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Link Between Worklife Balance, Spirituality At Workplace And OCB: Mediating Role Of Organizational Commitment

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *worklife balance*, spiritualitas di tempat kerja, terhadap *organizational citizenship behavior* melalui komitmen organisasi pada tenaga medis RSU PKU Muhammadiyah Kutowinangun. Teknik pengumpulan data pada penelitian ini adalah *non probability sampling*, dimana semua populasi dijadikan sampel sebanyak 38 responden. Hipotesis diuji dengan bantuan program *SPSS 23.0 for windows*. Metode yang digunakan adalah metode kuantitatif menggunakan analisis jalur. Berdasarkan hasil analisis jalur dan uji t yang telah dilakukan dapat disimpulkan bahwa tingginya *organizational citizenship behavior* dipengaruhi oleh *worklife balance*, spiritualitas di tempat kerja, dan komitmen. Sementara *worklife balance* dan spiritualitas di tempat kerja bisa berpengaruh langsung terhadap *organizational citizenship behavior* serta komitmen organisasi dapat dijadikan sebagai variabel intervening secara parsial.

Kata kunci : *Worklife balance*, spiritualitas di tempat kerja, komitmen organisasi, *organizational citizenship behavior*

ABSTRACT

This study aims to analyze the effect of worklife balance, spirituality in the workplace, on organizational citizenship behavior through organizational commitment to PKU Muhammadiyah General Hospital Kutowinangun Hospital. Data collection techniques in this study were non probability sampling, all populations were sampled with 38 respondents. The method used is a quantitative method using path analysis. Based on the results of path analysis and t-tests that have been done it can be concluded that the high organizational citizenship behavior is influenced by worklife balance, spirituality in the workplace, and commitment. While worklife balance and spirituality in the workplace directly influenced organizational citizenship behavior and organizational commitment can be used as a partial intervening variable.

Keywords: Worklife balance, spirituality in the workplace, organizational commitment, organizational citizenship behavior (extra role)

INTRODUCTION

Hospital as one of the health care facilities are part of the health resources that are indispensable in supporting the implementation of public health efforts. The implementation of health services in hospitals has complex characteristics and organizations. There are several types of health workers with their respective scientific devices interacting with each other. The rapidly growing medical science and technology that must be followed by health workers in the context of providing quality services, makes the problems in hospitals increasingly complex. Therefore, human resources must be managed properly so that they are able to achieve the vision and mission of the organization.

Until now, the number of nurses and midwives at PKU Muhammadiyah Kutowinangun Hospital is 38 nurses and midwives. Based on interviews, researchers found an interesting phenomenon, where employees feel the importance of giving attention and help to other employees and are willing to do work outside their job desk.

They are required not only to work as per the work perspective or only in accordance with their official duties (intra-role), but they are expected to work beyond what they should do in their duties (extra-role). This extra-role behavior is often called Organizational Citizenship Behavior (Robbins and Coulter, 2013).

The emergence of OCB behavior is supported by the organizational commitment of nurses and midwives. The commitment of nurses and midwives who work at PKU Muhammadiyah Kutowinangun Hospital is proven by good service to patients, friendly in providing services, the majority of nurses and midwives have worked for more than 3 years. Organizational commitment is needed at PKU Muhammadiyah Kutowinangun Hospital so that nurses and midwives who work are able to contribute more so that services can be maximized and PKU Muhammadiyah Kutowinangun Hospital becomes more advanced.

OCB can be affected by work-life balance and workplace spirituality. Work-life balance and spirituality in the workplace are an important aspect that can increase commitment and OCB in organizations (Makiah, Asmoni, and Nurmayanti, 2018). Worklife balance is the ability of individuals to manage and determine their daily lives to get the ratio of time to work, time for family, time for friends, and time that is right for themselves (Wongthongdee, 2009)

LITERATURE REVIEW

According to Organ (1988) OCB is an individual's choice and initiative behavior, not related to the organization's formal reward system. The forms of OCB behavior include helping colleagues in their team, voluntarily doing extra work, avoiding conflicts that do not need to be debated, motivating other colleagues when experiencing difficulties and occasionally tolerating work that can be a burden, distraction and trouble. OCB can indirectly improve individual performance and even the performance of the company where the individual works and is considered one of the most important factors affecting organizational effectiveness (Organ, Podsakoff & Mac Kenzie: 2006).

OCB does not appear without any influencing factors. Organizations and individuals have a big role in the emergence of these behaviors. An organization is said to be successful in cultivating OCB behavior if it directs employees to not only do their main tasks, but is willing to carry out work outside of their main tasks, such as working with fellow nurses or midwives in solving a problem, being active and reactive to work, providing good advice. support, provide extra services to patients, and use their working time effectively.

Siti Nur Azizah and Muhamad Salim
Link Between Worklife Balance, Spirituality At Workplace And.....

With so many positive things in this organization, the existing medical personnel feel comfortable to keep working

The emergence of OCB behavior has a positive impact on the company/organization which is partly due to organizational commitment (Luthans, 2006). Furthermore, Luthans (2006) defines organizational commitment as a strong desire to remain as a member of a particular organization; desire to strive in accordance with the wishes of the organization; and certain beliefs, and acceptance of the organization's values and goals.

According to Nagar (2012) organizational commitment is the degree to which employees believe and accept the goals of the organization, and are willing to stay with the organization. Organizational commitment shows the level of belief and individual loyalty to the organization or the intensity of a person to identify himself, as well as the level of involvement in the organization (Indriyani and Wisnu, 2011).

Avolio et al. (2004) states that organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Employee commitment to the organization is shown by their active involvement in achieving organizational goals (Shinta, 2013). Organizational success can be achieved if employees can behave positively towards themselves and the organization, through clarity of goals, determining employee roles, employee empowerment, autonomy in the workplace, job satisfaction and a positive work climate will be able to encourage employee achievement, creativity and abilities so that employees can have a positive attitude towards the organization (Arabiyat, 2011).

OCB can be affected by work-life balance and workplace spirituality. Work-life balance and spirituality in the workplace are an important aspect that can increase commitment and OCB in organizations (Makiah, Asmoni, and Nurmayanti, 2018). Worklife balance is the ability of individuals to manage and determine their daily lives to get the ratio of time to work, time for family, time for friends, and time that is right for themselves (Wongthongdee, 2009).

One of the factors that influence OCB is spirituality in the workplace. Podsakoff, et al (2000) provide an understanding of spirituality in the workplace, which is a universal phenomenon where organizations recognize that people who work in a company organization have an inner life that grows because of the meaning of work for their lives. As humans, people have a mind and a spirit, and are always trying to find meaning and purpose in life in their work. Spirituality in the workplace is a concept that discusses the relationship aspects of spirituality with the work environment. Spirituality in work is not about bringing religion into the realm of work, but the ability of employees as spiritual beings to present themselves to work.

Robbins (2008) explains that spirituality in the workplace recognizes that humans have an inner life that grows and is nurtured by meaningful work that takes place in a community context. Organizations that support spiritual culture recognize that humans have a mind and soul, seek meaning and purpose in their work, and a desire to connect with others, and be part of a community.

Spirituality in the workplace is not bringing religion into work, but the ability to bring the whole self to work. Spirituality in the workplace can make employees more effective at work, because employees who see their work as a tool to increase spirituality will show greater effort than employees who see their work only as a tool to earn money

RESEARCH METHOD

The approach used in this research is a quantitative approach. This approach is a research approach that works with numbers, the data materializes numbers, analyzed use

Siti Nur Azizah and Muhamad Salim
Link Between Worklife Balance, Spirituality At Workplace And.....

statistics to answer questions or testing of hypotheses specific and to do prediction that a certain variable affect other variables (Creswell, 2010). Quantitative approach based on study on the principle of empirical rationale.

Therefore, before conducting research, researchers must find problems and hypotheses to be tested based on the established criteria and the analytical tools to be used. The population in this study amounted to 38 medical personnel and used a saturated sample. The data analysis technique used is the instrument test of validity and reliability, classical assumption test, hypothesis testing, and path analysis. While the r table in this study is 0.3202 and the t table is in This research is 2.0281 with the formula where number of independent variables minus number of respondents

Based on the background and literature review, we create a research framework and hypotheses as follows:

H1: Worklife balance has an effect on organizational commitment to employees of RSU PKU Muhammadiyah Kutowinangun

H2: Spirituality in the workplace has an effect on organizational commitment to employees of PKU Muhammadiyah Kutowinangun

H3: work-life balance affects OCB in employees of PKU Muhammadiyah Kutowinangun

H4: spirituality in the workplace affects OCB in employees of RSU PKU Muhammadiyah Kutowinangun

H5: organizational commitment has an effect on OCB for employees of PKU Muhammadiyah Kutowinangun

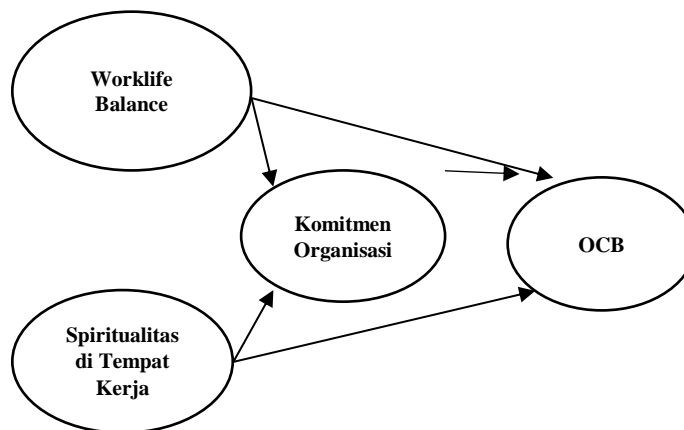


Figure 1 Research framework

RESULT AND DISCUSSION

The data that has been tested is declared valid and reliable because all items exceed the r table value and alpha value.

Table 1 Realibility Test

No	Variabel	Cronbach'c Alpha	Status
1	<i>Worklife Balance</i>	0,868	Reliable
2	Spirituality at workplace	0,905	Reliable
3	Organizational commitment	0,723	Reliable
4	<i>Organizational citizenship behavior</i>	0,907	Reliable

Siti Nur Azizah and Muhamad Salim
Link Between Worklife Balance, Spirituality At Workplace And.....

While the results of the influence between the independent and dependent variables are explained as follows:

Regression coefficient of 0.459 indicates that the presence of a work-life balance variable will increase organizational commitment by 0.459. This shows that the higher the work-life balance coefficient, the higher the organizational commitment of the PKU Muhammadiyah Kutowinangun Hospital.

Regression coefficient of 0.514 indicates that the presence of a spirituality variable in the workplace will increase organizational commitment by 0.514. This shows that the higher the spirituality coefficient value in the workplace, it means that the organizational commitment of the PKU Muhammadiyah Kutowinangun Hospital is increasing.

The regression coefficient of 0.300 indicates that the presence of a work-life balance variable will increase OCB by 0.300. This shows that the higher the work-life balance coefficient, the higher the OCB at PKU Muhammadiyah Kutowinangun Hospital.

The regression coefficient of 0.341 indicates that the presence of a spirituality variable in the workplace will increase OCB by 0.514. This shows that the higher the value of the coefficient of spirituality at work means that OCB at PKU Muhammadiyah Kutowinangun Hospital is increasing.

Y1 regression coefficient of 0.363 indicates that the presence of organizational commitment variables at work will increase OCB by 0.363. This shows that the higher the coefficient of organizational commitment means that OCB at PKU Muhammadiyah Kutowinangun Hospital is increasing

Table 2. Structural 1 test

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance VIF
1	(Constant)	-3,244	1,540		-2,106	,042	
	X1.TOT	,232	,060	,459	3,889	,000	,229 4,372
	X2.TOT	,218	,050	,514	4,357	,000	,229 4,372

a. Dependent Variable: Y1.TOT

The results of the t test and path analysis showed organizational commitment affects organizational citizenship behavior in medical personnel at PKU Muhammadiyah Kutowinangun General Hospital. This shows that organizational commitment can stimulate an increase in organizational citizenship behavior of medical personnel at PKU Muhammadiyah Kutowinangun Hospital.

Table 3. Structural 2 test

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance VIF
1	(Constant)	-1,189	2,356		-,505	,617	
	X1.TOT	,303	,103	,300	2,945	,006	,160 6,261
	X2.TOT	,288	,089	,341	3,221	,003	,148 6,743
	Y1.TOT	,726	,244	,363	2,978	,005	,111 8,977

a. Dependent Variable: Y2.TOT

Siti Nur Azizah and Muhamad Salim
Link Between Worklife Balance, Spirituality At Workplace And.....

The level of balance between work and personal life of medical personnel at RSU PKU Muhammadiyah Kutowinangun is in the high category. This means that even though employees feel that there are activities, both work and personal interests that interfere with each other, they can still manage them well. Worklife balance has an effect on organizational commitment to medical personnel at PKU Muhammadiyah Kutowinangun General Hospital. This shows that work-life balance can stimulate an increase in the organizational commitment of medical personnel at PKU Muhammadiyah Kutowinangun General Hospital.

The results of this study are in accordance with Nagar (2012) organizational commitment is the degree to which employees believe and accept the goals of the organization, and are willing to stay with the organization. Organizational commitment shows the level of belief and individual loyalty to the organization or the intensity of a person to identify himself, as well as the level of involvement in the organization (Indriyani and Wisnu, 2011).

Spirituality in the workplace affects organizational commitment to medical personnel at PKU Muhammadiyah Kutowinangun Hospital. This shows that spirituality in the workplace can stimulate increased organizational commitment of medical personnel at PKU Muhammadiyah Kutowinangun General Hospital.

Worklife balance has an effect on organizational citizenship behavior in medical personnel at RSU PKU Muhammadiyah Kutowinangun. This shows that work-life balance can stimulate an increase in organizational citizenship behavior drivers in medical personnel at PKU Muhammadiyah Kutowinangun General Hospital.

The results of this study support previous findings that OCB is influenced by work-life balance and workplace spirituality. Work-life balance and spirituality in the workplace are an important aspect that can increase commitment and OCB in organizations (Makiah, Asmoni, and Nurmayanti, 2018).

Spirituality in the workplace affects organizational citizenship behavior in medical personnel at PKU Muhammadiyah Kutowinangun General Hospital. This shows that spirituality in the workplace can stimulate an increase in organizational citizenship behavior in medical personnel at PKU Muhammadiyah Kutowinangun General Hospital.

CONCLUSION

The organizational commitment to the PKU Muhammadiyah Kutowinangun Hospital is good. Companies need to increase employee acceptance of organizational values and goals, namely by maintaining the spiritual guidance provided by Persyarikatan Muhammadiyah.

Worklife balance in this study has a positive effect on OCB. The PKU Muhammadiyah Kutowinangun General Hospital needs to maintain a work-life balance by maintaining a fair scheduling system. Spirituality at work in this study has a positive effect on OCB. Management needs to increase spiritual values in the organization, transmit spiritual values in its business plans and personal plans, design human resources managers in implementing support and encouragement to employees.

Organizational citizenship behavior at PKU Muhammadiyah Kutowinangun Hospital is good according to respondents. Management needs to improve the behavior of employees who are willing to tolerate when there is an unfavorable situation in the organization, so as to create a positive climate among employees, so that employees will be more compact to work together so as to create a comfortable work environment.

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