

The Relationship between Workplace Spirituality and Turnover
Intention with the Mediating Effect of Organizational
Commitment in Food Service Industry in Taiwan

by

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ABSTRACT

The food service industry serves as an important role of economic growth in Taiwan or any other country and the rate keeps increasing yearly. The key of the growth was related to high demand for the quality of food service industry employees. Therefore, identifying specific skills and characteristics of employees in food service area that can predict organizational outcomes has become one of the challenges of human resource management. The purpose in this study is to discuss the relationship between workplace spirituality and turnover intention. Furthermore, organizational commitment was examined whether it can mediate the relationship between workplace spirituality and turnover intention. Samples in this study were focus on the food service industry with 251 workers in Taiwan. The research was based on the quantitative method and adopted with survey-based methodology. Hypothesis were examined by SPSS 23. The result in this study showed that there was a negative relation between workplace spirituality and turnover intention, organizational commitment is also negatively related to turnover intention. The organizational commitment was mediating in the relationship between workplace spirituality and turnover intention in food service industry. The research showed that the food service industry should be aware of the workers' spirituality and the commitment with the workers, and provide the human resource knowledge to the food service industry.

Keywords: workplace spirituality, turnover intention, organizational commitment, food service industry

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CHAPTER I INTRODUCTION

This chapter was combined with many parts. All of them were to clarify the research of this study. The first thing needed to do is to look through the research background. The second part was the research purposes and problems. The following part was the delimitation, and the last part was the definition of variable terms in this study.

Background of Study

With the changes in the industrial structure of Taiwan, Taiwan has gradually been replaced by the service industry from the early stage of agriculture to industry, and it has played a significant role in not only Taiwan, but also all over the world's economy. In the food service industry, human resources have always been a very important strategy to bear the rapid growth and peak of the industry, the person distribution during off-peak hours, and the characteristics of staff shift work, of which personnel cost is an important consideration.

Food service industry is usually determined as a hospitality sector (Wearne & Morrison, 2013). In recent years, food service industry becomes a significant economy problem (Johns & Pine, 2002). Taiwan food restaurant is variety. It also has a dynamic food service industry. In 2018, Ministry of Economic Affairs (MOEA) showed 2017 reports that the Taiwan's food service economic contribution was probably around US\$ 15 billion. It increased three percent in a year. Food service industry has a stable increase in the recent year. It depends on the growth of consumer income, smaller family size and growth of the e-commerce.

To focus on the relationship using in this study which are workplace spirituality, organizational commitment, and turnover intention in many researches mentioned workplace spirituality solves problems, seeking a more intangible experience of human work from a humanistic perspective, for instance, by meeting the spiritual that everyone needs of development, communities, and connections to significant powers (Milliman, Gatling & Bradley-Geist, 2017). Spirituality can be delivered in many aspects in our life, including working. It's a significant issue for discussing humanity mindset. Turnover intention issue is common and happened a lot to the human resource problem. Turnover will spend a lot of cost to the organization, such as recruiting, training. The higher quality worker turnover is more serious than giving a high wage to a wrong person (Kumar, Ramendran & Yacob, 2012). Rooted in Meyer and Allen (1997), employee commitment shows different combinations, such as desire which represent affective, obligation which represents normative and perceived cost which means continuance. Separate two words, organization, and commitment, organization

simply is a group that has the same goal, on the other hand, commitment got much more important in this word meaning.

In a lot of researcher perspective, they have mentioned when the workplace spirituality is increasing, the worker's turnover intention will decrease (Crawford, Hubbard & Lonis-Shumate, 2009). Thus, in this research will look deeper in the industry of food service, to study on the relationship among workplace spirituality and turnover intention with adding a mediator of organizational commitment, to tell the significance between them (Naqvi, Ishtiaq & Ali, 2013).

Although, a lot of research connecting these variables, but there was a gap that there wasn't having much research discuss the relationship among workplace spirituality, turnover intention and organizational commitment in the food service industry in Taiwan area. Previous study is having less information in this part. This study can fill this hole, and going to help the food service industry in Taiwan, furthermore, to help the economy in the community.

Statement of the Problems

Turnover rate was a big issue in the food service industry, many researchers have already discussed in the different industries between the relationship of workplace spirituality, thus, it was focus on the research of the food service industry, In Beehner and Blackwell (2016) study, they examined the relationship of workplace spirituality and turnover intention in the food service industry in Florida state. In Taiwan, the culture is totally different. This may cause the distinct workplace spirituality to influence the worker's turnover intention. According to the Executive Yuan's report, the main reason for the shortage of manpower in each business is due to the need for employee mobility, and the service industry is particularly serious, including accommodation and food service industry 78.6 percent of the reasons for lack of work are due to employee turnover, Despite the negative impact on the organization, the direct and indirect costs are also increased for such a lack of work and high turnover rate. To find out the problem, in the previous study, workplace spirituality and organizational commitment is two of the factors to influence turnover intention in different area, therefore, food service industry might be careful on the spirituality of human and their commitment to their workers and this study was to check the relationship among these variables.

Purpose of the Study

Since went through the background and the problem of this study, the purpose of this study was to examine Taiwan food service industry, employ the relationships among workplace spirituality, organizational commitment and turnover intention. Especially, this study was to focus on two main research purposes. First was to investigate whether workplace spirituality has an impact on turnover intention. Second was examined whether organizational commitment has a mediate effect on workplace spirituality and turnover intention.

Questions of the Study

The main reason of this research was to test the relationships among workplace spirituality, organizational commitment and turnover intention. The question of the study deliver as follows:

1. Will the workers workplace spirituality have influence on turnover intention in Taiwan's food service industry?
2. Will organizational commitment have a mediating effect on the relationship between workplace spirituality and turnover intention in food service industry in Taiwan?

Significance of the Study

The research was based on the human resource knowledge to help the food service industry. This can benefit the food service industry to know what they need to be careful about. Workplace spirituality was considered as a significant factor to the employee's mindset and whether they have an intention to leave. Furthermore, adding the factor to test out the mediation among the workplace spirituality and turnover intention, organizational commitment was included as a mediator.

The finding of the study was trying to give credits to the food service industry in the human resource field, especially to help food service industry to design their job, to create a good and special organizational culture, also to take good care of their worker, improve the relationship in the organization.

On the other hand, in the human resource development, the group can design some proper training to build up trust between the person and organization, and this is related to the commitment. Food service industry needs to find out the problem and try to solve it.

Furthermore, although it wasn't a new issue talking about turnover intention, the prior study hasn't been doing the research on the relationship between workplace spirituality and turnover intention in Taiwan.

Therefore, this research was to fill the gap by examined the framework of this study.

Delimitations

Although this research contributes to fast food industry, there was still some delimitation in the study.

1. This research was delimited to only the employees in the section of food service industry in Taiwan.
2. This research was delimited mainly using questionnaire survey to collect data.
3. This research was delimited to only examine three variables, which are workplace spirituality, turnover intention and organizational commitment.

Definition of Key Terms

The main structures investigated variables were provided, namely, workplace spirituality, organizational commitment and turnover intention.

Workplace Spirituality

Workplace spirituality is also can be defined as through a meaningful working community environment, recognizing that employees have nurtured and nurtured their inner lives (Ashmos & Duchon, 2000). Neck and Milliman (1994) mentioned that the workplace spirituality is likely an expression of the desire to find out the significance and goal in life, it's a kind of transcendence of personal status, and produce positive attitudes and relationships based on inner life, and the belief of being connected to contribute to the whole society, workplace spirituality is about recognizing that takes place in the context of an organizational community. Organizations that promote a spiritual culture recognize that employees have both a mind and a spirit, seek to find meaning and purpose in their work, and desire to connect with other employees and be part of a community.

In this research was focus on the Ashmos and Duchon's research that how they define the workplace spirituality, and the measurement scale was also based on their research, their definition and the meaning is the relative to the research.

Turnover Intention

Turnover intention is employee intent to fall away their job, work and making try to find a new work and different supervisor (Medina, 2012). Mobley (1979) also presented that it is a process and mindset before employee's job turnover. The prerequisite to leave one's job or organization is the intention to leave that can be referred as turnover intention.

In the research was based on Mobley's research which has the meaning of the process and mindset before employee's job turnover, this research was meant to focus on the mind and the mood that before the job turnover.

Organizational Commitment

Organizational commitment is mentioned as the relationship of the employee and the organization with characterizes the mental state of the following characteristics and reduces the chance whether he or she will depart it (Allen & Meyer, 1990).

Three subscales are including in this study, normative, affective, and continuance. To explain three kind of commitment, normative commitment relates to how much employees feel they should stay at their organization. Employees that are normatively committed generally feel that they should stay at their organizations. Affective commitment, relates to how much employees want to stay at their organization. If an employee is affectively committed to their organization, it means that they want to stay at their organization. Continuance commitment relates to how much employees feel the need to stay at their organization. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization (Allen & Meyer, 1990).

According to Allen and Meyer's research, this study was based on their theory and knowledge to use three subscale with affective commitment, normative commitment, and continuance commitment to examine the relationship between the workers and the organization.

CHAPTER II LITERATURE REVIEW

The objective in the chapter was looking through the past studies including workplace spirituality, organizational commitment, and turnover intention. Also, in this chapter, the relationship between these variables was discussed, hypothesis statement in the present study is proposed in this chapter.

Workplace Spirituality

In the light of Ashmos and Duchons (2000), they presented that there are three dimensions in workplace spirituality, combined with inner life, meaningful work and community.

Sheep (2004) present that person-organization fit is the main concept theory for the operational measurement of workplace spirituality, also improved consistency of which spiritual that person prefer and the supplement of organizational spirit as a spiritual aspect driving behavior and attitude outcomes. Workplace spirituality issues discussion can be traced back to the 1990s (Neck & Milliman, 1994). Ten years later, people started to talk about how to define spirituality (Dehler & Welsh, 2003). Throughout a lot of literature review, convergence can be a demonstration to the spirituality concept. Convergence can be traced back through the literature and showed up on four emerging themes common dimension of workplace spirituality (Mirvis, 1997).

Self-workplace integration

The first concept is about the desire of workers to take part in an organization (Dehler & Welsh, 2003). Neck and Milliman (1994) present that human wishing for the changing power for life is a kind of spirituality. To change is people's desire for something, and this is not only happened in daily life but also work. Employees' preferences in total levels can be vary, integration of inner spiritual life and work environment is a serious issue for working.

Meaning in work

If the person working has an objective, the meaning of the person is to complete the objection and to seek a meaningful mind while working (Ashmos & Duchon, 2000). Mirvis (1997) presented work as a relationship in the person and material in a larger context that makes it meaningful. Therefore, the meaning of one's life is much more important to do just only on work. This can also combine to the fourth dimension to improve the person (Mirvis, 1997).

Transcendence of self

Transcendence is a word to explain someone wants to be better. This is very close to the spirituality concept (Mirvis, 1997). Transcendence can become out of a lot of consciousness

to themselves or others whether friends or organizations. Mirvis also think that this is a kind of community. Therefore, individuals need to experience working experience as community. It's a very magical feeling to get used to the universe.

Inner life growing at work

Neck and Milliman (1994) said that workplace spirituality is a target to exert yourself to fulfill the potential you have a positive attitude to the universe. Thus, organizations should help their employees to fulfill themselves for their development. Ashforth and Pratt (2003) defined growth as self-mental development, to reach the goal and to fulfill the wish, finding the person what they want to be. Spiritual development and workplace level up are high need, a conceptual framework using P-O fit as a framework for the projects generated by this dimension (Sheep, 2004).

Milliman, Czaplewski, and Ferguson (2003) present that people use many ways to experience workplace spirituality: (1) Individual level (working meaning), (2) Group level (community consciousness), (3) Organization level (same purpose to the organization). These dimensions confirm that it has a huge relation to the workers working attitude.

Turnover Intention

First scholar who started to discuss turnover intention was Bills (1925) is thinking about if the parent's social status is correlated to the turnover intention (Hom, Lee, Shaw, & Hausknecht, 2017). Porter and Steers (1974), after reviewing some literature on turnover, there's much more about psychology elements including in turnover, making actual decisions is far from complete. Agree with Mobley (1977), also presented that there's a lot of process and mindset before employee's job turnover. The most important result of job dissatisfaction is to make people have the behavior and the thoughts to quit and at last the finally leave (March & Simon, 1958). With the research done by separated between job turnover and organizational turnover, they find out that employees need to quit or easy to move. The empirical study of job turnover is to confirm that job dissatisfaction and perceived job opportunity are the best predictions for turnover intention (Jackofsky & Peters, 1983). The model of this has a lot of different behavioral and cognitive between employee's emotions and the stimulations of job dissatisfaction. It concluded process before an actual quitting (Mobley, Horner, & Hollingsworth, 1978). Tett and Meyer (1993) also refer that there's a stage of workers with cognition and intentional willingness to quit the organization. Some researchers conceptualized turnover intention is a fast guide to know the reaction of turnover (Fasana & Kumara, 2018)

some scholars pointed out that there are high correlations between intention and turnover (Jeswani & Dave, 2012).

There is a lot of factor that can influence turnover intention, and the most common exist factors are the chance for training and development; better salary or compensation; not satisfied with the organization's policies; low organizational commitment; culture and organizational learning (Rahman & Nas, 2013). The above factors are keys to the employees' turnover. In addition, organizational commitment shows strong negative relationship on turnover intention. The turnover intention includes with two important theory, social exchange theory and human capital theory (Newman, Thanacoody, & Hui, 2011). The social exchange theory is means that the organization invest more development of the employee, the more likely will reduce the intention of employees' turnover and more likely to make the employees have the positive attitude. Human capital theory in based on the organization to set valuable suggestion that when organization provide the investment to increase the employees' productivity that will also increase their employability in the human market to cause the turnover (Rahman & Nas, 2013).

Based on the literature review of turnover intention, it is easily to see that turnover intention is an important element to either workforce or workplace, so that it was included in this study.

Organizational Commitment

Look through a lot of papers and studies, commitment issues have been rolling again and again and are related to people's behavior. In workplace, it is an important variable to realize workers' behavior (Mowday, Steers, & Porter, 1979).

Commitment is a power tied with a person to a goal, the definition thinks that person might get into psychologically to reach to the group, for instance, organization, working group, colleagues (Bishop & Scott, 2000). With my following discussion, this will get around by three kinds of different commitment which is based on Meyer and Allen (1997), employees are said to experience the power by three mindsets, the first one is the affective commitment and the following one is called the normative commitment, and the third is call continuance commitment. This model of commitment found in different paper to predict that the employees result, such as turnover intention, job satisfaction (Meyer, Becker, & Van Dick, 2006).

In addition, commitments were argued that it has included "behavioral terms" (Meyer & Herscovitch, 2001). The behavior is the focus to be the concept of commitment to a particularly goal. For instance, as an organizational commitment, the employee might want to maintain the

employee position in the organization (Jaros, 2007). Also, there is another kind of theory defined commitments as “attitude terms” (Mowday, Steers, & Porter, 1979). This concept is first showed up the individual identity to the organization (Sheldon, 1971). Therefore, attitudinal commitments are a kind of state to represent person stay with a particularly group and target to keep the member to promote the target (Mowday, Steers, & Porter, 1979). Also, commitments sometimes included a relationship exchanging between the individual and organization, which individuals might want to get some rewards or payments from the organization (March & Simon, 1958).

When it comes to the commitment, in the research had using three sub-dimension of commitment including affective commitment, normative commitment, and continuance commitment. Meyer and Allen (1991) have mentioned about these three components. These dimensions will be discussed as follow:

Affective Commitment

Affective commitment (AC), is first developed in 1984 by Meyer and Allen, it refers to the emotional attachment to people or the organization, for instance, when it comes to the engagement with the organization, a person’s emotion and mindset is an important factor to the commitment with organization. It originates from the employee’s mindset and feeling. Usually the affective commitment shows a positively related to the organization’s success. Including high performance, positive attitude. This will easily cause to mediate the relationships with the organization (Bozlagan, Dogan, & Daoudov, 2010).

Normative Commitment

Normative commitment (NC) is that employee has a compulsory feeling to the organization management, so that they will tend to stay on the job (Murray, Poole & Jones, 2006). Because of the obligation based in the informal and formal regulation, rules, custom, and social norms, employee’ will have a responsibility and feel moral to continued the relationship with the organization. Employees consider tend to have a meaningful work, they will grateful to be in the part of the group or in the organization (Bozlagan et al., 2010). Normative commitment is fostered by the organizational commitment of the other favors made by the organization and colleague, and most because of the social frame of mind.

Continuance Commitment

Continuance commitment (CC) is the perceived costs of leaving the organization or group (Murray et al., 2006), for instance, employee stays in the organization is because the need to be in the organization. This type of commitment is combined with the investment and the cost if they leave the organization. The construct is based on two dimensions, lack of alternative

and personal sacrifices. In this kind of commitment, the employee has the financial or social dependence on the organization, sometimes the continuance commitment is not considered as a strong organizational commitment. The employee usually is not willing to be sacrificed to the organization (Bozlagan et al., 2010).

For the research, as the relationship of the employee and the organization with characterizes the mental state of the following characteristics and reduces the chance whether he or she will depart it (Allen & Meyer, 2000). This can represent that there are three relevant factors: First, accepting the organization's targets strongly, secondly, ready to spend the energy to contribute to the organization. And at last, the third one is willing to become a member of the group.

Talking about the organizational commitment, it is way above the loyalty to the organization. It also included an individual's willingness. It's an active movement, not just the organization unidirectional (Mowday, Steers, & Porter, 1979). In this case, the following research was based on the review to have more discussion of the relationship.

The Relationships among the Variables

According to above review of the variables, there exist the relationships among the variables. For building the hypothesis of the study, all of the review are shown as follows.

Workplace Spirituality and Turnover Intention

Workplace spirituality is an outstanding variable when investigating the turnover intentions (Giacalone & Jurkiewicz, 2010). Many researchers have found that there's a relationship between the variables, furthermore, when workplace spirituality is increased, the result will decrease the employees' turnover intention (Crawford, Hubbard, Lonis-Shumate, & O'Neill 2009; Milliman, Czaplewski, & Ferguson, 2003). However, most of the research is only focus on the narrow industry. The negative relationship between workplace spirituality and turnover intention has been demonstrated among US accommodations industry employees (Crawford et al., 2009). According to Munda (2011), in the research, she founded that workplace spirituality was a negative prophet of the turnover intention. In addition, the result of workplace spirituality examined in Kansas is negatively influencing turnover intention (Hong, 2012). Although stakeholders in the accommodation and food service industries may benefit from proven workplace spirituality results, such as reduced intention to leave, limited workplace spiritual research has been conducted in the accommodation and food service industries (Gatling, 2015). The current findings add to the literature suggesting industry

differences should be considered when examining the impact of workplace spirituality on turnover intention (Beehner & Blackwell, 2016).

According to the above literature, there's a gap in the literature with additional industries between workplace spirituality and turnover intention.

According to the outcomes from the literature and supported theory, the hypothesis is developed as follows:

H1: Workplace spirituality is negatively associated with turnover intention in food service industry in Taiwan.

Workplace Spirituality and Organizational Commitment

Several job attitudes variable shows that organizational commitment is one of the factors to be focused (Allen & Meyer, 2000). This may because of the influence of organizational commitment in various attitudes and behaviors related to the organization.

Organizational commitment is enable employees to bring their entire self, including body, spirit, emotion and inner spirit, into the organization and undertake tasks that are not just work, which in turn makes them more emotional and standardized in organization, more loyal and improve the organization performance (Gavin & Mason, 2004).

It distinguishes three commitment components: affective (Emotional attachment to the organization), continuance (the perceived cost associated with leave the organization) and normative (to organization). These components all help enhance the possibilities employees will stay in the organization, but the nature of every mindset be different (Allen & Meyer, 2000). Humanistic organization values and opportunities to do meaningful work improve workers' self-esteem, hope, health, happiness and personal growth. The results are, Employees bring their entire selves (physical, mental, emotional and spiritual) to organizations that treat work as a mission rather than "work", which in turn makes them be affiliated with their organization more cordially and normatively, and be more committed to improve organizational performance (Gavin & Mason, 2004). The fit of people and organizations that are characterized by value consistency may lead to higher satisfaction and stronger emotional and normative commitment (Sims & Kroeck, 1994).

According to the outcomes from the literature and supported theory, the hypothesis is developed as follows:

H2: Workplace spirituality is positively associated with organizational commitment in food service industry in Taiwan.

Organizational Commitment and Turnover Intention

There is numerous significant related in organizational commitment and employees' turnover intention in many studies and research proposed. Gellatly, Meyer and Luchat (2006) found that there's a negatively relationship between organizational commitment and turnover intention.

Rahman et al. (2008) found the relationship between job satisfaction and organization commitments, alternative job opportunities and intention to leave. Past research shows that many antecedents of intention to leave. But the current research relations focused on organizational commitment turnover and some new research dimensions the predecessor of turnover is emotional labor and emotionally exhausted.

Previous studies have shown there are many factors the employees' turnover intention, pointing out and justifying relationship with employee turnover rate. Mobley (1977) pointed out that job satisfaction is turnover. Mohammad et al. (2006) found that the relationship between organizational commitment and turnover intention is negatively.

According to the outcomes from the literature and supported theory, the hypothesis is developed as follows:

H3: Organizational commitment is negatively associated with turnover intention in food service industry in Taiwan.

The Mediating Effect of Organizational Commitment

Prior studies have shown that there's a significant relationship between the variables that using in this study (Crawford et al., 2009; Gellatly et al., 2006). Therefore, different levels of organizational commitment can lead the variation in turnover intention with a result of workplace spirituality.

Silverthorne (2003) reported and found that bureaucratic organizational culture has the lowest organizational level commitment and innovation culture has a medium level of commitment, and finally a higher level of support culture the level of organizational commitment and further emphasizes that if employees are well suited to the organization they will show a higher culture of work commitment. Work-life balance is defined as the process by which employees balance their responsibilities and commitments to paid work, parents or care givers organizations that implement policies designed to help employees achieve work-life balance increased organizational commitment leads to lower employee turnover (Patra & Singh, 2012)

The definition of Allen and Meyer (1990) emotional commitment is the emotional attachment, identification and participation of employees to work organization. Normative commitments can look as employee's obligations to stay in the organization contrary to emotion and ongoing commitment, it focuses on "doing the right or ethical things" pay attention to employee obligations and/or moral attachments arising from socialization link employees to the goals and values of the organization (Allen & Meyer, 1990).

Explaining the mediating effect in the organizational commitment, it was a good mediating effect on the turnover intention to relocate and mediate on the turnover intention, mediating to help the turnover intention (Fasana & Kumara, 2018)

According to the outcomes from the literature and supported theory, the hypothesis is developed as follows:

H4: Organizational commitment mediates the relationship between workplace spirituality and turnover intention in food service industry in Taiwan.



CHAPTER III METHODOLOGY

Research methodology in the research is introduced in this chapter. Also, the research hypothesis that mentioned in the previous study was contained. The chapter overview the aspects of methodology, including the framework of the research, research design, sampling, the measurement instrument of each variable, also the procedures of the study.

Research Framework

The research framework is developed from the previous chapter which rooted to the theory and models from the literature review. The study present that how organizational commitment mediates the relationship between independent variable and dependent variable. The variables' concepts that was examined in this research are presented in Figure 3.1. The framework of the variables combined with workplace spirituality, turnover intention, organizational commitment and three control variables including gender, age, and tenure. The figure is shown as follows:

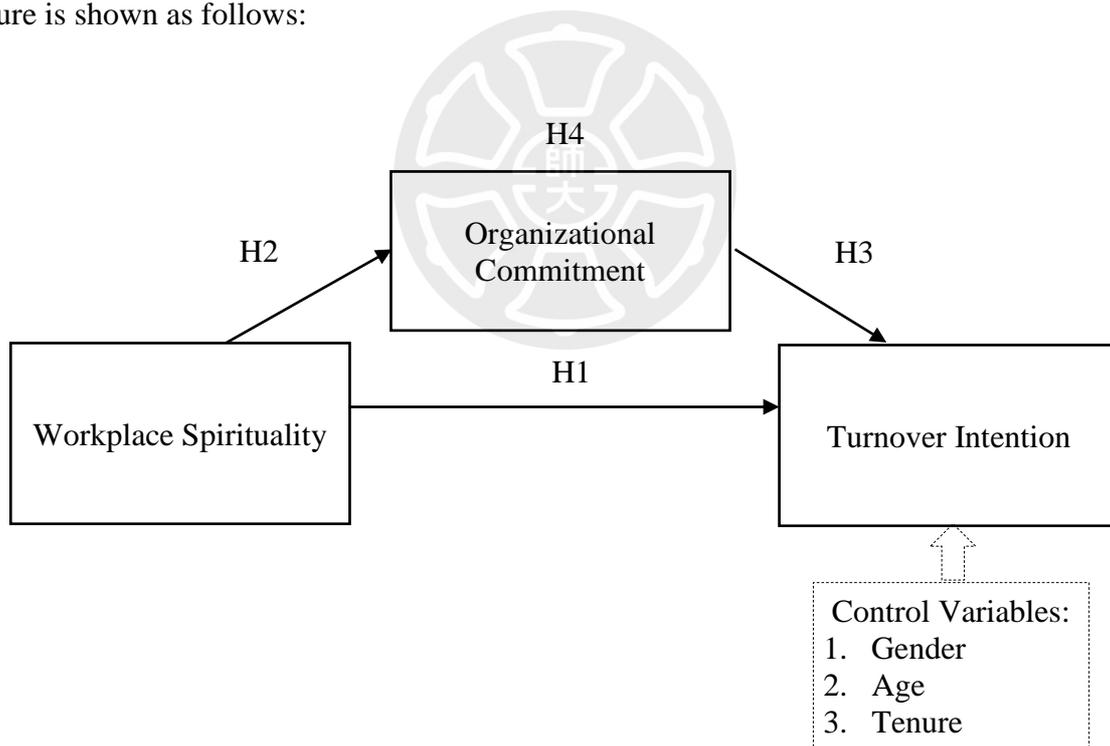


Figure 3.1. Research framework

The hypothesis' that proposed in this study are shown as follows:

Hypothesis 1 Workplace spirituality is negatively associated with turnover intention in food service industry in Taiwan.

Hypothesis 2 Workplace spirituality is positively associated with organizational commitment in food service industry in Taiwan.

Hypothesis 3 Organizational commitment is negatively associated with turnover intention in food service industry in Taiwan.

Hypothesis 4 Organizational commitment mediates the relationship between workplace spirituality and turnover intention in food service industry in Taiwan.

Research Procedure

This section offered a description that the study would go through this process. The research procedure of this study is assigned into many steps in Figure 3.2.

Statement of Research Problem

This research problem stems from the researcher's experience in present work. Based on the flow problem of the food service industry, some related management studies are reviewed, and hope to get ideas. Then the research concept was discussed several times with the thesis adviser, and then the current theme of how the workplace spirituality, organizational commitment and turnover intention in the food service industry were related to each other was put forward.

Literature Review

Review the previous research directly or indirectly in related fields to ensure that the previous research on this topic has not been studied before, and the research issues can be better understood in a comprehensive manner.

Through a review of the relevant literature, a conceptual framework was established, and the existing theories were used to conduct a logical and supportive analysis of the research questions.

Questionnaire Development

This study was conducted through a quantitative method that relied on survey-based methods for data collection. Select questionnaires designed from the previous reliable studies.

The survey tool includes measures for three different variables: workplace spirituality, organizational commitment, and turnover intention. According to previous research, all questionnaires were originally designed in English. Since the participants was Taiwanese, all questions was using in Chinese version which develop by the previous researchers.

Pilot Study

It is an important step to do pilot study during research design. It can be looked as a small version of the particularly study. Pilot study was to examine the reliability and validity of the instrument using in this research to ensure the problems before doing the actual survey.

The pilot test of the measurement was distributed to the employees who worked in food service industry with certain amount. The reliability analysis was conduct in this research.

Data Collection

The questionnaire was distributed to food service industry staff through convenient and snowballing methods. Online survey was designed as the main research tool for collecting data. Survey link was sent to several groups of food service employees who agree to participate and distribute the link to their colleague members. In addition, the cover letter emphasizes the confidentiality of the research, and the anonymity of the interviewee was displayed on the front page of the online survey. The data collection period was last for two months from September to October in 2020, and the expected number of effective responses is 250.

Data Analysis

After collecting the data from the questionnaire survey, the research was using the SPSS to do the data analysis to find out the relationships between the variables.

Findings and Discussion

When finalizing the the data analysis, the study had a result to find out that whether the value of each statistics are significant, and they are related to the literature and the previous review. This part is try to explain that the situation of the study and what the result present, and how the statistical value interpret and meaning, to examine the hypothesis is suit for the result and is significant to the research.

Conclusion and Suggestions

Data analysis and literature review was used to discuss the research results and finally complete the study. This can give the research some recommendation and conclusion to help the organization which in need.



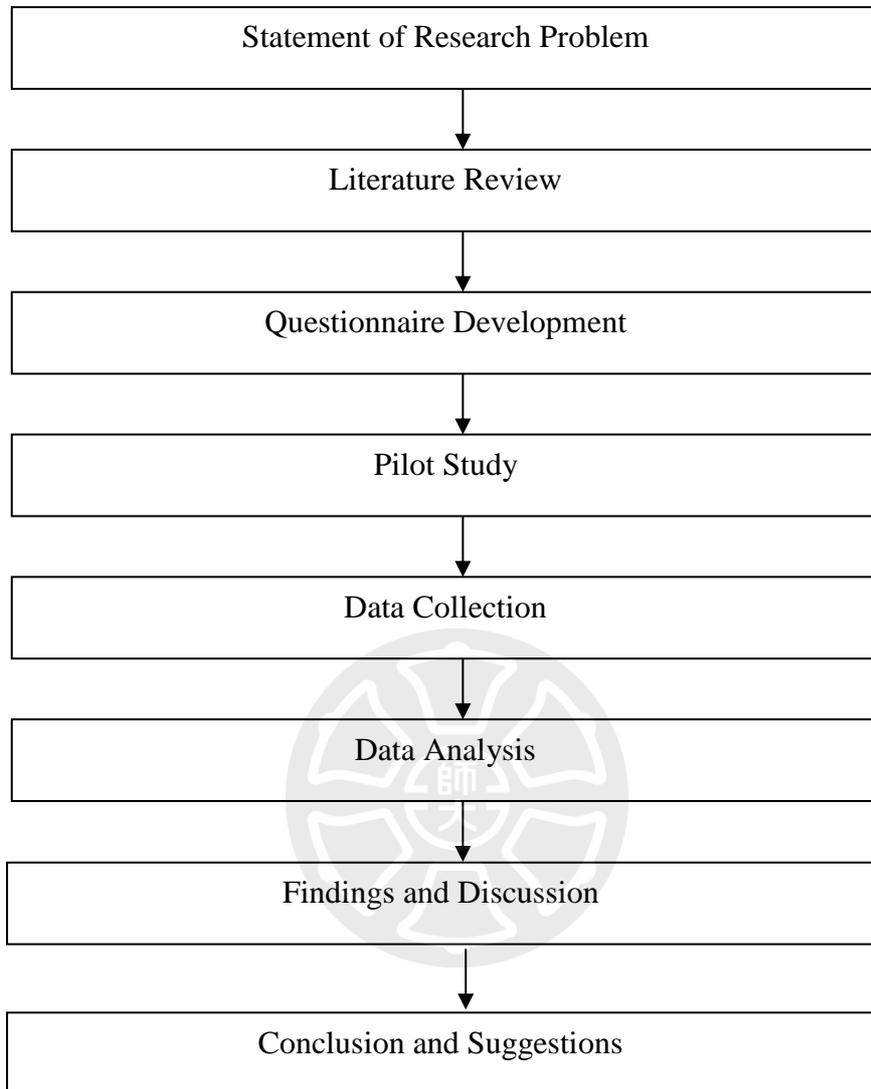


Figure 3.2. Research procedure

Research Sample

The food service industry's workers were chosen to be participants in this study. This study was mainly aimed at full time employees in the food service industry in Taiwan. First, the economic output value of the food service industry is a very important part in Taiwan, and there are many people eating outside in Taiwan. This trend may affect the entire food service industry. Secondly, the turnover rate and turnover rate of the food service industry are relatively high, whether this involves the relationship between the organization and employees.

The research sample was aimed to have 250 workers involved in this research questionnaire survey also the workers involve in this research must have the tenure more than six months to make this research more accurate. The research was include the pilot test with 51 workers in food service industry. After set a goal of research sample for the research, the sample for the main test had 262 workers for the study, and there were 11 workers was not suit for the test was deleted from the sample, so the finally sample for the final test was 251 workers.

Measurement

The questionnaires were developed from the previous research. The questionnaire design contains two major sections. The first section is about measuring the three variables. The second section is about the participants' demographic information. The measurement is shown in the Appendix A with English version and Appendix B with the Chinese version.

Rooted to the first section, the questionnaire items were developed in English originally. Because the participants were Taiwanese, the questionnaires were used in Chinese version which are based on the same meaning of English version that created by the Chinese researchers.

The questionnaire was delivered to the participants by using the google survey, and collected on the internet. The content of the google online survey is showed on Appendix C with the pictures.

Workplace Spirituality

The definition of workplace spirituality in this study refers to the views of Ashmos and Duchon (2000), which includes three items of inner life, meaningful work and community.

This study used three aspects of the scale for measuring workplace spirituality (inner life, meaningful work, community) proposed by Ashmos and Duchon (2000). In Chinese version, this study refered to the Chinese translation of Lin (2007) to design the part that Cronbach's

alpha value of workplace spirituality was 0.97. The measurement was including 21 questions and was organized for the survey.

To response the options, the five-level Likert's scale (1= Strongly disagree; 5= Strongly agree) was utilized.

Organizational Commitment

For collecting the data of the organizational commitment, a scale developed by Allen and Meyer (2001) was used in this study. The measurement includes three categories: Affective OC (AC), Continuance OC (CC), and Normative OC (NC). The measurement includes 18 items. Each term includes 6 questions. The five-level Likert's scale (1= Strongly disagree; 5= Strongly agree) was used within the participants. The reliability of three sub-scale were significant (Cronbach's alphas: AC was 0.86; CC was 0.61; NC was 0.74).

Turnover Intention

The turnover intention in this research refers to scale developed by Mobley(1979) and chose four scales that were related to the willingness to resign to develop the turnover intention scale.

The five-level Likert's scale (1= Strongly disagree; 5= Strongly agree) was used within the participants, the reliability of the turnover intention scale is only one dimension (Cronbach's alpha: 0.687) which is close to 0.7 indicates that the scale has a certain degree of internal consistency.

Control Variable

To provide more accurate results of the relationships between variables, statistical control is widely used in research. As described by Smith, Emerson, and Boster (2018), key demographic factors lead to different job outcome variables. In this study, gender, age, and tenure are used as control variables, which may be related to workplace spirituality, organizational commitment and turnover intention.

Emiroğlu et al. (2015) indicated that personal demographic factors will influence on worker's turnover intention, such as age, gender, education, also, the factor, for instance, tenure, position, working department were determinant for turnover intention.

Gender

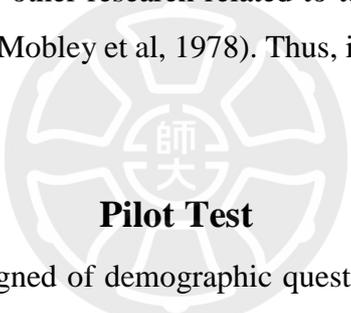
According to Moynihan and Landuyt (2008), their findings had shown that female is less likely to intent to leave their job relatively than male, and the number is quite huge. There are 23 percent that female less turnover intention than male. To assure the research of this study, gender was used as a control variable in this study.

Age

According to Mobley, Horner, and Hollingsworth (1978), they had founded that older generation group has the lower turnover intention than the younger group. In other research that related to the turnover intention is that age is also a significant effect, and it was founded that age would have a negatively relationship with turnover intention (Sager, Futrell, & Varadarajan, 1989). Thus, age was put as a control variable in this study.

Tenure

Job tenure had negatively relationship with turnover intention in the previous study (Arnold, & Feldman, 1982). The other research related to turnover intention also thinks that job tenure is a significant factor (Mobley et al, 1978). Thus, in this research included tenure as a control variable.



Pilot Test

The questionnaire was designed of demographic questions and three variables that was measured. The pilot test was given the accurate research instruments to check the reliability and the relationship among the variables, the pilot test questionnaire was distributed to 51 workers who worked in food service industry.

First, the demographic information of samples, there were 29 participants were female in this pilot test (56.9%), and 22 were male (43.1%). About the age of participants, most of them were 21 to 25 years old (45.1%). Regarding to their working tenure in food service industry, the participants principally most work for 1 to 3 years in food service industry (35.3%).

Second, Pearson correlation analysis was also used for the pilot test. The result of the correlation analysis pointed out that the main variables were significantly correlated are shown and summarized in Table 3.2. Workplace spirituality was negatively and significantly related to turnover intention ($r = -.49, p < .01$). In addition, workplace spirituality was positively and significantly related to organizational commitment ($r = .57, p < .01$). Also, organizational commitment was negatively and significantly related to turnover intention ($r = -.46, p < .01$).

Third, the Cronbach's alpha value also has been checked in the pilot test. Workplace spirituality was 0.95. Organizational commitment was 0.84 with the sub-dimension affective OC was 0.80, continuance OC was 0.77, and normative OC was 0.76. Turnover intention was 0.72.

Table 3.1.
Descriptive Statistics for Pilot Test (n=51)

Item	Frequency	Percentage
Gender		
Female	29	56.9
Male	22	43.1
Age		
Below 20 years old	8	15.7
20 to 25 years old	23	45.1
26 to 30 years old	6	11.8
31 to 35 years old	3	5.9
Above 36 years old	11	21.6
Tenure		
Below 1 year	11	21.6
1 to 3 years	18	35.3
4 to 6 years	11	21.6
7 to 9 years	2	3.9
Above 10 years	9	17.6

Table 3.2.

Correlation Analysis for Pilot Test (n=51)

	Mean	S.D.	1	2	3	4	5	6
1. Gender	0.57	0.50						
2. Age	2.73	1.40	.34*					
3. Tenure	2.61	1.36	.16	.64**				
4. Workplace spirituality	3.69	0.67	.01	.22	.20	(.95)		
5. Organizational commitment	2.99	0.56	.07	.18	.06	.57**	(.84)	
6. Turnover intention	3.07	0.86	-.09	-.18	-.12	-.49**	-.46**	(.72)

Note. * $p < 0.05$, ** $p < 0.01$ (2 tailed)

Data Analysis

This was a quantitative study which conducted using questionnaires. Data collected was the part of the study are tabulated and entered in to the IBM Statistical Package for the Social Sciences (SPSS) 23.0 and were employed in this study to analyze the data. To examine the hypothesis in this study, the descriptive and inferential statistical techniques were applied. The analysis included descriptive statistics, reliability analysis which using the Cronbach's alpha, Pearson correlation analysis, confirmatory factor analysis, and the hierarchical regression analysis.

Descriptive Analysis

Descriptive statistics analysis is to summarize the numerical stats, and present the stats clearly. The study adopted descriptive statistics (means, standard deviations, percentages and frequencies) to describe the characteristic of the respondents. The results that generate by the descriptive statistics is shown as tables for reader to read the stats easily. Descriptive statistics analysis includes with the standard deviation and the means of the variables' data in this research.

Pearson Correlation Analysis

The correlation analysis can measure the relationship and the significance between the variables. It also provides the direction and strength of the linear regression model between the variables. A correlation of positive one showed that there is a positive linear relationship between the variables. In contrary, a correlation of negative one showed that there is a negative

linear relationship between variables. According to the Pearson correlation, correlation below 0.4 indicates low correlation. The correlation between 0.4 and 0.7 indicates medium correlation, and above 0.7 indicates high correlation.

Hierarchical Regression Analysis

The hierarchical regression analysis applied in the situation when there are multiple independent variables. The main purpose is to examine the causation. In this research, the target is to examine the direction and the effect between the variables, i.e., workplace spirituality, has effect on the mediator, i.e., has a mediate effect on the dependent variable, i.e., turnover intention, the effect that independent variable to the dependent variable.

Validity and Reliability

To ensure the the validity and reliability of the measurement in this research, testing the validity and reliability was an important method in the process, and the way to test both of the values are shown as follows.

Validity Analysis

Convergent validity is the degree different measures are related to each other within a construct (Hair, Black, Babin, Anderson, & Tatham, 2009). There are two criteria for assessing convergent validity. First, it is asked to check composite reliability (CR) figures which good to be above 0.7 for validating test subject meet the test condition. CR between 0.6 to 0.7 is also acceptable. Second, average variance extracted (AVE) is the mean of variance calculated from the item loading. AVE figure above 0.5 is considered good implying adequate convergence on the construct. The range from 0.36 to 0.5 is acceptable for evaluating the convergence but has limit for issue within the time. The index of CFA, CR and AVE are shown as follow.

Table 3.3.

Confirmatory Factor Analysis Index (N=251)

Item	Estimate	S.E.	C.R.
WS to OC	0.320	0.047	6.77***
WS to TI	-0.205	0.040	-5.08***
TI to OC	-0.494	0.072	-6.90***

Note. WS Workplace Spirituality; OC Organizational Commitment; TI Turnover Intention

Table 3.4.

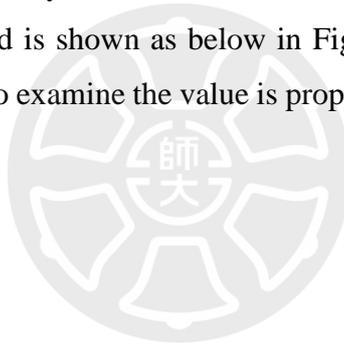
Index of CR and AVE(N=251)

Items	CR	AVE
Workplace spirituality	0.945	0.456
Organizational commitment	0.904	0.515
Turnover intention	0.781	0.482

Note. CR Composite Reliability; AVE Average Variance Extracted

After doing the CFA of AMOS in SPSS. The measurement of the variables in this study were good with CR and AVE, there were some items was deleted in the measurement in organizational commitment with the lower values, and at last, the validity of the questionnaire is in good validity. The item which deleted in the measurement including organizational commitment with the question number 3 to 5 and 8 to 13 in the measurement, these questions were in the low factor loading, si they were deleted in this research.

The AMOS factor examined is shown as below in Figure 3.3., present the number that using measure in CR and AVE, to examine the value is proper in confirmatory factor standard.



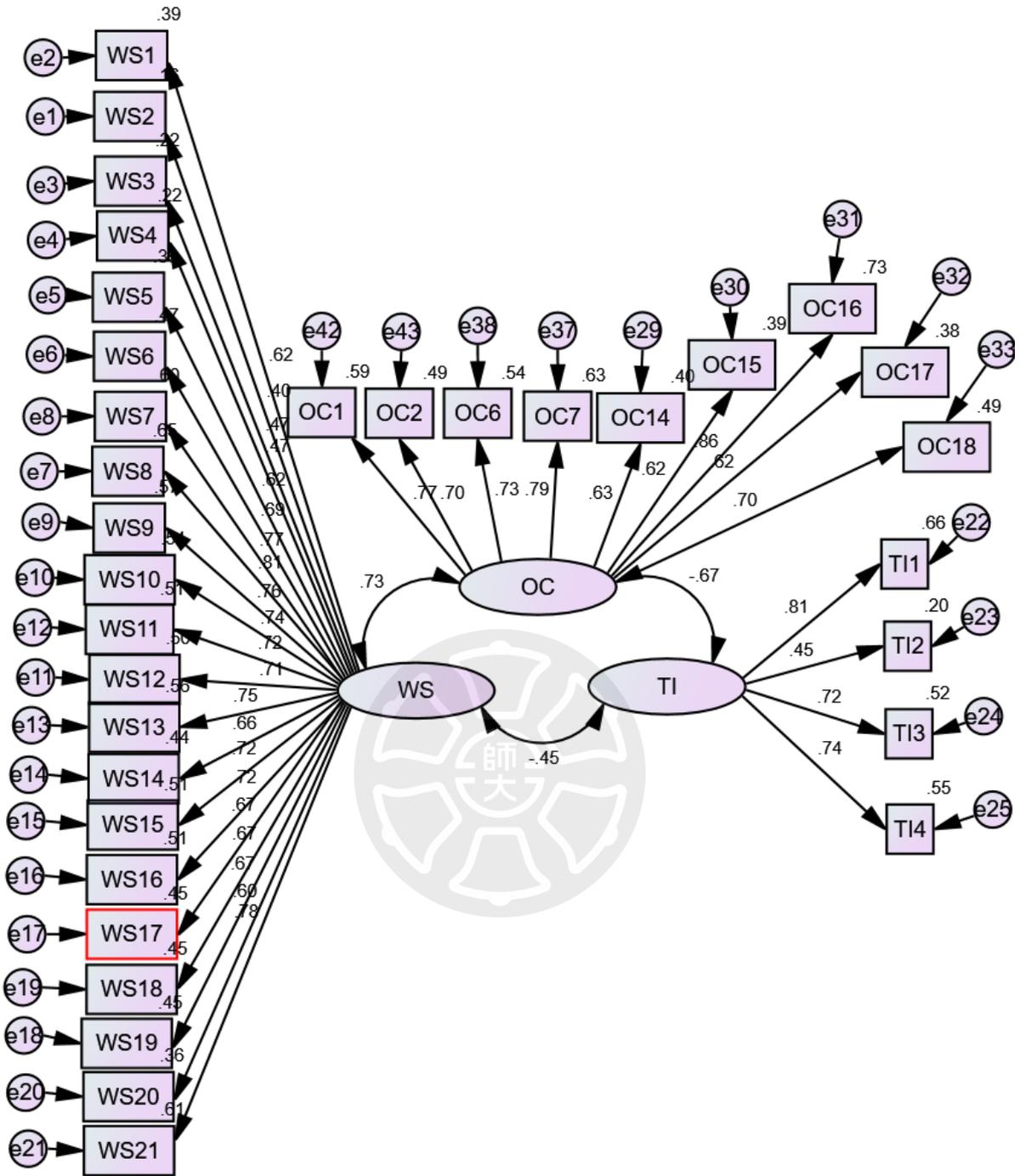


Figure 3.3. Confirmatory factor analysis result for measuring model fit (Three-factor model)

Reliability Analysis

Cronbach's alpha reliability analysis is used in this study. Cronbach's alpha can provide the standard of the measure's internal consistency, whether the scale or test is reliable. The number of the Cronbach's alpha express is between 0 and 1. Reliability was tested by internal consistency and stability of the measurement, also is a concept to determine the precision of measurements. The value of precision indication is using the Cronbach's alpha coefficient to indicate the measurement. The higher Cronbach's alpha coefficient value, the higher precision of measurement will have. Table 3.5. shows the Cronbach's alpha of all variables in this study.

Table 3.5.

Reliability Values (N=251)

Variables	Cronbach's Alpha
Workplace Spirituality	0.93
Organizational Commitment	0.81
Turnover Intention	0.90

According to the result of the reliable test in this research, workplace spirituality, organizational commitment, and turnover intention are all with good reliability.

Data Coding System

Before doing the analysis, each of the data measurement was coded to get access to process in the SPSS software system, 46 items of the questions were dummy coding in the measurement with five-point Likert's scale (1= Strongly Disagree; 5= Strongly Agree). The survey is contained with five multiple choices which can be selected by the participants to select their most suitable answer for them. The demographic variables were also coded. The coded variables and the demographic questions are shown as below in the Table 3.6.

Workplace spirituality was measured in 21 questions. Organizational commitment was measured in 18 questions with three dimensions, affective commitment, normative commitment, and continuance commitment. Turnover intention was measured by 4 items. All of them were measured in five-point Likert's scale (1= Strongly Disagree; 5= Strongly Agree).

In the demographic part, gender was divided into male and female (0= Female; 1= Male). Age was divided into five sections (1= Below 20 years old; 2= 20 to 25 years old; 3= 26 to 30 years old; 4= 31 to 35 years old; 5= 36 years old and above). Tenure was also reported and separated into 5 sections (1= Below 1 year; 2= 1 to 3 years; 3= 4 to 6 years; 4= 7 to 9 years; 5= 10 years and above). For these demographic variables were also examined as control variables to be used in the research.

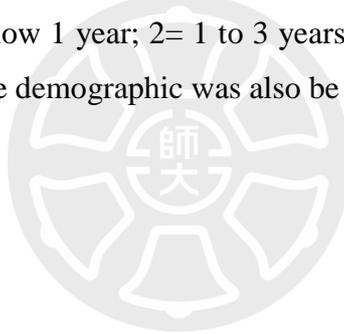


Table 3.6.

Coding System Used in SPSS Data Analysis

Variables	Codes
Workplace Spirituality (21 questions)	1= Strongly Disagree 2= Disagree 3= Neither Disagree nor Agree 4= Agree 5= Strongly Agree
Organizational Commitment (18 questions)	1= Strongly Disagree 2= Disagree 3= Neither Disagree nor Agree 4= Agree 5= Strongly Agree
Turnover Intention (4 questions)	1= Strongly Disagree 2= Disagree 3= Neither Disagree nor Agree 4= Agree 5= Strongly Agree
Gender	0= Female 1= Male
Age	1= Below 20 years old 2= 20 to 25 years old 3= 26 to 30 years old 4= 31 to 35 years old 5= 36 years old and above
Tenure	1= Below 1 year 2= 1 to 3 years 3= 4 to 6 years 4= 7 to 9 years 5= 10 years and above

CHAPTER IV FINDINGS AND DISCUSSION

This chapter includes the finding based on the hypothesis in this research. First, the descriptive statistics analysis was presented. Following the descriptive analysis, the chapter presented the correlation analysis among workplace spirituality, organizational commitment, and turnover intention. Thirdly, the finding showed that the results of the validity of this study. At last, the chapter included with the finding of hypothesis testing by using hierarchical regression analysis.

Descriptive Statistics

In this research, the sample for the main test had 262 workers for the study, and there were 11 workers was not suit for the test was deleted from the sample, so the finally sample for the final test was 251 workers. To receive the information of the respondents, several questions were written by demographic information. They were gender, age, and the job tenure that workers work in food service industry. The descriptive analysis was separated into three questions including gender, age, and working tenure in food service industry. The frequency and the percentage are shown and summarized in Table 4.1.

Gender

In the data collection, among the 251 participants, there were 114 male participants (45.4%) and 137 female participants (54.6%). In this research, the female participants were more than male participants.

Age

In the data collection, among the 251 participants, 10 participants (4.0%) were below 20 years old, 53 participants (21.1%) were 21-25 years old, 65 participants (25.9%) were 26-30 years old, 49 participants (19.5%) were 31 to 35 years old, and 74 participants (29.5%) were above 36 years old. Most of the participants in this study were above 36 years old.

Tenure

In the data collection, among the 251 participants are working in food service industry, 55 participants (21.9%) reported that they had work less than a year, 104 participants (41.4%) one to three years, 51 participants (20.3%) four to six years, 19 participants (7.6%) seven to nine years, and 22 participants (8.8%) had worked more than ten years. In this study, a major of the participants working in food service industry has worked one to three years in food service industry.

Discussion

According to the descriptive statistics analysis, most of the participants were female, above 36 years old, and working for one to three years. Even though, the statistic was only calculated from a small sample, these statistics might still reflect on the demographic result of the workers who worked in food service industry in Taiwan.

Table 4.1.

Descriptive Statistics (N=251)

Item	Frequency	Percentage (%)
Gender		
Female	137	54.6
Male	114	45.4
Age		
Below 20 years old	10	4.0
20 to 25 years old	53	21.1
26 to 30 years old	65	25.9
31 to 35 years old	49	19.5
Above 36 years old	74	29.5
Tenure		
Below 1 year	55	21.9
1 to 3 years	104	41.4
4 to 6 years	51	20.3
7 to 9 years	19	7.6
Above 10 years	22	8.8

The Results of the Relationships among the Variables

According to the hypothesis in this study, the measurement is measured by using Pearson correlation to examine the relationship between the variables. Hierarchical regression to check on the mediation of the hypothesis. The detailed part is shown as following part.

Pearson Correlation Analysis

The correlation analysis was used by Pearson correlation for examined the relationship between workplace spirituality, organizational commitment, and turnover intention. The means, standard deviation, reliabilities, and the correlations among the variables were presented in this part.

In this research, the variables are including workplace spirituality, organizational commitment, and turnover intention, for the control variables including gender, age, and tenure. The relationships between each variable is shown at the below Table 4.2.

Table 4.2.

Pearson Correlation Analysis (N=251)

	Mean	S.D.	1	2	3	4	5	6
1. Gender	0.55	0.50						
2. Age	3.49	1.23	.01					
3. Tenure	2.40	1.17	-.03	.35**				
4. Workplace spirituality	3.75	0.57	.03	.19**	.18**	(.93)		
5. Organizational commitment	3.21	0.76	-.07	.09	.05	.61**	(.81)	
6. Turnover intention	3.14	0.81	-.05	-.06	-.00	-.37**	-.53**	(.90)

*Notes: * $p < 0.05$, ** $p < 0.01$ (2 tailed)*

The results of correlation show the test of the relationships among different variables. The result demonstrate that workplace spirituality was negatively associated with turnover intention ($r = -.37, p < .01$), organizational commitment was also negatively related to turnover intention ($r = -.53, p < .01$), and workplace spirituality was positively related to organizational commitment ($r = .44, p < .01$). In the result, there is a positive relationship between workplace spirituality and age ($r = .61, p < .01$) and tenure ($r = .18, p < .01$). The results provided preliminary directions and correlations are consistency with hypothesis.

Regression Analysis of the Mediating Effect among the Variables

Hierarchical regression was used when there are two or more independent variables. In this research, the researcher ran hierarchical regression to analyze the direction and effect between the variables of workplace spirituality, organizational commitment, and turnover intention, and control variables. This analysis can investigate the results of the influence of phenomena at different levels analysis by giving a conceptual and statistical mechanism (Hofmann, 1997). Hierarchical regression is able to investigate relationships with the certain level and is also able to investigate the relationships between or across hierarchical levels at the same time.

To show the direct relationship between the variables, this study was using SPSS hierarchical regression to find out the relationship. Two steps were used in the hierarchical regression, the control variables were entered with the highest correlation score. Workplace spirituality was related to the tenure and age two demographic variables and organizational commitment. For having internal consistency most of the regression analysis used only one variable. Age and tenure were correlated to workplace spirituality. Therefore, this demographic variable was taken as the control variable, on the other hand, the independent variable was entered to examine their effect on the dependent variable. In addition, this hierarchical regression was made up to test the mediation role of organizational commitment on the relationship between workplace spirituality and turnover intention. Conducting the hierarchical regression result can support to prove the hypothesis result, the result and the values were shown as below in the Table 4.3.

Table 4.3.

Result of Regression Analysis (N=251)

	Model 1		Model 2		Model 3		Model 4	
	OC				Turnover intention			
	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>
Control								
Gender	-0.089	-1.78	-0.03	-0.53	-0.08	-1.50	-0.08	-1.38
Age	-0.009	-0.17	-0.01	-0.17	-0.02	-0.38	-0.02	-0.26
Tenure	-0.060	-1.12	0.07	1.15	0.03	0.60	0.04	0.75
Main								
WS	0.63**	12.26	-0.38**	-6.32			-0.07	-1.10
OC					-0.53**	-9.83	-0.49**	-7.07
F value	150.37		39.99		48.24		49.98	
R ²	0.39		0.15		0.29		0.29	
ΔR^2	0.38		0.14		0.28		0.15	

Notes. * $p < 0.05$, ** $p < 0.01$ (2 tailed)

To show the direct relationship between the variables, this study was using SPSS hierarchical regression to find out the relationship. The regression results of all hypothesis were presented on the top Table 4.3. Model 1 and 2 examined the workplace spirituality and organizational commitment was significantly positively related, workplace spirituality and turnover intention was significantly negatively related ($\beta = 0.63$, $p < 0.01$; $\beta = -0.38$, $p < 0.01$), also the mediator organizational commitment was significantly negatively related to turnover intention ($\beta = -0.53$, $p < 0.01$). Accordingly, these results were supported to the hypothesis in this study.

This analysis also showed the mediation effect of organizational commitment, when there was no adding the organizational commitment, workplace spirituality was significantly negatively related to turnover intention, since adding the organizational commitment, the p-value showed no significant between workplace spirituality and turnover intention. Thus, organizational commitment had a mediating effect on the relationship between workplace spirituality and turnover intention.

Based on the hierarchical regression analysis, the result shown that when the mediator, organizational commitment, adding into the relationship between the workplace spirituality and turnover intention, the workplace spirituality became not significant in the relationship, which means that organizational commitment was fully mediating in the framework. As the mediator, organizational commitment can strongly mediate the relationship between workplace spirituality and turnover intention, which was fully mediate in the relationship between workplace spirituality and turnover intention.

Summary of Analysis Results and Discussion

By investigating on the workplace spirituality, turnover intention, and the mediation effect of organizational commitment. This research aimed to provide more information to the food service industry in Taiwan to understand the relationship between the variables. Additionally, the research aimed to explore whether workplace spirituality is related to organizational commitment and turnover intention. Hypothesis were thereby generated to verify the relationships among the variables, with using different statistical techniques to analyze the process.

Firstly, the descriptive analysis was shown to describe the participants and the control variables. The Pearson Correlation Analysis was performed after the demographic variables for examined the correlations between variables. Secondly, Hierarchical regression analysis was to perform the relationships among the variables and examined the direction of the relationship, also provided the mediating effect of the organizational commitment.

The result of the analysis was shown in Table 4.4. that H1, H2, H3, and H4 are all supported, summary of the results of hypothesis were included.

To discuss the result of the study, based on the literature review, all of the hypothesis were supported. All of the hypothesis can show that there was a significant influence on each variable, and the mediation effect among the workplace spirituality and turnover intention.

Table 4.4.

Hypothesis Testing Results Summary

	Hypothesis	Results
Hypothesis 1	Workplace spirituality is negatively associated with turnover intention in food service industry in Taiwan.	Supported
Hypothesis 2	Workplace spirituality is positively associated with organizational commitment in food service industry in Taiwan.	Supported
Hypothesis 3	Organizational commitment is negatively associated with turnover intention in food service industry in Taiwan.	Supported
Hypothesis 4	Organizational commitment mediates the relationship between workplace spirituality and turnover intention in food service industry in Taiwan.	Supported

According to the Hypothesis 1, workplace spirituality is negatively associated with turnover intention in food service industry in Taiwan. In previous research is also have the same result of the relationship between workplace spirituality and turnover intention, when the workers have improve their workplace spirituality, the lower the turnover intention, and it has a same situation in the scenary in food service industry in Taiwan.

The Hypothesis 2 in the research, workplace spirituality is positively associated with organizational commitment in food service industry in Taiwan, previous research has also mentioned about the relationship between the workplace spirituality and organizational commitment. According to the literature review in this study, workplace spirituality and organizational commitment and highly connected and they were positively related. The result in this study was also in line with the review, and was positively significant relationship in this study, which was supported in this study, to reflect on the relationship is same in the food service industry in Taiwan.

In the Hypothesis 3, organizational commitment is negatively associated with turnover intention in food service industry in Taiwan. In the previous literature review, highly engagement and commitment between workers and organization can makes workers have better attitude to do their work and also reduce the turnover rate and turnover intention, in this research, which was aimed to the food service industry in Taiwan, also can observed that there

was a negatively significant relationship between the organizational commitment and turnover intention, which is also in meet with the previous review in the literature review part, and supported in this study.

This research shown that all of the variables were related to each other, both workplace spirituality and organizational commitment were negatively related to turnover intetention, when the person who work in food service industry in Taiwan, if they have a better workplace spirituality and also improve their commitment to the organization, it can reduce their turnover intention in the position. Workplace spirituality and organizational commitment also have positively relationship that workers own workplace spirituality can influence on the commitment with the organization, and the research also focus on the mediation of organizational commitment, to examine that whether the organizational commitment mediate the relationship between workplace spirituality and turnover intention, so that conlude the Hypothesis 4.

According to the result of the Hypothesis 4 in this research, organizational commitment mediates the relationship between workplace spirituality and turnover intention in food service industry in Taiwan. Based on the hierarchical regression analysis, the result shown that when the mediator, organizational commitment, adding into the relationship between the workplace spirituality and turnover intention, the workplace spirituality became not significant in the relationship, which means that organizational commitment was fully mediating in the framework. As the mediator, organizational commitment can strongly mediates the relationship between workplace spirituality and turnover intention. Based on the previous literature revivew in the study, organizational commitment was a good mediator to relocate the turnover intention, so in this research putting the organizational commitment as a mediator, can see that there was full mediating effect in workplace spirituality and turnover intention, and as a result, the Hypothesis 4 was also supported in this study.

At the end of the discussion of the result, the values of each examination shown the all of the variables are associated to each other and was confirm to most of the literature review, no matter this research was only did in food service industry in Taiwan. This research provides some different angle to interpret from the food service industry in human resource aspect.

To fulfill the mediation result in this study, some related issues are also discovered. From the workers' and the company's points of view, the attitude of the worker and company is essential with a regard to the topic on the workplace spirituality and organizational commitment (Jaros, 2007). Turnover is very serious problem for all of the organization, losing talent and assets must not be a part for the most of the organziaiton (Kumar & Yacob, 2012).

In this research result, the attitude of the employees are very important, that might influence on their workplace spirituality and cause the turnover intention. Construct a career growth opportunity to attract employee presents an opportunity for them to have a positive effect on the company, whilst continuing to learn and develop alongside the growth of the company (Moynihan & Landuyt, 2008). From the onset of a person's employment, employees look to create a connection to their position and the company by establishing ways to adapt and improve their position.



CHAPTER V CONCLUSION AND SUGGESTIONS

This chapter is including some collection and feedback. First part is the conclusion and discussion of this research. Second part is to indicate the suggestion and recommendation to implicate for the practical field for the food service industry as well as the limitation of this study. In the end of this chapter, the research shares the experience after summarized the research process and reflection made while the study finished.

Conclusion

The goal of this study was to find out the relationships among workplace spirituality, organizational commitment, and turnover intention by collecting the data from the samples of food service industry full time employees in Taiwan. Furthermore, the organizational commitment was served as a mediator between workplace spirituality and turnover intention.

Based on the finding of this study, there is an understanding on how the workplace spirituality of workers in food service industry brings out influences on their commitment with organization and their turnover intention including their perspective at first.

Second, the organizational commitment in the study is having negatively on turnover intention, organization should be careful on the commitment with the workers in food service industry, maybe because of the organization policy, or environment, or any other kinds of organization style.

By responding on the study, the four hypotheses are all supported, workplace spirituality is negatively related to the turnover intention and organizational commitment is also negatively related to turnover intention, and between the workplace spirituality and organizational commitment is positively related. Additionally, the food service industry might perform a good strategy on improving the organizational commitment, providing a better environment, and getting a strong engagement with the workers.

To fulfill the mediation result in this study, some related issues are also discovered. From the workers' and the company's points of view, the attitude of the worker and company is essential with a regard to the topic on the workplace spirituality and organizational commitment. It is important for the workers' to be adjust on their mindset while doing work. In contrast, the food service industry needs to put effort on their worker, through the result in the study, both workplace spirituality and organizational commitment have the influence on turnover intention, thus, if the food service industry wants to keep their talent or employee in

the company, they might want to be serious on workers' workplace spirituality and their commitment with the workers.

To conclude the research, this research was absolutely to help the aspects in the human resource, and focus on the turnover intention. Turnover is very serious problem for all of the organization, losing talent and assets must not be a part for the most of the organization. This research was using workplace spirituality and organizational commitment to check on the workers' turnover in food service industry in Taiwan, and the result can see that they were all negatively related to turnover intention, which means that if the organization improve the employees' workplace spirituality and the engagement between the employee and organization, according to the study might can reduce employee's turnover intention and help the organization to keep their assets and talents in their group.

Implications

In this section, it provides some implication and recommendations for the future human resource management of food service industry. In this study, workers turnover intention is very serious in the before research, the study provides a result of how the relationships among workplace spirituality, organizational commitment, and turnover intention. Each of the variable is very important in human resource aspect.

For the spirituality of the workplace, creating a spiritual workplace is a slow and long process. Employers need to change the way they work in order to cultivate spirituality at work, not just achieve goals. They need to adopt a method that encourages spiritual practice in the workplace. Moreover, each employee's development has different values, so employers need to be patient in terms of goals. Crucially, the spirituality of the workplace is a person's mentality. It takes a long time to wait for one person to change.

According to the research, the research mentioned that organizational commitment can mediate the relationship between workplace spirit and turnover intention. Constructing career development opportunities to attract employees provides them with an opportunity to have a positive impact on the company while continuing to learn and grow the company. From the moment a person is hired, employees hope to make a commitment to their position and the company by constructing ways to adapt and improve their position. Unless employees see room for growth and progress, they will not be satisfied, and as an employer, you want to see their success beyond the scope of their initial job role. In addition, respect the needs of employees, although we try to keep personal issues out, but in some cases, our personal and professional

lives may be integrated. It is important to create a flexible way to manage your workforce, which may include flexible work patterns, annual leave and professional development. Provide consistent feedback to communicate between managers and employees. Employees can better understand their own successes and areas that require more attention, while managers can gain insights into office dynamics and daily work processes. When providing feedback, we must remember that feedback is effective only when it is provided objectively and impartially. Strong bonds can encourage the establishment of a more positive work environment, thereby increasing productivity and overall well-being within the company, thereby benefiting the company and employees. Based on the meaning of this research, the company should understand the psychological quality of workers to ensure that they have a good attitude towards work and are willing to maintain a stable working condition.

Limitations and Suggestions

This study aimed to give contribution to the knowledge of how the food service industry need to aware of, in the food service industry, turnover rate is very high, especially in the basic level in the industry. In the future, there might be more problem in food service industry because of the improvement of the technology. Today, people are the most important thing in the workplace, existing food industry in Taiwan are mostly focus on the general issues on the quality of the food, or the sales to the customers. Taiwan's food service industry also needs to be careful on the human asset in their company.

Limitations

This research was limited to only the employees in the section of food service industry in Taiwan. In this case, this research might not be significant to the other industry section. On the other hand, this research was limited mainly using questionnaire survey to collect data. Questionnaire survey was a fast and easy way to collect data, but it might not be able to know more detailed about the mind of employees, due to the inconvenience and difficulties on having access and permission. That might limit and getting weak on responsibility of the sample. Also the research was limited to only examine three variables, which are workplace spirituality, turnover intention and organizational commitment. According to the previous research, many factor can influence on the workers turnover intention, not only just workplace spirituality and organizational commitment, this research was based on the literature review and made the hypothesis so that the result was only focus on workplace spirituality, organizational commitment and turnover intention.

Suggestions

Since this study inquires how the identity of food service industry's problem in workplace spirituality, organizational commitment, and turnover intention. Future researchers might change the industry on any other industry or company target. On the other hand, future researchers can focus on other variables that influence on turnover intention.

Additionally, the researchers that want to use this study as reference resources are suggested to pay some attention to limitations of this research. The future researchers can focus on the other industry or any other sections, the research was only focus on the food service industry in Taiwan, if the future has more study on the turnover intention, this research can help to compare and provide helps for the future study.

To find the literature which is related to the food service industry is not that much, it took time to find out the relationships among the variables. For the employees in the food service industry, try to adjust emotion and do some activity that might can help building a bridge with the company and improve the commitment with the organization. In the human resource practical suggestion, try to establish the right method taking care of the employee and giving the connection between employees and organization.

To finalize the research, the important target is to solve the problems in food service industry and helping them to develop a better human resource knowledge.

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APPENDIX A: QUESTIONNAIRE (ENGLISH VERSION)

Dear Participant,

I am a graduate student of Graduate Institute of Human Resource Development (IHRD) at National Taiwan Normal University. The purpose of this survey is to examine the factors affect the turnover intention among the workers who are working in the food service industry, and your valuable opinions are needed.

Please answer the following questions as honestly as possible. All the input will be used for the survey purposes only. Your answers will be kept confidential and have no impact on any person or the organization. Thank you for taking the time to complete this survey. I truly value the information you have provided.

Sincerely,

National Taiwan Normal University
International Human Resource Development

Advisor: Lai, Chih-Chien, Ph.D.

Graduate Student: Lin, Yu-Che



Section One.

General Information

1. Gender:

Male Female

2. Age:

Below 20 20-25 26-30 31-35 36 and above

3. Tenure:

Below 1 year 1-3 years 4-6 years 7-9 years 10 years and above



Section Two.

Please select the best-fit answer which matches with your perception toward current job.

(1 for strongly disagree; 5 for strongly agree)

		Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
1	I feel hopeful about life.	1	2	3	4	5
2	My spiritual values influence the choice I make.	1	2	3	4	5
3	I consider myself a spiritual person.	1	2	3	4	5
4	Prayer is an important part in my life.	1	2	3	4	5
5	I care about the spiritual health of my coworkers.	1	2	3	4	5
6	I experience joy in my work.	1	2	3	4	5
7	I believe others experience joy as a result of my work.	1	2	3	4	5
8	My spirit is energized by my work.	1	2	3	4	5
9	The work I do is connected to what I think is important in life.	1	2	3	4	5
10	I look forward to coming to work most days.	1	2	3	4	5
11	I see a connection between my work and the larger social good of my community.	1	2	3	4	5
12	I understand what gives my work personal meaning.	1	2	3	4	5
13	I feel part of a community in my immediate workplace.	1	2	3	4	5

		Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
14	My supervisor encourages my personal growth.	1	2	3	4	5
15	I have had numerous experiences in my job which resulted in personal growth.	1	2	3	4	5
16	When I have fears, I am encouraged to discuss them.	1	2	3	4	5
17	When I have a concern, I represent it to the appropriate person.	1	2	3	4	5
18	At work, we work together to resolve conflict in a positive way.	1	2	3	4	5
19	I am evaluated fairly in organization.	1	2	3	4	5
20	I am encouraged to take risks at work.	1	2	3	4	5
21	I am valued at work for who I am.	1	2	3	4	5

		Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
1	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2	I really feel as if this organization's problems are my own.	1	2	3	4	5

3	I do not feel a strong sense of belonging to my organization.	1	2	3	4	5
4	I do not feel emotionally attached to this organization.	1	2	3	4	5
5	I do not feel like part of the family at my organization.	1	2	3	4	5
6	This organization has a great deal of personal meaning for me.	1	2	3	4	5
7	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
8	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
9	Too much of my life would be disrupted if I decided to leave my organization now.	1	2	3	4	5
10	I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
11	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5
12	One of the new negative consequences of leaving this organization would be the scarcity of available alternative.	1	2	3	4	5
13	I do not feel any obligation to remain with my current employer.	1	2	3	4	5
14	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5
15	I would feel guilty if I leave my organization now.	1	2	3	4	5
16	This organization deserves my loyalty.	1	2	3	4	5
17	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5
18	I owe a great deal to my organization.	1	2	3	4	5

		Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
1	I consider to leaving the current job.	1	2	3	4	5
2	I am looking forward to search the new job.	1	2	3	4	5
3	I can find more suitable job opportunity in other organizations than current job.	1	2	3	4	5
4	If I got a proper job opportunity, I will probably quit my current job.	1	2	3	4	5



APPENDIX B: QUESTIONNAIRE (CHINESE VERSION)

親愛的填答者：您好！

非常感謝您能在百忙之中，撥冗協助此研究的問卷填答。

此研究目的在探討餐飲服務業的職場靈性、組織承諾與離職傾向之關係，希望能對實務領域的相關發展有所貢獻。在此特別邀請您參與這份問卷的作答！

本問卷採不記名方式，各題無標準答案，請儘可能依據您的實際感受填答。所填資料不涉及個人私密、且僅供學術分析之用，絕不作為其他用途，所填的資料都會保密，請您放心填答。

感謝您撥冗 5 至 10 分鐘協助填答此問卷。

敬祝 平安喜樂

國立臺灣師範大學國際人力資源發展研究所

指導教授 賴志檉 博士

研究生 林鈺哲 敬邀

中華民國 109 年 8 月



第一部分

基本資料

1. 性別：

男 女

2. 年齡：

20 歲以下 20-25 歲 26-30 歲 31-35 歲 36 歲以上

3. 工作資歷：

一年以下 1-3 年 4-6 年 7-9 年 10 年以上



第二部分

請根據您個人工作上的經驗，勾選您認為最符合的選項。

(1=非常不同意；5=非常同意)

		非常不同意	不同意	無意見	同意	非常同意
1	我的生命是充滿希望的。	1	2	3	4	5
2	我的價值觀影響我的抉擇。	1	2	3	4	5
3	我認為我是一個重視內在心靈的人。	1	2	3	4	5
4	祈禱是我生命中重要的一部分。	1	2	3	4	5
5	我關心同事們心靈的健康。	1	2	3	4	5
6	我在工作中體驗到樂趣。	1	2	3	4	5
7	我相信我的工作能夠為他人帶來快樂。	1	2	3	4	5
8	我的工作讓我充滿活力。	1	2	3	4	5
9	「我所做的工作」與「我生命中認為重要的事物」產生連結。	1	2	3	4	5
10	在多數的日子裡，我期待工作的到來。	1	2	3	4	5
11	我了解我個人的工作與更大的團隊利益期間的關聯。	1	2	3	4	5
12	我了解工作對我的意義。	1	2	3	4	5
13	我覺得我是工作群體的一份子。	1	2	3	4	5
14	我的主管會鼓勵我在工作中的成長。	1	2	3	4	5
15	工作上的許多體驗帶給我個人的成長。	1	2	3	4	5
16	當我對一些事情感到擔心害怕時，工作組織會鼓勵我提出來討論。	1	2	3	4	5
17	當我有所顧慮時，我會讓適當的對象知道。	1	2	3	4	5

		非常不同意	不同意	無意見	同意	非常同意
18	在工作中，我與同事採取積極的方式，一起解決衝突。	1	2	3	4	5
19	我在組織中，能被公正的評價。	1	2	3	4	5
20	我的組織會鼓勵我在工作上嘗試冒險創新。	1	2	3	4	5
21	我在工作中找到自我價值。	1	2	3	4	5

		非常不同意	不同意	無意見	同意	非常同意
1	我非常樂意將此生剩餘的職業生涯都貢獻給組織。	1	2	3	4	5
2	我覺得組織的問題就是我的問題。	1	2	3	4	5
3	我對組織沒有強烈的歸屬感。	1	2	3	4	5
4	我對組織沒有情感。	1	2	3	4	5
5	我不覺得我是組織的一份子。	1	2	3	4	5
6	我的組織對我來說具有特別的意義。	1	2	3	4	5
7	目前來說，我想要留在這個組織。	1	2	3	4	5
8	現在離開這個組織是困難的，即使我心裡很想離開。	1	2	3	4	5
9	如果我現在決定離開這個組織，將會影響我目前的生活。	1	2	3	4	5
10	我可以選擇的工作很少，所以不考慮離開這個組織。	1	2	3	4	5

		非常不同意	不同意	無意見	同意	非常同意
11	如果不是已經對這個組織付出太多心力，我可能會考慮到別的地方工作。	1	2	3	4	5
12	離開這個組織的壞處之一就是沒有其他工作機會。	1	2	3	4	5
13	我不覺得我有任何義務要留在這個組織工作	1	2	3	4	5
14	即使有更好的機會，我也不覺得離開這個組織是對的。	1	2	3	4	5
15	若現在離開這個組織，我會有罪惡感。	1	2	3	4	5
16	這個組織值得我對他忠誠。	1	2	3	4	5
17	我不會離開這個組織，是因為我必須對單位內的其他人負責。	1	2	3	4	5
18	我覺得這個組織有恩於我。	1	2	3	4	5

		非常不同意	不同意	無意見	同意	非常同意
1	我考慮辭掉現在的工作。	1	2	3	4	5
2	我想尋找其他相同性質的工作。	1	2	3	4	5
3	我能在別家公司找到比這個工作更適合自己的工作機會。	1	2	3	4	5
4	如果有適當的工作，我很可能辭去現在的工作。	1	2	3	4	5

APPENDIX C: QUESTIONNAIRE (GOOGLE SURVEY)

第 1 個區段，共 3 個

台灣餐飲服務業職場靈性，組織承諾，與員工離職傾向的關係。

親愛的填答者：您好！

非常感謝您能在百忙之中，撥冗協助此研究的問卷填答。

此研究目的在探討台灣餐飲服務業職場靈性、組織承諾與員工離職傾向之關係，希望能對實務領域的相關發展有所貢獻。在此特別邀請您參與這份問卷的作答！

本問卷採不記名方式，各題無標準答案，請儘可能依據您的實際感受填答。所填資料不涉及個人私密、且僅供學術分析之用，絕不作為其他用途，所填的資料都會保密，請您放心填答。

感謝您撥冗5至10分鐘協助填答此問卷。

敬祝 平安喜樂

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中華民國109年4月

第 2 個區段，共 3 個

第一部分

基本資料

性別 *

- 男
- 女
- 其他...

第二部分



請根據您個人工作上的經驗，勾選您認為最符合的選項

職場靈性

說明 (選填)

我的生命是充滿希望的 *

- 非常不同意
- 不同意
- 無意見
- 同意
- 非常同意

