

# Pengaruh Workplace Spirituality, Grit, dan Leader-Member Exchange terhadap Organizational Commitment pada Instansi XYZ saat Bekerja dari Rumah: Peran Training Komunikasi Efektif = The Effects of Workplace Spirituality, Grit, and Leader-Member Exchange on Employee Commitments in XYZ Agencies in Time of Working from Home Applied: The Role of Effective Communication Training.

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## Abstrak

<b>ABSTRAK</b><br>

Instansi XYZ merupakan instansi pemerintah yang sedang menghadapi beberapa isu permasalahan, antara lain mengenai pegawai yang mengundurkan diri, sikap para pegawai muda di tempat kerja, persepsi kepemimpinan, penghargaan, dan perilaku terkait perubahan. Para pegawai merupakan aset berharga yang perlu dipertahankan oleh instansi XYZ. Perlu diteliti lebih lanjut mengenai keinginan para pegawai muda yang sedang melakukan On-The-Job Training (OJT) untuk tinggal dan menjadi bagian dari instansi XYZ. Apakah para pegawai OJT ini tetap tinggal karena merasa adanya kewajiban kedinasan ataukah karena memiliki keterikatan psikologis dengan instansi XYZ? Apakah para pegawai OJT ini mendapatkan dukungan dari atasan maupun komunitasnya dalam usahanya yang tekun dan konsisten untuk menyelaraskan nilai pribadinya dengan nilai instansi XYZ? Penelitian ini bertujuan untuk melihat hubungan antara Workplace Spirituality, Grit, dan Leader-Member Exchange terhadap Organizational Commitment pegawai OJT di instansi XYZ. Organizational Commitment menggunakan alat ukur dari Allen dan Meyer (1990). Workplace Spirituality diukur menggunakan alat ukur oleh Milliman, Czaplewski, dan Ferguson (2003). Grit diukur dengan alat ukur oleh Duckworth, Peterson, Matthews, dan Kelly (2007). Leader-Member Exchange menggunakan alat ukur dari Liden dan Maslyn (1998). Dari 524 populasi pegawai OJT instansi XYZ, 308 pegawai berpartisipasi pada penelitian ini. Melalui metode penelitian kuantitatif, olah data membuktikan bahwa Workplace Spirituality, Grit, dan LMX berhubungan positif dan signifikan dengan Organizational Commitment ( $R^2 = 0.505$ ,  $p < 0,001$ ). Hubungan terkuat terjadi antara Workplace Spirituality dengan Organizational Commitment ( $R^2 = 0,467$ ,  $p < 0,001$ ). Lebih lanjut penelitian berusaha mendesain program intervensi yang tepat untuk mengembangkan kemampuan talenta muda ini melalui training. Mempertimbangkan kondisi pandemi COVID-19 dan instansi XYZ mewajibkan pegawainya untuk work from home, maka metode kelas training dilakukan secara online atau e-training. 27 pegawai OJT berpartisipasi pada e-training dan dipilih berdasar kelompok skor Workplace Spirituality rendah. Materi komunikasi efektif diberikan untuk mendukung kemampuan mereka membangun hubungan dengan lingkungan kerja baru dan menumbuhkan keterikatan dengan organisasi. Hasil evaluasi intervensi pada level reaksi memperlihatkan penyelenggaraan e-training telah sesuai dengan harapan dan memberikan kepuasan para partisipan. Sedangkan evaluasi pada level pembelajaran, terbukti adanya peningkatan pengetahuan partisipan yang signifikan setelah materi komunikasi efektif diberikan ( $t < -1,96$ ,  $p < 0,05$ ). Diskusi lebih lanjut dan saran penelitian berikutnya dijelaskan pada bab terakhir penelitian ini

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<b>ABSTRACT</b><br>

As a government agency, XYZ faced several issues, such as withdrawing employees, the attitude of young employees in the workplace, leadership, rewards, and attitude toward change. Employees are valuable assets that need to be maintained by XYZ. Further research was needed to study how the On-The-Job Training (OJT) employees intention to stay and learn to be part of the XYZ agency. Did these OJT employees stay because of their official obligations, or were they psychologically attached to the XYZ agency? Did these OJT employees get support from their leader and workplace communities on their passion and consistent efforts to align their values with the XYZ's values? This study examined the relationship between Workplace Spirituality, Grit, and Leader-Member Exchange to Organizational Commitment of OJT employees at XYZ agencies 2019-2020. Organizational Commitment used measuring instruments from Allen and Meyer (1990). Spirituality Workplace was measured using a questionnaire by Milliman, Czaplewski, and Ferguson (2003). Questionnaire by Duckworth, Peterson, Matthews, and Kelly (2007) was used to measure Grit. LMX was measured using Liden and Maslyn (1998) questionnaire. 308 OJT employees of XYZ participated in this study. Through quantitative research methods, data processing proved that Workplace Spirituality, Grit, and LMX positively and significantly correlated with the Organizational Commitment of these OJT employees. The most substantial relationship occurred between Workplace Spirituality and Organizational Commitment ( $R^2 = 0,467$ ,  $p < 0,001$ ). Furthermore, this research designed an intervention program to develop these young talents' abilities through training. Considering the condition of the COVID-19 pandemic and work from home applied in the XYZ agency, the training was conducted online or e-training. 27 OJT employees participated in this e-training and were selected based on the lower score group of workplace spirituality. Effective communication materials supported their ability to build relationships with the new workplace and fostered meaningfulness with the organizations. The evaluation of interventions at the reaction level showed that the implementation of e-training was in line with the participants' expectations and satisfaction. While the evaluation at the learning level, it was proven that there was a significant increase in participant knowledge after effective communication material was given ( $p < 0.05$ ,  $t < -1.96$ ). Further discussion and subsequent research suggestions were explained in the last chapter.