee commitment, employee engagement and work motivation as mediator on 418 employees from banking, insurance, textile, BPO, KPO, petroleum in India. Results show that two facets of organizational commitment (namely, affective and normative), employee engagement and work motivation partially mediate the relationship. Fares Djafri and Kamaruzaman Noordin (2017) studied WPS with organizational commitment on 395 employees in Islamic insurance (Takaful) industry in Malaysia and found significant effect of WPS on organizational commitment.

Mohammed Yasin Ghadi, (2017) found that workplace spirituality's effect on voluntary turnover intention was partially mediated by loneliness in work. Maria Joelle, (2017) stated that Job resourcefulness appears to be a better mediator in the relationship between WPS and individual performance. Pawinee Petchsawang, (2017) stated that mindfulness meditation has a statistically significant relationship with workplace spirituality and work engagement, and workplace spirituality fully meditates the relationship between meditation and work

engagement. Seng, Vincent Oh Kim, (2017) wrote a conceptual paper on WPS in Malaysia and reveals that WPS can improve the turnover intention in employees.

Christopher Gerard Beehner & Mary Jill Blackwell, (2016) findings stated that the effect of a workplace spirituality program on turnover intention was not significant within the food service industry. Misbah Hassan, (2016) studied WPS with job satisfaction and trust, he came up with the findings that WPS has a significantly positive relationship with trust and trust significantly mediates the impact of workplace spirituality on job satisfaction.

Anthony Gatling, (2015) studied WPS with organizational commitment and intention to quit on 190 supervisors employed in a large US hospitality organization WPS is positively related to OC and negatively related to ITQ. Moreover, OC fully mediates the negative relationship of WPS to ITQ. Bilal Afsar, (2015) studied WPS with innovative work behavior (IWB) on 448 subordinates and 79 supervisors in Thailand and found Significant relationship in the relationship between WPS IWB.

Yui-tim Wong, (2014) studied the relationship of Distributive Justice with trust in management and job security and found distributive justice, trust in management and job security are related to the organizational experience of perceived organizational support and affective commitment, which will affect turnover intention and, in turn, job performance. Neerpal Rathi, (2014) found that negative relationship between perceived external prestige and turnover intentions. Partial mediation was found in direct relationship. Anthony Gatling, (2014) Review paper investigates linkages between dimensions of workplace spirituality, organizational transformation and work attitudes. In the light of above arguments and table 2. researchers have studied this WPS concept with different variables and came-up with different outcome. Figure 3 is based on the literature review on WPS and showing the possible outcomes of this concept.

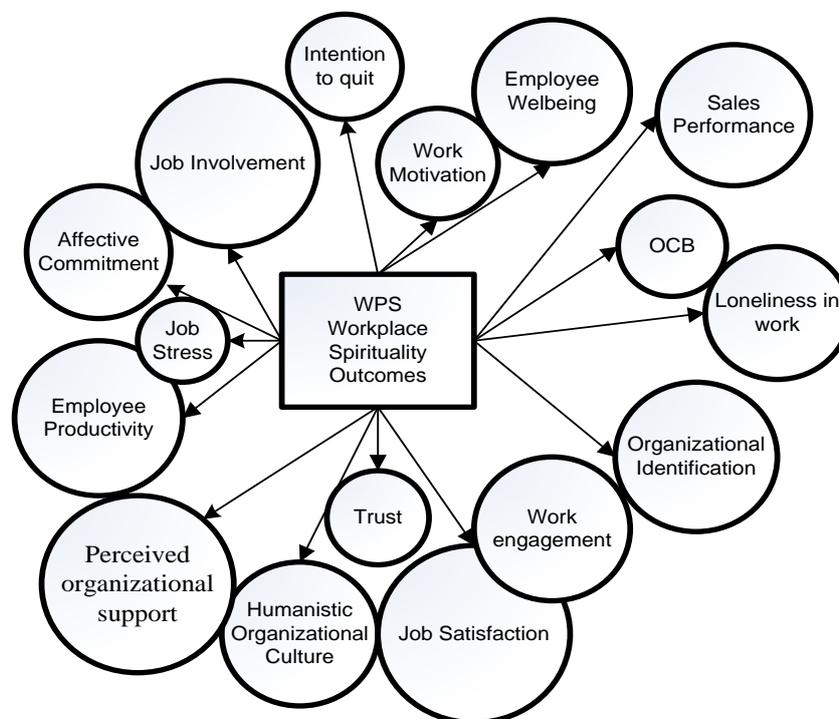


Figure 3 WPS and its outcomes from literature.

Present research is using WPS and its three dimensions, Meaningful work, Community at work, Positive organizational purpose as independent variables along with affective commitment as a mediator. Present study will be conducted in the banking sector of Malaysia. Malaysian banking sector is facing TI problem in employees and there is an urgent need to address this issue with some new management techniques. Business environment is changing every day, employee's needs and problems are also changing accordingly. New solutions are required for new challenges. One of the objective of present study is to provide a new framework to address this issue in banking sector of Malaysia.

Workplace spirituality is a variable gaining prominence in the investigation of the antecedents of turnover intention (Giacalone and Jurkiewicz 2010). Researchers have demonstrated workplace spirituality and turnover intention to be correlated, with increased levels of workplace spirituality resulting in reduced employee turnover (Chawla and Guda 2010; Crawford et al. 2009; Hong 2012; Milliman, Czaplewski, and Ferguson 2003). However, the focus of research on the relationship between workplace spirituality and turnover intention was with limited industries and geographic areas (Crawford et al. 2009; Hong 2012; Rego and Pina e Cunha 2008), and with research in the accommodations and food services industry limited to the accommodations segment (Crawford et al. 2009). The negative relationship between workplace spirituality and turnover intention has been demonstrated among US accommodations industry employees (Crawford et al. 2009), among Indian sales professionals (Chawla and Guda 2010), and among Indian manufacturing employees (Riasudeen and Prabavathy 2011). However, there is a gap in the empirical literature and research is needed about the relationship between workplace spirituality and turnover intention within additional industries and geographical areas (Crawford et al. 2009). While banking service industry stakeholders may benefit from demonstrated workplace spirituality outcomes such as reduced turnover intention, limited workplace spirituality research has been conducted within the banking service industry (Gatling 2015). Therefore an inverse relationship is expected between workplace spirituality and turnover intentions. So it can be hypothesized that;

Hypothesis 1: Higher Workplace Spirituality (WPS) results in lower Turnover Intentions (TI).

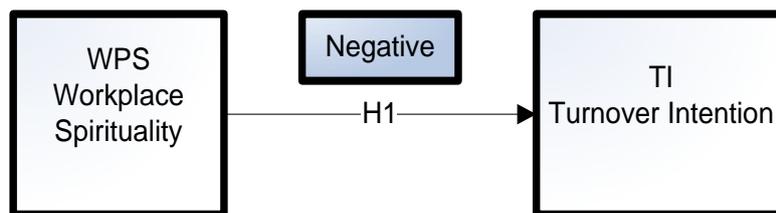


Fig 4: Relationship between WPS and TI

According to Allen and Meyer (2000) the employee's relationship with the organization is a psychological state which can be termed as affective commitment and it reduces the probability of leaving the organization. Allen and Meyer (2000) have developed a model of organizational commitment which is one of the most cited models. This model segregates organizational commitment into three different components, namely affective, continuance and normative, that is emotional attachment, perceived cost of leaving the organization and feeling of obligation respectively.

All the three above mentioned forms are facets of organizational commitment rather than its different forms, so a particular employee can be committed to the organization instrumentally, normatively and affectively. Affective commitment grows when the employee realizes the value – relevance of identification with his/ her organization and he/she becomes involved in the organization and derives his/her identity from it. For example, when

employees feel that organization is supporting them and treating them in supportive, fair and respectful manner then they tend to be committed effectively. On the other hand continuance commitment is developed when employee perceives that he has got no other alternative than remaining in the organization or he will lose his investment in the organization. While normative commitment results when employees adopt norms of their organization through socialization, they get benefits which convince them to respond in reciprocation and to accept the terms of their psychological contract. There is another important feature of the model which is that all the three components of commitment have effect over withdrawal or permanence. The stronger the commitment, the intention to stay will also be stronger. But each component have different pattern of behavioral consequences (Allen and Meyer, 1996, Allen and Meyer, 2000, Meyer and Herscovitch, 2001; Qureshi et al. 2015).

As the affective commitment depends on emotional attachment with the organization therefore it is probable that affectively committed employees will make more contributions towards their organization as compared to the employees having weak affective commitment. So the model expects that affective commitment results in low turnover rate. This model clearly suggests that employees having strong continuance commitment will only contribute towards the organization what is needed to remain in the job and not anything beyond that. Besides that (Allen and Meyer, 2000) found that if continuance commitment is the only link between the individual and the organization, then it can lead towards those work behaviors that are undesirable. Lastly, this model's prediction is that normatively committed employees are inclined to make positive contributions towards their organization as they feel an obligation towards it. This type of positive relationship will be weaker because obligation does not have the same feeling of eagerness and enthusiasm which can be generated through affection, (Allen and Meyer, 2000). From this reasoning it can be concluded that; to attain high performance organizations must develop with their employees an affective and normative bond, while continuance commitment should be discouraged. So it can be hypothesized that, when spirituality at work will be higher, the effective and normative commitment will also be higher and continuance commitment will be lower. Research findings of Fry (2003), Jurkiewicz and Giacalone (2004), and Milliman *et al.* (2003), theoretically and empirically support this debate. Based on the above discussion it can be hypothesized that;

Hypothesis 2: Higher Workplace Spirituality (WPS) results in higher Affective Commitment (AC).

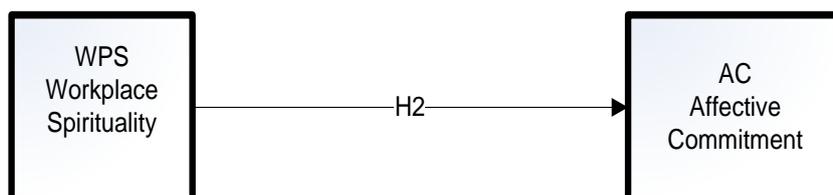


Fig 5: Relationship between WPS and AC

Table 3 Studies on Workplace Spirituality and Affective Commitment

Author	Construct	Results
(Ahiauzu and Asawo, 2010)	Employee Commitment & Retention	Positive relation exists between commitment and retention
Rahman M S <i>et al</i> (2019)	Workplace spirituality, Employee Commitment, Performance	Workplace spirituality enhances employee commitment and sales performance

(Bodla and Ali, 2012)	Commitment Productivity Satisfaction	Positive relationship is there between spiritual leadership, commitment, productivity, and satisfaction
(Fry and Slocum Jr, 2008)	Commitment Productivity Performance	Spiritual leadership has positive influence on organizational commitment, productivity, and sales growth
(Fry <i>et al.</i> , 2005)	Commitment& Productivity	Positive relationship was found between spiritual leadership, productivity and commitment.
(Fry <i>et al.</i> , 2011)	Commitment Productivity	Spiritual leadership impacts organizational commitment, productivity, and performance in a positive way.
(Kinjerski and Skrypnek, 2008)	Commitment Satisfaction Retention	WPS increased job satisfaction, commitment, and retention.
(Kolodinsky <i>et al.</i> , 2008)	Reward satisfaction. Job Involvement & Identification	Positive relationship between Organizational spirituality job involvement, organizational identification, and rewards satisfaction
(Marschke <i>et al.</i> , 2011)	Commitment	Positive relationship found between WPS and organizational commitment.
K2 (Milliman <i>et al.</i> , 2003)	Commitment, Satisfaction Retention	WPS is positively related to commitment, satisfaction and retention
(Shankar Pawar, 2009)	Commitment Satisfaction Retention	Positive relationship between WPS, commitment, satisfaction, and retention.
(Rego and Pina e Cunha, 2008)	Commitment & Performance	WPS predict commitment and individual's performance.

The relationship of affective commitment with turnover intention has been studied by various researchers like (Wong, Y. W., & Wong, Y. T, 2017; Perryer et al. 2010) and reported a positive relationship between the two. Meyer and Allen (1991) synthesize previous studies and establish a model of organisational commitment incorporating three components: affective commitment, continuance commitment and normative commitment. Among these three components of organisational commitment, affective commitment has been found to be a significant antecedent to turnover intention (Joarder et al., 2011; Newman et al., 2012). Since the employees that feel emotional attachment with the organization also tend to identify more with it and consider themselves more like a “part of family” their intentions to quit the organization are consequently low. Therefore, employees who are highly committed to their organization are less likely to leave than employees who are relatively low committed. Guntur et al. (2012) found that among the three components of commitment, affective commitment had the highest and strongest impact on employee turnover intention.

Turnover intention is an individual own estimated (subjective) probability that they are permanently leaving the organization at some point in near future (Vandenberg and Nelson, 1999). Intention to quit is considered as one of the most important antecedents of actual turnover (Elangovan, 2001). Several theoretical frameworks have been proposed to identify the determinants of turnover intentions. Major antecedents of turnover intentions identified

by researchers are various job and organizational characteristics, like low salary, inadequate growth opportunities, low participation in decision making, job insecurity, lack of communication, and insufficient promotional opportunities, etc. Among various contributing factors; job dissatisfaction and low organizational commitment and identification are identified as the most significant predictors of turnover intentions (Grawitch et al., 2006; Meyer et al., 2002; Riketta, 2005). The results of a research carried out by Carmeli and Freund (2009) indicate a negative relationship between affective commitment and turnover intentions. In addition, many other studies have demonstrated a negative association between affective commitment and turnover intentions (e.g. Ciftcioglu, 2011; Guerrero and Herrbach, 2009). Thus, it may be assumed that individuals with a high level emotional attachment to their organization, i.e., with high affective commitment may be less interested in looking job opportunities outside their organization than individuals with low affective commitment. Based upon this, it is hypothesized:

H3: Higher Affective Commitment (AC) results in lower Turnover Intentions (TI).

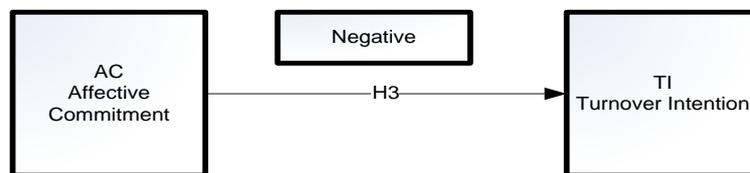


Fig 6: Relationship between AC and TI

Any given variable is said to function as a mediator to the extent that it accounts for the relation between the predictor and the criterion. Mediator represents the generative mechanism through which the independent variable is able to influence the dependent variable. In the present study affective commitment is taken as a mediator between WPS and TI. Review of previous literature revealed that AC is: subjective individual beliefs concerning the specific provisions of the employment exchange relationship between the individual and the employer. According to Wong, Y. W., & Wong, Y. T. (2017), affective commitment can help reduce the employee turnover intentions. Researchers also verified workplace spirituality needs to be exercised in an organized work environment to create an organizational membership among the employees. This, in turn, may ultimately result in individual happiness, harmony in the workplace, fear free life, increased productivity and reduced turnover (Paul et al., 2016; Pawar and Pawar, 2016). Research work of Rahman M.S. et al., (2019) revealed that employee's commitment to workplace fully mediates the relationship between workplace spirituality and employee's sales performance. His study has taken all three dimensions of commitment as a mediator between workplace spirituality and employee performance. While the present study has proposed mediation of affective commitment in the relationship between workplace spirituality and turnover intention, based on the review of past literature, which shows that affective commitment is a psychological state in which employee feels so much emotionally attached to his organization that it reduces the probability of leaving the organization. Therefore, in the light of past literature, affective commitment is considered more relevant in reducing the turnover intentions of the employees, which is the main problem faced by the banking sector. AC is related to social exchange theory.

Hypothesis- 4 Affective Commitment mediates the relationship between Workplace Spirituality and Turnover Intention.

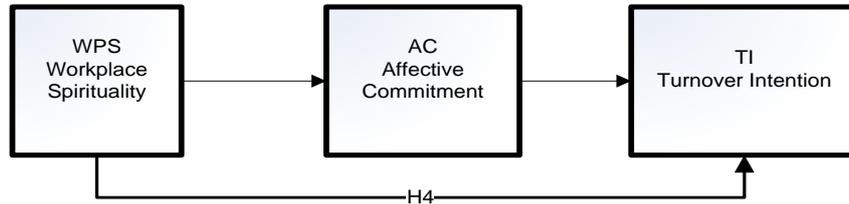


Figure: 7 Relationship between WPS , AC and TI

On the basis of literature review of the past studies on WPS and its outcomes present research proposed the following conceptual model. This research paper contributes in the scholarly knowledge that workplace spirituality can help to reduce the employees turnover intention with the mediating role of affective commitment in Malaysian banking environment.

3. METHODOLOGY

According to Hair et al, 2016 the purpose of research design is to generate empirical data on which reasonable conclusions can be made. The objective of this research is to explain relationship between independent and dependent variables through hypothesis testing. To find out the relationship between the variables, hypothesis testing and descriptive testing will be used. Moreover, for the present research, quantitative research method along with statistical data analysis has been used as according to Hair et al, 2016 quantitative research method is the most appropriate for multiple hypothesis testing, usually quantitative research used for hypothesis testing, applying statistical procedures to get results with minimum human influence and minimum method bias to extract more scientific rigor and generalizable results.

Sampling procedure taken up for the present study comprised of different stages. At the first stage purposive sampling was used to select three states from Malaysia, so that target branches of top five banks can be determined for questionnaire distribution. Johor, Penang and Kuala Lumpur were chosen among the thirteen states on the basis that these three states are having ethnic and cultural diversity, Business activities, and internationally acclaimed tourist destinations. Due to these reasons the economic activity is also more in these states and branches of all five banks are operating there. There are 413 branches of top five banks in these three states (Johor, Penang, Kuala Lumpur). Therefore, out of these 413 branches the study has taken 10% of 413 as its sample based on Sekaran (2014), which suggests that a good maximum sample size is usually around 10% of the population. Hence the sample size for questionnaires distribution was found to be 41 branches of chosen 5 banks from these three cities. At stage two the number of questionnaires to be distributed in each branch was

determined by the help of proportionate sampling, nine questionnaires will be distributed in all 41 branches of the 5 chosen banks. Therefore, the sampling strategy of the present study is multistage sampling, comprising of purposive and proportionate sampling at stage one and stage two respectively.

Data collection process includes sampling, target population and sample size. In research method the choice of data collection process is very important. According to Gefen *et al.* (2011) in any research involving data collection the researchers should carefully justify the selection of sampling frame and population. Table 5 shows the data collection procedure, followed by its discussion in the sub sections.

Table 4: Data collection procedure

Target population	Banking sector employees in Malaysia
Sampling Frame	Commercial Banks in Malaysia
Sampling Element	Full time managerial level bank employees
Target Setting	Commercial banks of Johor, Penang and Kuala Lumpur
Sampling method	Multi-stage Sampling method
Sample Size	384
Data Collection Method	Questionnaire

Population is a total set of observations and out of this appropriate sample is selected for research. To get the information for this study data will be gathered from top five banks operating in Kuala Lumpur out of 26 commercial banks operating in Malaysia. Selection of top 5 banks is based on number of branches operating in Johor, Penang and KL. This selection of top 5 banks has been done through purposive sampling. Given below is the list of banks are shown in table 6 below:

Table 5: Detail of Top five Banks based on number of Branches.

Bank	Malaysia	Johor	Penang	KL
May-Bank	393	47	32	29
CIMB	321	31	29	26
Public Bank	259	29	18	24
RHB Bank	278	24	11	22
Hong Leong	329	38	29	24
Total	-	169	119	125

Total Branches	1580 (Malaysia)	(Johor+Penang+KL) (169+119+125) = 413
----------------	--------------------	---------------------------------------

Table 6 is based on the information of top five (5) banks. According to table 6 Maybank is the largest bank in Malaysia having 393 branches in Malaysia <https://en.wikipedia.org/wiki/Maybank> with total of 45000 numbers of employees and 29 branches in Kuala Lumpur KL, counted with the help Google search by typing “Number of Maybank branches in KL”. CIMB is on 2nd position with overall 294 branches in Malaysia <https://en.wikipedia.org/wiki/CIMB> with 20000 employees and 26 branches in Kuala Lumpur KL, counted with the help Google search by typing “Number of CIMB bank branches in KL”. Public bank ranked as 3rd with 259 branches in Malaysia <https://www.publicislamicbank.com.my/About-Us/About-Us> having 18000 employees and 24 branches Kuala Lumpur KL, counted with the help Google search by typing “Number of Public bank branches in KL”. RHB bank is on 4th position with 278 branches in Malaysia https://en.wikipedia.org/wiki/RHB_Bank with 17000 of employees network and 22 branches Kuala Lumpur. Hong Leong bank is the 5th bank on this list having 329 branches in Malaysia https://en.wikipedia.org/wiki/Hong_Leong_Bank with 13000 employees and 24 branches in Kuala Lumpur KL, counted with the help Google search by typing “Number of Public bank branches in KL”. These five banks are also included in the randstad 2018 report. This survey pointed out the top reasons for the employee turnover in the top 75 largest employers in Malaysia, Maybank, CIMB bank and Hong Leong bank was the part of this survey. Therefore this study has selected these top 5 banks to study the turnover intention in Malaysian banking sector.

The total population for the present study was total number of banking employees that are working in commercial banks that is 1044000. Figure 8 given below shows the Multistage sampling procedure adapted for the present study.

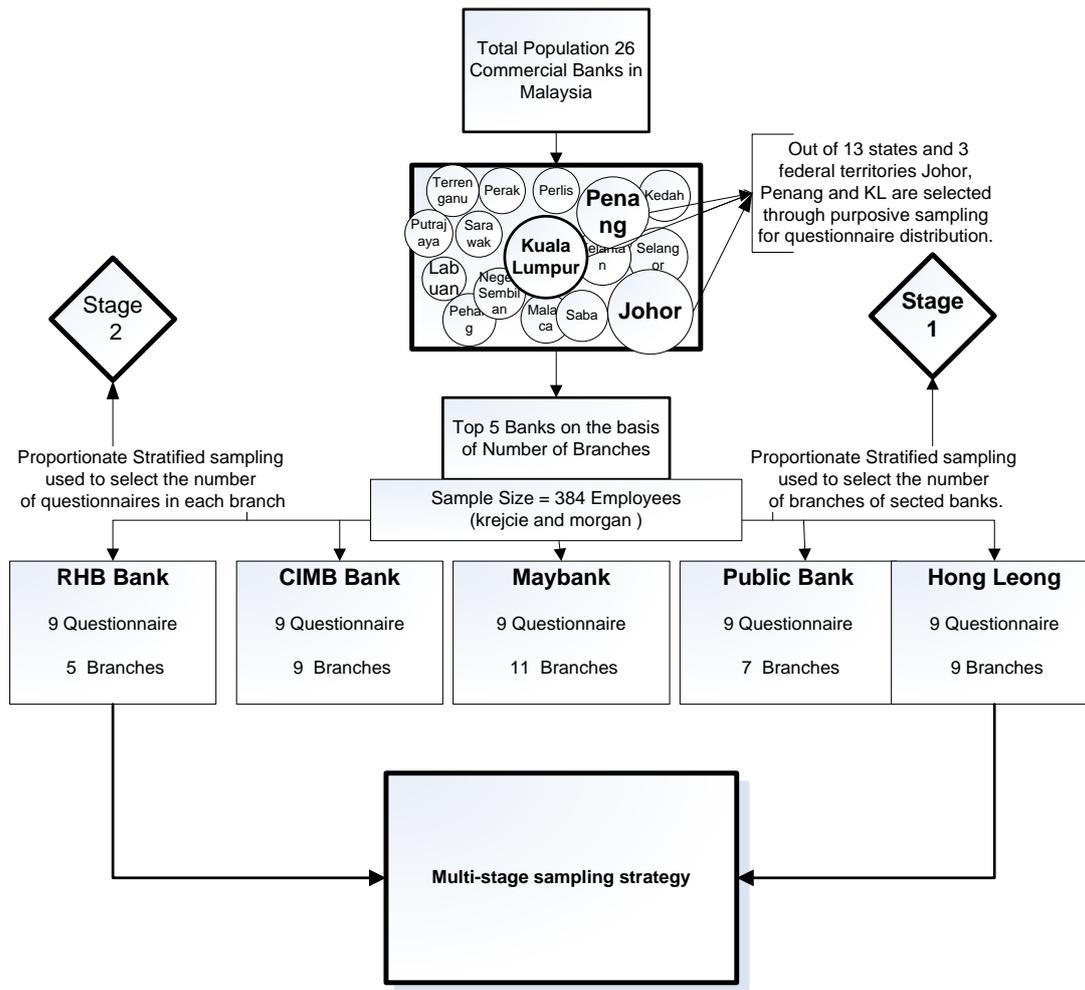


Figure: 8 Multistage Sampling Procedures

The sampling process is started with cluster sampling, in which 13 states and 3 federal territories were included. Out of these Johor, Penang and Kuala Lumpur was selected by applying purposive sampling for data collection process. In the next stage purposive sampling was used to choose the top five 5 banks on the basis of number of employees. As the population of this study is more than one lack therefore the sample size was determined using the krejcie and morgan table, which is 384. The next stage comprised of stratified random sampling for determining number of branches for distribution of questionnaires for data collection. Proportionate stratified sampling used to distribution of questionnaires. The sample size of each stratum in this technique is proportionate to the population size of the stratum when viewed against the entire population. This means that the each stratum has the same sampling fraction. Proportionate sampling is also used for determining the number of questionnaires which has to be distributed in each branch. Table 7 is based on the stratified random sampling.

Table 6: Proportionate stratified sampling procedure.

	Bank	Selected Branches	No of Questionnaires	Questionnaires in each bank
Johor	May-Bank	5	47	9
	CIMB	3	28	9
	Public Bank	3	28	9

	RHB Bank	2	19	9
	Hong Leong	4	37	9
Penang	May-Bank	3	28	9
	CIMB	3	28	9
	Public Bank	2	19	9
	RHB Bank	1	9	9
	Hong Leong	3	28	9
	May-Bank	3	28	9
Kuala Lumpur	CIMB	3	28	9
	Public Bank	2	19	9
	RHB Bank	2	19	9
	Hong Leong	2	19	9
Total		41	384	

With the help of Proportionate stratified sampling procedure number of branches and number of questionnaire was determined for data gathering procedure. Given below is the formula which is used to calculate the number of questionnaire distribution, number of branches of each bank and number of questionnaire in each branch.

SEM (PLS) is be used in this research. As explained by Hair *et al.* (2012), PLS has several advantages over other statistical soft wares like AMOS and LISREL. It requires no assumptions about variable distribution and it allows a sample size that is small (Gefen *et al.*, 2011). Moreover PLS is affective to be applied in those situations in which theoretical foundation is at an early stage as explained by (Chin, 1998). Therefore, for the present research PLS technique is well suited because WPS is still an under explored area of research. Researchers like (Gefen *et al.* (2011), Hair *et al.*, 2012) agreed that PLS is suitable for theory development and this is the case in present study.

4. ADDITIONAL DIRECTIONS FOR RESEARCH

The proposed model will study workplace spirituality at the organizational level but the future research may involve workplace spirituality at individual level or group level. Similarly future research can explore WPS relationship with other forms of commitment like normative and continuance rather than affective.

Another avenue for future research may be that the present study focuses on banking sector employees while future research may be conducted on other sectors like manufacturing, SME's and educational institutes etc to determine whether workplace spirituality exert similar effect on commitment in various occupational groups or not.

Similarly it can also be interesting to explore that whether the workplace spirituality vary across cultures, so this proposed model can be studied in different cultural settings like Asian culture versus western culture and also among the sub cultures within a specific culture.

5. EXPECTED FINDINGS

This research study will help researcher to deeply understand the knowledge about relationship of workplace spirituality with turnover intention with a mediating role of affective commitment. This will give an insight into the mediating role of affective

commitment and this will be beneficial in understanding the importance of workplace spirituality along with the affective commitment to lower down turnover intention and increase effective commitment which can be beneficial for the management of commercial banks to apply new concepts of workplace spirituality to improve their competitiveness.

6. CONCLUSION

In this paper researchers have presented workplace spirituality as a new function of management to lower down turnover intentions in banking employees by emphasizing the mediating role of affective commitment in the backdrop of Malaysian banking sector which is facing employee turnover intention on a larger scale and is in dire need of some new management techniques to fully engage its employees by increasing their affective commitment in order to remain competitive in the cut throat competition among the commercial banks.

7. REFERENCES

- [1] Aboobaker, N., Edward, M., & Zakkariya, K. A. (2019). Workplace spirituality, employee wellbeing and intention to stay. *International Journal of Educational Management*.
- [2] Afsar, B., Badir, Y., & Khan, M. M. (2015). Person–job fit, person–organization fit and innovative work behavior: The mediating role of innovation trust. *The Journal of High Technology Management Research*, 26(2), 105-116.
- [3] Alas, R. and Mousa, M. (2016), “Organizational culture and workplace spirituality”, *International Journal of Emerging Research in Management and Technology*, Vol. 5 No. 3, pp. 285-314.
- [4] Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of management Perspectives*, 24(2), 48-64.
- [5] Allen, N. J. & Meyer, J. P. 1996. Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, 49, 252-276.
- [6] Allen, N. J. & Meyer, J. P. 2000. Construct validation in organizational behavior research: The case of organizational commitment. *Problems and solutions in human assessment*. Springer.
- [7] Alamer, A. R. A., Salamon, H. B., Qureshi, M. I., & Rasli, A. M. (2015). A new business process and outcome oriented corporate social responsibility index for Islamic banking. *International Journal of Economics and Financial Issues*, 5.
- [8] Alamer, A. R. A., Salamon, H. B., Qureshi, M. I., & Rasli, A. M. (2015). CSR's measuring corporate social responsibility practice in Islamic banking: A review. *International Journal of Economics and Financial Issues*, 5.
- [9] Ashar, H. & Lane-Maher, M. 2004. Success and spirituality in the new business paradigm. *Journal of management inquiry*, 13, 249-260.
- [10] Aydogdu, S., & Asikgil, B. (2011). An empirical study of the relationship among job satisfaction, organizational commitment and turnover intention. *International review of management and marketing*, 1(3), 43-53.
- [11] Azanza, G., Moriano, J. A., Molero, F., & Lévy Mangin, J. P. (2015). The effects of authentic leadership on turnover intention. *Leadership & Organization Development Journal*, 36(8), 955-971.
- [12] Beehner, C., & Blackwell, M. (2016). The impact of workplace spirituality on food

- [13] service worker turnover intention. *Journal of Management, Spirituality & Religion*, 13(4), 304e323.
- [14] Cunha, M. P. E., Rego, A. & D'Oliveira, T. 2004. Management ideologies and organizational spirituality: a typology.
- [15] Dalton, D. R., & Mesch, D. J. (1990). The impact of flexible scheduling on employee attendance and turnover. *Administrative Science Quarterly*, 370-387.
- [16] Fry, L. W. & Slocum Jr, J. W. 2008. Maximizing the triple bottom line through spiritual leadership. *Organizational dynamics*, 37, 86-96.
- [17] Fornell, C. & Larcker, D. F. 1981. Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 39-50.
- [18] Gatling, A., Kim, J. and Milliman, J. (2016), "The relationship between workplace spirituality and hospitality supervisors' work attitudes: a self-determination theory perspective", *International Journal of Contemporary Hospitality Management*, Vol. 28 No. 3, pp. 471-489.
- [19] Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- [20] Habeeb, S. (2019). Relation between Organisational Citizenship Behavior, Workplace Spirituality and Job Performance in BFSI sector in India. *Problems and Perspectives in Management*, 17(1), 176.
- [21] Jena, L. K., & Pradhan, S. (2018). Workplace spirituality and employee commitment: the role of emotional intelligence and organisational citizenship behaviour in Indian organisations. *Journal of Enterprise Information Management*, 31(3), 380-404.
- [22] Jaafar, J. B., Ishak, A. N. B., Hassan, S. B., Bin, K. F., & Adrutdin, M. I. Q. (2020). A Study of Customer Satisfaction with Planning Movement of Goods during Disaster Aid Programs: A Case Study of Flood Hit in Segamat, Johor. *Journal of Environmental Treatment Techniques*, 8(1), 419-428.
- [23] Khan, N., Mustapha, I., & Qureshi, M. I. (2020). Review paper on sustainable manufacturing in ASEAN countries. *Systematic Literature Review and Meta-Analysis Journal*, 1(1), 7-29.
- [24] Machado, C. F. (2016). Human resource management: an operational perspective. In *MBA* (pp. 77-103). Springer, Cham.
- [25] Mahipalan, M., & Sheena, S. (2018). Mediating Effect of Engagement on Workplace Spirituality–Job Involvement Relationship: A Study among Generation Y Professionals. *Asia-Pacific Journal of Management Research and Innovation*, 14(1-2), 1-9.
- [26] Meyer, J. P., Stanley, D. J., Herscovitch, L. & Topolnytsky, L. 2002. Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61, 20-52.
- [27] Meyer J., Becker, T., Vandenberghe, C. (2004). Employee Commitment and Motivation: A conceptual analysis and Integrative Model. *Journal of Applied Psychology*, 89(6), 991-1007.
- [28] Milliman, J., Czaplewski, A. J. & Ferguson, J. 2003. Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of organizational change management*, 16, 426-447.
- [29] Milliman, J., Gatling, A., & Kim, J. S. (2018). The effect of workplace spirituality on hospitality employee engagement, intention to stay, and service delivery. *Journal of Hospitality and Tourism Management*, 35, 56-65.
- [30] Mitroff, I. I. 2003. Do not promote religion under the guise of spirituality. *Organization*, 10, 375-382.

- [31] Mitroff, I. I. & Denton, E. A. 1999. *A spiritual audit of corporate America: A hard look at spirituality, religion, and values in the workplace*, Jossey-Bass Publishers San Francisco.
- [32] Moore, J. E. (2000). One road to turnover: An examination of work exhaustion in technology professionals. *MIS quarterly*, 141-168.
- [33] Moore, T. W. & Casper, W. J. 2006. An examination of proxy measures of workplace spirituality: A profile model of multidimensional constructs. *Journal of Leadership & Organizational Studies*, 12, 109-118.
- [34] Pawar, B.S. and Pawar, B.S. (2016), "Workplace spirituality and employee well-being: an empirical examination", *Employee Relations*, Vol. 38 No. 6, pp. 975-994.
- [35] Petchsawang, P., & McLean, G. N. (2017). Workplace spirituality, mindfulness meditation, and work engagement. *Journal of Management, Spirituality & Religion*, 14(3), 216-244.
- [36] Qammar, R., & Abidin, R. Z. U. (2020). Mediating and Moderating Role of Organizational Ambidexterity and Innovative Climate among Leadership Styles and Employee Performance. *Journal of Management Info*, 7(1), 1-9.
- [37] Qureshi, M. I., Iftikhar, M., Abbas, S. G., Hassan, U., Khan, K., & Zaman, K. (2013). Relationship between job stress, workload, environment and employees turnover intentions: What we know, what should we know. *World Applied Sciences Journal*, 23(6), 764-770.
- [38] Qureshi, M. I., Rasli, A. M., & Zaman, K. (2014). A new trilogy to understand the relationship among organizational climate, workplace bullying and employee health. *Arab Economic and Business Journal*, 9(2), 133-146.
- [39] Qureshi, M. I., Iftikhar, M., Janjua, S. Y., Zaman, K., Raja, U. M., & Javed, Y. (2015). Empirical investigation of mobbing, stress and employees' behavior at work place: quantitatively refining a qualitative model. *Quality & Quantity*, 49(1), 93-113.
- [40] Qureshi, M. I., Zaman, K., & Shah, I. A. (2010). Relationship between rewards and employee's performance in the cement industry in Pakistan. *Journal of international academic research*, 10(2), 19-29.
- [41] Uma, S., & Roger, B. (2003). *Research methods for business: A skill building approach. book*.
- [42] Van Vianen, A. E., De Pater, I. E., & Van Dijk, F. (2007). Work value fit and turnover intention: same-source or different-source fit. *Journal of managerial psychology*, 22(2), 188-202.
- [43] Vandenberg, J.R. and Nelson, J.B. (1999), "Disaggregates the motives underlying turnover intentions: when do intentions predict turnover behavior", *Human Relations*, Vol. 52 No. 10, pp. 1340-1352.
- [44] Van Tonder, C. L. & Ramdass, P. 2009. A spirited workplace: employee perspectives on the meaning of workplace spirituality: original research. *SA Journal of Human Resource Management*, 7, 230-241.