

# **The Effect of Workplace Spirituality and Leader Member Exchange (LMX) on Organizational Citizenship Behaviour (OCB) Nurses in Haji Hospitals, South Sulawesi Province and Stella Maris Hospital**

<sup>1</sup>Andi Jamala Indyra, <sup>1</sup>Noer Bahry Noor, <sup>1</sup>Irwandy, <sup>1</sup>Indahwaty Sidin, <sup>1</sup>Fridawaty Rivai, <sup>2</sup>Syamsuddin

<sup>1</sup>Department of Hospital Administration, Faculty of Public Health, Hasanuddin University, Indonesia

<sup>2</sup>Hospital Accounting, Faculty of Management and business, Hasanuddin University, Indonesia  
(Corresponding author email: malaindyrapunzel@yahoo.com)

## **Abstract**

Organizational Citizenship Behavior is defined as voluntary behavior that is indirectly recognized by the formal system, and as a whole encourages organizational functions effectively and efficiently. This study aims to analyze the effect of workplace spirituality and leader member exchange (LMX) on organizational citizenship behavior of nurses in Hajj Hospital, South Sulawesi Province and RS Stella Maris. This type of research is a quantitative study using an observational study with a cross sectional study design. The sample in this study were nurses in the inpatient installation of RSUD Haji and Stella Maris Hospital in Makassar, totaling 231 respondents. The results showed that there is a workplace spirituality relationship based on the dimensions of Meaningful of work, Sense of community, Alignment with the organization's values, leader member exchange based on the dimensions of Affect, Contribution, loyalty, with OCB nurses, LMX variables are the strongest influence on OCB nurses and there are differences in the effect of workplace spirituality and LMX on OCB nurses at RSUD Haji and RS Stella Maris. It is recommended that the hospital management be able to hold meetings and hold workshops, by providing support to their subordinates in order to create a good relationship between superiors and subordinates so that subordinates can more easily convey innovative ideas and can also hold trainings for employees who can help improve creativity and innovative behavior of employees.

**Keywords:** workplace spirituality, leader member exchange, organizational citizenship behavior, hospital nurses

## **INTRODUCTION**

Chiu, Huang, Cheng (2015) emphasize the importance of organizational support in the relationship between organizations and employees as a way in which work attitudes and employee behavior are influenced by the relationship between employees and organizations explained using social exchange theory. A sense of duty is given to employees through reciprocal specifications so that they can give back to the organization. Thus, performance, job satisfaction, organizational commitment and the role of external behavior can be influenced by perceived organizational support. Things like this are referred to as Organizational Citizenship Behavior (OCB). OCB is defined as voluntary behavior that is indirectly recognized by the formal system, and as a whole encourages organizational functions effectively and efficiently (Organ et al, 2006).

OCB is essentially an independent, non-task contribution made by individual members of the organization for the survival and effectiveness of the organization (Organ et al, 2006). Organizations will not be successful or cannot survive without their members acting as "good citizens". Employees with high OCB will increase their productivity and success in an organization and success is not done for themselves but also for the benefit of the organization (Markoczy & Xin, 2004).

There are many factors that influence employee OCB, one of which is Workplace spirituality. Neck & Milliman (2003) argues that workplace spirituality is about expressing one's desire to find meaning and purpose in life and is a process of living a set of personal values that are deeply held by a person. Workplace spirituality can foster a sense of community which is essential for work effectiveness and purpose. Karzemipour et al (2012) in their study found that

there was a positive influence of workplace spirituality on OCB nurses and was mediated by affective organizational commitment. Ghorbanifar and Azma (2014) found a significant relationship between workplace spirituality and OCB. Farhangi et.al (2007), among others, tested spirituality in a workplace and its role in influencing OCB among employees of Tehran university colleges. The results suggest that there is a significant relationship between workplace spirituality and OCB.

In addition to the Workplace spirituality factor, the perception of Leader-Member Exchange (LMX) is also believed to be a predictor of organizational citizenship behavior (OCB). Miner (1988) argues that high-quality superior subordinate interactions will have an impact such as increased job satisfaction, productivity, and employee performance. Riggio (1990) states that if the superior-subordinate interaction is of high quality, a superior will have a positive view of his subordinates so that his subordinates will feel that the boss provides a lot of support and motivation. This increases the confidence and respect of subordinates to their superiors so that they are motivated to do more than what is expected by their superiors.

Haji Hospital is one of the class B hospitals owned by the government of South Sulawesi, while Stella Maris Hospital is one of the Class B private hospitals. Both hospitals are hospitals with excellent religious nuances. The number of nursing staff needed based on Minister of Health Regulation Number 56 of 2014 concerning hospital classification and licensing must be the same as the number of beds in inpatient installations, while qualifications and competencies are adjusted to service needs. The research was conducted at RSUD Haji and RS Stella Maris which have problems with human resource management that have an impact on OCB. This hospital can be said to have quite a lot of patients, not only from the Makassar area, but also from all regions in South Sulawesi. The reason many people come to Stella Maris Hospital is because it is judged that the price offered is acceptable for all levels of society and of course this hospital provides complete facilities with medical experts who support their expertise compared to other government hospitals. More and more patients come, causing an imbalance in the ratio of patients and medical personnel (doctors and nurses), in this case doctors and nurses are expected to work beyond what they expect, so that all patients can be served effectively and efficiently, which in turn makes RSUD Haji and Stella Maris Hospital is also required to continue to improve the quality of better health services, one of which is strengthening

Based on the results of observations and interviews in August 2019, there are several things that indicate the lack of OCB behavior shown by some nurses, namely, only formal tasks can be completed optimally without being supported by behaviors that support the creation of extra performance more than expected. Low forms of OCB behavior in themselves can be seen from not caring about their colleagues' work, when their work is finished, they often complain about work and hospital policies. In addition, the low form of OCB in the nurses can be seen from not often arriving on time for safety briefings, before starting work, also complaining about the work system and the inconsistency of perceptions to superiors. However, it cannot be denied that there are not a few nurses who have a tendency to raise OCB at a high enough level. From this fact, confirms the importance of strengthening OCB in this area.

So based on the problem data obtained and the results of interviews with several nurses, it is important to examine the effect of Workplace Spirituality and LMX on Nurse's OCB because both hospitals have very good religious nuances so that they can influence the behavior of their employees in work related to the Workplace. Spirituality and because of low boss subordinate interaction related to LMX so that the hospital is able to provide quality health services.

## **METHODS**

### **Research design**

This type of research is a quantitative study using an observational study with a Cross Sectional Study approach. This research was conducted in RSUD Haji and RS Stella Maris.

### **Population and sampel**

The population of this study were all patients who provided services and in inpatient installations, namely 362 people. The sample in this study using proportional sampling is 231 respondents.

### **Data collection**

The instrument used in data collection was a questionnaire, regarding the independent variables in the form of Workplace Spirituality and LMX, while the dependent variable was OCB.

### **Data analysis**

Univariate analysis was conducted to obtain an overview of the research problem by describing each variable used in the study and the characteristics of the respondent. Univariate analysis consisted of descriptive analysis of the characteristics of the respondents, descriptive analysis of the research variables and analysis of crosstabulation between the characteristics of the respondents and the research 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 using logistic regression analysis.

## RESULT

**Table 1. Characteristics of Respondents**

Characteristic	Research Samples	
	n	%
<b>Age</b>		
20-35 years	61	26.4
35-45 years	136	58.9
>45 years	34	14.7
Total	231	100.0
<b>Gender</b>		
Male	41	17.7
Female	190	82.3
Total	231	100.0
<b>Length of working</b>		
3-5 years	57	24.7
6-8 years	114	49.4
>8 years	60	26.0
Total	231	100.0
<b>Education</b>		
S.Kep	138	59.7
Ners	87	37.7
D3	6	2.6
Total	231	100.00
<b>Employment Status</b>		
Civil State Officers	74	31.74
Non Civil State Officers	157	68.26
Total	231	100.00

Source: Primary Data, 2021

Table 1 shows the frequency distribution based on the characteristics of the sample in the study location, most of the respondents were at the age level of 35-45 years, as many as 136 respondents (58.9%). In terms of gender, most of the respondents were female, as many as 190 respondents (82.3%). Based on the type of work, most of the respondents who worked for a long time, namely 6-8 years, amounted to 114 respondents (49.4%). In terms of education, most of the respondents had a S.Kep education, namely as many as 138 respondents (59.7%). And seen from the employment status, most of the others are honorary as many as 114 respondents (68.26%).

**Table 2. Research Variables**

Variable/Dimensions	Research Sample	
	n	%
<b>Workplace Spirituality</b>		
High	149	64.5
Low	82	35.5
Total	231	100.0
<b>Leader Member Exchange (LMX)</b>		
High	155	67.1
Low	76	32.9
Total	231	100.0
<b>Organizational Citizenship Behaviour</b>		
High	152	65.8
Low	79	34.2
Total	231	100.0
<b>Meaningful of Work</b>		
High	198	85.7
Low	33	14.3
Total	231	100.0
<b>Sense of Community</b>		
High	166	71.9
Low	65	28.1
Total	231	100.0
<b>Alignment with the Organization</b>		
High	160	69.3
Low	71	30.7
Total	231	100.0
<b>Affect</b>		
High	157	68.0
Low	74	32.0
Total	231	100.0
<b>Loyalty</b>		
High	165	71.4
Low	66	28.6
Total	231	100.0
<b>Contribution</b>		
High	158	68.4
Low	73	31.6
Total	231	100.0
<b>Professional Respect</b>		
High	139	60.2
Low	92	39.8

Variable/Dimensions	Research Sample	
	n	%
Total	231	100.0

Source: Primary Data, 2021.

Table 2. explains the percentage of respondents' assessment of the research variables. The results of most respondents stated that they are in the high work spirituality category of 64.5%, in the high Leader Member Exchange category of 67.1%, in the category of Organizational Citizenship Behavior high of 65.8%, in the high Meaningful of Work category of 85.7%, in the Sense category of Community is high at 71.9%, in the category Alignment with the Organization is high at 69.3%, in the high Affect category is 68.0%, in the High Loyalty category is 71.4%, in the high Affect category is 68.0%, in the High Contribution category is 68.4%, in the high Professional Respect category of 60.2%.

**Table 3. Effect of Independent Variables on Dependent Variables**

Meaningful of Work	OCB				Total		p
	High		Low				
	N	%	n	%	n	%	
High	139	70.2	59	29.8	198	100.0	0.001
Low	13	39.4	20	60.6	33	100.0	
Total	152	65.8	79	34.2	231	100.0	
Sense of Community	OCB				Total		p
	High		Low				
	N	%	n	%	n	%	
High	129	77.7	37	22.3	166	100.0	0.000
Low	23	35.4	42	64.6	65	100.0	
Total	152	65.8	79	34.2	231	100.0	
Alignment with The Organization	OCB				Total		p
	High		Low				
	N	%	n	%	n	%	
High	137	85.6	23	14.4	160	100.0	0.000
Low	15	21.1	56	78.9	71	100.0	
Total	152	65.8	79	34.2	231	100.0	
Affect	OCB				Total		p
	High		Low				
	N	%	n	%	n	%	
High	122	77.7	35	22.3	157	100.0	0.000
Low	30	40.5	44	59.5	74	100.0	
Total	152	65.8	79	34.2	231	100.0	
Loyalty	OCB				Jumlah		p
	High		Low				
	N	%	n	%	n	%	
High	123	74.5	42	25.5	165	100.0	0.000
Low	29	43.9	37	56.1	66	100.0	
Total	152	65.8	79	34.2	231	100.0	

Contribution	OCB				Total		p
	High		Low		n	%	
	n	%	n	%			
High	123	77.8	35	22.2	158	100.0	0.000
Low	29	39.7	44	60.3	73	100.0	
Total	152	65.8	79	34.2	231	100.0	

Professional Respect	OCB				Total		p
	High		Low		n	%	
	n	%	n	%			
High	111	79.9	28	20.1	139	100.0	0.000
Low	41	44.6	51	55.4	92	100.0	
Total	152	65.8	79	34.2	231	100.0	

Source: Primary Data, 2021.

Table 3 shows the relationship between the independent variable and the dependent variable. Based on the results of the analysis, it can be seen that there is a statistically significant relationship with the variable meaningful of work with OCB nurses in RSUD Haji and RSUD Stella Maris with a value of  $p = 0.001$ . There is a statistically significant relationship with the variable Sense of Community, Alignment with The Organization, Affect, Loyalty, Contribution, Professional Respect with OCB nurses at RSUD Haji and RSUD Stella Maris with a value of  $p = 0.000$ .

**Table 4. Independent Variable Logistic Regression Analysis Results on OCB of Nurses in Haji Hospital and Stella Maris Hospital Installation**

Variable	B	S.E	t	Df	Sig.	Exp (B)
Workplace Spirituality	0.244	0.75	3.262	1	0.001	0.246
LMX	0.559	0.76	7.344	1	0.000	0.554
Constant	0.268	0.63	4.2862	1	0.000	

Source: Primary Data, 2021.

Table 4 shows that after multivariate analysis using logistic regression, it is found that the variable with a sig. The largest is the LMX variable with a value of 0.000, so that this variable is determined as the most influential factor simultaneously on the OCB of inpatient nurses at Haji Hospital and Stella Maris Hospital.

## DISCUSSION

Research hypothesis 1 (H1) states that there is a workplace spirituality relationship based on the Meaningful of work dimension with OCB. Based on the statistical analysis carried out, it is known that workplace spirituality is based on the Meaningful of work dimension with OCB Haji Hospital, South Sulawesi Province and Stella Maris Hospital. A significant relationship is also indicated by a significance value of 0.001 so that in this case the research hypothesis 1 (H1) is accepted.

Karzempour et al (2012) in their research found that there was a positive influence of workplace spirituality in the Meaningful of work dimension on nurse's OCB and was mediated by affective organizational commitment. In addition, the research of Ghorbanifar and Azma (2014) found a significant relationship between the meaningful of work dimensions in the workplace spirituality variable and OCB. Farhangi et al (2007), among others, examined spirituality in a workplace and its role in influencing OCB among employees of Tehran university colleges. The results suggest that there is a significant relationship between workplace spirituality and OCB. Workplace spirituality can foster a sense of community which is important for work effectiveness and aiming at goals.

Research hypothesis 2 (H2) states that there is a workplace spirituality relationship based on the sense of community dimension with OCB. Based on the statistical analysis carried out, it is known that workplace spirituality is based on the sense of community dimension with OCB Haji Hospital, South Sulawesi Province and Stella Maris Hospital. A significant relationship is also indicated by a significance value of 0.000 so that in this case the research hypothesis 2

(H2) is accepted.

Research by Ghorbanifar & Azma (2014) found a significant relationship between the dimensions of Sense of community in the workplace spirituality variable and OCB. Karzemipour et al (2012) in their research found that there was a positive influence of workplace spirituality based on the Sense of community dimension on nurse OCB and mediated by affective organizational commitment. In addition, Farhangi et al (2007) examined spirituality in a workplace and its role in influencing OCB among employees of Tehran university colleges suggesting that there is a significant relationship between workplace spirituality and OCB. Workplace spirituality can foster a sense of community which is important for work effectiveness and aiming at goals.

Research hypothesis 3 (H3) states that there is a workplace spirituality relationship based on the dimensions of alignment with the organization's values to OCB. Based on the statistical analysis conducted, it is known that workplace spirituality is based on the dimensions of Alignment with the organization's values with OCB Haji Hospital, South Sulawesi Province and Stella Maris Hospital. A significant relationship is also indicated by a significance value of 0.000 so that in this case the research hypothesis 3 (H3) is accepted.

When individuals feel a high level of conformity between the values adopted with the organizational values (alignment with organization values). This aspect is the interaction of workers with organizational goals. This means that individuals have bigger goals than just personal goals so that they feel they deserve to contribute to others. This feeling also shows that individual workers believe in others and their managers in carrying out good values, managers have a strong heart and care about the welfare of employees and society (Asmosh & Duchon, 2000). It is also seen as an individual's concern for integration and the goal of benefiting society, not just personal gain. A workforce who views their organization as a spiritual place also believes that it is getting an advantage over other competitors.

This is as stated by Sanoubar et al (2014) in their research that employee spirituality has meaningful experiences, so they feel grateful and show more organizational citizenship behavior. Work spirituality is shaped by interactions with other people and this problem causes spiritual sensitivity to the needs of others and as a result employees exhibit more helpful behaviors. Thus, spirituality in the workplace helps employees to solve problems, priorities and work management leading to their leisure time and activities.

Research hypothesis 4 (H4) states that there is a leader member exchange relationship based on the affect dimension with OCB. Based on the statistical analysis conducted, it is known that the leader member exchange based on the affect dimension with OCB Haji Hospital, South Sulawesi Province and Stella Maris Hospital. A significant relationship is also indicated by a significance value of 0.000 so that in this case the research hypothesis 4 (H4) is accepted.

Yukl (2007) states that the leader-member exchange theory describes how leaders develop different exchange relationships over time with various subordinates. The essence of the theory is that an effective leadership process occurs when leaders and followers are able to develop mature leadership relationships and thus benefit from these relationships. The leader treats each subordinate differently.

The results of this study indicate that the Affection variable which is included in the Leader Member Exchange dimension has a significant effect on OCB. The affection variable is positive and significantly influences OCB, meaning that the lower the relationship that has a personal component that is beneficial and produces results, for example friendship, the higher the tendency for workers to display OCB at work. This is different from research conducted by Sandjaja and Handoyo (2012), that affection as part of the LMX has no effect on OCB because with increased support from superiors, subordinates will find their work very easy to do and they will not show their attachment and commitment to the organization. .

Research hypothesis 5 (H5) states that there is a relationship between leader member exchange based on the dimension of Contribution with OCB. Based on the statistical analysis conducted, it is known that the leader member exchange is based on the dimension of Contribution with OCB Haji Hospital, South Sulawesi Province and Stella Maris Hospital. A significant relationship is also indicated by a significance value of 0.000 so that in this case the research hypothesis 5 (H5) is accepted.

The results of this study indicate that the contribution variable which is included in the Leader Member Exchange dimension has a significant effect on OCB. The Contribution variable is positive and significantly influences OCB, meaning that the lower the level of contribution in terms of the number, difficulty, and importance of the tasks given and received by members to show the leader's confidence in the ability and willingness of members to do and complete difficult and difficult tasks properly. importantly, the higher the tendency for workers to display OCB at work.



Contribution describes a perception of the number, direction, and quality of work-oriented activities of LMX members to achieve beneficial goals (explicit or implicit). The level of contribution is influential in terms of the number, difficulty, and importance of tasks given and accepted by members because it shows the leader's confidence in the ability and willingness of members to do and complete difficult and important tasks properly (Liden & Maslyn, 1998).

Research hypothesis 6 (H6) states that there is a relationship between Leader Member Exchange based on the dimension of loyalty to OCB. Based on the statistical analysis carried out, it is known that the Leader Member Exchange is based on the dimensions of loyalty with the OCB Haji Hospital, South Sulawesi Province and Stella Maris Hospital. A significant relationship is also indicated by a significance value of 0.000 so that in this case the research hypothesis 1 (H1) is accepted.

The results of this study indicate that the Loyalty variable, which is included in the Leader Member Exchange dimension, has a significant relationship with OCB. The Loyalty variable has a significant relationship with OCB, meaning that the lower the members protect each other from problems that are outside their environment, the higher the tendency for workers to display OCB at work.

This is different from what was done by Sandjaja and Handoyo (2012) that loyalty as part of the LMX has no effect on OCB because with increased support from superiors, subordinates will find their work very easy to do and they will not show their attachment and commitment to the organization.

Research hypothesis 7 (H7) states that there is a relationship between Leader Member Exchange based on the dimensions of professional respect towards OCB. Based on the statistical analysis conducted, it is known that the Leader Member Exchange is based on the dimensions of professional respect towards OCB Haji Hospital, South Sulawesi Province and Stella Maris Hospital. A significant relationship is also indicated by a significance value of 0.000 so that in this case the research hypothesis 7 (H7) is accepted.

LMX focuses on the (two-way) dyadic relationship between the leader and each of his followers which is an exchange relationship that aims to increase organizational success by creating a positive relationship between the leader and his followers (Daft, 2011; Graen & Uhl-Bien, 1995; Yukl, 2006).

Research hypothesis 8 (H8) states that there is a difference in the influence of workplace spirituality and LMX with OCB nurses in the Inpatient Installation of Haji Hospital and Stella Maris Hospital. Based on the statistical analysis carried out, it is known that the Standard Coefficient (Beta) value at the two hospitals studied has a strong influence on the LMX variable. For Haji General Hospital, which has the greatest influence is the LMX which is equal to 0.369. For RS. Stella Maris which has the greatest influence is LMX which is equal to 0.728.

According to Belwakar & Vohra (2016) in their research, work spirituality is gaining interest as a new source of competitive advantage. The spirituality of work also shows a link with sustainable behavior and that is the main desire of the organization. This study is also in line with research from Ahmadi et al (2014) where work spirituality is not related to any particular religion or religious system, but employees know that as spiritual beings, the work they need to feed their souls and a sense of purpose and meaningful work experience.

Research hypothesis 9 (H9) states that the LMX variable has an effect on OCB. Based on the statistical analysis carried out, it is known that the variable with a sig. The largest is the LMX variable with a value of 0.000, so that this variable is determined as the most influential factor simultaneously on the OCB of inpatient nurses at Haji Hospital and Stella Maris Hospital.

If the relationship between employees and leaders is good, employees tend to be willing to work more than their portion, work immediately, give more initiative and work optimally (Truckenbrodt, 2000). Guilon and Cezanne (2014) as quoted from Asaloei (2016) suggest that loyalty has a positive effect on organizational performance. Organizational performance is an accumulation of employee performance and loyalty is one of the dimensions in the Leader Member Exchange. This proves that the dimension of loyalty has an effect on performance. Markos & Sridevi (2010) suggest that employees who have high involvement in the company can contribute to company productivity. Employees who have high involvement can be identified with one of the dimensions of the LMX contribution, while productivity is one aspect of performance.

## **CONCLUSION**

The results showed that there is a workplace spirituality relationship based on the dimensions of Meaningful of work, Sense of community, Alignment with the organization's values, leader member exchange based on the dimensions of Affect, Contribution, loyalty, with OCB nurses, the LMX variable is the strongest influence on OCB nurses and there



are differences in the effect of workplace spirituality and LMX on the OCB of nurses at RSUD Haji and RS Stella Maris. It is recommended that the hospital management be able to hold meetings and hold workshops, by providing support to their subordinates in order to create a good relationship between superiors and subordinates so that subordinates can more easily convey innovative ideas and can also hold trainings for employees who can help improve creativity and innovative behavior of employees.

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