



The Relationship Between Workplace Spirituality And Organizational Performance

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ABSTRACT: This study aimed to examine and analyzed the relationship between workplace spirituality and organizational performance, where the workplace spirituality is divided into three main aspects, the sense of community, meaningful work and inner life . This study used a survey method with data collection techniques using a questionnaire. The research data were analyzed using multiple linear regression. This study provides results that (1) workplace spirituality measured by aspects of sense of community has a positive and significant effect on organizational performance; (2) workplace spirituality has a positive effect that measured by meaningful work aspects on organizational performance; (3) workplace spirituality that measured by inner life did not affect organizational performance. The implication of this research we expected eventually to the services organization, especially hospitals to be expensive to conduct training related to spirituality and provide a working environment that can support the spirituality of the employees, so as to create an environment that is comfortable and friendly for every employee in the organization.

KEYWORDS: Organizational Performance, Workplace Spirituality, Balanced Scorecard

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I. INTRODUCTION

Performance measurement is one of the topics that are widely studied in various countries. Performance measurement is one of the most important factors in an organization because with this performance measurement we can assess how well the operations and business processes of an organization are carried out. The performance measurement that has been carried out by various organizations is by assessing financial ratios that describe the financial performance of an organization. [1] states that different from other forms of organization, hospitals as organizations that provide health services, the performance of their organizations must be able to describe the quality of medical services and target strategic goals, efficiency and effectiveness and obtain the desired financial results .

Previous research related to hospital performance, the majority used perceptive balanced scorecard as a measurement. Since it was first introduced by Kaplan and Norton in 1992, the balanced scorecard has become one of the performance measurements that are often used in research related to organizational performance. [2] states that the balanced scorecard is a managerial tool that defines organizational status and current potential based on specific and targeted goals and objectives. The balanced scorecard goes beyond typical performance measurement which is a popular strategic management tool that has been widely used. The strategy map which is the main component of balanced scorecard has proven to be beneficial for the organization by allowing better implementation of the strategy.

Although the measurement of performance using a balanced scorecard perspective on hospitals is not something new, but previous research has not found an evidence that implementing a balanced scorecard can be one measure in improving hospital performance. It is said that this happens because managers fail to understand the causal relationships inherent in the balanced scorecard concept [3] . However, different results were obtained from research conducted by [4] who found that in the health care sector, we could benefit from a strategic approach based on implementing a balanced scorecard with indicators targeted for performance improvement, noting that the indicators used could observed and based on the core values of the organization's shared vision, both potential at the organizational level or at the system level.

In Indonesia alone, in general the health care system still has many vulnerabilities reflected in the lack of performance, which can be seen from the lack of control over special allocation funds provided by the ministry, still lack of health service facilities that can be reached by the community, medical equipment that is lacking adequate in some regional hospitals, lack of financial incentives for doctors, and a weak risk culture. Especially for health services in public hospitals in South Sulawesi, there are problems related to less than optimal health services that have caused the neglect of some patients due to a lack of specialist doctors and also due to the lack of maximum administrative system services that cause delays in health services that can be provided to the community [5]. Therefore, related to the problems that exist in this hospital, researchers plan to link the variable workplace spirituality with organizational performance. This is because based on research conducted by [6] found that workplace spirituality can help organizations maximize profits by fulfilling moral obligations, social services, philanthropic activities and corporate social responsibility. This shows that in achieving organizational goals, the organization in this case is not only trying to do everything it can to use it, it is bad to achieve the company's financial goals, but they will try to achieve that goal in a way that is consistent with the spiritual values in their workplace. The application of spirituality can help employees to improve their performance in order to achieve organizational goals, without forgetting to pay attention to the surrounding environment or without ignoring the interests of others which of course will also help the company to increase patient loyalty in this area. [7] and [8] note that there is a positive relationship between spiritual bags and organizational performance.

[9] related to spirituality in the health service sector, dividing workplace spirituality into three main dimensions, namely inner life, meaningful work and sense of community. The study found that the three dimensions of workplace spirituality influence organizational performance. They found that spirituality can mediate the relationship between work group and recipient and performance of organizational goals. Spirituality in the context of the organization concerns the fact that employees have spiritual needs and want to feel their goals and meanings in their work and feelings related to others and their work community [10]. So, if we associate the arguments given by [10] with goal setting theory, we can see that there is a very close relationship between spirituality and improving the performance of an organization. This is because with spirituality, employees will be able to interpret their work or their own profession and be able to be a motivator to improve their organizational performance and not only with this spirituality will employees feel job satisfaction, because spirituality will be able to balance the ability to balance achieve goals in all conditions. In this study, besides analyzing the influence of spirituality in the workplace and organizational performance, it will also be seen which aspects have the greatest influence on organizational performance.

II. LITERATURE RIVIEW

2.1. Workplace Spirituality

Over the past decade, research topics related to spirituality have attracted the attention of researchers. Previously this theme was considered by many researchers to be taboo because the topic of this research was related to religion or mysticism, but now spirituality has been considered an integral factor in the organization. This is because the application of spirituality helps employees, managers and business leaders throughout the world to find deeper meaning and deeper appreciation from their workplaces.

Spirituality research has identified several positive results from encouraging spirituality which include fulfillment of self-satisfaction, job satisfaction, increased creativity and commitment and effectiveness of larger organizations. Empirical research conducted by [11] has determined that the greater the individual spirituality, the lower their intention to stop working, [11] and [12] the greater their involvement in work and not just that, [13] find spirituality as well able to increase employee organizational commitment.

Workplace spirituality has been defined both from the perspective of organizations and individuals. [14] defines workplace spirituality as a framework of organizational values applied in cultures that promote the experience of employee transcendence through work processes, facilitating feelings of mutual connection with others in a way that gives a feeling of perfection and joy. From an individual's point of view, workplace spirituality means finding the ultimate goal in life, developing relationships with others and having harmony with organizational values. In contrast to some previous researchers, [10] divides the definition of workplace spirituality into two. First, workplace spirituality means recognizing that workers are spiritual beings, they have an inner life in which the need for meaning is needed. Second, workplace spirituality is more than just the inner nature of workers, but also about what is called the need to have, as part of the community. Finally, spirituality is defined as the idea that human needs for meaning can be achieved through meaningful work. Review the entire literature about each construction on spirituality.

[10] not only limited to providing a definition of workpalce spirituality, but also dividing workpalce spirituality into three main dimensions, namely inner life, meaningful work and community. The inner life dimension reflects that besides physical, emotional, and cognitive needs, employees have spiritual needs in the workplace. Inner life includes the spiritual dimension of one's self-concept, as well as the social identity

associated with the organization, and especially the work unit that allows to describe the self-concept. The second dimension is meaningful work. This dimension assumes that employees value their work for reasons other than their remuneration (salary and bonus). [15] states that this refers to enriching work as a way to improve meaningful work which must also include what is considered important by employees in life and able to provide a sense of joy. The last dimension is the sense of community. The feeling of having a community is part of what enhances spirituality because it enables high-quality relationships. This dimension emphasizes the role of leaders in creating communities in the workplace, where employees feel part of this community, identify with their goals, and make connections with others in the workplace [15]. Thus, this emphasizes the importance of relating to others as the key to rediscovering work by increasing its spiritual dimension.

Other authors have agreed that dimension of the workplace spirituality consists of virtue, authority, community, family and self [16], interconnection with higher powers, humans, nature and all living things [17], and corporate social responsibility and marketing internally, but there is no consensus regarding the construction of spirituality. Different constructs of workplace spirituality have been chosen by researchers who differ according to the cultural and spiritual values in which they conduct their research.

2.2. Organizational Performance

Organizational performance in this study will be measured using a balanced scorecard perspective, therefore an explanation of organizational performance in research will lead to the application of the balanced scorecard as one of the means of measuring organizational performance. Several studies in Europe and North America have shown that between 30 percent and 60 percent of medium and large size organizations have revised their measurement systems significantly in the past ten years. The balanced scorecard is one of the most widely used generation of new performance measurement systems. as explained earlier that the purpose of the balanced scorecard as originally understood was to overcome problems related to measuring organizational performance. In previous studies it has been shown by [18] and several studies that have discussed the balanced scorecard that most organizations generally focus more on traditional performance measurement systems to measure organizational performance results that are only centered or almost entirely focused only on financial indicators.

In some sectors (such as health) where non-financial indicators are widely used for operational (clinical) management, there is an undesirable dichotomy between the management team's economic vision and the clinical view of health care professionals, and the measurement system cannot effectively integrate or build bridge between these two visions. The traditional system used to measure results has several problems, on the one hand because it overemphasizes financial indicators or because financial indicators are not sufficiently integrated with other indicators, the traditional system only gives a little multidimensional and integrated support for managerial decision making. Financial indicators, they capture the impact of decisions taken but do not provide information about the drivers of financial results or how they can be used to achieve the desired results. In addition, the absence of effective integration between financial indicators and other indicators provides diverse signals about the persistence of long-term success. On the other hand, the emphasis on exclusive financial results or unstructured calculations on various types of indicators does not provide a clear picture of how well the strategy is implemented or what actions are needed to implement it effectively.

The first generation of the balanced scorecard proposes a new way to use measurement systems through a structured combination of financial and non-financial indicators with strategic implications. Expressed in its simplest form, the balanced scorecard will identify the key perspectives needed to provide a multifaceted view of organizational performance, identify strategic objectives for each of these perspectives, and select indicators and targets for each goal (although only after the strategic objectives have been set).

The balanced scorecard (BSC) developed in 1992 is a management accounting tool that translates an organization's mission, strategy and objectives into performance measures consisting of four perspectives such as finance, customers, internal business processes and learning and growth [19]. [20] states that the balanced scorecard is formally defined as a multidimensional approach to measuring management performance through examining the relationship between organizational strategy and operational performance. The main characteristics of the balanced scorecard are emphasizing financial perspectives and non-financial perspectives as well as combining strategic financial goals with daily operations in organizations [21]. Financial and non-financial steps are combined in the balanced scorecard and ultimately link all perspectives that represent the overall performance of the organization into the company's strategy [22].

In the health service sector, balanced scorecards face additional complexity. Health care organizations are different from other organizations because they need to balance efficiency, such as the cost of balance with access, with the quality and results of consumers. However, since the early 1990s, the balanced scorecard has been adopted by several health care organizations as a tool to improve quality, reduce inefficiencies, improve overall organizational effectiveness and maintain economic sustainability [23]. In the health service sector the complexity of the application of balanced scorecards is not limited to balancing costs for access, quality and

consumer outcomes, but is also related to the composition of the components in this balanced scorecard. If in the private sector, we see that the top or the main purpose of the organization comes from a financial perspective, in contrast to their health service organizations, such as hospitals that are more focused or focused on the perspective of their customers. Therefore, the executive further provides a new performance measurement system based on the balanced scorecard concept. The system includes measurement of customer satisfaction, internal processes, service quality, finance, and public responsibility, and further identifies indicators of performance measurement [24].

2.3. Workplace Spirituality and Organizational Performance

Research related to the implementation and implementation of balanced scorecards in the public sector, especially in health care agencies such as hospital houses is not something new anymore. Although many researchers have conducted research related to this topic, the results of the research obtained are still not consistent and mutually contradictory. It was noted by [25] who conducted research on contributions, dilemmas, and limitations of the balanced scorecard in health service organizations. They describe the evolution of balanced scorecard from a multidimensional performance measurement system to a causal representation of the strategy formulated and analyze the application of the balanced scorecard to health services. They concluded that the balanced scorecard has the potential to contribute to the implementation of strategies through a strategic oriented performance measurement system embedded in it. However, effective adoption requires adaptation of common instruments to the specific realities of health service organizations.

Topics related to organizational performance are not limited to the use of the balanced scorecard concept as a performance measurement tool. Another topic that has also received much attention from academics regarding its relationship with organizational performance is about the spirituality of leaders and employees. One of the main topics that is often discussed is workplace spirituality. Among many results, spirituality is shown at three levels, namely society, organizations and individuals. At the individual level, workplace spirituality produces greater physical, psychological, mental and spiritual health than employees. [26] found that there was a relationship between workplace spirituality and organizational performance. [6] found a strong relationship between workplace spirituality and organizational performance. He in his research connected workplace spirituality with organizational performance through normative commitment, affective commitment, ongoing commitment, employee involvement and work motivation. He found that workplace spirituality had an effect on organizational performance through normative commitment, affective commitment, ongoing commitment, employee involvement and work motivation.

[9] conducted research on the effect of three aspects of workplace spirituality (inner life, meaningful work and sense of community) on perceived and objective organizational performance in two primary health care settings: health centers (HC) and family health units (FHU). [9] in his research, found that perceived and objective organizational performance was predicted by a sense of community. In addition, the family health unit presents a significantly higher value in perceived and objective organizational performance, as a sense of community and meaningful work. Finally, spirituality and sense of community are found in the relationships between work groups and perceived and objective organizational performance.

At the individual level, workplace spirituality results in greater physical, psychological, mental, and spiritual health of employees. Greater personal growth, higher self-confidence, and increased sense of self-esteem are common results of workplace spirituality [26]. To explain the relationship between workplace spirituality and organizational performance, we can use goal setting theory as one of the main theories used. Goals setting theory was chosen as one of the theories that can be used to connect the two variables of this study because this theory focuses on the reasons that some people perform better in work tasks than others. The theory states that the simplest and most direct motivational explanation explains why some people perform better than others because they have different performance goals. Workplace spirituality in this theory can be explained as one of the motivational reasons that can influence a person's level of performance to achieve organizational goals.

[28] found that there is a positive relationship between leadership spirituality and productivity. In addition, [29] found that employees who have a greater spirituality have better performance than other employees. Other researchers [6] and [26] also found that there was a positive and significant relationship between workplace spirituality and work performance and organization. Based on the correlation of theory and previous research, the hypotheses to be tested in this study are as follows.

H 1 : Sense of community has a positive and significant effect on organizational performance

H 2 : Meaningful work has a positive and significant effect on organizational performance

H 3 : Inner life has a positive and significant effect on organizational performance

III. METHODOLOGY

This study uses a quantitative research approach with correlation research. The location used as the object of research in this study is the Government Hospital located in South Sulawesi Province. The population in this study is a government hospital. The research respondents were directors, manager, wakil manager and employee. The sample selection technique used is non-probability with sample collection based on purposive sampling, namely government hospitals type A and B. One reason for choosing types A and B hospitals is because both types of hospitals have facilities that are more adequate and more complete, and provide better service compared to hospitals types C and D. The data collection method used is a survey method with data collection techniques using a questionnaire. Furthermore, the distribution techniques used are personally administered questionnaires.

Workplace Spirituality variables in this study will be assessed using a questionnaire developed by [15] in which the measurement of workplace spirituality is divided into three parts, namely inner life consisting of five item statements, meaningful work consisting of seven statements, the sense of community consists of nine statements. Organizational performance in this study will be measured using a balanced scorecard perspective, which consists of the perspective of consumers, financial perspectives, internal business perspective and growth and development perspectives. The instruments related to organizational performance variables will be measured using instruments adopted from research [30]. Questionnaires will be measured using a Likert scale of 1 to 5. Data analysis in this study to examine the relationship between independent and dependent variables will be used multiple linear regression.

IV. RESULT AND DISCUSSION

The first thing to do when analyzing the results of this study is to conduct a data normality test. The results of the normality test show that the value of the kolomogrov-smirnov table test shows that the value is 0.600 and the picture of the P-plot diagram show points following diagonal lines (appendix 1), so that the results of normality testing can be concluded that the data of this study can be said to be normal. The results of multicollinearity testing also showed that there was no multicollinearity of data in this study. This is indicated by the tolerance value sense of community, meaningful work, and inner life of 0.650, 0.548, and 0.662 and for the results of heteroscedasticity testing can be seen in appendix 2. After testing the quality of the data, the next step is to test hypotheses where the first test is by testing variables sense of community towards organizational performance. The results of testing these two variables indicate that there is a significant relationship with a beta value of 0.175 with a value of T of 2.046 > Ttable of 1.79 and a significance level of 0.042. This result shows that H₁ **received**.

Figure 1 Workplace Spirituality on Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.150	.323		6.654	.000
	Sense of Community	.175	.085	.182	2.046	.042
	Meaningful work	.218	.078	.270	2.789	.006
	Inner Life	.082	.081	.088	1.003	.318

The next test is to examine the relationship between meaningful work and organizational performance. The test results show that there is a positive and significant relationship between meaningful work and organizational performance. The results of this test show a beta value of 0.218 with a value of T of 2.789 > Ttable of 1.79 and a significance level of 0.006. These results indicate that H₂ **received**. The final test examines the relationship between inner life and organizational performance. The results of this test show a beta value of 0.082 with a value of T of 1.003 < Ttable of 1.79 and a significance level of 0.318. These results indicate that H₃ **rejected**.

V. CONCLUSION

The results of this study indicate that overall workplace spirituality workplace has a positive and significant effect on organizational performance, but among the three aspects of workplace spirituality, sense of community and meaningful work are two variables that show a significant relationship to organizational performance, while inner life does not affect organizational performance. And the biggest variable that influences organizational performance is meaningful work which is followed by a variable sense of community and inner life. These results indicate that the feeling of the usefulness of the work carried out is the most important factor and most encourages a person to carry out their work with joy and of course will make employees more productive, which in the end is able to improve organizational performance.

The results of this study are in line with the results of research conducted by [9], [31] and [32] found that spirituality had a positive influence on organizational performance. There is a positive relationship between

spirituality and organizational performance because spirituality enhances the welfare and quality of life of employees, gives employees goals and meaning in the workplace, and provides employees with a sense of association with the community in which they work [32] .

Workplace spirituality in this case has a significant effect on organizational performance because when a person is able to feel the spiritual presence in the organization, they will be able to increase their work effectiveness and when they feel an attachment to their peer friends, feel loyal to the organization, they will be able to build a psychological approach to organization and become more productive towards organizations which of course will be able to improve organizational performance. On the other hand significant influence between these two variables can also help organizations to overcome negative situations that occur due to the culture of working hours and other negative aspects of achieving employee personal goals. Workplace spirituality is also able to increase productivity and profitability of the organization by giving meaning to the work of their employees, feeling connected with the organization and also providing a place for employees to channel their personal beliefs.

The results of this study can give an implication to organizations, especially health service organizations such as hospitals to be able to consider conducting training related to spirituality and provide a work environment that can support the spirituality of employees, so as to create a comfortable and friendly environment for every employee in the organization and not only to that extent, organizations especially hospitals should consider the use of performance measurement not only on financial performance, but also focus on measuring performance at the consumer perspective because patients who feel directly the impact of operational activities of the organization are patients. The limitations in this study is that the sample used in this study was less than 13 hospitals that had been targeted previously because there were several hospitals that did not give research permits due to the reason that the cases studied were not found in the hospital, for example in the Regional General Hospital Dadi which provides research restrictions only for research related to psychiatric cases. Suggestions for further research are expected to add independent variables other than workplace spirituality, such as religiosity variables. This is because even though this study obtained results that workplace spiritualias have an effect on job satisfaction and organizational performance, the influence of workplace spirituality found in this study is still relatively low.

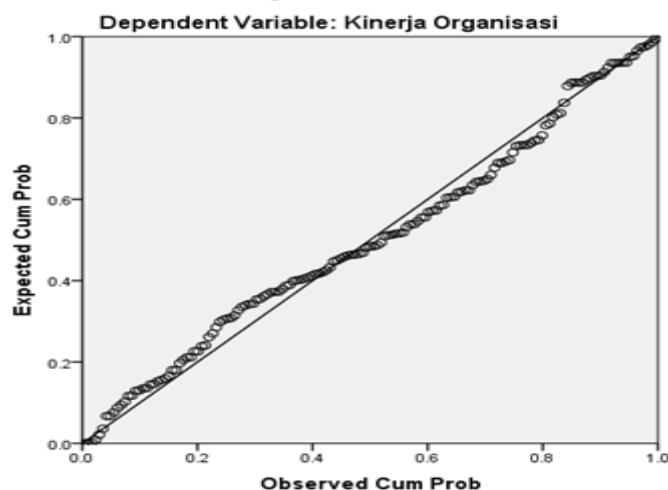
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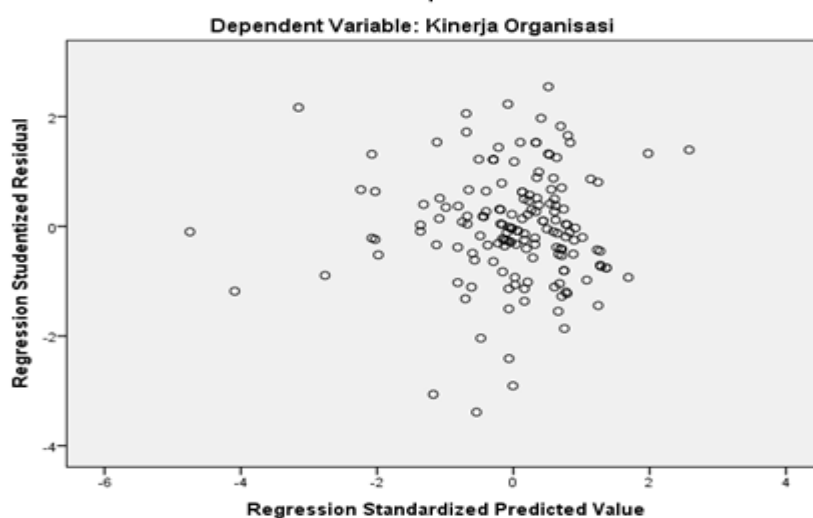
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APPENDIX

Normal P-P Plot of Regression Standardized Residual



Scatterplot



One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			157
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		.34775030
Most Extreme Differences	Absolute		.061
	Positive		.056
	Negative		-.061
Kolmogorov-Smirnov Z			.766
Asymp. Sig. (2-tailed)			.600

a. Test distribution is Normal.

b. Calculated from data.

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