

**THE INFLUENCE OF SPIRITUAL LEADERSHIP STYLE AND OCB ON
EMPLOYEE PERFORMANCE THROUGH WITH COMMITMENT AS
MODERATING VARIABLE**

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Abstract

Kinerja Karyawan merupakan faktor paling penting bagi kemajuan suatu perusahaan. Terdapat sejumlah faktor yang dapat mempengaruhi Kinerja Karyawan. Faktor-faktor tersebut meliputi faktor Kepmimpinan, Budaya Organisasi dalam perusahaan, dan faktor Komitmen yang wajib ada dalam diri karyawan. Dalam penelitian ini, bertujuan untuk menganalisis pengaruh Gaya Kepemimpinan Spiritual dan OCB terhadap Kinerja Karyawan. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori. Berbeda dengan penelitian-penelitian sebelumnya, penelitian ini menambahkan variabel Komitmen sebagai variabel moderasi yang peneliti yaknini dapat meperkuat pengaruh variabel Gaya Kepemimpinan Spiritual dan OCB terhadap Kinerja Karyawan. Penelitian ini menggunakan data ssekunder yang didapatkan melalui kuisisioner terhadap 250 karyawan Bank BSI yang tersebar di seluruh penjuru pulau Jawa. Hasil penelitian menunjukkan, masing-masing variabel Gaya Kepemimpinan Spiritual dan OCB memiliki arah hubungan positif dan pengaruh yang signifikan terhadap variabel Kinerja Karyawan, serta variabel Komitmen dapat memoderasi pengaruh Gaya Kepemimpinan Spiritual dan Organizational Citizenship Behavior terhadap Kinerja Karyawan.

Keywords : *Spiritual Leadership Style, Commitment, Employee Peformance*

1. INTRODUCTION

One of the important factors that determines the success of a company is leadership. A good leader is a leader who can influence, direct and teach employees to carry out their duties optimally. A leader must be able to enable his employees to apply or improve human values by building spiritualism within a person in order to awaken mental or spiritual qualities in the form of beliefs, ideologies, guidelines or demands, faith and ethics, not only changing the character and behavior of his employees, so Therefore, a company leader who applies a spiritual style is one of the efforts made to improve performance employee (Yulianti et al., 2022).

Spiritual leadership was first proposed by Fairholm in 1997 based on the theory presented by Greenleaf in 1971 about "leaders as servants"(Anderson, 2018). Various opinions regarding the definition of spiritual leadership were expressed by several experts. Fry defines spiritual leadership as values, attitudes and behavior that must be adapted intrinsically to motivate oneself

and others so as to have an increased sense of spiritual well-being through calling and membership. The Transformational Leadership Style seeks to change from a visionary to a Collective vision where subordinates work to make the vision a reality. In other words, the transformational process can be seen through a number of transformational leadership behaviors as: associated charisma, ideal influence, inspirational motivation, intellectual stimulation and individual consideration (M.Bass, 2003). Leadership with a Transformational style always provides work motivation with an emphasis on social relationships for employees to achieve good performance so that Job Satisfaction can be achieved. (Rivai, 2004) says that leaders always involve employees in decision making, position subordinates as partners and promote a sense of social that will foster positive attitudes from subordinates. Subordinates or employees under Transformational Leadership really want to do something according to the boss's wishes.

Another opinion, spiritual leadership brings a person's search for meaning and self-awareness based on their own spirituality into their role as a leader (Reave, 2005). The next opinion defines spiritual leadership as an intimate leadership approach with the aim of creating a workplace that has meaning (Aslan & Korkut, 2015). Based on the definitions of the experts above, it can be concluded that spiritual leadership is a leadership approach applied by leaders in motivating themselves and others to have a long-term vision, excel in the value of hope/faith, have altruistic love, have involvement with themselves and others, and able to internalize intrinsic values to increase the achievement of meaning.

Spiritual leadership in its application is more holistic because it is able to integrate the body, mind and heart (Fry, 2017). Apart from that, spiritual leadership has three dimensions, namely vision, hope and altruistic love. Vision is related to the future of the organization, functioning as a driving or driving energy. The vision shows the need for standards of excellence, determining goals, high aspirations and creating standards of perfection for stakeholders. Meanwhile, hope or belief helps followers or employees to have a positive attitude towards the future, trying because they have positive desires and expectations. Hope is related to perseverance, trying to do the best, setting achievable goals, perfection, and expectations about awards or wins. The third dimension is altruistic love, accepting and loving people as they are. The components of altruistic love are trust, forgiveness, empathy, integrity, courage, honesty, compassion and compassion

There are a number of studies (Fry, 2005). (Rahmawaty, 2016); (Yuliantari & Prasasti, 2020); (Yulianti et al., 2022) & (Fortuna, 2020) state that Spiritual Leadership has a positive and significant influence on Employee Performance. Apart from Spiritual Leadership, researchers believe OCB can also influence employee performance. Organizational citizenship behavior (OCB) is a work behavior that exceeds the basic needs of a worker. Organ, Podsakoff, and MacKenzie (2006) say that organizational citizenship behavior (OCB) is the freedom of individual behavior, which is indirectly or explicitly recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functioning. OCB is also behavior and attitudes that benefit the organization that cannot be grown on the basis of formal role obligations or with the form of contracts or compensation. Examples include helping co-workers to lighten their workload, not taking many breaks, carrying out tasks that were not requested, and helping others to solve problems (Yulianti et al., 2022).

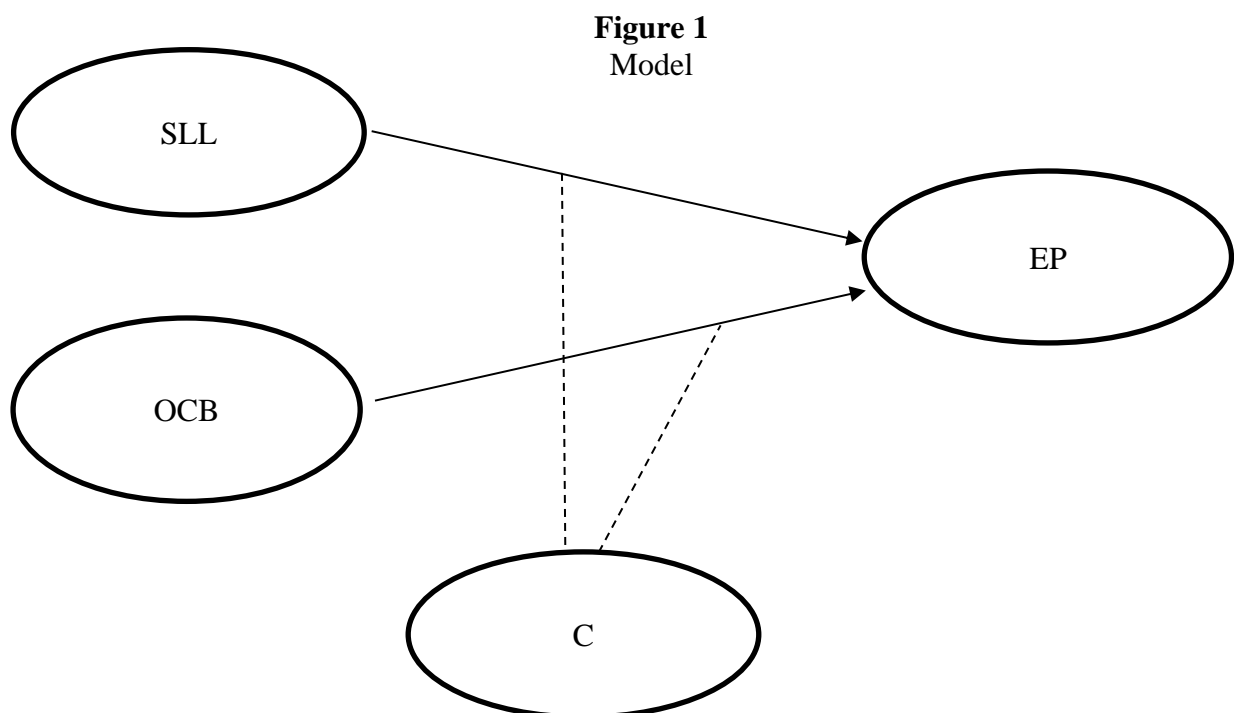
Robbins (2015:19) states that citizenship behavior is discretionary behavior that contributes to the psychological and social environment in the workplace. So a successful organization or company requires workers who are able to carry out more than just ordinary responsibilities but are able to create performance that is above expectations. Good performance will influence organizational culture, so that organizational culture is greatly influenced by OCB as explained by Kusdi (2011) that Organizational Citizenship Behavior (OCB) can be created, one of the ways,

is through organizational culture. Meanwhile, a good organizational culture will add positive value to the smooth performance of the organization (Luthans, 2009). Regarding indicators and dimensions of Organizational Citizenship Behavior, according to Internal Organs (Ramadhan: 162), there are 5 dimensions that underlie the occurrence of Organizational Citizenship Behavior (OCB) behavior in company employees, namely Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. (Wirawan, 2009) explains this. OCB behavior has an influence on increasing the quantity and even quality of individual employee productivity which in turn will influence increasing organizational performance.

There are a number of studies (Kusumajati, 2014); (Abrar & Isyanto, 2019) & (Nufus, 2011) state that OCB has a positive and significant effect on employee performance. Good behavior among employees will bring innovation, cooperation and good work programs. In the end, these things have a good impact on employee performance, especially for BSI employees spread throughout Indonesia. Different from previous studies, this study adds the Commitment variable as a moderating variable which researchers suspect can add to the influence of Spiritual Leadership and OCB variables on Employee Performance..

2. RESEARCH METHODS

This research is quantitative research with an exploratory approach, namely research that uses previous research as reference material to bring out novelty, uniqueness and variations in future research (Sugiyono, 2019). The research uses 2 independent variables, 1 dependent variable, and a moderating variable. This research uses a questionnaire method to obtain data containing 28 question items using a Likert a-e scale containing agree, strongly agree, neither agree, nor strongly agree (Manzilati, 2017). Questionnaires were distributed to all employees of Bank Sayri'ah Indonesia spread throughout the island of Java, consisting of KCP BSI Cirebon, West Java and KCP BSI Tegal as representatives of Central Java, KCP BSI Bogor and KC BSI Jakarta as representatives of JABODETABEK, and BSI KCP Surabaya as representative from East Java (Imam Gunawan, 2014). The data used in this research was analyzed using the PLS 3.0 analysis tool with the following research model (Lexy J. Moleong, 2014):



Note :

- SLS : Spiritual Leadership Style
- OCB : Organizational Citizenship Behavior
- C : Commitment
- EP : Employee Peformance

Hypothesis

- H1: The relationship between Spiritual Leadership Style on Employee Pefromance.
- H2: The relationship of Organizational Citizenship Behavior on Employee Pefromance.
- H3: Commitment can moderates Spiritual Leadership Style on Employee Pefromance.
- H4: Commitment can moderates Organizational Citizenship Behavior on Employee Pefromance.

3. RESULT AND DISCUSSION

3.1 Result

Convergent Valditiy

Convergent Validity aims to validate and verify the question items in this research. In this research, it consists of 28 question items consisting of 8 question items for the Spiritual Leadership Style variable, 8 question items for the Organizational Citizenship Behavior variable, 6 question items for the Employee Performance variable, and 6 question items for the Commitment variable. To be said to be valid, the question factor loading value must be above 0.60(Ghozali, 2016):

Table 1
Convergent Validity

| Variable | Question Item | Loading Factor |
|---|---|-----------------------|
| Spiritual Leadership Style (X1) | Leaders view every work as worship | 0.890 |
| | The rules made by the leadership are based on religious principles | 0.855 |
| | Often hold religious activities | 0.851 |
| | Act as a moderator in realizing religious tolerance | 0.893 |
| | Frequently hold spiritual events | 0.872 |
| | Has a strong religious background | 0.873 |
| | Always prioritize the values of honesty and sincerity | 0.898 |
| | Try your best and put your trust in God for the rest | 0.856 |
| Organizational Citizenship Behavior (X2) | Help other fellow employees with their work | 0.876 |
| | Willingness to help other employees who do not have sufficient experience | 0.889 |

| | | |
|-------------------|--|--|
| | Willingness to spend time solving company problems even though it is not working hours | 0.874 |
| | Be aware of the mistakes you have made | 0.893 |
| | Always introspect yourself when you make a mistake | 0.899 |
| | Often completes work that is considered important even though it is not an obligation | 0.883 |
| | Update on existing changes | 0.871 |
| | Maintain good relationships with superiors and colleagues | 0.898 |
| Commitment (Z) | Have a strong determination to complete the job perfectly | 0.996 |
| | Trying to maximize capabilities so that the company can continue to grow up | 0.989 |
| | Feel like you have a company and are ready to work even if your salary is postponed | 0.979 |
| | Feel the company is more comfortable than other companies | 0.995 |
| | Happy to be in the company and even tell external people about the good things about the company | 0.978 |
| | Never intended to leave the company | 0.995 |
| | Employee Performance (Y) | Be thorough in completing work and the results are as expected |
| | Discipline in completing work and satisfying results | 0.909 |
| | Good at making decisions and good at solving every company problem | 0.898 |
| | Has creativity and can produce new innovations that have a good impact on the company's progress | 0.901 |

| | | |
|--|---|-------|
| | Have high responsibility | 0.906 |
| | Have a mutually helpful attitude, both fellow employees and superiors | 0.889 |

Source: Data processed by researchers, 2023

Description : Valid >70

Based on the results of the statistics above, it can be concluded that all question items in this research can be said to be valid because the t-table value is above 0.70. Based on these results, this research can be continued in the next stages.

Realibility Test

The reliability test is used to find out whether the data used is reliable when used on different people and different objects. In this research, the reliability test is determined based on the Composite Reliability and Cronbahch Alfa values as follows (Sarstedt et al., 2014):

Table 2
Composite Reliability and Cronbach Alfa

| Variable | Composite Reliability | Cronbach Alfa |
|-------------------------------------|-----------------------|---------------|
| Spiritual Leadership Style | 0.880 | 0.920 |
| Organizational Citizenship Behavior | 0.885 | 0.926 |
| Commitment | 0.946 | 0.987 |
| Employee Performance | 0.899 | 0.950 |

Source: Data processed by researchers, 2023

Description : Valid >70

Based on the results above, it can be concluded that the Composite Reliability value for the Spiritual Leadership Style, Organizational Citizenship Behavior, Commitment and Employee Performance variables is above 0.70. Thus, it can be concluded that all the data in the research is reliable and can be continued in the path coefficient stage (Sarstedt et al., 2014).

3.2 Discussion

Path Coefisien

The path coefficient aims to show the value of a variable regarding the direction of a positive or negative relationship and whether or not an independent variable has an influence on the dependent variable. In the research, the variables Spiritual Leadership Style and Organizational Citizenship Behavior as independent variables, Employee Performance as the dependent variable, and the variable Commitment as the moderating variable (Ghozali, 2016).

Table 3
Path Coefisien

| | Variable | T-table | Information |
|------------------|-------------|---------|-------------|
| Direct Influence | SLS--->EP | 0.015 | Accepted |
| | OCB--> EP | 0.007 | Accepted |
| Moderation | C*SLS--->JS | 0.000 | Accepted |
| | WE*C---> JS | 0.000 | Accepted |

Source: Data processed by researchers, 2023

H1: The Relationship Between Spiritual Leadership Style On Employee Pefromance

Based on the statistical results above, it can be concluded that the Spiritual Leadership Style variable has a positive direction and has a significant influence on the Employee Performance variable because the t-table value of 0.015 is smaller than the significance level of 0.000. These results are similar to research results (Fry, 2005). (Rahmawaty, 2016); (Yuliantari & Prasasti,

2020); (Yulianti et al., 2022) & (Fortuna, 2020) which organize the Spiritual Leadership Style variable has a positive and significant influence in a positive direction and has a significant influence on employee performance because leaders who are close to God tend to be honest, humanist and sincere in their work. Act. This can make employees more enthusiastic and infected with the leader's behaviors. Thus, it can be concluded that the first hypothesis in this research can be accepted..

H2: The relationship of Organizational Citizenship Behavior on Employee Pefromance

Based on the results of table 3 above, it can be concluded that the Organizational Citizenship Behavior variable has a positive relationship direction and has a significant influence on the Employee Performance variable because the t-table value of 0.007 is smaller than the significance level of 0.05. These results are in line with research (Kusumajati, 2014); (Abrar & Isyanto, 2019) & (Nufus, 2011) which states that Organizational Citizenship Behavior has a positive relationship and has a significant effect on employee performance because good behavior from employees can support work programs, vision, employee performance and other things that can improve the quality of the company . Thus the second hypothesis in this research can be accepted.

H3: Commitment can moderates Spiritual Leadership Style on Employee Pefromance

Based on the results of the table analysis above, it can be concluded that the Commitment variable can moderate the Spiritual Leadership Style variable on Employee Performance because the t-table value is smaller than 0.05, namely 0.000. In line with the researchers' assumptions above, the Commitment variable is an internal aspect that greatly influences employee performance. In addition, the Spiritual Leadership Style variable already has an influence on employee performance, so by moderating the Commitment variable this influence will be more significant. This is marked by a significant shift in value between directly testing the Spiritual Leadership Style variable and Employee Performance and moderated by the Commitment variable, namely from 0.015 to 0.000. Thus, it can be concluded that the third hypothesis in this research can **be accepted**.

H4: Commitment can moderates Organizational Citizenship Behavior on Employee Pefromance

Based on the results of the table analysis above, it can be concluded that the Commitment variable can moderate the Organizational Citizenship Behavior variable on Employee Performance because the t-table value is smaller than 0.05, namely 0.000. In line with the researchers' assumptions above, the Commitment variable is an internal aspect that greatly influences employee performance. In addition, the Organizational Citizenship Behavior variable already has an influence on employee performance, so by moderating the Commitment variable this influence will be more significant. This is marked by a significant shift in value between directly testing the Organizational Citizenship Behavior variable and Employee Performance and moderated by the Commitment variable, namely from 0.007 to 0.000. Thus, it can be concluded that the third hypothesis in this research can **be accepted**.

4. CONCLUSION

Based on the results of the descriptive statistical analysis above, it can be concluded that each of the Spiritual Leadership Style and Commitment variables has a positive relationship and a significant influence on Employee Performance variables. In line with the assumptions of the researcher's contemplation, the Commitment variable can moderate each of the Spiritual Leadership Style variables and Commitment to Employee Performance variables because the Commitment variable is something that must be present in employees if they want to improve their performance.

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