

## **CHAPTER V**

### **CONCLUSION**

#### **5.1 Conclusion**

This chapter summarizes the key findings of the study, including hypothesis testing, theoretical and practical implications, and limitations. From the regression and analysis, can be drawn:

1. Workplace Spirituality has a significant and positive effect on Innovative Work Behaviour. By implementing a workplace environment that nourishes employees, they will demonstrate more creative and innovative behaviour in doing their work.
2. Workplace Spirituality has a significant and positive effect on Psychological Empowerment. By implementing a workplace environment that nourishes employees, they will feel more attached and have autonomy over their work to do it well.
3. Psychological Empowerment has a significant and positive effect on Innovative Work Behaviour. By having more attachment and autonomy over work, employee will demonstrate more creative and innovative behaviour in doing their work.
4. Psychological Empowerment fully mediates the relationship between Workplace Spirituality and Innovative Work Behaviour. In other terms, Workplace Spirituality only influences the Innovative Work Behaviour through the Psychological Empowerment. By implementing a workplace environment that nourishes employees, employees feel more empowered, then

this drives them to demonstrate more innovative and creative behaviour in doing their work.

## **5.2 Managerial Implication**

This research aimed to understand employee's innovative behaviour and working experience at IDN Media. By surveying a sample of 45 employees, the study explored various aspects of workplace spirituality, psychological empowerment, and innovative work behaviour. The findings provide valuable insights to cultivate a more positive and productive work environment.

The survey revealed a strong foundation for workplace environment for employees at IDN Media. Employees reported a high sense of community and belonging, evidenced by their appreciation for teamwork (WPS7) and feeling like part of a community (WPS8). This positive team spirit likely contributes to a more collaborative and enjoyable work experience. Additionally, employees generally felt they possessed the necessary skills to perform their jobs effectively (PE6) and derived personal meaning from their work (PE2). This suggests a good fit between employee capabilities and their assigned roles, potentially leading to higher job satisfaction.

However, the research also identified areas where IDN Media can improve employee engagement. While employees acknowledged the importance of their work (WPS3), some may struggle to connect their individual contributions to the company's overall goals. To address this, management can communicate the bigger picture more effectively. Regularly highlighting successful projects and how they contribute to the company's mission can help employees see the value of their

individual roles.

The research also revealed a more neutral perception of personal impact (PE7) and control over departmental processes (PE8). This suggests that some employees may feel a disconnect between their efforts and the department's overall success. Empowering employees through increased transparency in decision-making and departmental goals can foster a sense of ownership and accountability. Offering training and mentorship opportunities can equip employees with the skills and knowledge needed to take on more responsibility and contribute more effectively within their departments.

While the analysis indicated a moderate level of creativity and initiative across the company, the moderate standard deviations suggest a potential lack of clear channels or recognition for innovative ideas. This might discourage some employees from proposing new ideas. To cultivate a culture of innovation, IDN Media can establish clear channels for employees to submit ideas and receive feedback. Encouraging brainstorming sessions and pilot programs for new ideas can further stimulate creative thinking. Recognizing and rewarding successful innovation efforts will not only motivate employees but also demonstrate the company's commitment to progress.

### **5.3 Limitations**

It's important to acknowledge that the relatively small sample size (45 employees) compared to the population size (around 8000 employees) limit the generalizability of these findings. Future research with a larger sample size could provide more conclusive data. The nature of high employee turnover and

acquisition because of the industry may also limit the knowledge to provide deeper understanding of workplace spirituality. However, the current study offers valuable insights for IDN Media's management team. By focusing on strengthening employee purpose, empowerment, and fostering a culture of innovation, IDN Media can create a work environment that not only retains talent but also fuels creativity and propels the company towards continued success. The positive aspects identified in this study, such as strong team spirit and a good fit between employee skills and job roles, serve as a strong foundation to build upon. By implementing the suggested recommendations, IDN Media can leverage these strengths to cultivate a work environment where employees feel valued, empowered, and motivated to contribute their best work. This will ultimately lead to a more engaged and productive workforce, driving innovation and propelling the company towards achieving its strategic goals.

This research conducted with online questionnaire by Google form and not by direct observation and/or interview with the employee, so researcher did not directly involve to the data collection and direct communication with employee except with the human resource manager and general manager themselves. The collection data of variables is based on personal assessment from each employee; thus, the result could be biased and different compared to the actual result. This study only replication and re-proof of previous research that has already been conducted and published, so that there is no new development when conducting this study.

## 5.4 Future Suggestions

This study provided valuable insights into employee's innovative work behaviour at IDN Media, highlighting areas for improvement and leveraging existing strengths. However, there are opportunities to further explore employee opinions and experiences. Here are some suggestions for future research:

1. Conduct a follow-up survey with a larger and more diverse sample size. This could involve including employees from different departments, locations, and seniority levels. Larger and wider data pool can give more explanations and insights to the related parties and possible different outcome than this study.
2. Focuses on employees with longer work tenure to ensure deeper understanding of workplace spirituality
3. Conduct qualitative research alongside quantitative surveys. This could involve in-depth interviews or focus groups to gain a deeper understanding of the factors influencing innovative work behaviour engagement.
4. Conduct dedicated research projects to delve deeper into specific areas identified in this study. For instance, a dedicated study could explore the most effective methods for fostering a culture of innovation at IDN Media or investigate strategies to improve communication between employees and management regarding company goals.

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## APPENDIX 1: Survey Questionnaire

**“Studi pada Karyawan IDN Media: Pengaruh Spiritualitas Di Tempat Kerja terhadap Perilaku Kerja Inovatif Karyawan dengan Pemberdayaan Psikologis sebagai Pemediasi”**

### A. Respondent Profile

1. Nama / Inisial (opsional)?
  - a. Ya
  - b. Tidak
2. Jenis kelamin?
  - a. Laki-laki
  - b. Perempuan
3. Tingkat pendidikan terakhir?
  - a. SLTA/Sederajat/Dibawahnya
  - b. Diploma (D1 – D3)
  - c. Sarjana (S1)
  - d. Magister (S2)
  - e. Doktor (S3)
4. Usia?

5. Departemen?

### B. Filter Questions

1. Berapa lama anda telah bekerja di IDN Media?
2. Apakah anda pegawai tetap di IDN Media?
  - a. Laki-laki
  - b. Perempuan

### C. Workplace Spirituality

No.	Kode	Pertanyaan	Skala				
			STS	TS	N	S	SS
1.	WPS1	Saya merasakan kegembiraan saat bekerja					
2.	WPS2	Saya bersemangat karena pekerjaan saya					
3.	WPS3	Pekerjaan saya saat ini terkait dengan apa yang menurut saya penting dalam hidup					
4.	WPS4	Saya menantikan waktu untuk bekerja					
5.	WPS5	Saya melihat adanya hubungan pekerjaan saya dengan kepentingan sosial					

6.	WPS6	Saya memahami makna pribadi yang diberikan melalui pekerjaan ini					
7.	WPS7	Di IDN Media, kerja sama dengan orang lain sangat dihargai					
8.	WPS8	Saya merasa menjadi bagian dari komunitas di IDN Media					
9.	WPS9	Saya yakin bahwa orang lain di IDN Media saling mendukung satu dengan yang lainnya					
10.	WPS10	Saya tidak merasa ragu untuk mengutarakan pendapat					
11.	WPS11	Di IDN Media, saya merasa bahwa karyawan saling terikat untuk mencapai tujuan bersama					
12.	WPS12	Saya yakin bahwa karyawan di IDN Media ini peduli satu sama lain					
13.	WPS13	Saya merasa menjadi bagian dari keluarga dalam komunitas ini					
14.	WPS14	Saya merasa positif terhadap nilai-nilai organisasi					
15.	WPS15	Saya merasa IDN Media peduli dengan kaum yang kesusahan					

16.	WPS16	IDN Media peduli dengan semua karyawannya					
17.	WPS17	Saya merasa IDN Media memiliki hati nurani					
18.	WPS18	Saya merasa terhubung dengan tujuan dari IDN Media					
19.	WPS19	IDN Media memperhatikan kesehatan karyawannya					
20.	WPS20	Saya merasa terhubung dengan misi dari IDN Media					
21.	WPS21	IDN Media peduli apakah semangat karyawan bisa ditumbuhkan					

#### D. Psychological Empowerment

No.	Kode	Pertanyaan	Skala				
			STS	TS	N	S	SS
1.	PE1	Pekerjaan yang saya lakukan sangat penting bagi saya					
2.	PE2	Aktivitas pekerjaan saya secara pribadi berarti bagi saya					
3.	PE3	Pekerjaan yang saya lakukan bermakna bagi saya					



4.	<b>PE4</b>	Saya yakin dengan kemampuan saya dalam melakukan pekerjaan yang diberikan					
5.	<b>PE5</b>	Saya percaya diri terhadap kemampuan saya dalam melakukan aktivitas pekerjaan					
6.	<b>PE6</b>	Saya memiliki keterampilan yang diperlukan untuk melakukan pekerjaan.					
7.	<b>PE7</b>	Saya memberikan dampak yang besar terhadap departemen saya.					
8.	<b>PE8</b>	Saya memiliki kendali atas apa yang terjadi di departemen saya					
9.	<b>PE9</b>	Saya memiliki pengaruh yang signifikan terhadap apa yang terjadi di departemen saya					
10.	<b>PE10</b>	Saya dapat memutuskan sendiri bagaimana mengerjakan pekerjaan saya					
11.	<b>PE11</b>	Saya memiliki peluang yang besar untuk melakukan pekerjaan secara mandiri dan bebas					
12.	<b>PE12</b>	Saya dapat memutuskan bagaimana mengatur pekerjaan saya sendiri					

#### E. Innovative Work Behaviour

No.	Kode	Pertanyaan	Skala
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			STS	TS	N	S	SS
1.	<b>IWB1</b>	Saya menunjukkan perilaku yang inovatif dan kreatif					
2.	<b>IWB2</b>	Saya mampu mengambil risiko untuk menjadi inovatif dan kreatif					
3.	<b>IWB3</b>	Saya mampu mencari metode, teknik, atau instrumen kerja yang baru					
4.	<b>IWB4</b>	Saya mampu mengantisipasi masalah dan peluang					

## Online Questionnaire using Google Form

## Questionnaire Distribution Through

## WhatsApp

**Studi pada Karyawan IDN Media: Pengaruh Spiritualitas Di Tempat Kerja terhadap Perilaku Kerja Inovatif Karyawan dengan Pemberdayaan Psikologis sebagai Pemediasi**

Responden yang Terhormat,

Perkenalkan nama saya Gabriel Koresy.

Dalam rangka menyusun tugas akhir berupa skripsi sebagai syarat kelulusan dari Universitas Atma Jaya Yogyakarta, Fakultas Bisnis dan Ekonomika, Program studi Manajemen Internasional, maka saya hendak melakukan kegiatan penelitian guna mengetahui perilaku kerja inovatif karyawan (Innovative Work Behavior) karyawan di IDN Media sebagai salah satu perusahaan berbasis *start-up* di Indonesia.

Penelitian ini kiranya akan memberikan *insight* tentang perilaku kerja inovatif karyawan IDN Media dan pengaruh spiritualitas di tempat kerja (Workplace Spirituality) dan pemberdayaan psikologis (Psychological Empowerment) pada perilaku kerja inovatifnya.

Pada survey ini, saya memerlukan responden dengan kriteria sebagai berikut:

1. Adalah karyawan tetap di IDN Media
2. Sudah bekerja di IDN Media selama lebih dari 1 tahun

Apabila Anda memenuhi dua kriteria tersebut, silakan mengisi kuesioner berikut **dengan jujur**. Pengisian survey ini diperkirakan akan memakan waktu **5-10 menit**. Jawaban Anda akan digunakan **untuk kepentingan penelitian saja** dan tidak akan disalahgunakan untuk kepentingan lain. **Respon yang Anda berikan bersifat rahasia**.

Jika ada pertanyaan mengenai konten dari survey ini maupun penelitian secara keseluruhan, Anda bisa menghubungi saya melalui informasi kontak di bawah ini:

Alamat email ✉ : kingkoresy17@gmail.com  
No. WA ☎ : 082325209255

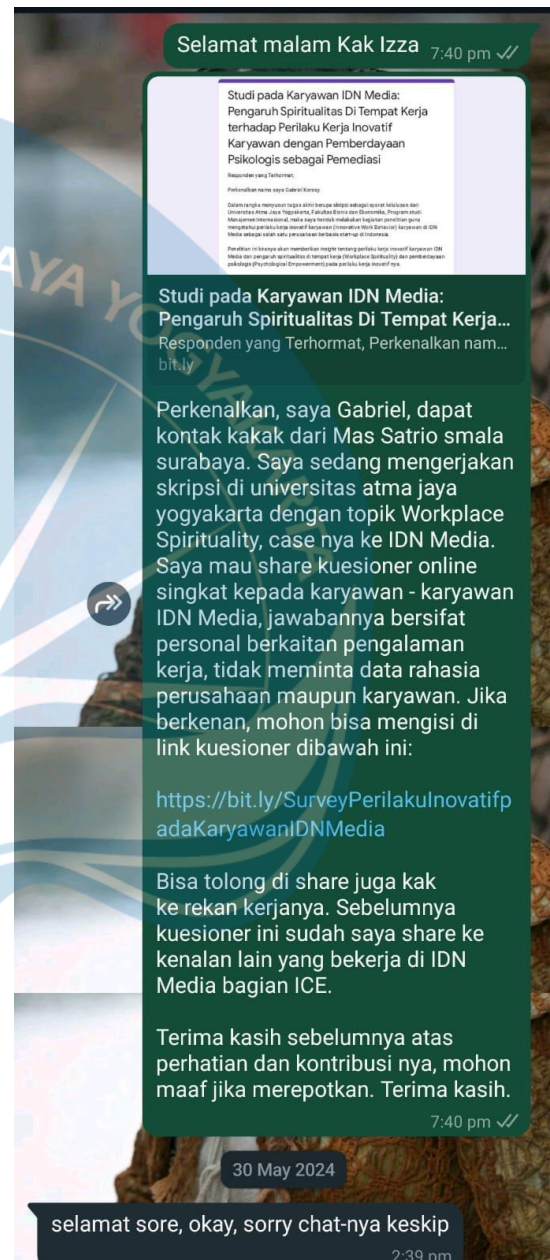
Terima kasih atas kesediaan Anda dalam mengisi kuesioner ini.  
Gabriel Koresy

kinglalahi17@gmail.com [Switch accounts](#)

✉ Not shared

🔄


Next Clear form



## Questionnaire Distribution through LinkedIn


← Whisnu Anugrah ⋮ ☆

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**Whisnu Anugrah** ✓  
Senior Creator Partnership Manager of ICE

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MAY 27

 **Gabriel Koresy** • 1:15 PM

**Invitation to fill in short online survey**

Good day

My name is Gabriel Koresy. I'm currently conducting an open research about Workplace Spirituality on IDN Media for my study at Atma Jaya Yogyakarta University. I'm reaching out to you today to encourage you to participate in a short online questionnaire. Your valuable insights are much appreciated.

The questionnaire should only take 5 minutes to complete, and all your responses will be anonymous.

Click here to participate:  
<https://bit.ly/SurveyPerilakuInovatifpadaKaryawanIDNMedia>

Thanks in advance for your time and contribution!

Best,

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## APPENDIX 2: Survey Result

Jenis Kelamin	Tingkat Pendidikan Terakhir	Berapa lama Anda telah bekerja di IDN Media?	Usia	Departemen	Apakah anda pegawai tetap di IDN Mdia?
Perempuan	Sarjana (S1)	3 tahun	25	ICE	Ya
Perempuan	Sarjana (S1)	1 tahun	22	ICE	Ya
Perempuan	Sarjana (S1)	Berjalan 3 tahun	24	ICE - Creator Development	Ya
Perempuan	Sarjana (S1)	1 thn	23	ICE	Ya
Perempuan	Sarjana (S1)	1 tahun	25 thn	ICE	Ya
Perempuan	Sarjana (S1)	1 Tahun	23	ICE	Ya
Perempuan	Sarjana (S1)	5 tahun	28	ICE	Ya
Perempuan	Diploma (D1 – D3)	4 tahun	24	ice	Ya
Perempuan	Sarjana (S1)	< 1 tahun	25	ICE - Creator Development Associate	Ya

Perempuan	Sarjana (S1)	1 tahun	24	Campaign Management	Tidak
Laki-Laki	SLTA/Sederajat/Dibawahnya	2 tahun	24	Contributor	Ya
Perempuan	Sarjana (S1)	2bulann	21	Komunikasi	Tidak
Laki-Laki	Sarjana (S1)	2 Tahun	26	Payroll	Ya
Perempuan	Sarjana (S1)	2 Tahun	27	HRD	Ya
Laki-Laki	Diploma (D1 – D3)	1 Tahun	24	IT	Ya
Laki-Laki	Diploma (D1 – D3)	1 tahun	20	hiburan	Tidak
Perempuan	Sarjana (S1)	-	23	-	Ya
Perempuan	Diploma (D1 – D3)	1tahun	23	Divisi vidio	Tidak
Laki-Laki	Sarjana (S1)	2 tahun	26	Marketing	Ya
Laki-Laki	Sarjana (S1)	3 tahun	29	Software	Ya
Laki-Laki	Sarjana (S1)	4	31	Marketing	Ya
Laki-Laki	Sarjana (S1)	3	25	staff	Ya
Perempuan	Sarjana (S1)	1tahun	24	.	Ya
Laki-Laki	Sarjana (S1)	3	25	Marketing	Ya
Laki-Laki	Sarjana (S1)	2	26	Content	Ya



Perempuan	Sarjana (S1)	2	24	Content	Ya
Perempuan	Sarjana (S1)	3 th	26	redaksi	Ya
Perempuan	Sarjana (S1)	1 tahun	22	-	Tidak
Perempuan	Sarjana (S1)	2	25	Redaksi	Ya
Laki-Laki	Sarjana (S1)	1	25	Redaksi	Ya
Perempuan	Sarjana (S1)	3	28	Canpaign	Ya
Perempuan	Sarjana (S1)	2	27	ICE	Ya
Laki-Laki	Sarjana (S1)	2 tahun	27	Marketing	Ya
Laki-Laki	Sarjana (S1)	5 tahun	33	IDN Times	Ya
Laki-Laki	Diploma (D1 – D3)	5 tahun, 6 bulan	43	editorial	Ya
Laki-Laki	Sarjana (S1)	5	31	Reporter	Ya
Perempuan	Sarjana (S1)	4	31	Editorial	Ya
Laki-Laki	Sarjana (S1)	2 tahun	28	Finance	Ya
Perempuan	Diploma (D1 – D3)	2	24	Indeks Ketahanan Ekologi/Lingkungan.	Tidak

Perempuan	Sarjana (S1)	1	24	Indeks Ketahanan Ekologi/Lingkungan.	Tidak
Perempuan	Diploma (D1 – D3)	1 tahun	21	marketing	Ya
Perempuan	Diploma (D1 – D3)	Cukup lama	22	Tidak	Ya
Perempuan	Sarjana (S1)	2	25	hr	Ya
Laki-Laki	Sarjana (S1)	3	30	Sosial media specialist	Ya
Laki-Laki	Sarjana (S1)	1	25	Redaksi	Ya
Perempuan	Sarjana (S1)	1	24	-	Ya
Laki-Laki	Sarjana (S1)	2 tahun	24	Marketing	Ya
Perempuan	Sarjana (S1)	3	29	Community	Ya
Perempuan	Magister (S2)	4	31	Community	Ya
Laki-Laki	Sarjana (S1)	2	27	Campaign	Ya
Perempuan	Sarjana (S1)	2	24	ICE	Ya
Laki-Laki	Sarjana (S1)	1	23	Community	Ya

W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	W	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	I	I	I	I				
PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	PS	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	B	B	B	B				
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## APPENDIX 3: DATA ANALYSIS

### Validity Test Result

		Total						
WRS1	Pearson Correlation	.676**	WRS13	Pearson Correlation	.687**	PE1	Pearson Correlation	.723**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	45		N	45		N	45
WRS2	Pearson Correlation	.590**	WRS14	Pearson Correlation	.725**	PE2	Pearson Correlation	.657**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	45		N	45		N	45
WRS3	Pearson Correlation	.554**	WRS15	Pearson Correlation	.572**	PE3	Pearson Correlation	.704**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	45		N	45		N	45
WRS4	Pearson Correlation	.533**	WRS16	Pearson Correlation	.563**	PE4	Pearson Correlation	.707**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	45		N	45			
WRS5	Pearson Correlation	.582**	WRS17	Pearson Correlation	.707**			
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000			
	N	45		N	45			
WRS6	Pearson Correlation	.691**	WRS18	Pearson Correlation	.827**			
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000			
	N	45		N	45			
WRS7	Pearson Correlation	.441**	WRS19	Pearson Correlation	.514**			
	Sig. (2-tailed)	.002		Sig. (2-tailed)	.000			
	N	45		N	45			
WRS8	Pearson Correlation	.639**	WRS20	Pearson Correlation	.609**			
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000			
	N	45		N	45			
WRS9	Pearson Correlation	.640**	WRS21	Pearson Correlation	.686**	PE7	Pearson Correlation	.681**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	45		N	45		N	45
WRS10	Pearson Correlation	.772**				PE8	Pearson Correlation	.677**
	Sig. (2-tailed)	.000					Sig. (2-tailed)	.000
	N	45					N	45
WRS11	Pearson Correlation	.626**				PE9	Pearson Correlation	.732**
	Sig. (2-tailed)	.000					Sig. (2-tailed)	.000
	N	45					N	45
WRS12	Pearson Correlation	.581**				PE10	Pearson Correlation	.754**
	Sig. (2-tailed)	.000					Sig. (2-tailed)	.000
	N	45					N	45
						PE11	Pearson Correlation	.724**
							Sig. (2-tailed)	.000
							N	45
						PE12	Pearson Correlation	.684**
							Sig. (2-tailed)	.000
							N	45

IWB1	Pearson Correlation	.742**
	Sig. (2-tailed)	.000
	N	45
IWB2	Pearson Correlation	.803**
	Sig. (2-tailed)	.000
	N	45
IWB3	Pearson Correlation	.680**
	Sig. (2-tailed)	.000
	N	45
IWB4	Pearson Correlation	.749**
	Sig. (2-tailed)	.000
	N	45

## Reliability Test Result

### 1. Workplace Spirituality

```
RELIABILITY
/VARIABLES=WPS1 WPS2 WPS3 WPS4 WPS5 WPS6 WPS7 WPS8 WPS9 WPS10 WPS11 WPS12 WPS13 WPS14 WPS15 WPS16
WPS17 WPS18 WPS19 WPS20 WPS21
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

#### Reliability

Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded <sup>a</sup>	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.932	21

## 2. Psychological Empowerment

```
RELIABILITY  
/VARIABLES=PE1 PE2 PE3 PE4 PE5 PE6 PE7 PE8 PE9 PE10 PE11 PE12  
/SCALE('ALL VARIABLES') ALL  
/MODEL=ALPHA.
```

### Reliability

Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded <sup>a</sup>	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.913	12

## 3. Innovative Work Behaviour

```
RELIABILITY  
/VARIABLES=IWB1 IWB2 IWB3 IWB4  
/SCALE('ALL VARIABLES') ALL  
/MODEL=ALPHA.
```

### Reliability

Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded <sup>a</sup>	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.846	4

## Descriptive Analysis

### 1. Variable Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
WPS1	45	2.00	5.00	4.0667	.68755
WPS2	45	1.00	5.00	4.0222	.81153
WPS3	45	1.00	5.00	3.7778	.97442
WPS4	45	1.00	5.00	3.4667	1.01354
WPS5	45	2.00	5.00	3.8889	.91010
WPS6	45	2.00	5.00	4.1111	.71421
WPS7	45	2.00	5.00	4.2000	.69413
WPS8	45	2.00	5.00	4.2444	.71209
WPS9	45	3.00	5.00	4.0222	.75344
WPS10	45	1.00	5.00	3.8444	1.02149
WPS11	45	3.00	5.00	4.1111	.57296
WPS12	45	3.00	5.00	3.9556	.79646
WPS13	45	2.00	5.00	4.0000	.76871
WPS14	45	2.00	5.00	4.0000	.73855
WPS15	45	2.00	5.00	3.8444	.90342
WPS16	45	2.00	5.00	4.0222	.78303
WPS17	45	2.00	5.00	3.9333	.75076
WPS18	45	2.00	5.00	4.0222	.72265
WPS19	45	2.00	5.00	4.0667	.78044
WPS20	45	3.00	5.00	4.2222	.63564
WPS21	45	2.00	5.00	3.9556	.76739
PE1	45	2.00	5.00	3.8667	.86865
PE2	45	2.00	5.00	4.1111	.71421
PE3	45	2.00	5.00	3.9333	.80904
PE4	45	3.00	5.00	4.0222	.69048
PE5	45	2.00	5.00	4.0000	.90453
PE6	45	2.00	5.00	4.1778	.83364
PE7	45	1.00	5.00	3.4889	.96818
PE8	45	1.00	5.00	3.5111	1.29021
PE9	45	1.00	5.00	3.4444	.98985
PE10	45	2.00	5.00	3.8000	.89443
PE11	45	1.00	5.00	3.8444	.92823
PE12	45	1.00	5.00	3.7778	.97442

IWB1	45	2.00	5.00	3.9556	.73718
IWB2	45	2.00	5.00	4.0667	.93905
IWB3	45	1.00	5.00	3.7111	.99138
IWB4	45	2.00	5.00	3.9778	.81153
Total	45	99.00	185.00	145.4667	20.32531

## 2. Respondents' Descriptive Analysis

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	25	55.6	55.6	55.6
	Male	20	44.4	44.4	100.0
Total		45	100.0	100.0	

### Age (Binned)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 26	29	64.4	64.4	64.4
	27 - 32	14	31.1	31.1	95.6
	33 - 38	1	2.2	2.2	97.8
	39 - 43	1	2.2	2.2	100.0
Total		45	100.0	100.0	

### Formal Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma (D1 – D3)	5	11.1	11.1	11.1
	Magister (S2)	1	2.2	2.2	13.3
	Sarjana (S1)	38	84.4	84.4	97.8
	SLTA/Sederajat/Dibawahnya	1	2.2	2.2	100.0
	Total	45	100.0	100.0	

### Department

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	-	5	11.1	11.1	11.1	
	Campaign	2	4.4	4.4	15.6	
	Community	3	6.7	6.7	22.2	
	Content	2	4.4	4.4	26.7	
	Contributor	1	2.2	2.2	28.9	
	Finance	1	2.2	2.2	31.1	
	HR	1	2.2	2.2	33.3	
	HRD	1	2.2	2.2	35.6	
	ICE	11	24.4	24.4	60.0	
	IT	1	2.2	2.2	62.2	
	Marketing	6	13.3	13.3	75.6	
	Payroll	1	2.2	2.2	77.8	
	Redaksi	6	13.3	13.3	91.1	
	Reporter	1	2.2	2.2	93.3	
	Social media	1	2.2	2.2	95.6	
	Software	1	2.2	2.2	97.8	
	Staff	1	2.2	2.2	100.0	
	Total		45	100.0	100.0	

### Tenure (Binned)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 2	28	62.2	62.2	62.2
	3 - 4	13	28.9	28.9	91.1
	> 4	4	8.9	8.9	100.0
	Total	45	100.0	100.0	

## Regression

### 1. Workplace Spirituality to Innovative Work Behaviour Regression

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 <sup>a</sup>	.600	.591	1.85331

a. Predictors: (Constant), Workplace Spirituality

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221.550	1	221.550	64.502	<.001 <sup>b</sup>
	Residual	147.694	43	3.435		
	Total	369.244	44			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Workplace Spirituality

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.585	2.171		-.730	.469
	Workplace Spirituality	.206	.026	.775	8.031	<.001

a. Dependent Variable: Innovative Work Behavior

### 2. Workplace Spirituality to Psychological Empowerment Regression

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 <sup>a</sup>	.634	.625	4.82455

a. Predictors: (Constant), Workplace Spirituality

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1730.099	1	1730.099	74.329	<.001 <sup>b</sup>
	Residual	1000.879	43	23.276		
	Total	2730.978	44			

a. Dependent Variable: Psychological Empowerment

b. Predictors: (Constant), Workplace Spirituality

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.357	5.652		-.417	.679
	Workplace Spirituality	.577	.067	.796	8.621	<.001

a. Dependent Variable: Psychological Empowerment



### 3. Psychological Empowerment to Innovative Work Behaviour Regression

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 <sup>a</sup>	.747	.741	1.47496

a. Predictors: (Constant), Psychological Empowerment

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	275.697	1	275.697	126.727	<.001 <sup>b</sup>
	Residual	93.547	43	2.176		
	Total	369.244	44			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Psychological Empowerment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.103	1.316		.838	.407
	Psychological Empowerment	.318	.028	.864	11.257	<.001

a. Dependent Variable: Innovative Work Behavior

### 4. Psychological Empowerment as Mediator to Workplace Spirituality and Innovative Work Behaviour Regression

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 <sup>a</sup>	.600	.591	1.85331
2	.876 <sup>b</sup>	.767	.756	1.43052

a. Predictors: (Constant), Workplace Spirituality

b. Predictors: (Constant), Workplace Spirituality, Psychological Empowerment

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221.550	1	221.550	64.502	<.001 <sup>b</sup>
	Residual	147.694	43	3.435		
	Total	369.244	44			
2	Regression	283.296	2	141.648	69.218	<.001 <sup>c</sup>
	Residual	85.949	42	2.046		
	Total	369.244	44			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Workplace Spirituality

c. Predictors: (Constant), Workplace Spirituality, Psychological Empowerment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.585	2.171		-.730	.469
	Workplace Spirituality	.206	.026	.775	8.031	<.001
2	(Constant)	-1.000	1.679		-.595	.555
	Workplace Spirituality	.063	.033	.237	1.927	.061
	Psychological Empowerment	.248	.045	.675	5.493	<.001

a. Dependent Variable: Innovative Work Behavior