

The Effect of Compensation, Workplace Spirituality and Personality on Organisational Commitment (Study on Nurses and Midwives of Puskesmas in Mataram City)



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ABSTRACT: This study aims to analyse and determine the significance of the influence of Compensation, Workplace Spirituality and Personality on Organisational Commitment in Puskesmas nurses and midwives in Mataram City. This type of research is causal associative. The total population is 352. This study uses the Krecjie & Morgan method to determine the sample size. The number of respondents was 184 people. Data were collected by online surveys, interviews and documentation and then analysed through the SmartPLS (Partial Least Square) application. The results showed that Compensation has a positive and significant effect on Organisational Commitment, Workplace Spirituality has a positive and significant effect on Organisational Commitment, and Personality has a positive and significant effect on Organisational Commitment.

KEYWORDS: Compensation, Workplace Spirituality, Personality, Organisational Commitment, Nurses, Midwives

I. INTRODUCTION

Human resource management is a policy that can be utilised by companies as a managerial tool for planning, managing, and controlling in order to produce competent and capable human resources to help companies achieve their goals (Priyono and marris, 2008). In HR management, one of the targets is employees who are committed to the organisation. Kreitner and Kinicki (2014) define organisational commitment as the level at which a person knows the company and its goals. According to Mowday (1979) employees with high organisational commitment will be more motivated to be present in the organisation and try to achieve organisational goals. Organisational commitment is the degree to which employees are involved in their organisation and wish to remain its members, which contains an attitude of loyalty and willingness of employees to work optimally for the organisation where the employee works (Greenberg and Baron, 2003).

Individuals with high organisational commitment will show their belief and support and loyalty to the values and goals that the organisation wants to achieve. (Fitriastuti, 2013). According to Steers and Poter (1991), commitment to the organisation shown by an individual is determined by three factors, namely: Personal factors, organisational factors, and non-organisational factors. As employees who have a high intensity of encounter with patients, nurses and midwives can be classified as frontline workers. Employees who work on the front line are employees who cross the boundary between the inside and outside of the organisation. Nurses and midwives are expected to work quickly and efficiently in performing operational tasks while also being friendly when dealing with patients. This condition requires nurses and midwives to have a high commitment to the organisation so as to achieve the goals and vision of the organisation and good quality performance.

There are several predictors that can affect organisational commitment, namely compensation and psychological matters such as spirituality in the workplace and personality. Compensation is a reward given by the company to its employees, both material in nature such as salaries, bonuses and work support facilities and non-material. Jurkiewicz & Giacalone, (2004) spirituality in the workplace focuses on tolerance, patience, goals and thoughts related to organisational norms to form personal values. Finally, Allport & Ross, (1967) defined personality as a dynamic system within an individual as a psychological framework that determines his or her unique way of adjusting to the environment.

Some previous studies related to the effect of compensation on organisational commitment still show inconsistencies in results such as research conducted by Imana, (2011) in his research findings indicate that providing appropriate compensation to employees is able to encourage organisational commitment, this shows that compensation has a positive and significant effect on organisational commitment. However, in a different study, Purnami, (2017) showed results where compensation did not have a significant effect on organisational commitment. Furthermore, testing related to spirituality in the workplace with organisational commitment as conducted by Nurmayanti, *et al.*, (2018) which states that spirituality in the workplace has a positive and significant influence on employee organisational commitment. but in a different study, Budiono, *et al.*, (2014) showed that the

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influence of spirituality in the workplace on organisational commitment has an influence but is not significant. Finally, testing the influence of personality on organisational commitment as conducted by Thiruvarasi & Kamaraj, (2017) shows that personality has a positive and significant influence on organisational commitment. but different results are shown by Mauna & Shabur (2017), where personality has an influence but is not significant to organisational commitment.

Based on the background description and inconsistencies in the results of previous research above, this study aims to understand how the influence of compensation variables, spirituality in the workplace and personality on organisational commitment, especially in medical personnel such as nurses and midwives in the city of Mataram, NTB. In addition, the results of this study will provide clarification of the inconsistencies in the results of previous studies.

II. LITERATURE REVIEW

A. Organizational Commitment

Organisational commitment, is defined as a state in which an employee favours a particular organisation and its goals and wishes to maintain membership in that organisation. Thus, high job involvement means siding with an individual's particular job, while high organisational commitment means siding with the organisation that recruited the individual (Robbins and Judge, 2008).

B. Compensation

According to Simamora (2008), compensation includes financial rewards and intangible services and benefits received by employees as part of the employment relationship. Compensation is what employees receive in exchange for their contributions to the organisation.

C. Workplace Spirituality

Spirituality at work is defined as a framework of organisational values evidenced by an organisational culture that encourages employees' transcendent experiences through work processes and feelings of connection with others that result in feelings of completeness and happiness (Jurkiewicz & Giacalone, 2004).

D. Personality

Allport & Ross, (1967) define personality as the dynamic organisation within an individual as a psychological system that determines his or her unique way of adjusting to the environment. Personality is the main guide in adjusting to the physical and social environment. Individual personality can develop when individuals are able to maintain unity and harmony between all elements of personality.

Conceptual Framework

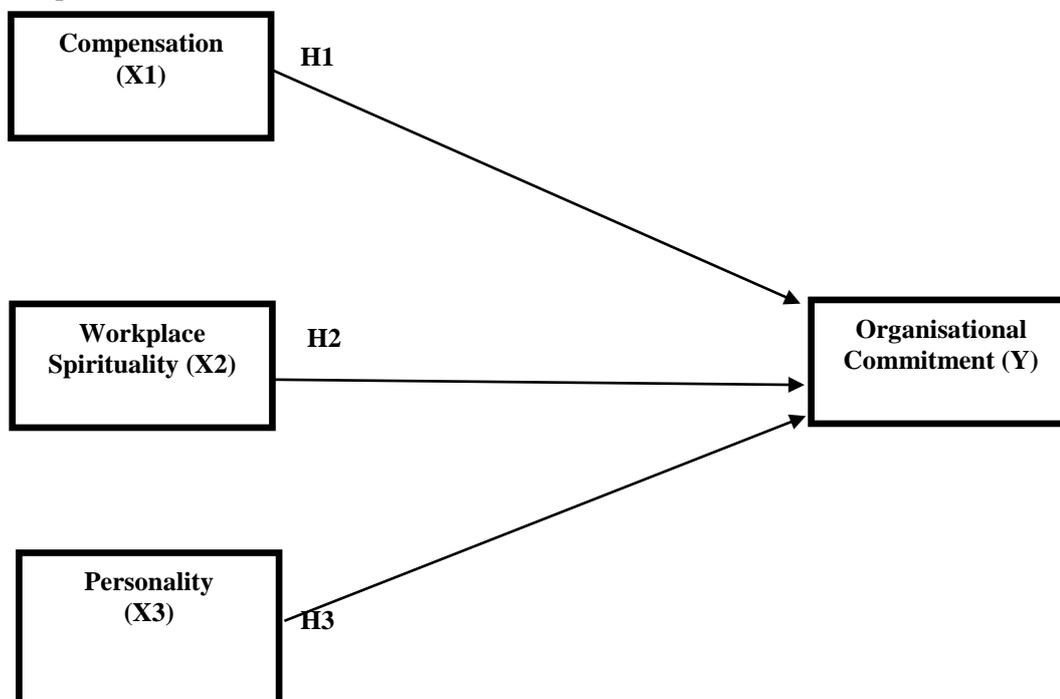


Figure 1. Conceptual Framework

Hypothesis:

H1 : Compensation has a positive and significant effect on Organisational Commitment.

H2 : Spirituality in the Workplace has a positive and significant effect on Organisational Commitment.

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H3 : Personality has a positive and significant effect on Organisational Commitment.

III. METHODS

The method used in this study uses a quantitative method which is causal associative. This research is located at 11 health centres in Mataram City. Data collection techniques using survey samples so that the respondents in this study amounted to 184 people who work as nurses and midwives. The research instruments used online surveys, interviews and documentation and then analysed through the SmartPLS (*Partial Least Square*) application. The characteristics of respondents in this study were dominated by women as many as 142 people or 77%. In addition, the majority of respondents' ages were in the range of 26-35 as many as 76 people or 41.3%. With the longest length of work of 5 years as many as 43 people or 23.4%.

The following is one of the stages of the Smartpls test, namely the outer model test:

Table 1. Outer loading and Average variance extracted

Item	Statement Item	Outer Loadings	Average Variance Extracted
Compensation (X1)			
X1.1	The salary received is in accordance with job responsibilities	0,759	0.555
X1.2	Salary received in accordance with applicable regulations	0,780	
X1.3	The salary received is always on time	0,742	
X1.4	Incentives received in accordance with work/performance achievements	0,740	
X1.5	Incentives earned are appropriate and fair with other workplaces	0,759	
X1.6	The organisation delivers the intensive at the promised time	0,717	
X1.7	Benefits received are commensurate with performance so far	0,704	
X1.8	The allowances I receive are the same as those at other health centres	0,727	
X1.9	The allowance I receive is always on time	0,757	
X1.10	The health centre trusts nurses and midwives to perform tasks that vary according to their expertise.	0,755	
X1.11	Communication between nurses and midwives and a good working environment	0,763	
X1.12	Supporting facilities and adequate work equipment	0,728	
Workplace Spirituality (X2)			
X2.1	Work as a meaningful part of life experience	0,717	0.554
X2.2	Feeling that work is related to something important in life	0,728	
X2.3	Seeing the connection between work and social good	0,764	
X2.4	Feeling like a family or part of the organisation	0,791	
X2.5	Free to express opinions	0,747	
X2.6	Everyone in this job cares about each other	0,798	
X2.7	The organisation pays attention to all nurses and midwives	0,726	
X2.8	Connect with the organisation's vision and mission	0,705	
X2.9	Organisations care about the spiritual lives of nurses and midwives	0,720	
Personality (X3)			
X3.1	Often come up with new ideas while working so as not to get bored	0,715	0.510
X3.2	Always curious about new things that I don't get at my job	0,734	
X3.3	Included in the type of a serious or resourceful thinker	0,714	
X3.4	Included in the type of person who makes plans before work and carries them out	0,715	
X3.5	Always be careful at work	0,705	
X3.6	Included in the type of person who works diligently	0,700	
X3.7	Included in the type of person who is easy to get along with other nurses and midwives	0,716	
X3.8	Always express opinions related to work	0,710	
X3.9	Belong to the type of person who is passionate about work	0,718	
X3.10	Belong to the type of people who are selfless	0,731	
X3.11	Not easily disputing by finding fault with other nurses and midwives	0,700	
X3.12	Likes to co-operate with other nurses and midwives	0,701	
X3.13	Stay calm at work even in stressful or pressurised situations	0,718	
X3.14	Can cope well with stress at work	0,715	
X3.15	Not easily nervous when at work	0,718	
Organisational Commitment (Y)			

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Y.1	Happiness of completing a career while in the organisation	0,757	0.577
Y.2	A sense that the organisation's problems are also the members' problems	0,707	
Y.3	Strong sense of belonging to the organisation	0,745	
Y.4	Life is disrupted if you leave the organisation	0,716	
Y.5	Work for the organisation because it is a need as well as a desire and aspiration.	0,770	
Y.6	The main reason for continuing to work for the organisation is that it would be a great sacrifice to leave.	0,869	
Y.7	Moving from one organisation to another seems unethical	0,738	
Y.8	Staying with the organisation is a moral obligation	0,720	
Y.9	Unwilling to leave the organisation, despite better job offers from other organisations.	0,799	

Based on the outer loadings and AVE above, it can be seen that the items of the Compensation Variable, Workplace Spirituality, Personality, and Organisational Commitment are more than 0.5. This shows that all indicators used are valid.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability
Compensation	0,937	0,924
Workplace Spirituality	0,899	0,918
Personality	0,932	0,940
Organisational Commitment	0,908	0,924

The table above, shows that the *Cronbach's Alpha* value is > 0.60 and the *Composite Reliability* value for each research variable is > 0.70. So it can be concluded that all variables in the study, namely Compensation, Workplace Spirituality, Personality, and Organisational Commitment are Reliable.

IV. RESULT AND DISCUSSION

Result

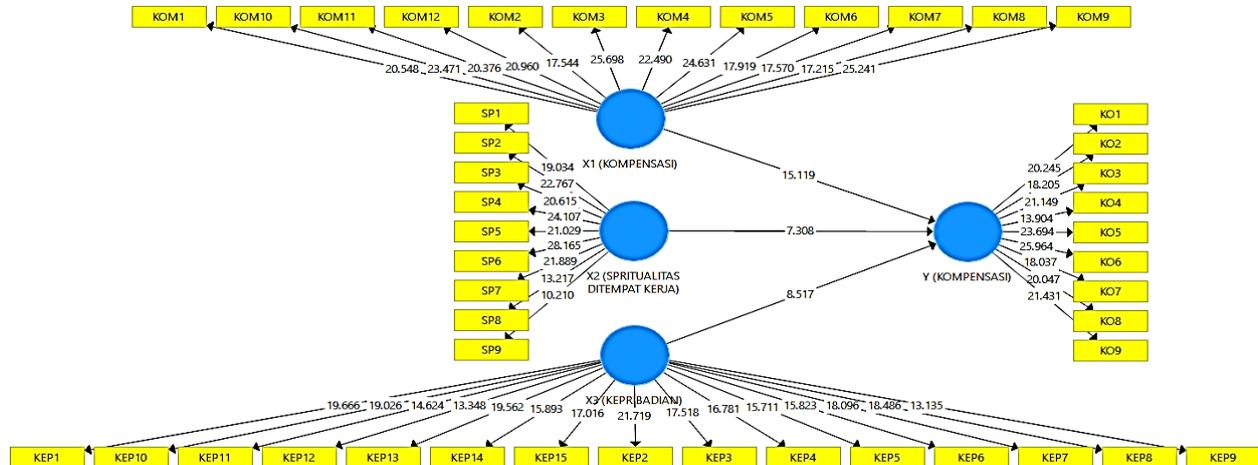


Figure 2. Inner model Test/ Bootstrapping

Table 3. Hypothesis Test Results

Relationship between Variables	Path Coefficient	T Statistic	P Values	Description
Compensation → Organisational Commitment	0,510	13.947	0,000	Positive and Significant
Workplace Spirituality → Organisational Commitment	0,297	7.306	0,000	Positive and Significant
Personality → Organisational Commitment	0,280	8.355	0,000	Positive and Significant

Based on the table above, it can be seen that compensation, workplace spirituality and personality have a positive and significant effect on organisational commitment, this happens because the overall p value is < 0.05.

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DISCUSSION

The Effect of Compensation on Organisational Commitment

The results showed that Compensation has a positive and significant effect on Organisational Commitment of nurses and midwives at the Puskesmas of Mataram City. The results of this study explain that there is a linear relationship between the Compensation variable and Organisational Commitment, namely if the Puskesmas provides compensation well and according to the needs of nurses and midwives, it will be able to strengthen and increase the commitment of nurses and midwives of the Puskesmas of Mataram City. Conversely, if the provision of compensation is not good and does not meet the needs of nurses and midwives, it will result in lower Organisational Commitment of Nurses and midwives at the Puskesmas of Mataram City.

The effect of compensation on organisational commitment is that by providing good compensation where compensation is in accordance with the needs, nurses and midwives will feel happier in working at the Puskesmas and will help the Puskesmas in achieving its goals. Compensation can be a motivation and encouragement for nurses and midwives to work better and be committed to achieving the desired goals of the Puskesmas. According to Robbins and Judge (2015), "Commitment is a condition in which an employee sides with a particular organisation and its goals and desires to maintain membership in the organisation". Thus, high job involvement means siding with an individual's particular job, while high Organisational Commitment means siding with the organisation that recruited the individual.

Providing compensation to nurses and midwives aims to reward the achievements of nurses and midwives who have contributed to the Puskesmas, ensure fairness among nurses and midwives, retain nurses and midwives to continue working at the Puskesmas (increasing the commitment of nurses and midwives), and also so that the Puskesmas can obtain nurses and midwives who are of higher quality and in accordance with the needs of the Puskesmas. The results of this study are in line with the results of research conducted by previous researchers, namely by Imana (2011), Handoko & Rambe (2018), and Putra, & Mardikaningsih, (2021) who found that compensation has a significant effect on organisational commitment.

The Effect of Workplace Spirituality on Organizational Commitment

The results showed that Spirituality at Work has a positive and significant effect on Organisational Commitment of nurses and midwives of Puskesmas Mataram City. The hypothesis proposed that there is a positive and significant influence of Workplace Spirituality on Organisational Commitment of nurses and midwives of Puskesmas Mataram City can be accepted. So it can be interpreted that the higher the level of Workplace Spirituality felt by Puskesmas nurses and midwives, the higher the level of Organisational Commitment of the Puskesmas nurses and midwives. The influence of Spirituality in the Workplace can increase the Organisational Commitment of Puskesmas nurses and midwives. Related to the findings of this study that Workplace Spirituality has a positive and significant effect on the Organisational Commitment of nurses and midwives of Puskesmas Mataram City, due to several facts including feelings of meaning in work. If nurses and midwives feel meaning in work such as making work part of the experience, feeling that the work done is related to important things in the Puskesmas, and seeing good things socially makes nurses and midwives enjoy work more. When nurses and midwives enjoy work, it will increase their Organisational Commitment.

Another fact is seen from the indicator of feeling connected in the community. Feeling connected in the community such as feeling part of the community, freely expressing opinions, and feeling in the company as a family. When nurses and midwives feel part of the community, they will feel that the work they do affects the Puskesmas where they work and this makes nurses and midwives will be seen as a team or one of the units in the Puskesmas. The results of the study which show that Spirituality in the Workplace has a positive and significant effect on Organisational Commitment of nurses and midwives at the Puskesmas of Mataram City are in line with the results of research by Rego and Cunha (2008), Budiono *et al.*, (2014), Nurmayanti *et al.*, (2018) Haryokusumo, (2015) who found that there is a positive influence between Workplace Spirituality on Organisational Commitment. Damping (2004) states that the higher a person's spirituality, the higher the employee's commitment to his job and organisation, the more positive the attitude shown in the face of changes in the organisation. the higher the Workplace spirituality, the stronger the Organisational Commitment. Similarly, this study found that Workplace Spirituality has a positive and significant effect on Organisational Commitment.

The Effect of Personality on Organisational Commitment

Based on the test results, it is concluded that the proposed hypothesis that there is a positive and significant effect of Workplace Spirituality on Organisational Commitment of nurses and midwives of Puskesmas Mataram City can be accepted. The test results show that the Personality variable has a positive effect on Organisational Commitment. This means that the better the personality possessed by nurses and midwives will increase the level of Organisational Commitment, and vice versa if the personality possessed by nurses and midwives is not good, it will reduce Organisational Commitment.

High organisational commitment can encourage employees to work well. Organisational commitment shows a person's belief and support and loyalty to the values and goals that the organisation wants to achieve. Strong organisational commitment will cause individuals to try to achieve organisational goals, think positively and try to do their best for their organisation (Fitriastuti, 2013).

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According to Mauna and Shabur (2017) organisational commitment is influenced by personal factors, namely personality. This factor has a significant influence on a person's commitment. According to McCrae and Costa (1997) the *big five personality* has five personality traits, namely neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. The results of previous research conducted by Herath & Shamila (2018) have shown that *big five personality* affects organisational commitment.

The results of this study are in line with the results of research conducted by previous researchers, namely research conducted by Herath & Shamila, (2018), Thiruvarasi & Kamaraj (2017) showing the data analysed revealed that Personality traits are positive and have a significant impact on Organisational Commitment. In addition, it is also in line with research conducted by Suryatni, *et al.*, (2018) which examines the positive and significant influence of personality on organisational commitment. The results of this study state that personality is an attitude possessed by a person including the nature and level of maturity, emotional stability and openness to various problems. So that when an employee already has a good personality, it will certainly lead to high commitment as well. A good personality can be reflected in his attitude at work such as working diligently, being disciplined, not complaining quickly, not giving up quickly and having the same ideals to advance the organisation or company. the better together, this will lead to employee organisational commitment.

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of research on 184 respondents consisting of nurses and midwives at the Puskesmas of Mataram City regarding the effect of Workplace Compensation, Workplace Spirituality and Personality, on Organisational Commitment, it can be concluded as follows: Compensation has a positive and significant effect on Organisational Commitment. This means that if the compensation received is considered "appropriate", it will have an impact on the "higher" level of Organisational Commitment of nurses and midwives at the Puskesmas of Mataram City. Vice versa, if the compensation received is deemed "inappropriate", it will have an impact on the "lower" level of Organisational Commitment of nurses and midwives at the Puskesmas of Mataram City. Spirituality in the Workplace has a positive and significant effect on Organisational Commitment. This means that if Spirituality in the Workplace is felt to be "very available", it will have an impact on the "higher" level of Organisational Commitment of midwives and bank nurses in Mataram City. Vice versa, if Workplace Spirituality is less perceived or its existence is "not available", it will have an impact on the "lower" level of Organisational Commitment of nurses and midwives at the Puskesmas of Mataram City. Personality has a positive and significant effect on Organisational Commitment. This means that if the personality of nurses and midwives is getting "better", it will have an impact on the "higher" level of Organisational Commitment of nurses and midwives at the Puskesmas of Mataram City. Vice versa, if the personality of nurses & midwives is getting "bad", it will have an impact on the "higher" level of Organisational Commitment of nurses and midwives at the Puskesmas of Mataram City.

The suggestion in this study is that the Organisational Commitment variable, especially the sustainable commitment indicator on the item "Working for the organisation because it is a need as well as a desire and aspiration" for this item has a lower average value than other items on the Organisational Commitment variable so that it needs to be improved by further increasing the awareness factor which can show a state of soul of a nurse and midwife which is the meeting point of various considerations (factors of rules, organisational services, income, abilities, skills and facilities) so that a belief, determination and continuity are obtained in the soul of nurses and midwives who are then able to make the work done as one of the things desired or aspired to. One of the item categories of the Workplace Spirituality variable is "The organisation cares about the spiritual life of midwives and nurses", for this item has a lower average value than other items so that it must be improved by means of the Puskesmas must be able to bring up mutual care, the Puskesmas must pay more attention to the opinions and complaints of nurses and midwives and the Puskesmas must also be more concerned about the physical and mental health of nurses and midwives. Caring for the spiritual side of midwives and nurses, organisations help reduce stress, increase creativity, and improve problem solving.

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