Organizational Commitment as an Intervening Variable in the Effect of Workplace Spirituality on Job Satisfaction (Study on Grha Ultima Medika Mataram Hospitals)

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Abstract: *Job Satisfaction is one of the important factors in achieving the goals of an organization. This study aims to determine and analyze the effect of workplace spirituality on job satisfaction through organizational commitment as a variable intervening for employees of Grha Ultima Medika Hospital. This research is a quantitative research with an explanatory and causal approach. The number of population and respondents in this study were all employees of Grha Ultima Medika Hospital which numbered 150 people. The method of data collection is done by interview techniques, documentation and questionnaires . The data analysis technique in the study used PLS (Partial Least Square) analysis with the SmartPLS 3.0 program. The results showed that workplace spirituality has a significant positive effect on job satisfaction, workplace spirituality has a significant positive effect on organizational commitment, organizational commitment has a significant positive effect on job satisfaction and organizational commitment as partial mediation on the effect of workplace spirituality on Job satisfaction of Grha Ultima Medika Hospital employees. Organizational commitment and high employee job satisfaction can help improve the effectiveness and efficiency of organizational functions.*

Keywords: Workplace Spirituality, Organizational Commitment, Job Satisfaction

1. Introduction

The growing era of globalization demands quality improvement in all sectors, including in the health services sector. The hospital as one of the agencies that provide health services to the community is also required to provide quality services (Gibson, 2005).

Improving the quality of hospital services is inseparable from the role of various disciplines of Human Resources (HR) at the Hospital. Employees in an organization are required to carry out their duties and functions properly to perform. One of the things that an organization can do to maintain the performance of its employees to stay good is through increasing employee job satisfaction (Susanto, 2010). job satisfaction is a happy emotional state or positive emotion that comes from the assessment of work or someone's work experience (Luthans, 2006). As for some indicators to measure employee job satisfaction, among others, according to Luthans (2006) as follows: The work itself includes the extent to which work tasks are considered attractive and provide an opportunity to progress. The second is salary, the amount received includes the salary, suitability between salary and work. Third, promotion opportunities those related to the issue of promotion, opportunities for advancement and career development. Fourth is work conditions that concern the work atmosphere including the relationship between employees and coworkers which is one of the elements or indicators of workplace spirituality.

Workplace spirituality involves trying to find someone's ultimate goal in life, developing strong relationships between work colleagues who are related to work, and having consistency (or harmony) between one's core beliefs and organizational values. There are three main dimensions of workplace spirituality, meaningful work, having a sense of community, dan being in alignment with the organization's values and mission. Although many studies have been conducted to determine the effect of spirituality in the workplace on job satisfaction, there are still differences in research results, including research conducted by Kartika and Sudarma (2017) that workplace spirituality has a significant influence on job satisfaction of PT Industri Jamu dan Farmasi Sido Muncul Tbk. But on the contrary research conducted by Arrafiqur and Makmur (2015) that spirituality behavior directly does not affect the satisfaction of employees of palm oil. The difference in the results of this study is thought to be caused by the variable between spirituality in the workplace and job satisfaction, namely organizational commitment.

Organizational Commitment is a condition where an individual sided with the organization and the goals and desires of the organization to maintain its membership in an organization (Robbins & Judge, 2013). Allen & Meyer (1997) also formulated three dimensions of commitment in the organization namely affective commitment, Continuous commitment, and Normative.

Affective commitment is where an employee has concern for

the organization and will continue to have the desire to become a member of the organization. Continuous commitment is where the employee has an awareness that he will get a loss if he leaves his organization so that the employee has a high continuous commitment to continue being a member of the organization because he has the need to become a member. Normative commitment describes the attachment of employees to continue to be in the organization. Research consistently reports that fulfilling individual values in organizations is positively related to job satisfaction (Kinicki & Kreitner, 2009).

The fulfillment of employee expectations in the vision, mission, values and goals of the organization can encourage satisfaction and foster internal motivation within employees. This is in accordance with the research conducted by Widya, Dianty and Agung (2014) that organizational commitment has a significant influence on job satisfaction in TU employees at Jakarta State University. The results of research conducted by Syed and Nadem (2014) on health profession employees and research by Widya, Dianty, and Agung (2014) who conducted studies in seven faculties at Jakarta State University showed that there was a significant and positive relationship between organizational commitment to job satisfaction. In addition, the results of Suhairi's research (2013) showed that there was a significant effect of spiritual intelligence by mediating organizational commitment to job satisfaction. From some of the studies above, there is a gap in research where there is a direct influence of spirituality in the workplace on job satisfaction without going through mediating variables, but there is research that states that spirituality in the workplace has no direct relationship to job satisfaction and must mediate organizational commitment variables. Based on the research of researchers on Grha Ultima Medika Hospital, where the phenomenon that occurred at Grha Ultima Medika Hospital viewed from job satisfaction indicators, among others, is the opportunity for employees to develop quite well seen from HR programs. Fit and proper test program for employees who want to become head of the division so that every employee has the same opportunity to develop so that the opportunity for promotion is very clearly visible. when compared to other private hospitals, the salaries of employees at Grha Ultima Medika Hospital can be categorized above average. n addition, when viewed from the indicator of organizational commitment, where we can see from the high employee turnover rate in the period several months after the acquisition process this hospital was carried out with an average of 5%. When viewed from indicators of spirituality in the workplace, the phenomenon that occurred at Grha Ultima Medika Hospital, among others, is that Grha Ultima Medika Hospital cares about the health and well-being of its employees.

2. Literature Review

2.1 Job Satisfaction

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of activities is felt in accordance with the wishes of the individual, the higher the satisfaction. Job satisfaction reflects a person's feelings for his job. This job satisfaction appears in the positive attitude of employees towards work and everything that is faced in the work environment (Handoko, 2001: 122-123). According to Robbins and Judge (2013, p. 79), job satisfaction has five dimensions, namely salary, promotion, relationship with leader, relationship with co-workers, and job itself.

2.2 Workplace Spirituality

Ashmos and Duchon (2000) define that spirituality in the workplace is an individual's self-understanding as a spiritual being whose soul needs care in the workplace with all the values within him, experiences and goals in his work, and experiences mutual feelings connect with other people in the community where individuals work. According to Robbins (2006), spirituality in the workplace is part of organizational culture. Workplace Spirituality can be interpreted as employees creating and interpreting work more than just a place to earn income, but rather to what extent these employees can contribute to their organization in line with fulfilling their inner needs (Helmi, 2016). There are three main dimensions of workplace spirituality (Milliman et al, 2003), namely meaningful work, having a sense of community or feeling connected to the community, and being in alignment with the organization's values and mission.

2.3 Characteristics of Spiritual Organizations

The concept of workplace spirituality is a fundamental discussion on topics about value, ethics, leadership motivation, and life balance. Spiritual organizations have the desire to help people develop and reach their full potential. Likewise, organizations concerned with spirituality are more likely to directly face problems created by work / life conflicts. Five cultural characteristics that tend to exist in spiritual organizations, including: awareness of strong goals, focus on individual development, trust and respect, humane work practices, and tolerance for employee expression.

2.4 Organizational Commitments

Steers and Porter (1987) in Widodo (2010) define commitment as a person's attitude in identifying himself with the organization along with its values and objectives and the desire to remain a member to achieve goals. According to Meyer and Allen (1993) in Widodo (2010), explain that there are three forms of organizational commitment, namely affective commitment, continue commitment and normative commitment

2.5 Previous Research

Research by Wastu (2011) conducted at Islamic Hospital F and the results of research by Kartika and Sudarma (2017) conducted on employees of the Sidomuncul Tbk Indonesian Herbal Medicine and Pharmaceutical Industry employees, it shows that spirituality in the workplace has a direct and significant positive influence on job satisfaction. This shows

that high spirituality in the workplace can increase job satisfaction. Then the results of research conducted by Steven and Hendrik (2016) show that spirituality in the workplace has a positive effect on organizational commitment but does not directly influence job satisfaction, organizational commitment has a positive influence on job satisfaction. This shows a positive relationship between spirituality in the workplace and organizational commitment so that when spirituality in the workplace increases it will have an impact on high organizational commitment and then there is a direct positive influence on organizational commitment to job satisfaction so that when organizational commitment is high, the level of employee job. Workplace Spirituality has an indirect relationship to job satisfaction and through mediation of organizational commitment this shows that when spirituality in the workplace increases it will have an impact on the emergence of high organizational commitment and influence on increasing employee job satisfaction. Subsequent research by Diah, Listyawati, and Jordi (2014) with the results that there is an indirect relationship between spirituality in the workplace and job satisfaction, there is a positive influence of spirituality in the workplace on organizational commitment, there is an effect of mediating organizational commitment on the relationship between spirituality in the workplace and job satisfaction. The results of this study support the research mentioned earlier where spirituality in the workplace does not have a direct relationship to job satisfaction and must mediate through organizational commitment meaning organizational commitment as a mediating variable has a direct relationship to job. The results of research conducted by Syed and Nadem (2014) on health profession employees and research by Widya, Dianty, and Agung (2014) who conducted studies in seven faculties at Jakarta State University showed that there was a significant and positive relationship between organizational commitment to job satisfaction. In addition, the results of Suhairi's research (2013) showed that there was a significant effect of spiritual intelligence by mediating organizational commitment to job satisfaction.

3. Research Methodology

The type of research used in this study uses an explanatory quantitative approach. Explanatory research is research that the purpose to determine the relationship between two or more variables (Sugiono, 2008). The population and respondents in this study were all employees at Grha Ultima Medika Hospital which 150 respondents. The variables that will be examined in this study are Workplace Spirituality (X) as an independent variable, Organizational Commitment (Y) as a variable intervening and Job Satisfaction (Z) as the dependent variable.

3.1 Variable Operational Description

1) Workplace Spirituality
Workplace Spirituality in this study is interpreted as the opinion of respondents to the inner life that grows because of the meaningful work for life in an organization. Indicators can be seen as follows: Meaningfull of work, Sense of community, Alignment of values

2) Organizational Commitment
organizational commitment in this study is interpreted as the opinion of respondents to attitudes that reflect the extent to which they are in recognizing and being tied to their organization and their desire to maintain their membership in the organization. Indicators that are part of the concept of organizational commitment include affective commitment, normative commitment and continue commitment.

3) Job Satisfaction
Job satisfaction in this study is interpreted as the opinion of respondents to the feelings of pleasure or displeasure of respondents in interpreting their work. Indicators that are part of job satisfaction include Salary, promotion, relationship with fellow friends, relationship with a boss and job itself.

In accordance with the formulated hypothesis, in this study inferential statistical data analysis was measured using SmartPLS software starting from the measurement model (outermodel), model structure (inner model) and hypothesis testing. Abdillah and Jogiyanto (2015) stated that Partial Least Square Analysis is a multivariate statistical technique that makes comparisons between multiple dependent variables and multiple independent variables. The measurement model is used to test the validity and reliability, while the structural model is used to test causality (testing hypotheses with prediction models). Next is to test the hypothesis using the following steps 1) Test Linearity Assumptions 2) Evaluation Meausurement (Outer Model) 3) Evaluation of Structural Models (Inner Model) 4) Testing the hypothesis 5) Mediation Effect Test.

4. Result

4.1 Partial Least Square (PLS)

PLS is a variant-based structural equation analysis which can simultaneously test the measurement model and structural model testing. The measurement model is used to test the validity and reliability, while the structural model is used to test causality. Data processing techniques using PLS require two stages in assessing the Fit Model of a research model.

4.2 Hypothesis test results

The Result For Inner Weights show the influence of each variable independently in explaining the variation of the dependent variable. Partial testing results of each independent variable on the dependent variable can be shown as follows:

Table 1: Calculation of Influence Between Variables

Variable	Coefficient value	*Standar Deviation*	*T Count*	*P Value*
Workplace Spirituality to Organizational Commitment	0.672	0.043	15.680	0.000
Workplace Spirituality to Job Satisfaction	0.666	0.051	13.144	0.000
Organizational Commitment to Job Satisfaction	0.433	0.082	5.282	0.000
Workplace Spirituality on	0.289	0.057	5.143	

Job Satisfaction through Organizational Commitment				0.000

Workplace Spirituality effect to Organizational Commitment

Workplace Spirituality to Organizational Commitment has t count > t table, where t count=15.680 > t table = 1.960, while Coefficient value = 0.672 , P1 for the Workplace Spirituality variable is 0.000 with a significance level less than 0.05. This shows that H1 is accepted, which means that Workplace Spirituality has a positive effect on Organizational Commitment.

Workplace Spirituality effect to Job Satisfaction

Workplace Spirituality to Job Satisfaction has t count > t table, where t count=13.144 > t table = 1.960, while Coefficient value = 0.666 , P2 for the Workplace Spirituality variable is 0.000 with a significance level less than 0.05. This shows that H2 is accepted, which means that Workplace Spirituality has a positive effect on Job Satisfaction

Organizational Commitment effect to Job Satisfaction

Organizational Commitment effect to Job Satisfaction has t count > t table, where t count=5.282 > t table = 1.960, while Coefficient value = 0.433 , P3 for the Organizational Commitment effect to Job Satisfaction is 0.000 with a significance level less than 0.05. This shows that H3 is **accepted**, which means that Organizational Commitment has a positive effect on Job Satisfaction.

Workplace Spirituality effect to Job Satisfaction through Organizational Commitment

The magnitude of the indirect effect of Workplace spirituality variables on Job Satisfaction with mediation Organizational Commitment is obtained through the results of multiplying the path coefficient (beta) between the direct influence of Spirituality in the Workplace on Organizational Commitment and the direct influence of Organizational Commitment to Job Satisfaction at Grha Ultima Medika Hospital employees.

The value of the Spirituality path coefficient in the Workplace towards Job Satisfaction with mediation Organizational Commitment is equal to (0.666 x 0.433) = 0.289. it is known that the Spirituality variable in the Workplace towards Job Satisfaction by mediating the Organizational Commitment of Grha Ultima Medika Hospital employees with a path coefficient value of 0.289.

From these calculations, giving meaning that there is an indirect effect between the variables Workplace spirituality towards Job Satisfaction with intervening Organizational Commitment with a path coefficient value of 0.289. Comparison of the indirect effect of spirituality in the workplace with job satisfaction through organizational commitment with the direct influence of workplace spirituality on job satisfaction results obtained 0.289 <0.672 so that it can be stated that organizational commitment functions as partial mediation in the influence of workplace spirituality on job satisfaction at Grha Ultima Medika Hospitals.

5. Dicussion

5.1 Workplace Spirituality effect to Job Satisfaction

The results of data analysis show that spirituality in the workplace has a positive and significant effect on job satisfaction. So that hypothesis 1 which states "workplace spirituality has a significant positive effect on job satisfaction" is accepted. This means that the higher the spirituality of employees in the workplace, the higher the job satisfaction felt by these employees. According to Litzsey (2003) in Harlina (2010) argues that integrating spirituality in the workplace will make employees feel the meaning and purpose in their lives. Not only does it make employees feel whole as a person but also benefits the company in terms of profits, high morale and increased job satisfaction.

This is in line with the research conducted by Nurjanah (2017) showing that spirituality in the workplace has a high influence on job satisfaction (r = 0.651). This shows that the dimensions of spirituality in the workplace have a significant influence on the concept of job satisfaction. Robbins (2006) states that workplace spirituality has an important role in achieving organizational effectiveness and changes in employee attitudes. This is supported by Rinda's research (2014) that someone who has a high workplace spirituality will produce good moral habits and traits that are also more likely to be honest, loyal to the company and be trustworthy and have integrity. Martin, et al. In Rego and Cunha (2008) stated that the application of spirituality in the workplace would stimulate employees to make changes and achieve better adjustments through work with higher satisfaction, commitment to the organization, welfare of the organization, and low willingness to do turnover . Workplace spirituality for employees of Grha Ultima Medika Hospital can be seen through the responses felt by employees to work such as feeling comfortable in the workplace, views on the importance of work in life, feeling part of the community, in line with the vision, mission and values of the hospital and caring towards fellow employees

5.2 Workplace Spirituality effect to Organizational Commitment

The P3 value for the credit risk variable is -0,677 with a The results of data analysis show that spirituality in the workplace has a positive and significant effect on organizational commitment. So the second hypothesis which states "spirituality in the workplace has a significant positive effect on job satisfaction" is accepted. This means that if an employee's Spirituality in the Workplace is at the staff of the Grha Ultima Medika Hospital it will be high so that the employee's organizational commitment will be high. Rego and Cunha (2008) state that the application of spirituality in the workplace will stimulate employees to form more positive perceptions of the organization, thereby getting better change and to achieve better adjustment through work with higher satisfaction, commitment to the organization , organizational welfare and low willingness to make turnover and absence. Damping (2004) states that the more spirituality a person has, the stronger their commitment to

their work. The higher and stronger the commitment of an employee to the work and organization where he works, the more positive the attitude shown in facing organizational change. This is in line with the research conducted by Sugeng Budiono, et al (2014) that Spirituality in the workplace has a positive effect on the organizational commitment of employees of Malang Unisma Islamic Hospital and research conducted by Reyhan (2014) that workplace spirituality has a significant positive effect on commitment organizational Nurse Hospital Ngudi Waluyo Ungaran. Spirituality in the workplace of employees at Grha Ultima Medika Hospital is included in the high category with a variable average value of 3.89. If viewed from three indicators consisting of meaningful work, sense of community and alignment of values, the indicator that has the highest average of 4.06 is meaningful work with work items related to important things in life (X.3) which is equal to 4.21 or can be said the majority of Rs Grha Ultima Medika's employees recognize that working at a hospital is part of the important things in their lives so that this can lead to the attachment of employees to high organizations.

5.3 Organizational Commitment effect to Job Satisfaction

The results of data analysis indicate that organizational commitment has a positive and significant effect on job satisfaction. So that the third hypothesis which states "organizational commitment has a significant positive effect on job satisfaction" is accepted. This means that if an employee's organizational commitment to the Grha Ultima Medika Hospital is high, the employee's job satisfaction will be high. Employees who have a commitment to a high organization will provide maximum effort to achieve organizational goals, are willing to sacrifice for the benefit of the organization and have a strong desire to stay in the organization. One of the factors that influence organizational commitment according to Hodge & Anthony (1988) is job satisfaction. Employees who have high job satisfaction will have high organizational commitment too. The results of this study are in line with the research conducted by Brian and Roy (2013) and Harman (2016) which states that organizational commitment has a positive and significant effect on job satisfaction. So that this previous study supports the results of this study which states that organizational commitment has a positive and significant effect on job satisfaction. Judging from the indicators of organizational commitment, the Y.2 variable has the highest average of 4.03, which means that most employees feel Grha Ultima Medika Hospital with the Grha Ultima Medika Hospital item has provided a salary that can provide for his family's life. With the fulfillment of the needs of employees and families, this is one of the reasons for employees to stay in this organization. Moreover, it is associated with jobs available in West Nusa Tenggara in general and the city of Mataram in particular, considering that most of the employees in Grha Ultima Hospital are medical personnel, the available employment is still limited compared to the competitor of available medical personnel. In addition, the average salary provided by Grha Ulima Medika Hospital is above the average rate compared to some type C private hospitals in the city of Mataram. So that some of this is the

reason most employees have high organizational commitment to Grha Ultima Medika

5.4 Workplace Spirituality effect to Job Satisfaction through Organizational Commitment

Based on the results shown, this study states that there is an indirect effect between the variables of Spirituality in the Workplace and Job Satisfaction with the intervening of Organizational Commitment with a path coefficient of 0.289. Comparison of the indirect influence of spirituality in the workplace with job satisfaction through organizational commitment with the direct influence of spirituality in the workplace on job satisfaction results obtained 0.289 <0.672 so that it can be stated that organizational commitment functions as partial mediation (partial mediation) in the influence of spirituality in the workplace on job satisfaction at Grha Ultima Medika Hospital employees. This means that spirituality in the workplace is able to influence job satisfaction without going through organizational commitment as an intervening variable. This is because spirituality in the workplace has more influence on job satisfaction compared to organizational commitment to job satisfaction. So the focus of the organization is to improve spirituality in the workplace. This is in line with research conducted by Romdiah (2016) where organizational commitment functions as a partial mediation (partial mediation) in the influence of spirituality in the workplace on job satisfaction at the Ngudi Waluyo RSI Ungaran Reyhan (2014) and research from Sukma (2015) on employees PT POS NTT. What happened to Grha Ultima Medika Hospital, where spirituality in the workplace more affected work satisfaction compared to organizational commitment to job satisfaction. This is because most employees feel that they work because of the awareness of the importance of working for their lives so that in doing their jobs they always give their best, maintain relationships between coworkers and their superiors, etc. and ultimately their job satisfaction is high.

6. Conclusion

Based on the results of research on respondents of 150 Grha Ultima Medika Hospital employees regarding the influence of spirituality in the workplace on job satisfaction and organizational commitment as an intervening variable, we can conclude a number of things as follows:

6.1 Spirituality in the Workplace has a positive and significant effect on job satisfaction.

This condition illustrates that the higher the Spirituality in the Workplace that the employee has a positive influence, the higher the job satisfaction felt by the employee

6.2 Spirituality in the Workplace has a positive and significant effect on organizational Commitment

This can be interpreted that the higher the Spirituality in the Workplace the employee has, the higher the employee's

organizational commitment

6.3 Organizational Commitment has a positive and significant effect on Job Satisfaction

It can be interpreted that the higher the organizational commitment employees have, the higher the job satisfaction felt by employees

6.4 Organizational commitment functions as a partial mediation (partial mediation) in the influence of spirituality in the workplace on job satisfaction with employees of Grha Ultima Medika Hospital

This means that spirituality in the workplace is able to significantly influence job satisfaction without going through organizational commitment.

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