The Effect of Organizational Justice and Spiritual Value On Employee Engagement and Turnover Intention

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ABSTRACT

This study aims to test and analyze the influence of organizational justice and spiritual value on employee engagement and turnover intention. The population in this study were doctors, paramedics and other non-paramedics at The Unimus Dental and Oral Hospital. Considering the population is only 50 people, the whole sample was used, so this study is a census study. The data source used is primary data obtained from respondents who answered a questionnaire. The data analysis method used is descriptive analysis of variables and partial least square test. The results of this study are 1) organizational justice and spiritual value affect employee engagement, 2) spiritual value and employee engagement are influential in reducing turnover intention, 3) Employee engagement can play a role in mediating organizational justice and spiritual value against turnover intention. The results of this research show that to minimize the turnover intention, there should be efforts on the part of hospital management to provide fairness to its employees, such as the ability to adjust the workload in men and women, the fair attitude of supervisors, the similarity in providing assessments, the importance discussing work results and fair attitudes given by employees in expressing opinions. Other efforts can also be seen from the application of spiritual values at work, namely providing service with earnestly and being courteous to the community or patients.

Keywords: Organizational Justice; Turnover Intention; Employee Engagement; Spiritual Value

1.0 INTRODUCTION

The rapid competition of business today causes many companies to realize the importance of human resources (HR). HR will determine success in achieving the goals of a company and the goal will not be achieved if the employees do not do a good job. The task of a company is not only to recruit the right human resources for the company, but also to create and maintain human resources in the company, thus the company must always make changes in a positive direction (Mokaya et al., 2013). The company must be able to manage human resources well to achieve the company's vision and mission. Leaders and the sections that handle human resources must understand well the problems of human resource management in order to manage them well (Widodo, 2015).

Every company wants to have competent human resources to support the effectiveness of the organization. When the company is unable to maintain existing resources it will result in high employee turnover. The turnover process basically begins with a condition called turnover intention or employee

desire to leave the organization (Mujiati, 2016). Turnover intention is the subjective perception of members of the organization to quit their current jobs with the aim of finding other opportunities (Babakus et al., 2016). Employees who have strong attachment to the company will be able to survive, conversely employees who have fragile bond to the company will change jobs. When employees are engaged with work, this will affect the psychological character of employees, such as confidence and optimism, will encourage employees even further and these things will result in low turnover intentions (Park and Gursoy, 2012). A high level of corporate turnover will have an impact on the company's revenue because turnover incurs hiring costs, training costs, and costs to fill vacant positions within the company (Khan and Du, 2014). Causes of turnover include work stress, job satisfaction, organizational commitment, organizational justice, work environment, and so on (Sutanto and Gunawan, 2013).

Organizational justice is considered an important factor in organizations, because the theory of justice states that employees tend to compare the ratio between efforts or contributions that he makes must be equal with the results he receives (Gibson et al., 2013). This condition will affect employee engagement which is a very important contributor to the success of a company. Employees who are engaged or bound will not only contribute more, but they will also be more loyal, making them less likely to leave the organization voluntarily (Macey and Schneider, 2008).

Spiritual value has recently become an alternative for companies and the world of work. Enthusiasm for spiritual approaches in corporate management and the world of work can be an alternative. Moral crises in various circles in manipulating finances or various other forms of practice will certainly affect decision making. According to Aman (2013), spiritual in the broadest sense is a matter related to spirit; something that is spiritual has eternal truths related to the purpose of human life, often compared to something worldly and temporary in which there may be a belief in supernatural forces as in religion, but has an emphasis on personal experience. Spirituality at work is not a fringe idea. In fact, spirituality in the workplace addresses human activities related to individual development, compassion, meaningfulness and joy in the workplace, honesty, trust, work commitment, employee well-being and performance. If an individual has high spiritual values then of course he has moral, religious and ethical values. An individual with high spiritual value will have a fundamental belief when he takes an action or decision. When the spiritual values that a person has are the same as the spiritual values applied in the organization where he works and the people around him, this of course makes the individual form a strong bond with the organization so as to reduce turnover intentions.

Shuck (2010) mentions turnover intention as a person's tendency to leave and/ or break up working relationships with organizations / companies, has a relationship with commitment to the organization, psychological work climate, job fit, and employee engagement. This is in line with international survey research which identified several key drivers that affect turnover intention, namely the need for recognition, reward, career development and individual development, cultural conformity, and employee appreciation. This key mover according to Buckingham (Berry and Morris, 2008), has similar factors in influencing employee engagement, such as the desire to be recognized to be the pride of the organization, and the opportunity to develop.

Employee turnover has a huge impact on the cost and operations of an organization. This keeps academics and practitioners looking for explanations for why people quit their jobs and continue to look for strategies to improve employee retention (Rubel et al., 2017), including the health service industry. Healthcare is among the top 3 industries that have high turnover rates after hospitality and banking industries (Goodman, 2016). Based on NSI in America, data found that the total average turnover of nurses nationwide reach 16.2% (NSI Nursing Solutions Inc., 2017). This is well above the normal limit according to Gillies (2007). Surveys in Indonesia state that turnover rates in private hospitals are higher than government hospitals and teaching hospitals (Oktizulvia et al., 2017).

The city of Semarang now has several dental and oral health service facilities. One of the dental and oral health services is found at the Dental and Oral Hospital Muhammadiyah University (UNIMUS). Dental and oral hospitals provide services that are needed by the community so that the management in the hospital must make sure that there is little turover intention. But in RSGM Unimus in recent years there has been a phenomenon of turnover intentions as described n the table below.

Table 1: Employee Turnover of Dental and Oral Hospital (RSGM) UNIMUS in 2019- 2021

Year	Medical and Non-Medical Personnel RSGM UNIMUS		
	Total	Out	%
2019	42	2	4.8%
2020	40	1	2.5%
2021	41	1	2.5%
Total	123	4	3.2%

The table shows that the turnover rate of dentists and ot her paramedics at UNIMUS Dental and Oral Hospitals from 2019 to April 2021 is quite high, where in 2019 it was 4.8% and in 2020 it recorded 2.5% turnover of medical and non-medical personnel. The expectation is that the turnover rate in the company or in the hospital is 0 so it does not burden the hospital budget because if there is a high turnover, it will increase recruitment costs and employee training costs.

Based on the description above it is necessary to do research on variables that can lower turover intention in the hospital. This study aims to analyze the influence of organizational justice and spiritual value on employee engagement and turnover intention.

2.0 LITERATURE STUDY

2.1 Organizational Justice

Organizational justice can be interpreted as the way employees determine how companies treat employees fairly in the workplace (Owolabi, 2012). Organizational justice is the perception that employees feel when they are treated fairly at work, thus organizational justice is more focused on the concept of balance in treating employees that is certainly expected to be applied by the organization with the aim of triggering a growing sense of commitment in employees. Chegini (2009) defines organizational justice as the satisfaction that employees feel over activities in the organization and the attitudes and behaviors of each individual in the organization. Organizational justice needs to be understood by companies because it is very important for companies that want to develop more institutionalized procedures. Organizational justice can be interpreted as the way employees determine how companies treat employees at work (Owolabi, 2012). According to Cropanzano et al., (2007) organizational justice has meaningful potential in increasing benefits for employees and organizations that include satisfaction, trust and engagement to improve performance in the organization. But if justice is not executed properly, it will allow a person to move jobs.

2.2 Employee Engagement

The theory that will be used in this study is one of the theories of Schaufeli et al. (2006) that divide the dimensions of employee engagement into 3 dimensions, namely: vigor, dedication, and absorption. Vigor involves high levels of energy and mental resilience while working. Dedication refers to a person's involvement in work and experiencing a sense of meaning, enthusiasm, and pride. Absorption is an aspect that refers to concentration and seriousness in working; enjoying work so that time pass quickly.

The research of Özer et al., (2017) explains the Effect of Organizational Justice, which is that the perception of organizational justice increases statistically and significantly with employee work involvement. With respect to work engagement, the most significant effects are created by procedural fairness followed by distributive justice and interactional justice. On the other hand, research by Alvi and Abbasi (2012) explains the Impact of Organizational Justice on Employee Engagement which shows that fairness plays an important role in promoting employees to have involvement in corporate organizations. Both previous studies reinforced the belief that there is a significant influence of organizational justice on employee engagement, so that organizational fairness will directly motivate employees to further increase their commitment to the organization and feel satisfaction with their work.

Based on the theories above, the following hypothesis can be drawn :

H$_1$: Organizational justice positively affects employee engagement.

2.3 Spiritual Value

Management of medical personnel is very important in an effort to solve all challenges faced by hospitals, both existing and upcoming. One of the efforts made is to encourage employees to do their work diligently, maintain and uphold the values of spirituality in order to make the maximum contribution to the hospital and can foster organizational commitment, so that there is no turnover intention (Kistyanto, 2013). The issue of spirituality in the workplace is a concern for the management of resources, especially medical personnel in hospitals, because spirituality in the workplace can increase productivity and financial benefits, encourage organizational commitment for employees, lower absenteeism rates and decrease job turnover (Fry, 2003). Spirituality is also very effective in directing humans in dealing with everyday life at work, especially when employees experience demotivation, pressure or even face indiscipline action. Hospitals that apply spirituality in their workplaces will increase organizational commitment among employees. Nurses with high levels of organizational commitment will show good performance, low intention turnover rate and low absenteeism rate (Witasasi, 2006).

Everyone has an innate spiritual capacity that gives meaning and purpose to life. Understanding from Gardner's definition of intelligence is the capacity to solve problems or fashion products that are valued in one or more cultural settings, Emmons (2000) recommends spirituality as an element of intelligence because it predicts function and adaptation and offers abilities that enable people to solve problems and achieve goals.

Spirituality at work according to Milliman et al., (2003: 429) has the following dimensions:
1. Meaningful work is a fundamental aspect of spirituality in the workplace, consisting of having the ability to feel the deepest meaning and purpose of one's work. This dimension of spirituality in the workplace represents how workers interact with their work day by day at the individual level.
2. Alignment with organizational values or alignment between organizational and individual values. It is the third fundamental aspect of spirituality in the workplace that represents the organizational level. This third aspect shows the experience of individuals who have a strong alignment between their personal values and the mission and goals of the organization. This relates to the premise that the purpose of the organization is greater than itself and one must contribute to the community or others.
3. Community is a dimension of spirituality in the workplace that refers to the group level of human behavior as well as a focus on interactions between workers and their coworkers.

Management of medical personnel is very important in an effort to solve all challenges faced by the hospital, both past and future challenges. One of the efforts made is to present the hearts and souls of medical personnel in doing their work and providing services to patients, maintaining and upholding their spiritual values in order to make a maximum contribution to the hospital and foster attachment (engagement) in employees to the organization. Thus, the more a person is able to control his spiritual value and instill the value of spirituality in his work, the tendencies for the employee to behave professionally at work will be higher. This is in accordance with Fry's statement (2003) that spiritual issues in the workplace are a concern for human resource management because spirituality in the good workplace can increase the employee engagement. Giacalone & Jurkiewicz (2003) has conducted empirical studies and noted that work spirituality does have an important influence on peer attitudes. The development of spirituality in the workplace is one of the potential components in forming a sense of attachment and community to the organization (Karakas 2010). The level of internalization of spiritual needs encourages a person to seek meaning in the work that he does and for what reason the individual does the work (Krishnakumar & Neck 2002).

2.4 Turnover Intention

Turnover intentions are about the individual's desire to leave his job, by first evaluating the current job and thinking how much it will cost to leave the company (move), and if he or she has decided to move,

the individual will leave the company in the future (Kumar et al., 2012). The desire to change jobs is more focused on a person's desire to get out of the organization where he works (Tzong-Ru Lee et al., 2010). Turnover intention is the subjective perception of an organization's member to quit his or her current job with the aim of finding another opportunity (Babakus et al., 2016).

Avoidable voluntary work movements are due to reasons like better wages elsewhere, better working conditions in other organizations, problems with existing leadership or administration, and the existence of other better organizations. While the inevitable movement of volunteer work is caused by reasons like moving to other areas because he or she follows a partner, changes in the direction of the individual's career, having to stay at home to look after a partner or child, and pregnancy (family factors) (Takawira and Schreuder, 2014).

Management work by applying spiritual values to employees in each work as a form of self-care to God, so that employees will have high spiritual values at work. This can be done by paying attention to management's involvement in realizing spiritual value in employees, so that every job done will be better, and this will minimize the occurrence of employees to move jobs. It is important to be effective in directing humans to deal with the problems of coping at the workplace, especially when employees experience demotivation, underpressure or even indispline action, so that it will increase engagement in employees and reduce turnover intention (Nasina and Dorris, 2011).

Employee engagement can create success for the company. When employees are attached to the company, this will raise awareness among them and giving their best at work(Levi and Mustamau, 2016). Employees who have high engagement will feel comfortable in their work environment and will reduce work change (Luthans and Peterson, 2002).

H_3 : Organizational justice negatively affects turnover intention

H_4 : Spiritual value negatively affects turnover intention

H_5 : Employee Engagement negatively affects turnover intention

3.0 METHODOLOGY

The research design used in this study is explanatory quantitative research, aiming to determine the effect of Organizational Justice And Spiritual Value On Employee Engagement And Turnover Intention. The population in this study were doctors, paramedics and other non-paramedics at The Unimus Dental and Oral Hospital, with a total of 50 people. Considering the population is only 5, it is worth taking as a whole to be sampled, so this study is a census study.

The basis of the research used is the survey method, where the data is collected by distributing a list of questions. Questionnaires were distributed directly to the subjects and by using Google Forms it was distributed more quickly and scoring the answer analysis methods using 7 Likert scales.

The data analysis technique used in this research was SmartPLS software. The PLS, or Partial Least Square test, is a variant-based structural equation (Structural Equation Modeling/SEM) approach. The PLS approach is widely used to perform path analysis in behavioural studies. PLS is a statistical technique used in models with more than one dependent variable and an independent variable (Muniarti, 2003). Sobel test was used for analyzing the intervening variable.
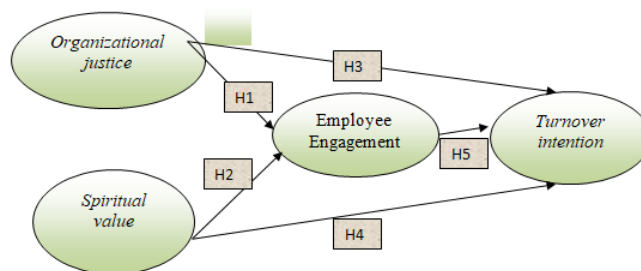

Figure 1: Research model.

Table 2: Variabel and Indicator

No	Variable	Indicator	Source
1	Turnover intention is the tendency or intention of employees to stop working voluntarily from their jobs.	1) Desire to find a suitable job 2) Get a better job 3) Actively find another job 4) Thinking about getting out 5) Has no future	Kalber dan Forgarty, 1995
2	Organizational justice is defined as the overall perception of what is fair in the workplace, consisting of distributive justice, procedural justice, informational justice and interpersonal justice (Robbins and Judge, 2017)	1) Fairness of organizational work 2) Work schedule 3) Salary level 4) Workload 5) Awards earned	Niehoff & Moorman, 1993
3	Spirituality value is an effort made by employees to be able to find a purpose in life and work, and have consistency and harmony between the goals of life with the values of the organization. Spirituality is observed from the employee's confidence, new ideas and the contribution of employees to the workplace.	1) The inner life/ true personal life 2) Meaningful employment (Quality work) 3) Sense of Community (Meaning in the group) 4) Alignment with the organizational value	Milliman et al., 2003
4	Employee engagement is a feeling of bonding an employee has to his work that results from the employee's daily engagement with his work and will be observed physically, cognitively and emotionally.	1) Have energy at work 2) Challenging job 3) Enthusiastic at work 4) Serious at work	Shaufeli et al., 2002

4.0 RESULT AND DISCUSSION

4.1 Result

4.1.1 Discriminant Validity Assessment

Discriminant validity can be seen from the cross-loading value between indicators and other constructs. The results show that the correlation of all constructs with their respective indicators is higher than the correlation of indicators with other constructs. In Table 3 below, the value of the cross-loading on the indicator for the variable per the measurement has the largest cross-loading value compared to the indicator's value for the variable that does not match. The correlation value of the cross-loading variable is obtained as follows:

Table 3: Results of Discriminant Validity Test Analysis (Crossloading)

	X1	X2	Y	Z
X1.1	**0.822**	0.398	0.486	0.624
X1.2	**0.747**	0.199	0.462	0.771
X1.3	**0.839**	0.328	0.513	0.836
X1.4	**0.804**	0.468	0.580	0.691
X1.5	**0.787**	0.203	0.398	0.642
X2.1	0.295	**0.777**	0.575	0.283
X2.2	0.153	**0.821**	0.586	0.211
X2.3	0.441	**0.896**	0.843	0.539
X2.4	0.346	**0.775**	0.551	0.273
X2.5	0.328	**0.764**	0.714	0.415
Y1	0.659	0.602	**0.860**	0.778
Y2	0.434	0.812	**0.876**	0.540
Y3	0.503	0.652	**0.797**	0.607
Y4	0.410	0.802	**0.857**	0.510
Y5	0.527	0.587	**0.753**	0.572
Z1	0.775	0.197	0.541	**0.830**
Z2	0.816	0.286	0.597	**0.870**
Z3	0.750	0.622	0.773	**0.881**
Z4	0.724	0.363	0.485	**0.743**
Z5	0.592	0.399	0.581	**0.757**

Table 3 displays the correlation matrix for all constructs in the form of cross-loading. The correlation matrix between the measured variable and the latent variable must be greater than the correlation element for other variables. indicating good discriminant validity (Hair et al., 2010). As shown in Table 3. the correlation element for each corresponding indicator is greater than the correlation with other variables.

4.1.2 Convergent Validity Assesment

The results of the convergent validity test can be seen in the table below.

Table 4: Test Results for Convergent Validity

Variabel	Indicator	Loading factor	Information
Organizational justice (X1)	X1.1	0.822	Valid
	X1.2	0.747	Valid
	X1.3	0.839	Valid
	X1.4	0.804	Valid
	X1.5	0.787	Valid

Spiritual value (X2)	X2.1	0.777	Valid
	X2.2	0.821	Valid
	X2.3	0.896	Valid
	X2.4	0.775	Valid
	X2.5	0.764	Valid
Employee engagement (Y)	Y1	0.860	Valid
	Y2	0.876	Valid
	Y3	0.797	Valid
	Y4	0.857	Valid
	Y5	0.753	Valid
Turnover Intention (Z)	Z1	0.830	Valid
	Z2	0.870	Valid
	Z3	0.881	Valid
	Z4	0.743	Valid
	Z5	0.757	Valid

Based on table 4, the results of the convergent validity test can be known by looking at the outer loadings value of each indicator. The outer loadings value of each indicator is greater than 0.7 so it can be said that each research variable is good or valid convergent validity.

4.1.3 Reability Analysis
The results of the reliability test of the research variables can be seen in the table below

Table 5: Variable Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability	Information
Organizational Justice (X1)	0.860	0.899	Reliable
Spiritual Value (X2)	0.868	0.904	Reliable
Employee Engagement (Y)	0.886	0.917	Reliable
Turnover Intention (Z)	0.875	0.910	Reliable

Based on table 5, the reliability test results can be known by looking at Cronbach's Alpha values and the composite reliability of each research variable. Cronbach's Alpha value and composite reliability of each research variable are greater than 0.7 so it can be said that the research variable is reliable.

4.1.4 Hypothesis Analaysis

The results of the research hypothesis testing can be seen from the following tables and figures.

Table 6: Path Analysis and Hypothesis Testing

Influence	Coefficient	T-count	Information	Information
Organizational Justice -> Employee Engagement	0.334	3.434	Positive	Significant
Spiritual Value -> Employee Engagement	0.698	10.689	Positive	Significant
Organizational Justice -> Turnover Intention	0.679	6.142	Positive	Significant

Spiritual Value -> Turnover Intention	-0.260	2.164	Negative	Significant
Employee Engagement -> Turnover Intention	-0.529	2.880	Negative	Significant

The results obtained in decision-making for testing the hypothesis in this study is by using the t-test where the t-count value when greater than the t-table value of 1.960 shows a significant effect.

1. Hypothesis 1 examined the effect of Organizational Justice on Employee Engagement showing a positive coefficient. The statistical t value of the bootstrap method test showed 3.434. Suppose the calculated value of t is greater than 1.96, this number shows that organizational justice has a positive and significant influence on employee engagement. Thus Hypothesis 1 is accepted.
2. Hypothesis 2 examined the effect of Spiritual Value on Employee engagement showing a positive coefficient. The statistical t value of the bootstrap method test showed 10.689. Suppose the calculated value of t is greater than 1.96, this number shows that spiritual value has a positive and significant influence on employee engagement. Thus Hypothesis 2 is accepted.
3. Hypothesis 3 examined the effect of organizational justice on turnover intention showing a positive coefficient. The statistical t value of the bootstrap method test showed 6.142. Suppose the calculated value of t is greater than 1.96, this number shows that organizational justice has a positive and significant influence on turnover intention. Thus Hypothesis 3 is rejected.
4. Hypothesis 4 examined the effect of spiritual value on turnover intention showing a negative coefficient. The statistical t value of the bootstrap method test showed 2.164. Suppose the calculated value of t is greater than 1.96, this number shows that spiritual value has a negative and significant influence on turnover intention. Thus Hypothesis 4 accepted.
5. Hypothesis 5 examined the effect of employee engagement on turnover intention showing a negative coefficient. The statistical t value of the bootstrap method test showed 2.880. Suppose the calculated value of t is greater than 1.96, this number shows that spiritual value has a positive and significant influence on employee engagement. Thus Hypothesis 5 is accepted.

4.1.5 Intervening Analysis

Table 7. Intervening test

Intervening Model	Prob	Conclusions
Organizational justice → employee engagement → turnover intention	0.014	There is a mediating effect
Spiritual value → employee engagement → turnover intention	0.008	There is a mediating effect

Based on the results above (Table 7), it can be explained that:

1. Testing the mediation effect of employee engagement on the relationship between organizational justice and turnover intention showed a significance value of 0.014 < 0.05. This outcome shows that employee engagement has a mediating effect on the relationship between organizational justice and turnover intention.

2. Testing the mediation effect of employee engagement on the relationship between spiritual value and turnover intetention showed a significance value of 0.008 <0.05. This value shows that employee engagement has a mediating effect on the relationship between spiritual value and turnover intetntion.

4.2 Discussion

Effect of Organizational Justice on Employee Engagement

The results of the analysis of the influence of organizational justice variables on employee engagement shows a significant influence. This is evidenced by the t statistical value of 3.434 > 1.967 (t table) and the value of P values 0.001 is smaller than 0.05 (5%). Therefore, organizational justice (X1) can affect employee engagement (Y). Organizational justice is proven to be able to play a role in increasing employee engagement at work. It can be interpreted that the more hospital management treats employees

fairly. the higher attachment of employees to give their best in working for the organization. This is reinforced by previous research such as Kim et al., (2017). Asrofiah (2016) that organizational justice has a positive effect on employee engagement.

Employees will personally be bound to the hospital if the management pays attention to distributive justice such as how the hospital management pay attention to the conformity of rewards proportional to the workload carried out by employees, so that even with different job tasks that are given will make employees feel challenged. The fair attitude given by supervisors regarding achievement assessment to their subordinates will make employees be more enthusiastic about their work. It is important for supervisors during the achievement assessment process to try and provide equal opportunities for subordinates to express opinions. This is to ensure that employees have the energy to remain persistent in completing their work even though it is difficult.

It is important for supervisors to have similarities in providing achievement assessments so that employees will be more excited in working and supporting the hospital. Therefore, it is important for supervisors to be fair in rewarding the achievements of employees as it will affect the employee's mentality to be more passionate in working to show their support for the organization. Mentally, employees will behave professionally at work when the supervisor discusses the results of his subordinate's performance assessment and this could make them more serious in working.

Effect of Spiritual Value on Employee Engagement

The results of the analysis for the influence of spiritual value variables on employee engagement show a significant influence. This is evidenced by the t statistical value of $10.689 > 1.967$ (t table) and the value of P values of 0.000, which is smaller than 0.05 (5%), suggesting that spiritual value can affect employee engagement. Spiritual value is able to play a role in making a positive contribution in increasing employee engagement, providing that management is able to manage spiritual variable well. As a result, employees will behave professionally while working as a form of support. This is supported by previous research (Nasina and Doris. 2011; Tzong-Ru Lee et al.. 2010) that spiritual values have apositive effect on employee engagement.

It is important for the hospital management to maintain and uphold spiritual values of their subordinates at work such as fostering a sense of community to subordinates in discussing with colleagues about work problems so that employees will be increasingly challenged by different tasks. The role of the management is to instill spiritual values that are embraced in order to have similarities with the values that are the motto of Islamic Hospitals. This is needed to increase the enthusiastic attitude of employees at every job they are asked to perform. Creating spiritual values in employees to influence what they do will certainly affect the employee's energy ability, namely the persistence of employees in completing work even though their work is difficult.

Effect of Organizational Justice on Turnover Intention

The results of the analysis of the influence of organizational justice variables on turnover intention showe a significant influence. This is evidenced by the t statistical value of $6.142 > 1.967$ (t table). Organizational justice affects turnover intention. However, the results of the analysis show that the relationship between organizational justice and turnover intention is positive. This means that the more RSGM provides justice in the organization. the turnover increases. This does not fit the existing hypothesis that if organizational justice increases it is expected to decrease turover intentions. Such results are thought to be caused by several things such as tasks given to employees which are too many and having to perform numerous tasks from various fields. RSGM Unimus includes the newly established hospital so it requires a lot of human resources and also many things that must be done and completed but the limited number of employees resulted in one employee being given a variety of tasks that are not in their field which happen equally to all employees so that it feels fair but very burdensome. More than 70% employees of RSGM Unimus is under the age of 40 years so it is likely that there are still many who are starting a household or taking care of small children and families at home but get a lot of burden at work so they feel less comfortable with it. Organizational justice that is considered too burdensome can also be expected because all duties are given fairly to all employees both men and women and also

overtime is also divided equally even though employees of RSGM Unimus are dominated by women so they feel unfair and uncomfortable with it because they also have families.

The fairness provided by hospital management does not have an impact in trying to reduce turnover intentions. Results suggest that the more hospital management treats its employees fairly, the desire of employees to move jobs is higher. This study was not strengthened by the findings of Owolabi (2012) and Mahdani. et al (2017) that organizational justice does not have a positive effect on turnover intention. According to Ambrose & Arnaud in Asrofiah (2016), employees will consider staying or moving jobs if the company pays attention in justice to its employees.

Attention to distributive justice is needed, namely how the hospital management pays attention to the conformity of rewards that are proportional to the workload carried out by employees. because employees feel they get a better job, thus minimizing the desire of employees to move jobs. The fair attitude given by supervisors regarding achievement assessment to their subordinates will lessen the employee's desire to find other more suitable jobs. It is important for supervisors during the performance assessment process to try to provide equal opportunities for subordinates to express opinions so that the activeness of employees to pursue other work outside the Unimus RSGM will be reduced.

The similarity by supervisors in providing assessments of subordinate achievements will minimize the perception of employees that they do not have a good future when they continue to work at RSGM Unimus. For this reason, it is important for supervisors to be fair in rewarding the achievements made by employees so that it will minimize the perception of employees to think about other jobs.

Effect of Spiritual value on Turnover Intention

The results of the analysis of the influence of spiritual value variables on turnover intentions showed a significant influence. This is evidenced by the t statistical value of -2.164 < 1.967 (t table) and the value of P values 0.031 is less than 0.05 (5%). Therefore tspiritual value can be said to negatively affect turnover intentions. The results of the research proved that management efforts in maintaining and upholding the spiritual values of employees are able to reduce the occurrence of turnover intentions. providing the understanding that the more management is able to manage the spiritual management of employees well,it will reduce the desire of employees to change jobs. This study supports the findings (Nasina. M.D. and Doris. 2011; Tzong-Ru Lee. et.al. 2010) showed that spiritual value negatively affects turnover intention. However,this study is not supported by Gyamfi's findings (2014) that spiritual value actually has no effect on turnover intention.

According to Nasina and Dorris (2011) spiritual management is very effective in directing humans in dealing with problems at work, especially when employees experience demotivation. underpressure or even indisplineaction so that it will reduce turnover intentsion. Maintaining and upholding spiritual values to employee work such as fostering a sense of community to subordinates in discussing with colleagues related to work issues is neededbecause employees will get a better job so that it will decrease the desire of employees to move jobs. The management of the hospital plays a full role to instill spiritual values that are embraced in order to have similarities with the values that are the motto of Islamic Hospitals so that the desire of employees to move jobs will be smaller because they match the work given. Creating spiritual values in employees to influence what they do will minimize the activeness of employees to find other jobs outside the Unimus RSGM. The ability to create quality work also needs to be instilled. such as a responsible attitude in employees for the behavior and work they do will make the employee's desire to leavethe job will be smaller.

Effect of Employee Engagement on Turnover Intention

The results of the analysis of the influence of employee engagement variables on turnover intentions showed a significant influence. This is evidenced by the t statistical value of -2.880 < 1.967 (t table) and the value of P values 0.004 which is smaller than 0.05 (5%). So that it can be said that employee engagement has a negative effect on turnover intention. Employee engagement is able to contribute in an effort to reduce turnover intentions,giving the understanding that the higher employee engagement will make employees behave professionally while working as the form of bonding is higher. This will reduce the desire of employees to change jobs. The results of this study are reinforced by the findings (Babakus

et al.. 2016; Rachman and Dewanto. 2016) that employee engagement negatively affects turnover intentions.

High bonding in employees is not enough if it is not supported by high dedication in them such as the willingness of employees in doing challenging jobs because it will certainly affect the employee's work for the better. This will decrease the employee's desire to move jobs. The attitude of high enthusiasm from employees towards the work done will certainly improve the work done so that the employee's desire to move jobs will be smaller. It is important to instill a high spirit in your work so that it is less likely not to have a good future if you remain in the Unimus RSGM. It is important for home management to foster employee seriousness in working so that the attitude of employees to think about *other work will be smaller.*

Indirect Effect

Employee engagement is able to play a role in mediating organizational justice against turnover intentions. This is with the understanding that the more hospital management treats employees fairly, it will result in high mental attachment of employees in working with the organization so that it will reduce the desire of employees to change jobs. This means that the desire of employees to change jobs will decrease if supported by the role of management in providing justice, such as how management is able to adjust the rewards. Employee engagement is able to play a role in mediating between spiritual value to turnover intention, with the understanding that management is good at spiritual management. This will also reduce the desire of employees to change jobs. It is important for management to instill spiritual values that affect the results of their work and encourage employees to be personally responsible for the behavior and work that they have done. This will affect the employee's mentality to be more attached in his work. Vonformity of rewards with employee achievements, fair attitude of supervisors, the similarity in providing assessments and the importance of discussion of work outcomes and fair attitudes given by employees in expressing opinions will certainly further improve employee mentality to be more attached at work.

5.0 CONCLUSION

Research to minimize the turnover intention can be done with the following conclusion: Organizational justice is able to play a role in increasing employee engagement at work, meaning that the more hospital management treats employees fairly, the higher mental attachment of employees towards the organization. Spiritual value can play a role in making a positive contribution in increasing employee engagement.

Management efforts in maintaining and upholding the spiritual values of employees are able to reduce the occurrence of turnover intentions. Employee engagement is able to contribute in an effort to reduce turnover intentions. Employee engagement can play a role in mediating organizational justice against turnover intentions. Employees are able to play a role in mediating between spiritual value to turnover intention. Based on the results of research , organizational justice is not able to reduce turnover intentions. The results also showed that organizational fairness has the greatest presentation in contributing to the occurrence of turnover intentions compared to other variables. The task of the managerial department in minimizing the occurrence of turnover intention is like adjusting the rewards with workload and work performance. Based on the study's limitations, it is necessary to add other variables that affect turnover intention. The suggested variables are employee performance, job satisfaction, job stress, work commitment and organizational climate.

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