Research Article

The Influence of Workplace Spirituality and Oganizational Culture on Employee Engagement of Y Generation in PT. Krama Yudha Tiga Berlian Motors (KTB)

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Abstract: The dominance of the number of Y generation slowly but sure changing the face of the corporation in Indonesia. The purpose of this research is to investigate the influence of workplace spirituality and organizational culture on employee engagement Y Generation in PT. Krama Yudha Tiga Berlian Motors. Sampling method used was sampling incidental, using 164 employees of generation Y from total population of 379 people. Data collection using a questionnaire with Likert scale. Multiple linear regression analysis method used to answer the hypothesis with SPSS ver. 20. The results of this study showed that the variables of workplace spirituality and organizational culture simultaneously have a positive and significant effect on the employee engagement. The strongest correlation is between the dimensions meaning full work found in workplace spirituality variable and the dimensions of vigor found in employee engagement variable. Conducive working atmosphere and the implementation of organizational culture in the company will increase the level of employee engagement. Employee engagement is a very important contributor to the success of a company.

INTRODUCTION

In an organization, the role of human resources is crucial and give big contribution to the progress of an organization or company. Human resource management is a strategic activity that give impact to the organization's performance in the future. Employees' performance and productivity in the organization will make a major contribution to the achievement of organizational goals. In the modern organization, HR management becomes very important because it considers HR as an asset that is owned by an organization for the long term. At this time, all organization facing new challenges related to human resources management i.e. talent crisis. Talent Crisis mentioned specifically highlight the emergence of age / generation in the workforce that are currently coloring corporation at the worldwide including Indonesia.

Today, there are three generations that characterizes the labor force i.e. baby boomers (born 1943-1960), generation X (1961-1979), and generation Y (1980 - 2000). Currently, generation that dominates the workforce is generation X but in the future, generation will dominate the labor market. The dominance of generation Y slowly but sure changing the face of the corporation in Indonesia. The potential of generation Y proportion will increase in a span of 10 years. The business world needs to continue to accommodate the changes as a consequence of the strengthening of the role of generation Y on corporate activities. Various aspects of business, from recruiting to the management of human resources, designed to be more accommodating on this young labor force. Although it presents new challenges, character of generation Y is also open an opportunity to innovate and develop the market potential. This is based on the expertise of this generation mastering digital technology.

Characteristics of Generation Y who love a challenge and have a low boredom tolerance caused them to have a shorter career than the previous generation. Turnover phenomenon can be explained by a variety of things: because they are not engaged with the organization or company. A study conducted by Prasetya Mulya Executive Learning Institute (PM-ELI) in the first quarter of 2015 (ELI Research Team / SC Indonesia, 2015). Research applied to the 225 respondents who work in a variety of leading companies in Indonesia. From a basic range of variables, including the level positions in the company of which the majority is early and intermediate-level leaders, revealed the low level of their engagement in the organization (only 40%). Conversely, those who claim not engaged in the organization more numerous (up 59%), or more than half of the total respondents. Furthermore, on generation Y respondents, 71% said that they are not engaged with the organization or company in the moment. Weak level of engagement in the organization will lead to employee turnover, especially generation Y. Based on the above phenomenon, generation Y has a tendency to come out of the organization or conduct turnover.

Several studies in recent years appears relatively new in Human Resources Management areas that focuses on spiritual values at work or often referred as workplace spirituality. Workplace spirituality include the personal level (meaningful work), the level of community (feeling of being connected with the community/sense of community), and the level of organization (enforcement and

maintenance of personal value and compliance with organizational values/ alignment of values). The study of workplace spirituality inspired by the idea of the importance of the meaning of life in the working world.

Other factors that influence the level of employee engagement in the organization is organizational culture. Organizational culture in the company is divided into two concepts from the standpoint of the company's employees. The concept of the cultural point of view that is appropriate culture and expected culture in reality. Appropriate culture is the culture of the desired expectation by employees of the company and culture that is not as expected is a culture that is not desired by the employees of the company. The concept of organizational culture can influence employee engagement.

PT. Krama Yudha Tiga Berlian Motors (KTB) is an authorized distributor of Mitsubishi vehicles in Indonesia of Mitsubishi Motors Corporation (MMC) and Mitsubishi Fuso Truck & Bus Corporation (MFTBC). The structure of existing employees currently dominated by age group of generation Y (born 1980-2000), that is the productive age range 20-35's. Since its establishment until today, KTB has grown rapidly and employs a staff of about 681 people with the development of the following composition:

Table 1. Employees by Age Group (Generation)

Employees by Age Group (Generation)	2014		2015		2016	
	Amount	%	Amount	%	Amount	%
Baby Boomers (> 55 years)	23	2,5%	13	1,8%	5	0,70%
Generation X (37-55 years)	387	41,3%	326	44,1%	297	43,60%
Generation Y (21-36 years)	526	56,2%	399	54,1%	379	55,70%
Total	**936**	**100%**	**738**	**100%**	**681**	**100%**

Source: Dept. HRPD (2016)

The composition of employees by age group, generation Y is currently at 55.7%. With most of the employees are young so the potential for developing capacity is still very large and contribution to the advancement of company is very wide. However, on the other hand a tendency to leave the company or conduct turnover on generation Y in PT. KTB is quite high as massive company's recruitment in the last 3 years in order to expand the business. The phenomenon of turn out carried out by generation Y employees during the last 3 years are presented in the following table:

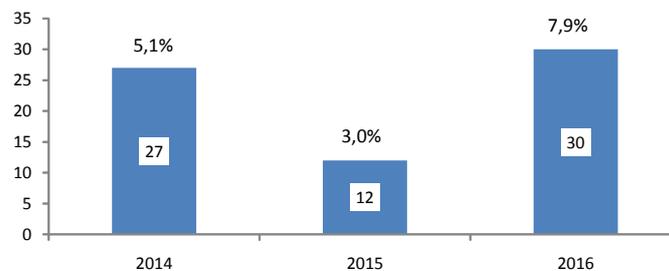Turn out Data of Generation Y Employees

Figure 1. Employee Turnover Data Generation Y Year 2014-2016

Source: Dept. HRPD (2016)

From the data above shows that over the last 3 years, the percentage of generation Y employees who do turn out between 3-8% of the total population of generation Y employees each year. Behavioral tendencies to do turn out one of the contributing factor is the employee not feel enjoy to work (as part of workplace spirituality dimensions).

Since 2013, PT. KTB began to introduce the concept of KTB's Corporate Value which aims to establish the company's corporate culture as well as all employees KTB can revive the principles and spirit which would be built through the implementation of the KTB's corporate value. Although the application of the corporate value of KTB already initiated since 2013, but based on the results of focus group discussion (FGD) in order to evaluate the socialization and internalization of the KTB's corporate value conducted by SBT team in 2015 which contains representatives of each division, KTB's corporate value is still not optimal because the existing programs is still limited to dissemination of corporate values but have not yet reached the stage of internalization and applications by all employees. Each division is still thick with their respective work culture that formed since the KTB was established in 1973 until today.

Preliminary survey conducted by distributing questionnaires replication based UWES-17 (Utrecht Work Engagement Scale) to 24 employees of generation Y that contains 17 questions and scales used in the questionnaire research is likert scale. The result of

preliminary survey as follows:

Table 2. Preliminary Survey Results Per Dimensions Employee Engagement Variable

Dimension	Mean	STD Dev.
Vigor	2,90	0,78
Dedication	2,84	0,89
Absorption	2,87	0,90
Employee Engagement	**2,87**	**0,86**

Source: Preliminary survey (2016)

In addition to a preliminary survey also proposed open questions to 24 respondents related to turnovers intention. 18 of 24 respondents or 75% said that they have the intention to do turn-out in the future. The phenomenon described earlier showed that concrete steps need to be done to improve the level of engagement of employees of PT. KTB especially generation Y who are the future assets of the company. Based on the description in the background, it can be identified several issues as follows:

1) The tendency of generation Y employees to do a turn out is fairly high.

2) The application of KTB's corporate value is still not optimal.

3) The level of employee engagement of generation Y in PT. KTB were moderate (rather low).

This research was conducted with the followng objective:

1) To identify and explain the influence of workplace spirituality on employee engagement generation Y at PT. KTB;

2) To identify and explain the influence of organizational culture on employee engagement generation Y at PT. KTB; and

3) To identify and explain the influence of workplace spirituality and organizational culture simultaneously on employee engagement generation Y at PT. KTB.

LITERATURE REVIEW

Generation Y

Generation Y is individuals who were born in 1980-2000 (Ancok, 2014). In addition, early birth year of this definition indicates the middle range of the various definitions exist. From the results of the literature review, the displacement generation X and Y are in the year 1978 to 1982. Characteristics of generation Y, according Solnet & Hood (2008), they like to express an opinion, more demanding than the previous generation, not easily satisfied with what they get, low of tolerance boredom, like the challenge and responsibility, independent, want recognition, and giving constant feedback.

In terms of loyalty, generation Y in Asia devoted to the organization if their needs are met by their company (James *et. al*, 2008: 172). First began working, generation Y does not have expectations have chosen the right job. However, on a second job that generation Y tend to survive longer if their expectations are met by the company. Study by Hassan *et. al* (2011) to the final year students in Malaysia on work life balance shows generation Y want a flexible work time planning, pregnancy policy, and policies for employees who leave the organization as a priority of work life balance. For the planning of working time, respondents chose Monday-Friday work hours, job sharing, and flexible work schedules. As for the pregnancy policy, respondents feel that the organization needs to provide compensation for pre- and post-pregnancy needs, paid maternity leave, and paid parental leave. Employees want the company to allow them to leave the organization for reasons of domestic/ family, social leave and sabbatical leave.

The research results of Meier, *et. al* (2010) showed 54% of respondents consider leadership as important factors to motivate employees, 34% considered the salaries, challenging work, and the work atmosphere occupy third and fourth position. In this research, Meier *et. al* also found generation Y more attention to work life balance than the generation X, they consider relationships with friends and family can support their performance. Another study by Huybers (2011) suggest a salary, granting recognition to an individual, flexible work schedules, career advancement, and work life balance as an important factor for the generation Y. Another study by Solnet and Hood (2008) states generation Y job satisfaction determined by intrinsic factors such as the opportunity for ownership of the organization, varied and meaningful work, providing training, perceptions of supervisor support, and balance between life - work.

Research by James *et. al* (2008) on the generation Y in Asia shows doing preferred work, doing meaningful project, work flexibility, and managers who understand the problems of employees as an important factor for generation Y when they began its work. Interestingly, the aspect of work flexibility and supportive manager is a more important factor perceived by generation Y in Asia compared to countries outside Asia. Strict competition among companies encourages the company to make efforts to strengthen its internal. Particularly in managing Intellectual Capital through setting operational strategy and appropriate service delivery system. Intellectual Capital is made up of two main elements, namely the employee commitment and employee competency (Setyo Riyanto, 2002:256).

Workplace spirituality

According to Robbins *et. al* (2008: 126), workplace spirituality is the awareness that people have a growing inner life and nourished by meaningful work that takes place in the context of community. Milliman, *et. al,* (2003) in Sufya (2015: 52) explains that workplace spirituality involves an attempt to find the ultimate goal of a person in life, developed a strong relationship between colleagues associated with the work, and has the consistency (or alignment) between the core belief of a person with the values of their organization. Workplace spirituality represents as spiritual welfare of individuals in work as a condition that covers a range of factors affecting an individual's satisfaction toward life or work (Altaf and Awan, 2011: 2).

There are three main dimensions of workplace spirituality according to Milliman *et. al*, in Sufya (2015: 52), namely: 1) Meaningful work represents an individual level, which has the ability to sense the deepest meaning and purpose of their work. 2) Sense of community represents the community level, which refers to the level of a group of human behavior and focus on the interaction between workers and their colleagues. 3) Alignment with organizational representing the level of the organization, which shows the experience of individuals who have a strong alignment between their personal values with the mission and goals of the organization.

Organizational culture

Organizational culture is something that is inherent in the character of a company or organization. Organizational culture is a system of collective, beliefs, underlying assumptions, values, language, restrictions,, norms, ideologies, myths and rituals are taught to members of the organization as a way to perceive, think, feel, behave, and expecting others to behave in the organization. An organizational culture defines what is important and not important in the company. Organizational culture can be seen as an organizational DNA, invisible to the naked eye, but became powerful template that shape what happens in the workplace, (McShane and Glinow, 2014: 274).

Denison *et. al* (2004), in Yadnyawati (2012: 16) argues that there are four dimensions of organizational culture, namely:

1) Involvement; the dimensions of organizational culture that showed levels of employee participation (member organization) in decision-making. Effective organizations empower people, build their organization around the team, and developing human capabilities at all levels.

2) Consistency; the level of members agreement of the organization to the basic assumptions and organization values.

3) Adaptability; which is the organization's ability to respond to changes in the external environment with the internal organizational changes.

4) Mission; which shows the core purpose of organizations that make sure the organization's members and firm against what is considered important by the organization.

Employee engagement

Employee engagement is a sense of emotional attachment with the work and organization, motivated and able to give of their best to help the success of a series of tangible benefits for organizations and individuals (MacLeod and Clarke, 2009: 43). Engagement is defined as a positive attitude, full of meaning and motivation, which is characterized by vigor, dedication and absorption (Schaufeli, 2002 in Murnianita, 2012: 11).

Dimensions of employee engagement consists of three things (Schaufeli et al, 2003 in Murnianita, 2012: 11) : 1) Vigor is an aspect that is characterized by high levels of strength and resilience of mental work, the desire to strive earnestly inside job, persevere in the face of adversity. 2) Dedication is characterized by a feeling of being full of meaning, enthusiasm, inspiration, pride and challenge in the job. People who score high dedication strongly identify their work as making a valuable experience, inspire and challenge; and 3) Absorption, characterized by the concentration and deep interest, drowning in work, time was passed quickly and the individual is difficult to break away from work so that they forget everything around.
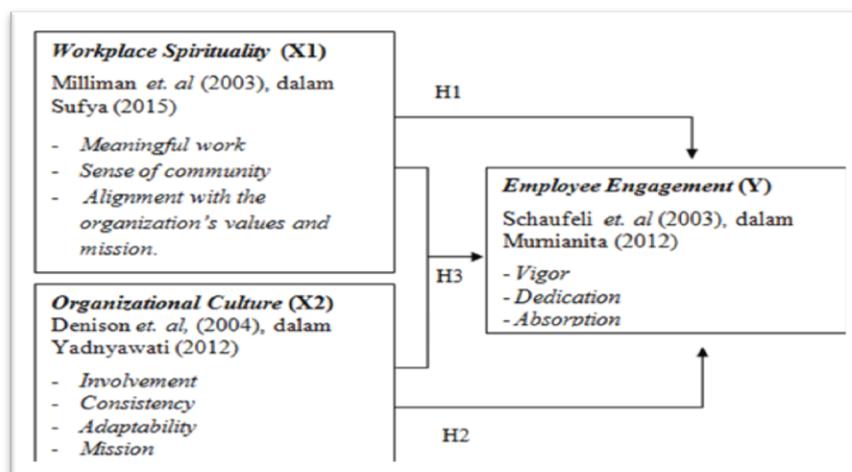
Frameworks chart is shown below:

Figure 2. Framework

Source: Various Literature (2016)

The research hypothesis are:

1) Workplace spirituality has positive and significant affect on employee engagement generation Y in PT. KTB;

2) Organizational culture has positive and significant affect on employee engagement generation Y in PT. KTB; and

3) Workplace spirituality and organizational culture simultaneously have positive and significant affect on employee engagement generation Y in PT. KTB.

This research type is quantitative with correlative types, because researchers want to determine whether there is influence between independent variables which include workplace spirituality (X_1) and organizational culture (X_2) with the dependent variable is employee engagement (Y). The method used in this study was a survey method. Based on the researcher contact with the respondent, the study classified as cross-sectional study because researchers only once involved with the research subject when retrieving data.

Respondents of this study were employees of Generation Y, born from years 1980-2000 and worked at least 1 year (permanent employees) in PT. Krama Yudha Tiga Berlian Motors. The samples used an appropriate sampling method in order to obtain a representative sample of the population and can describe the situation to the fullest. The sampling technique used in this research was nonprobability sampling where the population does not use random process. Nonprobability type of sampling used is incidental sampling that anyone who accidentally met with the researchers can be used as a sample. The number of samples in this study are determined based on a theory developed by Arikunto (1996), in Riduwan (2010: 218) with a size formula sample of 148 respondents. Tool is a multiple linear regression analysis with SPSS version 20.

Before analyzed, questionnaire tested with validity and realiability test also classical assumption of indicators, dimensions, and variables of the study.

RESULTS AND DISCUSSION

Validity and Reliability

Before instrument questionnaire given to respondents, first tested the validity and realibility. Validity by analyzing r count (coefficient) and r table. Validity test using Pearson Product Moment correlation analysis. If r count positive and r count > r tablel, then the variable is not valid. R table value by the number of samples (n = 164) at the significant level (α = 0.05) obtained r table of 0,153 meaning if r count < r table, then the item is not valid and if r count > r table, then the instrument can be used (valid).

The result of the calculation of validity or r count, the lowest correlation to the variable of workplace spirituality is 0,579. For organizational culture variables is 0.423, while the variable employee engagement is 0.578. When compared with r table (n = 164, α = 0.05) = 0.153 then none of the questions on all instruments aside, so the instrument is valid because r count is positive s and r count > r table.

Reliability test aims to determine how far the instrument can be trusted. Cronbach's alpha reliability test refers to the alpha coefficient values generated in SPSS output. The instrument is reliable if the reliability coefficient Cronbach's alpha> 0.6. The results of reliability test data processing showed Cronbach's alpha value is greater 0.6, so it can be concluded that the scale of measurement variables of workplace spirituality, organizational culture and employee engagement has a good reliability.

Classical Assumption

Normality Test

Before conducting further analysis to determine whether the data were normally distributed or not, data must be necessary to test for normality using the scatterplot and Kolmogorov-Smirnov test.
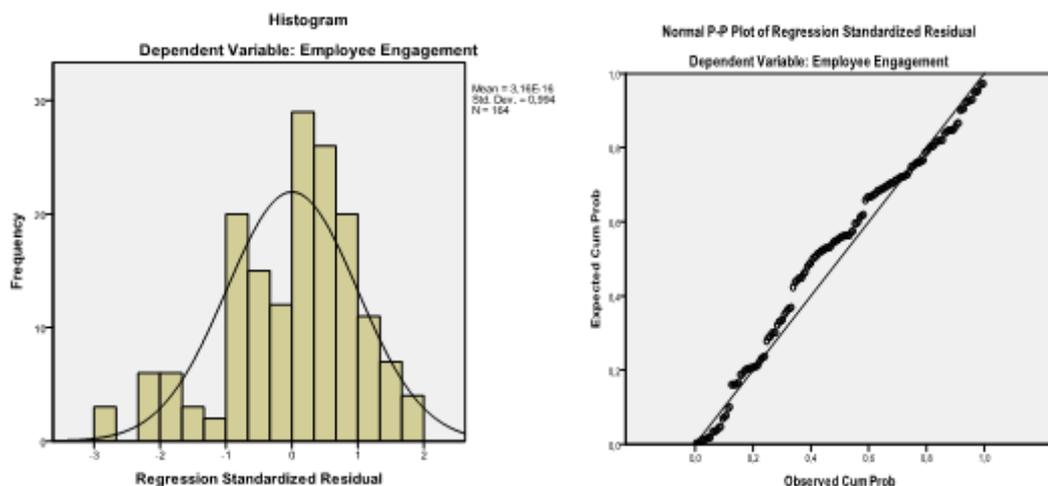

Figure 3. Histogram Charts And P-Plot Normality Test Graphs

Source: Results of Primary Data Processing (2016)

From Figure 3, it can be seen that all the data follow or be around diagonal (expected normal) so that all the data were normally distributed. Thus these data meet the assumptions of normality normal or follow the line that the proposed regression model fit for use.

Table 3. Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		164
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	6,19682062
Most Extreme Differences	Absolute	,110
	Positive	,094
	Negative	-,80
Kolmogorov-Smirnov Z		1,411
Asymp. Sig. (2-tailed)		,137

    a. Test distribution is Normal.

    b. Calculated from data.

Table 3 above shows that normality test results by using the One Sample Kolmogorov-Smirnov was 0,137 and greater than 0.05 (Asymp sig> 0.05). It can be concluded the data were normally distributed.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables. Multicollinearity test can be done by regressing the analysis model and to test the correlation between the independent variables using Tolerance and Variance Inflating Factor (VIF). Multicollinearity test results from the regression model shown in Table 4 below:

Table 4. Multicolinearity Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2,516	2,536		,992	,323		
	Workplace Spirituality	,655	,073	,772	8,954	,000	,238	4,194
	Organizational Culture	,042	,043	,083	,966	,336	,238	4,194

a. Dependent Variable: Employee Engagement

From these results, it was found that all the VIF is 4.194 or VIF <10 This means that not happen multikollinearity. And concluded that multicollinearity test is fulfilled.

The Model and Hypothesis

Testing Hypothesis: Research that aims to test the hypothesis generally explains the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation, (Ali Hapzi & Nandan L, 2013:72).

The testing result of the influence of workplace spirituality (X_1) and organizational culture (X_2) on employee engagement (Y) as follows:

Table 5. Linear Regression Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,845[a]	,715	,711	6,23519	,715	201,755	2	161	,000

a. Predictors: (Constant), Organizational Culture, Workplace Spirituality

b. Dependent Variable: Employee Engagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,516	2,536		,992	,323
	Workplace Spirituality	,655	,073	,772	8,954	,000
	Organizational Culture	,042	,043	,083	,966	,336

a. Dependent Variable: Employee Engagement

To determine whether significant or not the influence of the independent variables simultaneously on a dependent variable is used the F test. Value Sig. of 0.000 indicates to a significance level of 0.05 two-tailed alpha certainly significant. Based on Table 5, test results with SPSS for Windows, obtained F count is 201.755, F table for the total sample of 164 with 3 variable test at a significance level of 0.05 was 3.05. It shows that F count > F table (201.755 > 3.05), so statistically that the independent variables of workplace spirituality and organizational culture simultaneously have a significant influence on the dependent variable, employee engagement.

T test aims to determine whether there is a partial effect between workplace spirituality and organizational culture on employee engagement. The results of data processing with SPSS for Windows as shown in Table 5, for workplace spirituality variable obtained t = 8.954, t table for the number of n = 164 and k = 3 t(n-k; α = 5%) were 1.654 and significance value 0.000. Because t count > t table and the significance value less than 0.05, then this shows that workplace spirituality has positive and significant influence on employee engagement. As for the organizational culture variables obtained t = 0.966, t table for the number of n = 164 and k = 3 t (n-k; α = 5%) was 1,654, and the significant value of 0.336. t count < t table and significance value of 0.05, then this shows that organizational culture has no significant influence on employee engagement.

To calculate the contribution (share) of workplace spirituality and organizational culture on employee engagement can be seen from the coefficient of determination (adjusted R-square). Based on the test results with SPSS for Windows, obtained adjusted R-square or determination coefficient of 0.711. This value indicates that the variable of workplace spirituality and organizational culture capable of explaining the influence on employee engagement variable by 71.1%, while the remaining 28.9% is explained by other variables outside the model.

From the results in table 5, the result of multiple linear regression equation; $Y = 2.516 + 0.655X_1 + 0.042X_2 + e$. Where in this equation can be interpreted:

1) The constant of 2.516 showed that when variables of workplace spirituality (X_1) and organizational culture (X_2) are considered fixed, but is influenced by variables outside the model, the estimated employee engagement (Y) will rise by 2,516.

2) The regression coefficient of workplace spirituality (X_1) of 0.655 means that when the variable increases by one unit of workplace spirituality then the employee engagement (Y) will increase by 0.655 assuming other variables remain valuable.

3) The regression coefficient organizational culture (X_2), amounting to 0,042 meaning that the variable increases by one unit organizational culture hence employee engagement (Y) will increase by 0,042, assuming other variables has a fix value.

Discussion

Based on the results of significance testing and linearity, the regression coefficient of workplace spirituality variable has positive value which means that workplace spirituality have a positive relationship to the high and low levels of employee engagement generation Y. The higher of workplace spirituality will make the performance of employees is also higher. The research results of Pradhan & Jena (2014:10) concerning the relationship between the dimensions of workplace spirituality and employee engagement stating that there is a positive relationship between the two variables. The higher dimensions of workplace spirituality, the higher employee engagement and vice versa. Workplace spirituality has a positive effect on employee engagement of employees in the company. Employees who interpret and contribute to the work and do the job by devoting significant physical energy, cognitive, and emotional referred to as the engaged employees (Kahn, 1990 in Sufya, 2015: 56).

The hypothesis test result is workplace spirituality has positive and significant influence on employee engagement. Workplace spirituality will produce positive things for employees and companies. Integrating spirituality in the workplace, will make employees feel the meaning and feeling of his life. Not only make employees feel whole as a person but also benefit the company in terms of profit, high moral standing and decrease the levels of absenteeism.

In addition to workplace spirituality, other factors that affect the performance and employee engagement generation Y of PT. KTB is the organizational culture. Based on the results of significance testing and linearity, organizational culture variable regression coefficient is positive. The value of the coefficient is positive, which means that organizational culture has a positive relationship to the high and low levels of employee engagement. The results are consistent with the opinion of Federman (2009) in Yadnyawati (2012: 72) that culture is one of the factors that influence employee engagement in the company. Culture that exist in the company or commonly referred to organizational culture is a characteristic of the company that would be able to differentiate itself from other companies. According to Robbins (2008: 62), organizational culture refers to a system of mutual understanding held by the members of an organization that distinguishes the organization from other organizations

In the second hypothesis testing, organizational culture has positive and significant influence on employee engagement. Found that organizational culture does not have significance influence on employee engagement. However, what's interesting is the correlation test results stated that the organizational culture variables have very weak but positive correlation to employee engagement variable. Overall, the study result shows that there is any difference in the correlation test results with previous studies. Differences samples (number, background, culture), a place of research, as well as measuring instruments used become the main cause of differences in the correlation test results.

In the third hypothesis testing that workplace spirituality and organizational culture has positive and significant impact on employee engagement is acceptable. Research shows that the variable of workplace spirituality and organizational culture simultaneously have a positive and significant impact on employee engagement. Furthermore, there is very strong relationship between workplace spirituality and organizational culture variables which able to explain the influence of employee engagement by 71.1%. This shows that employee engagement generation Y of PT. KTB is strongly influenced simultaneously by the variables of workplace spirituality and organizational culture in the company. Increased levels of employee engagement will also affect the company's overall performance improvement due to employees is driving all activities of the company in order to achieve the set targets.

CONCLUSION AND SUGGESTION

Conclusion

From the research that has been done on the influence of workplace spirituality and oganizational culture on employee engagement generation Y at PT. Krama Yudha Tiga Berlian Motors, it can be concluded as follows:

1) Workplace spirituality has a significant and positive effect on employee engagement. Showed that the level of the relationship between workplace spirituality and employee engagement is a strong and significant. From the results of this study found that high score of workplace spirituality that owned by employees which characterized by the dimensions of meaningful work, sense of community, and alignment with organizational values will increase employee engagement level.

2) Organizational culture has a significant and positive effect on employee engagement. Showed that the level of the relationship between organizational culture and employee engagement is weak and not significant.

The absence of significant influence between organizational culture on employee engagement, it does not mean there is no effect at all, but it means that in this study, organizational culture is not an issue under discussion to increase the level of employee engagement. This study also found that there is a positive but weak correlation between organizational culture and employee engagement generation Y. Good implementation of organizational culture will be able to increase employee engagement level.

3) Workplace spirituality and organizational culture simultaneously have a significant and positive affect on employee engagement. The study showed that the level of the relationship between workplace spirituality and organizational culture simultaneously on employee engagement is weak and not significant. It also confirms that the increase of employee engagement in performing his work is influenced by the level of workplace spirituality on employees and the effectiveness of organizational culture in the company.

Suggestion

Based on the conclusions that have been described previously, the suggestion as follows:

1) Generation Y really wants the company has a system that can develop themselves, good compensation and clearly coaching process. But for success in managing generation Y, the company need to recognize the characteristics of generation Y so that management can create a more human capital policies in accordance with them.

2) Providing training in accordance with the competence of the employees, especially generation Y in an effort to make the retention and reduce turnover.

3) The management of the company should facilitate employees with activities or work environment which can bring a conducive environment for employees to understand and improve the spirituality in the work that will result in increased engagement level especially generation Y by held trainings in order to improve the spirituality in the workplace.

4) Employees involvement in the decision making and the preparation of the company's strategy needs to be done as a means to increase sense of belonging to the company and its part of the organizational culture.

5) Socialization and internalization of corporate values of the organization must be improved. Civilizing values held by the company to each employee by deliver the desired value in a language that understood by all employees.

6) Encourage employees with positive statements about their ability to carry out shared values or reward for achievements/ performance as the culture of the organization. By getting to know the culture of the organization, will facilitate the management takes strategic and operational decisions. Increased the implementation of organizational culture will increase the level of employee engagement.

7) Further research is needed on other factors that have an influence on employee engagement besides workplace spirituality and organizational culture such as emotional intelligence, commitment, leadership and so on. By knowing the influence of another variables on employee engagement, the company will be able to make improvements that will increase employee engagement

level.

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