

The Influence of Workplace Spirituality and Leader Member Exchange on Organizational Commitment of Nurses at Elim Rantepao Hospital, North Toraja District

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History

- Submission Date: 28-12-2023;
- Review completed: 18-02-2024;
- Accepted Date: 06-03-2024.

DOI : 10.5530/pj.2024.16.42

Article Available online

<http://www.phcogj.com/v16/i2>

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ABSTRACT

Background: The determining factor for the success of health service organizations today lies in how well management builds commitment, especially employee performance as internal customers. How well executives and all employees at all levels emphasize the importance of patient retention. How well customer commitment is translated into easy-to-understand actions, processes and performance records and how seriously leadership views all employees as a valuable investment and not a burden to the organization. This study aims to analyze the influence of Workplace Spirituality and Leader Member Exchange on Organizational Commitment in Nurses at Elim Rantepao Hospital, North Toraja Regency. The type of research is quantitative research using an observational study with a cross sectional study design. The sample was 102 nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency. **Results:** of the research show that organizational commitment in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency is 46.1% with the variable that has the most significant influence on nurses' organizational commitment, namely Workplace Spirituality with a sig value of 0.001 < 0.05 with a value of 51.1%, as well as the most influential dimension. towards organizational commitment, namely Professional Respect with a sig value of 0.001 < 0.05 with a value of 46.6%.

Keywords: Workplace Spirituality, LMX (Leader Member Exchange) and Organizational Commitment.

INTRODUCTION

The determining factor for the success of health service organizations today lies in how well management builds commitment, especially employee performance as internal customers. Agarwal *et al.*, (2016) stated that "employee commitment is the most important part of organizational experience because this leads to performance retention and increased productivity.¹ Commitment is the level at which an employee is able to stand by an organization and its goals and desire to continue working in that organization. The organizational commitment in question has three dimensions, namely affective commitment, continuance commitment, and normative commitment.²

Organizational commitment is the daily manifestation of the values and traditions that exist within the organization.³ This can be seen from employee behavior, their expectations of the organization and co-workers, as well as the so-called normal conditions demonstrated by employees when carrying out their duties, manifestations in activities. Organizational commitment is an important component in the success of organizational performance, because it is an encouraging element for someone to do work alone or in a group.⁴

There are many factors that influence organizational commitment, one of which is workplace spirituality.⁵ In the workplace, employees can

also build relationships, adapt to new values, and contribute as members of the organization. In fact, the workplace is also considered home and family for some people. Thus, companies must be able to maintain and build this dimension of spirituality in the work environment.⁷

According to Sutanto, (1999) employee commitment to leaders has a more significant impact on employee work results than employee commitment to the organization.¹⁶ This means that employee commitment to the organization can be created automatically if the employee has a commitment to the leader. Therefore, good communication and relationships between leaders and followers are very important to create trust, respect, a high sense of responsibility, and strong loyalty between leaders and followers, as discussed in the leader-member exchange theory (Leader-Member Exchange - LMX theory.)

Joo's research (2010) shows that Leader Member Exchange has a significant effect on organizational commitment.⁸ The research results of Kamila *et al.*, (2019) show that LMX has a significant positive effect on Organizational Commitment, LMX has a significant positive effect on Employee Performance, Organizational Commitment has a significant positive effect on Employee Performance.⁹

Based on the author's preliminary data, Elim Rantepao Hospital, North Toraja Regency has problems in its organization, especially human resources (HR) problems, especially nurses. Regarding delays that

Cite this article: Wijaya AB, Irwandy, Sidin AI, Noor NB, Pasinringi SA, Sangkala, et al. The Influence of Workplace Spirituality and Leader Member Exchange on Organizational Commitment of Nurses at Elim Rantepao Hospital, North Toraja District. *Pharmacogn J.* 2024;16(2): 287-291.

hinder service time and task completion. Employees who frequently arrive late personally demonstrate indiscipline and disobedience. At Elim Rantepao Hospital, North Toraja Regency, at the beginning of 2020 employees were late on average 35 minutes/person/month (0.2 hours) and this decreased to an average of 18 minutes/person/month (0.5 hours). So the percent decrease was 49%.

So based on the problem data obtained and the results of interviews with several nurses, it is important to examine the influence of Workplace Spirituality on Organizational Commitment based on the theory of Rego and Cunha, (2008) which states that the application of workplace spirituality in the workplace will stimulate employees to form more positive perceptions towards the organization, thereby achieving better changes and achieving better adjustment through work with higher satisfaction, commitment to the organization, organizational well-being and a lower desire for turnover and absenteeism.¹⁵

LITERATURE REVIEW

A. Overview of Organizational Commitment

Organizational Commitment is something that is born within every individual who has a very important role in the sustainability of an organization. If the individual's commitment to work is high, the success in achieving the company's goals will be even better. According to Meyer & Allen, (2007) describe the meaning of commitment in organizations as a psychological form which is a characteristic of the relationship between organizational members and their organization and has an influence on an individual's decision to continue their participation in the organization.¹¹

B. Overview of Workplace Spirituality

Workplace spirituality is a new paradigm in HR management, which has experienced quite rapid development in the last 10 years. This concept has actually been described in organizational behavior concepts such as values, ethics, and so on. As a new concept, many people think workplace spirituality is the management of religion. This is because the word spirituality is closely related to the meaning of God, with the study of theology and philosophy, with religious psychology, and with the concept of religion itself. Milliman *et al.*, stated that workplace spirituality is about expressing one's desire to seek meaning and purpose in life and is a process of bringing to life a set of personal values that a person holds dearly.¹²

C. Overview of Leader Member Exchange (LMX)

According to Liden & Maslyn (1998) defines Leader-member Exchange (LMX) as the dynamics of the relationship between superiors and subordinates, which is multidimensional, consisting of four dimensions, namely, affection, loyalty, contribution and respect.¹³

A different opinion was expressed by Yukl, that leader-member exchange theory describes how leaders develop different exchange relationships over time with various subordinates. The focus of this theory is that an effective leadership process occurs when leaders and followers are able to develop a wise leadership relationship and thus benefit from this relationship. Leaders treat each subordinate differently.

MATERIALS AND METHODS

Location and research design

This research was carried out at the Elim Rantepao Hospital, North Toraja Regency. The type of research used was analytical observational with a cross sectional design.

Population and sample

The population of this study were 102 nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency.

Method of collecting data

The instruments used in collecting data are questionnaires that have been tested for validity and reliability, the independent variable is Workplace Spirituality and the dependent variable is Organizational Commitment.

Data analysis

Univariate analysis was carried out to get a general picture of the research problem by describing each variable used in the research and the characteristics of the respondents. Univariate analysis consists of descriptive analysis of respondent characteristics, descriptive analysis of research variables and crosstabulation analysis between dependent and independent variables. Bivariate analysis was carried out to see the relationship between two variables, namely between the independent variable and the dependent variable. The statistical test used was the Chi Square test. Multivariate analysis is multiple logistic regression with the enter method.

RESULTS

The table above shows that the majority of respondents were at the age level of 20-35 years, namely 66 respondents (64.7%). Judging from gender, the majority were women, namely 94 respondents (92.2%). Based on the latest education, most of the respondents had a D3 education, namely 53 respondents (51.0). Judging from the length of service, 42 respondents (41.2%) had the most years of service, namely >10 years. Based on employment status, the majority were contract/honorary employees, amounting to 48 (47.1%).

Based on the table above, the majority of respondents stated that they were in a good workplace spirituality at 44.1% and 55.9% were not good. The leader member exchange variable is good at 48.0% and unfavorable at 52.0%. The organizational commitment variable is good at 46.1% and bad at 53.9%. The cut of points for determining good and bad criteria for the workplace spirituality variable are good ≥ 52.5 and bad < 52.5 , the leader member exchange variable is good ≥ 36 and bad < 36 and the organizational commitment variable is ≥ 50 and dissatisfied < 50 .

The Influence of the Leader Member Exchange (LMX) Variable on Organizational Commitment at Elim Rantepao Hospital, North Toraja Regency in 2023.

Table 3 shows the relationship between the independent variables and the dependent variable. Based on the results of the analysis, it can be seen the relationship between workplace spirituality and leader member exchange variables on the organizational commitment of nurses at Elim Rantepao Hospital, North Toraja Regency. The results of bivariate analysis using the Pearson correlation test show that there is a relationship between the workplace spirituality variable and nurses' organizational commitment with a value of $p = 0.001$, while leader member exchange has a relationship with nurses' organizational commitment with a value of $p = 0.001$.

Table 4 shows the statistical test used is logistic regression with the enter method. The influence of the workplace spirituality variable on organizational commitment is $0.001 < 0.05$ with a value of 51.1%, so it can be concluded that the workplace spirituality variable has a significant effect on organizational commitment. Meanwhile, the leader member exchange variable is $0.001 < 0.05$ with a value of 41.4% which has a significant effect on organizational commitment.

Table 1: Distribution of Respondents Based on Respondent Characteristics among nurses in the Inpatient Unit at Elim Rantepao Hospital, North Toraja Regency, 2023.

Characteristics	Samples	
	n	%
Age		
<20 year	2	2.0
20-35 year	66	64.7
36-45 year	26	25.5
>45 year	8	7.8
Number	102	100.0
Sex		
Male	8	7.8
Female	94	92.2
Number	102	100.0
Last education		
D3	52	51.0
Bachelor	46	45.1
others	4	3.9
Number	102	100.0
Working period		
<1 year	16	15.7
1-5 year	10	9.8
6-10 year	34	33.3
>10 year	42	41.2
Number	102	100.0
Civil Servant Status		
Magang	16	15.7
Contract /honorar	48	47.1
Permanent Civil servant	38	37.3
Number	102	100.0

Source: primary data, 2023

Table 2: Frequency Distribution of Research Variables among nurses in the Inpatient Unit at Elim Rantepao Hospital, North Toraja Regency, 2023.

Variable	Good		Not good	
	n	%	n	%
Workplace Spirituality	45	44.1	57	55.9
Leader Member Exchange	49	48.0	53	52.0
Organization commitment	47	46.1	55	53.9

Source: primary data, 2023

Table 3A and 3B: Effect of Workplace Spirituality Variables on Organizational Commitment at Elim Rantepao Hospital, North Toraja Regency in 2023.

Workplace Spirituality	Organizational Commitment				Total	P
	Good		Less good			
	n	%	n	%	n	%
Good	40	88.9%	5	11.1%	45	100.0
Less good	7	12.3%	50	87.7%	57	100.0
Total	47	46.1%	55	53.9%	102	100.0

Source: primary data, 2023

Leader Member Exchange	Organizational Commitment				Total	P
	Good		Less good			
	n	%	n	%	n	%
Good	41	83.7%	8	16.3%	49	100.0
Less good	6	11.3%	47	88.7%	53	100.0
Total	47	46.1%	55	53.9%	102	100.0

Source: primary data, 2023

Table 4: Influence of Workplace Spirituality and Leader Member Exchange Nurse variables at Elim Rantepao Hospital, North Toraja Regency in 2023.

Variable	Standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.111	.100		1.109	.270
Workplace Spirituality	.513	.071	.511	7.260	.001
Leader Member Exchange	.414	.070	.414	5.887	.001

Source: primary data, 2023

DISCUSSION

Research hypothesis 1 (H1) based on bivariate analysis is stated as Workplace Spirituality based on the Meaningful Work dimension of Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency. Based on the statistical analysis carried out, it is known that Meaningful Work on Organizational Commitment among Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency is shown by a significance value of 0.001, so that in this case the alternative hypothesis (H1) is accepted, meaning the first hypothesis is "There is an influence of Workplace Spirituality based on the Meaningful Work dimension of Organizational Commitment among Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency."

Research hypothesis 2 (H2) based on bivariate analysis is stated as Workplace Spirituality based on the Sense of Community dimension of Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency. Based on the statistical analysis carried out, it is known that Sense of Community towards Organizational Commitment among Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency is shown by a significance value of 0.001, so that in this case the alternative hypothesis (H2) is accepted, meaning the first hypothesis is "There is an influence of Workplace Spirituality based on the Sense of Community dimension towards Organizational Commitment among Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency."

Research hypothesis 3 (H3) based on bivariate analysis is stated as Workplace Spirituality based on the dimension of Alignment with Organizational Value. Organizational Commitment to Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency, shown by a significance value of 0.001, so that in this case the alternative hypothesis (H3) is accepted. meaning the first hypothesis "There is an influence of Workplace Spirituality based on the Alignment with Organizational Value dimension on Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency".

Research hypothesis 4 (H4) based on bivariate analysis is stated as Leader Member Exchange (LMX) based on the Affect dimension towards Organizational Commitment among Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency, indicated by a significance value of 0.001, so in this case the alternative hypothesis (H4) is accepted, meaning the first hypothesis "There is an influence of Leader Member Exchange (LMX) based on the Affect dimension on Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency"

Research hypothesis 5 (H5) based on bivariate analysis is stated as Leader Member Exchange (LMX) based on the dimension of Loyalty towards Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency, indicated by a

significance value of 0.001, so in this case the alternative hypothesis (H4) is accepted, meaning the first hypothesis "There is an influence of Leader Member Exchange (LMX) based on the Loyalty dimension on Organizational Commitment among Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency".

Research hypothesis 6 (H6) based on bivariate analysis is stated as Leader Member Exchange (LMX) based on the Contribution dimension to Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency, indicated by a significance value of 0.001 so that in this case the alternative hypothesis (H4) is accepted, meaning the first hypothesis "There is an influence of Leader Member Exchange (LMX) based on the Contribution dimension on Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency".

Research hypothesis 7 (H7) based on bivariate analysis is stated as Leader Member Exchange (LMX) based on the Professional Respect dimension of Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency, indicated by a significance value of 0.001 so that in this case the alternative hypothesis (H4) is accepted, meaning the first hypothesis "There is an influence of Leader Member Exchange (LMX) based on the Professional Respect dimension on Organizational Commitment in Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency".

Research hypothesis 8 (H8) states that it is known that the significance value for the influence of the Meaningful Work dimension on Organizational Commitment in Nurses is $0.001 < 0.05$ with a value of 39.2% so it can be concluded that the Meaningful Work dimension on Organizational Commitment in Nurses has a significant effect.

The influence of the Professional Respect dimension on Organizational Commitment in Nurses is $0.001 < 0.05$ with a value of 46.6%, so it can be concluded that the Professional Respect dimension on Organizational Commitment in Nurses has a significant effect. The Workplace Spirituality variable on Organizational Commitment is $0.001 < 0.05$ with a value of 51.1%, so it can be concluded that there is a direct influence of Workplace Spirituality on Organizational Commitment, the influence of the Leader Member Exchange variable on Organizational Commitment is $0.001 < 0.05$ with a value of 41.4%, so it can be concluded that there is a direct influence of Leader Member Exchange on Organizational Commitment. The conclusion is that the most influential variable is the Workplace Spirituality variable.¹⁴⁻¹⁸ There is a significant influence between the variables Workplace Spirituality and Leader Member Exchange on nurses' organizational commitment.¹⁹⁻²⁴ So in this case the alternative hypothesis (H8) is accepted, meaning the eighth hypothesis "There is an influence of Workplace Spirituality and Leader Member Exchange on Organizational Commitment of Nurses in the Inpatient Unit of Elim Rantepao Hospital, North Toraja Regency".

CONCLUSIONS AND RECOMMENDATIONS

Research results show that Workplace Spirituality and Leader Member Exchange affect Organizational Commitment. In the Workplace Spirituality variable, the most influential dimensions are the Meaningful of Work dimension and the Leader Member Exchange Professional Respect variable. Nurses' organizational commitment still needs to be improved because the Workplace Spirituality variable and based on each dimension is still low, namely in the Alignment with Organizational Value dimension because nurses feel that the hospital doesn't care about them and doesn't match the organizational values in the hospital, while the variable The lowest dimension of Leader Member Exchange is Professional Respect because nurses are less impressed with the work skills, competence and knowledge of the head of the room. The higher the level of nurse organization, the better

it is for the hospital because high commitment can improve nurses' performance at work.

It is hoped that these results can be used as a reference that makes a contribution, especially to Hospital Organizational Culture. Hospital management needs to pay attention to the values and culture that develop within the hospital so that it can increase the organizational commitment of nurses.

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Cite this article: Wijaya AB, Irwandy, Sidin AI, Noor NB, Pasinringi SA, Sangkala, et al. The Influence of Workplace Spirituality and Leader Member Exchange on Organizational Commitment of Nurses at Elim Rantepao Hospital, North Toraja District. *Pharmacogn J*. 2024;16(2): 287-291.