

ABSTRAK

Perubahan organisasi publik menuntut pegawai untuk tidak hanya melaksanakan tugas administratif secara rutin, tetapi juga mampu menunjukkan perilaku kerja yang proaktif dan inovatif. Salah satu bentuk perilaku tersebut adalah *change-oriented organizational citizenship behavior* (OCB-CH). Penelitian ini bertujuan untuk menganalisis pengaruh *workplace spirituality* terhadap OCB-CH, serta menguji peran *psychological empowerment* sebagai variabel mediasi pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah (BKPSDMD) Kabupaten Tanjung Jabung Barat. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Sampel penelitian berjumlah 91 pegawai yang dipilih melalui teknik total sampling. Instrumen pengumpulan data berupa kuesioner yang telah diuji validitas dan reliabilitasnya. Analisis data dilakukan dengan pendekatan *Structural Equation Modeling - Partial Least Squares* (SEM-PLS) menggunakan SmartPLS 4.0.

Hasil penelitian menunjukkan bahwa *workplace spirituality* berpengaruh positif dan signifikan terhadap *psychological empowerment* dan OCB-CH. *Psychological empowerment* juga berpengaruh positif signifikan terhadap OCB-CH. Namun, ditemukan bahwa *psychological empowerment* hanya memediasi secara parsial hubungan antara *workplace spirituality* dan OCB-CH. Bahkan, pengaruh langsung *workplace spirituality* terhadap *change-oriented OCB* lebih tinggi dibandingkan pengaruh tidak langsungnya melalui *psychological empowerment*. Temuan ini mengindikasikan bahwa nilai-nilai spiritual di tempat kerja berperan penting dalam mendorong perilaku perubahan pegawai secara langsung, terutama dalam konteks organisasi publik yang bercirikan budaya kerja religius dan struktur birokrasi yang belum sepenuhnya mendukung *empowerment*. Oleh karena itu, disarankan agar pimpinan organisasi tidak hanya fokus pada pemberdayaan struktural, tetapi juga membangun budaya kerja yang menumbuhkan makna kerja, keterhubungan antarmanusia, dan keselarasan nilai sebagai bagian dari strategi peningkatan kinerja pegawai publik.

Kata Kunci: *workplace spirituality, change oriented-organizational citizenship behavior, psychological empowerment*

ABSTRACT

Organizational change in the public sector demands employees not only to carry out routine administrative tasks but also to demonstrate proactive and innovative work behaviors. One such behavior is change-oriented organizational citizenship behavior (OCB-CH). This study aims to analyze the influence of workplace spirituality on OCB-CH and examine the mediating role of psychological empowerment at the Regional Personnel and Human Resource Development Agency (BKPSDMD) of Tanjung Jabung Barat Regency. This research employs a quantitative approach using a survey method. The study involved 91 employees selected through a total sampling technique. Data were collected using a questionnaire that had been tested for validity and reliability. Data analysis was conducted using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) approach with SmartPLS 4.0.

The results reveal that workplace spirituality has a positive and significant effect on both psychological empowerment and OCB-CH. Psychological empowerment also exerts a significant positive influence on OCB-CH. However, psychological empowerment is found to partially mediate the relationship between workplace spirituality and OCB-CH. Moreover, the direct effect of workplace spirituality on change-oriented OCB is greater than its indirect effect through psychological empowerment. These findings indicate that spiritual values in the workplace play a crucial role in directly fostering change-oriented behaviors among employees, particularly within public organizations characterized by religious work cultures and bureaucratic structures that do not fully support empowerment. Therefore, it is recommended that organizational leaders not only focus on structural empowerment but also cultivate a work culture that promotes meaningful work, interpersonal connectedness, and value alignment as part of a strategy to enhance public employee performance.

Keywords: workplace spirituality, change oriented-organizational citizenship behavior, psychological empowerment