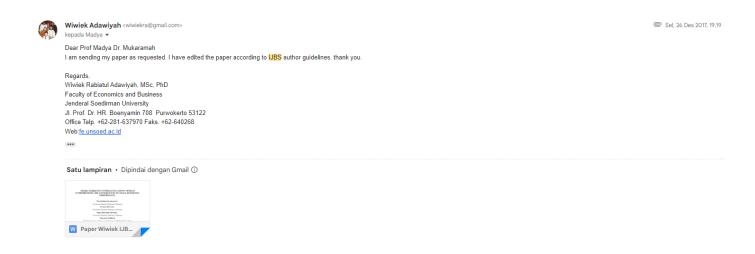
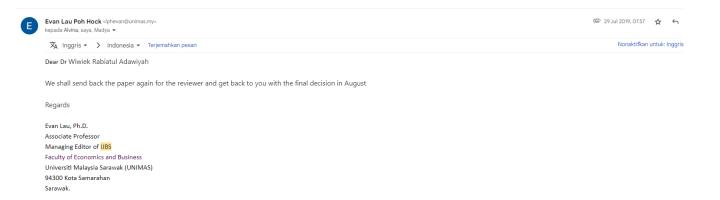
Bukti Korespondensi dengan INTERNATIONAL JOURNAL OF BUSINESS AND SOCIETY

Submit pertama: 26 Desember 2017



Revisi 29 Juli 2019





INTERNATIONAL JOURNAL OF BUSINESS AND SOCIETY

REFEREE'S REVIEW FORM

Title of Paper

INTEGRATING WORKPLACE SPIRITUALITY, TOTAL QUALITY MANAGEMENT AND JOB SATISFACTION

If you are able to review this paper, please proceed straight to Section B.

Section A

I am not able to review this paper and would like to suggest another referee as follows:

Name : Address:	Tel No : Fax No: E-mail :	

Section B

1. Please rate the paper along the following criteria:

		Unacceptable			Acceptable	
a)	Literature Review	1	2	3	4	5
b)	Research Design & Methodology	1	2	3	4	5
c)	Contributions to theory & policy	1	2	3	4	5
d)	Writing style and clarity	1	2	3	4	5

2.	Th	e work is original in :		
			Yes	No
	a)	Ideas		_X
	b)	Analysis		X
	c)	Presentation		X
	d)	Approach		X
3.	. Please tick only one of the following and provide comments/reasons below as requested.			
	a)	The work is publishable in its present form.		
	b)) The work is publishable with minor changes suggested below.		
	c)	The work is publishable with major change	s suggested below.	X

Detailed comments/reasons. Please refer to page number (s) where relevant and use additional sheet if necessary.

- The current introduction write-up highlight mostly on the development in the literature than the issue itself. Only the last two paragraphs where the authors discuss on the issue at hand. It is very much appreciated that the background that motivate the authors be discussed here.
- Limited literature not a good motivation behind any research. Additionally, the authors do not link the Islamic banking, TQM, job satisfaction and the workplace spirituality.
- 3. What is the different between soft and TQM itself? Do the leaders know them well? Especially in the Islamic banks of Indonesia? And the dimensions?
- No theoretical or conceptual framework? It is needed to see the hypothesis development and also the model to be tested.
- Why only 497 been chosen from 850? Sample from whole Indonesia?
- 6. Who are these respondents? The employer? Employees? Both and why? How to differentiate them?
- 7. Why hierarchical regression analysis? Why not PLS-SEM for moderating analysis?
- 8. Why the 3 models? No explanation was provided on their relevance. How does that answer the objectives and hypothesis?
- 9. What does beta 7 to 11 in model 3 represents?

d) The work is not publishable in its present form.

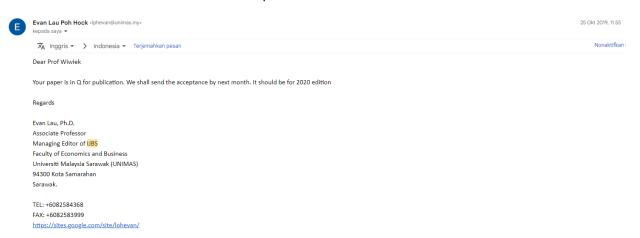
- 10. Low R2, why?
- 11. Figures 1 2, what does it meant?
- 12. What can the Islamic banking benefited from this research?

Reviewers' comments	Authors' responses and improvements made
1. The current introduction write-up highlight	Improvement was made to enhance the
mostly on the development in the literature	quality of the introduction section by
than the issue itself. Only the last two	emphasizing on issues behind the research
paragraphs where the authors discuss on the	motives as follows:
issue at hand. It is very much appreciated that	1. The importance of TQM as for firms
the background that motivate the authors be	sustainability (para 1)
discussed here.	2. Research gap on the inconclusiveness
	of academics on the contribution of
	TQM in organization (para 2 and 3)
	which requires improvement in the
	framework
	3. Authors proposed to improve the
	framing by integrating workplace
	spiritualiy into the TQM model hence
	testing the model in Islamic bank
	(para 4 and 5)
2. Limited literature not a good motivation	I have added more contemporary literatures
behind any research. Additionally, the authors	such as (Rahman & Bullock, 2005),
do not link the Islamic banking, TQM, job	(Törnroos, Jokela, & Hakulinen, 2019),
satisfaction and the workplace spirituality	Adawiyah, W. R., & Pramuka, B. A. (2017),
	Sholikhah, Wang, & Li, 2019
3. What is the different between soft and	Different between Soft TQM and Hard TQM
TQM itself? Do the leaders know them well?	have been elaborated in detailed in the article.
Especially in the Islamic banks of Indonesia?	Rahman, & Bullock,(2005) suggests that
And the dimensions?	TQM has two quality sides, namely hard
	side of quality and soft side of quality. Hard
	side of quality includes efforts to improve
	the production process from product design
	to the use of control tools such as SPC and
	other organizational changes in the hope of
	improving product quality and satisfying consumer needs. While the soft side of
	quality is more focused on efforts to create
	employee awareness of the importance of
	customer satisfaction and foster employee commitment to improve and increase
	productivity.
4. No theoretical or conceptual framework? It	Authors have added the conceptual
is needed to see the hypothesis development	frameworks in the article.
and also the model to be tested.	
5. Why only 497 been chosen from 850?	Researcher distributed 950 questionnaires to
Sample from whole Indonesia?	samples (respondents). Total response rate is
r	89.47% (850 samples). Number of usable
	questionnaires for data analysis are 497 or

	58.47% of 850 respondents WHO
	RETURNED the questionnaires.
6. Who are these respondents? The employer? Employees? Both and why? How to differentiate them?	Employees
7. Why hierarchical regression analysis? Why not PLS-SEM for moderating analysis?	I use hierarchical regression analysis because in this research the model only employed three variables and the research is deal with cross level data.
8. Why the 3 models? No explanation was provided on their relevance. How does that answer the objectives and hypothesis?	In the case of Hierarchical regression, the analysis consist of three steps: (1) regression equation to predict the dependent variable using the independent variable, (2) include the moderating variable as independent and (3) analyzing the interaction term (between moderator and independent variables)
9. What does beta 7 to 11 in model 3	The beta coefficients refer to the interaction
represents?	term between workplace spirituality and each independent variable.
10. Low R2, why?	LOW R2, Why? We need to understand that R-square is a measure of explanatory power, not fit. We can generate lots of data with low R-square, because we don't expect models (especially in social or behavioral sciences) to include all the relevant predictors to explain an outcome variable. I have cited works by Neter, Wasserman, Kutner (1990) other authors about R-square. R-square, even when small, can be significantly different from 0, indicating that the regression model has statistically significant explanatory power. However, it is important to always report the value of R-square as an effect size, because people might question the practical significance of the value. As I said, in some fields, R-square is typically higher, because it is easier to specify complete, well-specified models. But in the social sciences, where it is hard to specify such modes, low R-square values are often expected.
11. Figures 1 – 2, what does it meant?	Figure 1 and 2 are used to portray the interaction between top management commitment and workplace spirituality by plotting the graph. Figure 1 shows positive relationship indicating a moderating role of workplace spirituality on the relationship

12. What can the Islamic banking benefited from this research?	between top management commitment and job satisfaction. Likewise Figure 2 shows a significant connection emphasizing the function of working spirituality as a driver of customer focus and work satisfaction. 1. First, this paper draws attention of Islamic banking employees researchers to the hitherto underresearched concept of workplace spirituality Second, critical dimension of workplace spirituality involves promoting meaningful relationship to fellow workers, which have been articulated as a sense of community. Thus, it is becoming obvious that	
	1	

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kepada Salimah, Berto, Halimin, RiCKY, Liew, ennyyoi@yahoo.co.id, Norizan, kelvinklym910104@gmail.com, Mohamad, Unknown, Ancella, Agus, esutanto, Harpalijit, Muzafar, Tinashe, Achmad, saya, Poh, HANUDIN, Waseem, Yuen, Mohd, Muhammad, Chuah,

Nonaktifkan un

Dear Respectful Authors

This is sneak peak of the table of content for the Vol 21 No 2 2020. Have a final look on the names and the title of the paper. Do get back to me by tomorrow (10.7.2020) for correction.

Thanks

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