

## **Vitalizing Self-Empowerment in Mediating Effect of Good Governance and Workplace Spirituality on Lecturer's Organizational Citizenship Behavior at East Java**

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### **Abstrak**

Penelitian ini bertujuan untuk mengetahui peran mediasi pemberdayaan diri dalam hubungan kausalitas antara good governance dan spiritualitas tempat kerja pada perilaku anggota organisasi (OCB) di kalangan dosen. Banyak sekali lembaga pendidikan di Jawa Timur yang berkembang untuk bertahan dalam persaingan dengan sesama perguruan tinggi. Dalam hal ini peran dosen sangat dibutuhkan dan sangat diharapkan untuk mencapai tujuan organisasi. Dalam hal ini, OCB telah menjadi bagian penting dalam organisasi yang berarti karyawan bersedia melakukan peran pekerjaan ekstra. Metode penelitian ini terdiri dari arahan teoritis dan analisis kuantitatif. Analisis Structural Equation Modeling digunakan dengan menggunakan software WarpPLS7.0. Hasilnya menunjukkan bahwa work spirituality dan self-empowerment berpengaruh positif signifikan terhadap OCB, tetapi good governance tidak berpengaruh. Studi ini juga membuktikan bahwa pemberdayaan diri memiliki efek mediasi pada tata kelola yang baik dan spiritualitas tempat kerja terhadap OCB. Hasil penelitian ini dapat didiskusikan dan diperluas oleh peneliti dan praktisi dengan menambahkan variabel baru yang relevan dengan OCB. Implikasi utama dari hasil ini adalah Instansi harus dapat memberikan dukungan secara optimal, berupa fasilitas dan layanan kepada karyawan agar karyawan merasa berdaya dan mendukung OCB.

**Kata Kunci:** OCB, spiritualitas di tempata kerja, tata Kelola yang baik

### **Abstract**

*The aims of this paper are to determine the mediating role of self-empowerment on the causality relations between good governance and workplace spirituality on Organizational Citizenship Behavior (OCB) among lecturers. There are so many educational-institutions in East Java have developed to survive in competition with fellow universities. In this case the role of the lecturer is needed and highly expected to achieve organizational goals. In this case, OCB has been an important part in organization that means employee willing to do extra role job. The method of this study contains of theoretical direction and quantitative as core method. Structural Equation Modelling analysis is used by using WarpPLS7.0 software. The results show that workplace spirituality and self-empowerment had significant positive effect on OCB, however good governance has no effect. This study also proved that self-empowerment has mediating effect on good governance and workplace spirituality to OCB. This study can be discussed and expanded by researchers and practitioners by adding new variables that relevant to OCB. The main implication of this result is Institutions must be able to optimally provide supports, in the form of facilities and services to employees so that employees feel empowered and support OCB.*

**Keyword:** OCB, Workplace Spirituality, Good Governance



## Introduction

In work, lecturers have three main obligations which called *Tri Dharma Perguruan Tinggi*, namely teaching, researching and servicing. In addition, lecturers not only function as academics, but also as planners and facilitators. As a planner, the lecturer contributes to developing both learning and teaching strategies and methods for students. Meanwhile, as a facilitator, lecturers have the potential to create opportunities for students to think actively, creatively and critically within the framework of problems solving in the reality. Based on this important role, one of the roles of Higher Education is to produce graduates who are able to apply their knowledge so that they can provide benefits to entities and stakeholders, especially the community. In achieving the goal of producing quality graduates, of course, lecturers are needed who are serious about carrying out their obligations. This means that institutions must be able to bring educators who are empowered to be able to have good behavior, and be sincere at work, so that they are willing to do extra work outside of the *Tri Dharma Perguruan Tinggi*. In this case OCB plays an important role to be able to assist Universities in achieving success and organizational development, because behind the success of a Higher Education institution cannot be separated from positive branding or a good image, one of which can be produced from the quality, attitude and behavior of empowered Human Resources.

The recent research from World's Academician have shown that the key to success in organizations involves the quality of employees in acting and thinking (Ay et al., 2015; N. P. Podsakoff et al., 2009) proved that an organization would get the benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, as well as reduce costs, turnover rates and absenteeism. This research highlights the contribution of accounting to the behavior of organizational members, by summarizing the potential considerations from previous research on the factors that influence OCB. A potential consideration that at the same time transmits accounting from just financial practice, to a broad knowledge and profession, which makes it a mechanism to increase employee resilience to serve in the organization in the form of OCB. Relating to the section that supports corporate sustainability in the topic of Accounting, namely corporate governance that influences the behavior of organizational members (Widodo & Sulistiasih, 2021).

## Good Governance, Workplace spirituality and Self-Empowerment

Empowerment can stimulate creativity and innovation power in carrying out employee's duties and responsibility as one of program that must be running on good governance (Pragiwani et al., 2018). Employee who empowered by companies' good governance program will carry out the roles and tasks assigned to them efficiently and effectively (Namasivayam K et al., 2014). Furthermore, self-empowerment helps employees be more focused in their works and achieving the self needs from work requirements (Lana & Chong, 2015). Research about the effect of good governance on self-empowerment are so limited and just talking about the review and causality on good governance program, not governance itself. This study aims to prove the effect on governance to self-empowerment.

The company's goals will be achieved well through empowered employee that tend to find meaningfulness in their work, able to control the assigned tasks, and possess the necessary effort to implement the final results (Ma et al., 2021). Spirituality is different from religion, spirituality represents a nature personal experience (Mennita & Soeherman, 2019a, 2019b) of the fundamental dimension of human at the workplace which sounds deep to the employee's work

(Al-Hadrawi & Al-Zurfi, 2021). Al-Hadrawi & Al-Zurfi, 2021) show that workplace spirituality has a tremendously positive effect on employees' self-empowering. The results explained about the creating awareness concerning the subject for organization management and its members. Based on the statements, the fifth hypothesis in this case is:

***H<sub>1</sub>: Good Governance and Workplace spirituality had a direct effect on Self-Empowerment***

**Good Governance, Workplace Spirituality and OCB**

Good corporate governance (GCG) is an important focus for organizations, especially in terms of maintaining the sustainability of the company (Gustari & W. Widodo, 2020). GCG is concerned with maintaining a balance between the company's economic and social goals, which are relevant between individual and communal goals (Lukviarman, 2016; Munawir et al., 2019). In practice, GCG is a combination of processes and structures that are developed and implemented by the organization, so it is closely related to informing, directing, managing and monitoring organizational activities to achieve goals (Hey, 2017). GCG has been empirically proven to influence the formation of company OCB (Alvin & Mustamu, R.H., 2014; Hall & Slaper, 2011). It means that formal and informal GCG mechanisms can be used to control behavior, maintain cooperation and regulate the relationship between workers and companies (Liu et al., 2009; Mennita & Priyanto, 2022). The relevance of employees in the GCG landscape, that employees must be considered within the scope of the company's best interests (Donald & Dowling, Jr., 2000) and that the opportunity for employees to become part of the company's decision-making process must be given at workplace (Supra, 1987).

Somayeh et al., (2014) found another factor that influences OCB, namely workplace spirituality. Workplace spirituality has a significant impact on the behavior and inner condition of workers and play an important role in the process of solving organizational problems, especially those related to organizational commitment, OCB, bad work, performance and lack of job satisfaction (Djafri & Kamaruzaman., 2016). Several research related to spirituality has been carried out by linking it to important issues in organizations such as OCB, for example the research of Dean, (2017); Mahipalan et al., (2019); and Makiah et al., (2018) which produced empirical evidence about the effect of workplace spirituality on OCB. These research's result proves that the understanding of spirituality in the workplace help employee to feel equal. (Yogatama & Widyarini, N., (2015) support the result of these study that workplace spirituality enabling employees to live in an environment that is free of fear, sharper in intuition and creativity as well as a sense of belonging or engagement with the organization. In contrast, the results of Sani et al., (2018); and Yadav & B.K. Punia, (2016) showed that workplace spirituality has no effect on OCB. Further studies confirmed that employees who are spiritually intelligent or engaged in religious feelings, pray to God, seek true "nature" also contribute better to work performance, therefore in this case OCB is not an important focus for employees. Based on the statements and research above, the second hypothesis in this case is:

***H<sub>2</sub>: Good governance and Workplace spirituality had a direct effect on OCB***

## Self-Empowerment and OCB

Nowadays, Spirituality topic has become more predominant in organizational studies as a “natural force” (Mennita & Priyanto, 2022; Mennita & Soeherman, 2019a, 2019b). Spirituality shown its impact recently on employees and organization, if managed correctly. Noticeably, providing support to employee will get considerable potential to cooperate not only in the professional fields, but also it may go beyond the humanitarian factors where the individual becomes perfect in interaction (Somayeh et al., 2014). The effect of spirituality at work has significant influence on employee, in the form of feel empowered (Mennita & Puspita, 2022). For that case, every organization needs to empower its employees as part of the organization, including empowering lecturers in the context of university. Empowerment is about sharing power and authority with subordinates to increase their trust and effectiveness (Ivancevich, et al., 2014) or forms involving giving subordinates of substantial authority to make decisions (Rue, et al., 2016). Empowerment empowers employees to overcome the situation and allows them to control the problems that arise through self-empowerment. Robbins & Judge, (2015) argue that employees' belief in the extent to which they influence their work environment, their competence the meaningfulness of their work, and the autonomy they feel in their work. Jayarathna, (2019); and Tindowen, (2019) shows that empowerment influences OCB. Based on the statements and research above, the third hypothesis in this case is:

***H<sub>3</sub>: Self-empowerment had a direct effect on OCB***

## Good Governance and Workplace Spirituality on OCB mediating by Self-Empowerment

In concerning employees' sovereignty, it all about employee's awareness that there are always independent options at the outset of proceedings regarding their working obligations. The biggest factor that influenced refers to their ability to create impact and direct it towards the set of objectives (Gardner, 2020). Self-empowerment comprises of competence, impact, meaningfulness, and self-determination (Namasivayam K et al., 2014). Hendrawijaya, (2019) proved that self-empowerment on employee had mediating effect on age, sex, education, years of service, and number of family on employee performance. Garcia & Bonavia, (2021) also indicate that structural empowerment was positively related to job satisfaction, engagement, and social well-being. Based on these studies, self-empowerment can be an important factor that can mediate the influence of factors that are relevant to OCB, which in this case is related to company performance (Podsakoff et al., 2000). Based on the statements, the sixth and seventh hypotheses in this case are:

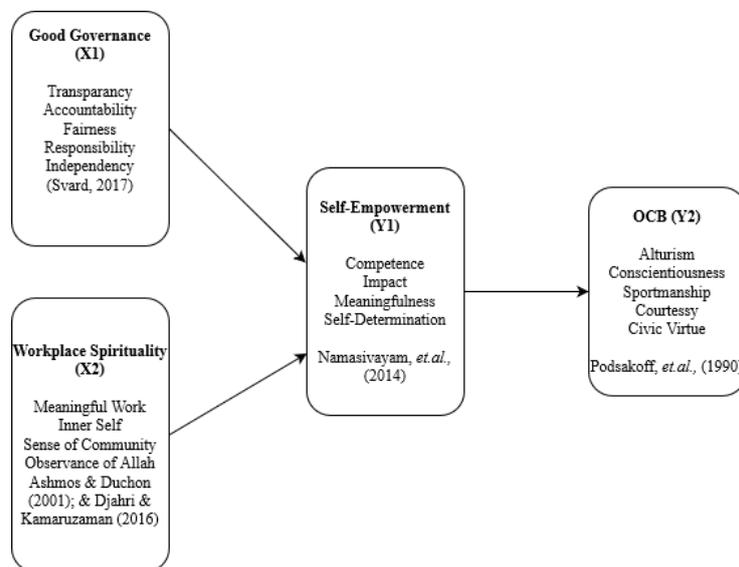
***H<sub>4</sub>: Good Governance and Workplace Spirituality had an indirect effect on OCB mediating Self-Empowerment***

The aims of this study were to analyze the effect of good governance, workplace spirituality on OCB by mediating effect of self-empowerment. This study offered the improvement of existing research topics of behavioral accounting, by involving the perspective of Good Governance, which is part of Financial Accounting with Behavioral Theory, as part of the field of Human Resource Management. In other words, this research also presents a study that contributes to the statement Accounting beyond the Number, where Accounting covers all aspects of social life, one of which is human behavior. Accounting is related to how humans behave as a result of what employees get from the institutions where they work. This study develops the research of Al-Hadrawi & Al-Zurfi, (2021) which has tested the effect of workplace spirituality

and self-empowerment on OCB. This research modified the conceptual model by adds exogenous variables from a governance and behavioral perspective. Furthermore, in developing a research instrument for workplace spirituality variables, this research combines indicators from Ashmos, & Duchon, (2000) and Djafri & Kamaruzaman., (2016) through observance of Allah. This study also took research populations that had not been explored on the topic of OCB, namely lecturers at private universities in East Java. In simple terms this research can be used as an evaluation material for universities to be able to provide adequate facilities, in the form of support to employees. In fact, good governance is not enough, it requires a spiritual work environment which contribute to provide OCB. OCB can also be strengthened through self-empowerment in employees, which of course is also related to governance and spirituality.

**Research Methodology**

This research used explanatory design which consist of theoretical direction and quantitative analysis. The location of this study was in East Java, we collected the data used survey study, by using questionnaire. The population of this research was private universities' lecturer in 38 district/city in East Java. *Stratified random sampling* was conducted to determine which lecturer would be selected as research samples. The total sample was 200 respondent based on Hair, *et al.*, (2006) assumption on SEM research that suggested about 100-200 respondents.



**Figure 1:** The conceptual Frameworks

The data analysis technique used *Structural Equation Modelling* (SEM) by using WarpPLS7.0 software with the conversion of path model to statistical model as follow:

$$\begin{aligned}
 Y_1 &= \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mathcal{E}_1 & (1) \\
 Y_2 &= \alpha_2 + \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + \mathcal{E}_2 & (2) \\
 Y_2 &= \alpha_3 + \beta_7 Y_1 + \mathcal{E}_3 & (3) \\
 Y_2 &= \alpha_4 + \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + \beta_7 Y_2 Y_1 + \mathcal{E}_4 & (4)
 \end{aligned}$$

Model fit and quality indices criteria are shown by average path coefficient (APC), average R-squared (ARS) and Average variance inflation factor (AVIF) (Solimun et al., 2022). The validity test using Average Variance Extracted (AVE), which criteria must be >0.50 and

reliability test using Cronbach's alpha  $> 0.60$ . The indicator of variables using based on (Ashmos, D. P. & Duchon, D., 2000; Djafri & Kamaruzaman., 2016; Namasivayam K et al., 2014; P. M. Podsakoff et al., 1990; Svard, 2017). The following was a figure of this research conceptual framework (Figure 1).

## Result and Discussion

### *Instrument Validity and Reliability Test*

**Table 1:** Laten Variable Coefficients

	GCG	WPS	SEW	OCB
R-squared			0.455	0.462
Adj. R-squared			0.449	0.454
Composite reliab.	0.864	0.825	0.796	0.874
Cronbach's alpha	0.803	0.717	0.657	0.819
Avg. var. extrac.	0.561	0.543	0.496	0.581
Full collin. VIF	1.440	1.862	2.228	1.860
Q-squared			0.456	0.460

This research used a questionnaire to obtain the data with a Likert Scale. The convergent validity test using AVE, question items were said to be valid if the value of AVE more than 5% or  $AVE > 0.50$ . Then the data of GCG, WPS and OCB were said to be valid, the value of AVE was up to 0.50. Even so, the value of SEW was under 0.50, it means that self-empowerment doesn't qualify for convergent validity. In other result, full collinearity VIP was multi-collinearity testing to test common method bias and collinearity. The result show that all the variables included are valid and free for multi-collinearity problems.

R-Square shows that the proportion of response variable can be described by predictor variables in the number of 0.462. This result show that the effect of GCG, WPS, SEW on OCB was 46% and rest are another variable. The value of composite reliability and Cronbach's alpha based on the output above was 0.819, the value is more than 0.60 (Cronbach's alpha  $> 0.60$ ) means that the instrument was reliable.

### *Model fit and quality Indices*

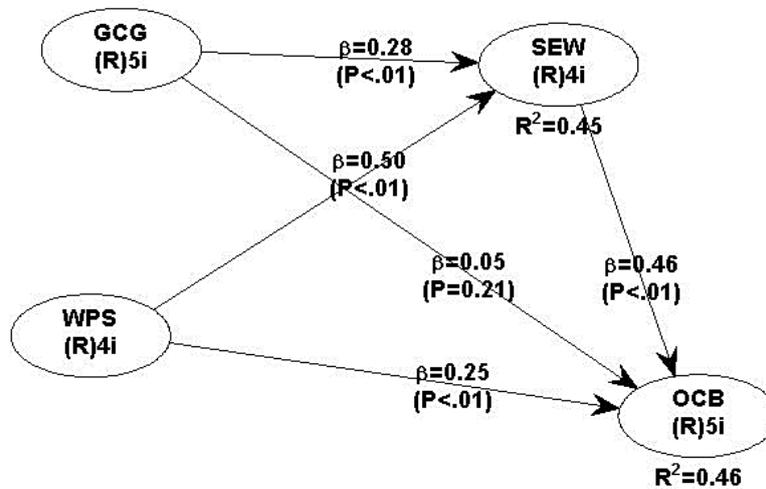
**Table 2:** Model fit and quality indices

Model fit and quality indices	Value	P-Value
<b>Average path coefficient</b>	APC=0.308	P<0.001
<b>Average R-squared</b>	ARS=0.459	P<0.001
<b>Average adjusted R-squared</b>	AARS=0.452	P<0.001
Average block VIF (AVIF)=1.519, acceptable if $\leq 5$ , ideally $\leq 3.3$		
Average full collinearity VIF (AFVIF)=1.848, acceptable if $\leq 5$ , ideally $\leq 3.3$		
Tenenhaus GoF (GoF)=0.500, small $\geq 0.1$ , medium $\geq 0.25$ , large $\geq 0.36$		
Simpson's paradox ratio (SPR)=1.000, acceptable if $\geq 0.7$ , ideally = 1		
R-squared contribution ratio (RSCR)=1.000, acceptable if $\geq 0.9$ , ideally = 1		
Statistical suppression ratio (SSR)=1.000, acceptable if $\geq 0.7$		
Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if $\geq 0.7$		

P-Value for APC and ARS must be less than 0.05 or significant. The output shows that the goodness of fit model criteria has been fulfilled, with APC value of 0.308 and ARS of 0.459 and it is significant. The AVIF score of 1,519 also meets the criteria.

**SEM Analysis result and Hypothesis testing**

**Figure 2:** The analysis output of SEM – Warp PLS



Based on the output of figure 2, the result can be concluded that the GCG and WPS have effect on SEW. Meanwhile, its effect on OCB was only proven in FSW and SEW. In other words, GCG has no significant effect on OCB.

**Table 3:** Path Coefficient and P-Values

Path coefficients					P values				
	GCG	WPS	SEW	OCB		GCG	WPS	SEW	OCB
GCG					GCG				
WPS					WPS				
SEW	0.279	0.495			SEW	<0.001	<0.001		
OCB	0.052	0.254	0.460		OCB	0.210	0.001	<0.001	

Based on table 3, the output shows that all path coefficients to the SEW response variable are significant and positive. The influence of variables good governance and workplace spirituality on self-empowerment is significant, with a p-value < 0.001. It means that first hypothesis is accepted. The result of this study in line with the result of Al-Hadrawi & Al-Zurfi, (2021); and Pragiwani et al., (2018) which proven the important role of GCG and workplace spirituality on self-empowerment to the institution program to empowered employee and serving the spirituality at workplace. The second hypothesis testing about the effect of good governance, workplace spirituality and self-empowerment was rejected. The good governance is not affected to OCB the p-value of good governance to OCB was 0.210, more than 0.001 (0.210>0.001) means that good governance doesn't has significant influence on OCB whereas workplace spirituality and self-empowerment had significant positive effect on OCB. Self-empowerment also proven had significant positive effect on OCB which means third hypothesis was accepted.

**Table 4:** Indirect and total Effect testing

----- Indirect and total effects (table view) -----				
* Indirect and total effects *				
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Indirect effects for paths with 2 segments				
	GCG	WPS	SEW	OCB
GCG				
WPS				
SEW				
OCB	0.128	0.228		
P values of indirect effects for paths with 2 segments				
	GCG	WPS	SEW	OCB
GCG				
WPS				
SEW				
OCB	<0.001	<0.001		

The statistical test results above show that self-empowerment has a mediator effect on the influence of good governance and workplace spirituality on OCB. The effect of variable good governance and workplace spirituality on OCB is 0.128 and 0.228 with a p-value of > 0.001 is significant. So that it can be said that self-empowerment is a mediating variable (two segments) of the influence of variables good governance and workplace spirituality on OCB.

### Conclusion

The existence of good governance system is one of vital part of institution, included higher education or universities. This research study and prove that good governance had positive and significant effect on lecturers' self-empowerment through the institutional program that support employee to feel empowered by their workplace. This research also gave result on the effect of workplace spirituality to self-empowerment and OCB. Workplace spirituality had meaningful work which relevant to meaningfulness in self-empowerment. This study also proves that self-empowerment is a mediating variable on the effect of good governance and workplace spirituality on OCB. The implications of the results of this study can be used as material for institutions to evaluate their policies and program so that they can obtain OCB from lecturers as employees. Apart from that, the results also show that good governance doesn't had significant effect on OCB, it is possible that there are another factors that are bigger and have significant effect on OCB, for example workplace spirituality. In other word, there is always "nature" or intangible factor that has come for employees' itself. It can be their feeling of being engaged with the university or the university is one of their goals. Thus, governance is not an important aspect, because there is another factor that are bigger and make employees willing to do extra role behavior.

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