

## **THE INFLUENCE OF SPIRITUAL LEADERSHIP ON PERFORMANCE WITH SATISFACTION WORK AS MODERATION**

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### ***Abstract***

*Employee performance is factor important in determining success something company. Study This study influences spiritual leadership of performance with satisfaction Work as variable moderation. The population in study This is employee government. technique taking sample using purposive sampling which was successful got amounted to 233 respondents. The data analysis method used is Smart PLS. Research results show that leadership influential spiritually positive and significant to performance. satisfaction Work as variable moderation capable moderate spiritual leadership of performance.*

**Keywords:** *Spiritual Leadership, Satisfaction Work, Performance*

### **1. INTRODUCTION**

At the start of the 21st century, along with growth the spiritual consciousness of the people approached every sector company, executives top, manager, even employee start look for spirituality in work them and try reveal it in various shape. one proof real that public put attention to spirituality can seen through rampant trend sale books transcendence of religion and spirituality sale other books (Aburdene, 2007). In the United States of America as example that resurrection spirituality can acknowledged through publishing more of 300 books about spirituality in place work, which is supplied to shops books in the 1990s ( Garcia & Jean- Claude, 2003) . Books selling like Conversations with God, The Power of Now, The Seven Habits of Highly Effective People, The Secret Built to Last, God is My CEO, The Spiritual Capital, Spiritual Quotient, Quantum Ikhlas, ESQ (Emotional Spiritual Quotient), The Corporate Mystic, which represent interest high society to ethics, morality, and spirituality. Which is after so long, man has imprisoned in rationalism and materialism consequence system traditional capitalism and secularism that make his soul dry and lonely in the middle hustle bustle worldly. currently Lots Of group with various fulfillment-oriented activities spiritual calling for increase spirituality and discovering teak self.

The aspect that also causes the public to tend move to spiritual direction is problems that arise or complex uncertainty. Because that can easily understand that recession recurring economy, rising unemployment, reduction employees, and losses financial has strengthen group spiritual seeker. According to Aburdene (2007), Religion and spirituality, usually taboo in the company, suddenly be on the agenda because lots employee look for meaning in place Work them and the leader company look for approach more business responsible answer in a manner social and search method new for motivating and inspiring employee. Many companies push development trend new like That Because they believe that environment humanistic work create mutual situation profitable for employees and organizations. If a member of an organization is happy, they are more productive, more creative and happier. Various methods

done public for disclose his longing will spirituality someone did meditation, yoga even lots of executive to be activists in the field of religious rituals, such as Tasawwuf and Sufi.

Several expert theory and researchers earlier state that in the 21st century, we will find mystic, guardian or sufistic true company \_ or large modern organizations and not again in places religious such as (mosques, monasteries, temples, and churches). They stated that " Leader century successful company second twenty-One will become spiritual leader " (Hendricks & Ludeman, 1996). The facts show that almost all entrepreneurs and executives in companies their leading thorough own characteristic features mystical including care to ethics, uphold tall spiritual values and implement them not only in the "wallet" but also in heart and soul they moment work, because it (Hendricks & Ludeman, 1996) calls they as mystical corporate. Furthermore , (Mitroff & Denton, 1999) conclude that " Spirituality can become superiority competitive supreme ." In addition, Collins & Porras (2002) stated that companies that are 10 years old and up moment This Still become market leader is laden company with deep spiritual feel vision, mission, and core values.

Of course, just development spirituality in place work no can expected develop with itself without encouragement management because that 's important for enter spiritual leadership to in application spirituality in place Work For increase performance employee. Spiritual leadership model is every leadership \_ action and behavior his leadership focus on the heart conscience as center control self. In this model, a leader demanded not only visionary, but also have values, incl heart sensitive conscience, strong character and will as well as strong belief. For develop and deploy source Power in a manner whole for reach objective the organization you want achieved. Spiritual leadership is not only about intelligence and skill leadership, but also about guarding such spiritual values truth, honesty, integrity, credibility, wisdom, heart conscience, and love love that forms character and morality. Spiritual leadership is assessed succeed when leader capable understand himself own and others, have strong intuition, capable explain tasks and their completion process, as well capable motivate others. (Salehzadeh et al., 2015; Sani et al., 2016)

Business moment This need source Power humans are fast, adaptive, accurate and efficient, therefore That source Power man is one component most important from organization institutional (Fanggidae et al., 2016) . (Sanjaya, 2020) also stated that source Power man is quality that can show ethos work that leads to achievement objective organization. High competition is also demanding optimization source Power man For reach effectiveness and efficiency organization (Susanti & Palupiningdyah, 2016) . Role important source Power man in something organization company is very important factor in determine the way company, so management must notice source Power existing humans (Irzani & Witjaksono, 2018) . (Irawan & Sudarma, 2016) also found that source Power man is source Power for organization for maintain its growth. Leadership is factor important and important important in organization. Form different styles, one related factors with satisfaction Work is spiritual leadership (Junita & Sutanto, 2015). Spiritual leadership is one style leadership new, which is an alternative model leadership classic, one objective expected life from spiritual leadership ie well being, increase satisfaction work (Budyono and Sutaningsih, 2021).

In addition to spiritual leadership, improvement performance is also influenced by satisfaction employee, because satisfaction superiors also have significant correlation with leader treat and motivate employee with share enhancing activities satisfaction work. Satisfaction Work is response affective or emotional in various aspect job. Satisfaction work employee can seen from the employees to fair and reasonable wages (compensation), appropriate placement with Skills work, atmosphere work and environment work, characteristics manager, and

monotony job. Because that is satisfaction work role as an internal moderator study this. Among other things, (Irwansyah, 2019) explain in related Imperial studies study This that satisfaction Work can mitigate influence no direct to performance employee . Study (Kishore & Padayachee, 2009) also explains that satisfaction work is an internal mediator increase performance organization.

## **2. LITERATURE REVIEW**

### **Performance**

Performance understood as results business someone accomplished with ability in circumstances certain. According to this, performance results from connection between effort, ability and perception task at hand (Timpe, 2002). Griffith (2004) states that performance is one aggregate from results work employee. Mathis and Jackson (2004) said that there are five (five) elements that become size effectiveness a employee that is quantity yield, quality results, precision time outcomes, participation and capabilities cooperate.

### **Spiritual Leadership**

Functionally, spiritual leadership consists of the values, attitudes, and behaviors necessary to motivate oneself and others so that leaders and followers can experience a higher level of reflexive spiritual well-being. In building a work environment that can sustain and promote growth spirituality and leadership roles are very dominant and decisive. It is difficult to actualize spirituality in the workplace if the leader is unable to provide concrete examples of action. Therefore, the type of leadership needed to maintain and improve employee performance is spiritual leadership (Fry et al., 2005). Research conducted by (Permana et al., 2021; Supriyanto & Ekowati, 2019; Wahyono et al., 2020) states that spiritual leadership affects employee performance.

H1: Spiritual leadership influences employee performance

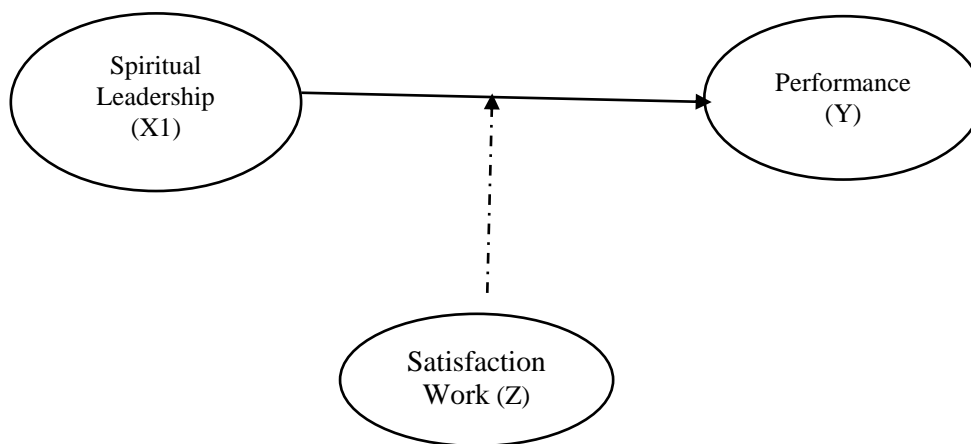
### **Satisfaction Work**

Satisfaction work is reflective attitude feeling somebody to something job, fine in a manner whole nor based on aspects job measurement Satisfaction work (Weiss et al., 1967) included satisfaction intrinsic (diversity, social and moral status, safety, service social, authority, utilization ability, responsibility responsibility, creativity and achievement) and satisfaction extrinsic (compensation, advancement, peer work, relationships people and supervision techniques, policies and practices company, conditions work and recognition).

The connection between satisfaction work and performance is more specifically called as a myth management”, and difficult to determine to which direction connection causal between both (Robbins, 2007). Satisfaction Work is circumstances the resulting pleasant emotions from evaluation work or experience Work somebody (Dimulyo et al., 2018) . Satisfaction work reflects feeling someone against his job (Budiyono, et al, 2021). This is reflected from attitude positive attitude of employees to work and all the things they meet in the neighborhood work. According to research conducted by (Hariandja, 2007), there exists significant influence between satisfaction

work with performance individual. Based on description above about connection variable satisfaction work with performance, then formulated as following:

H2: Satisfaction Work can able moderate spiritual leadership to performance employee



Source: Data processed by researchers, 2023

**Figure 1 Conceptual Framework**

### 3. RESEARCH METHODS

subject study This is employee employee government in Indonesia with object study civil servants. Period time study is three months with details in 2023. Since data collection is done at a time in period time certain, then from time horizon perspective, collected data in study This is one-shot or cross-sectional data (Sekaran, 2006). Population in study This is employee government and engineering appearance sample based on purposive sampling with criteria certain that is obtained as much 233 respondents. The data analysis method used is Smart PLS.

### 4. RESULTS AND DISCUSSION

#### Evaluation of Measurement Models or Outer Models

Measurement models' evaluation needed for evaluate indicator reflecting variable something construct. Model evaluation can be done through validity test convergent, validity discriminant, and reliability composite. The following are results from the measurement model.

Validity convergent is a test showing connection between reflective items and latent variables. Something indicator said Enough If contain value 0.5 to 0.7 indicator for every sufficient construct big (Ghozali, 2014). Following can seen mark loading factor in the table below this.

**Table 1. Convergent Validity Test Results**

Variable	Loading Factor	Information
Spiritual Leadership (X)	0.772	Valid
	0.876	Valid
	0.881	Valid
	0.765	Valid
	0.834	Valid
	0.889	Valid
	0.821	Valid
	0.853	Valid
Satisfaction Work (Z)	0.765	Valid
	0.821	Valid

	0.922	Valid
	0.889	Valid
	0.878	Valid
	0.922	Valid
	0.876	Valid
	0.877	Valid
Performance (Y)	0.900	Valid
	0.865	Valid
	0.776	Valid
	0.754	Valid
	0.789	Valid
	0.785	Valid
	0.772	Valid
	0.854	Valid
	0.885	Valid
	0.913	Valid

*Source: Data processed by researchers, 2023*

Table 1 shows the resulting loading *factors* of each variable indicator more from 0.7. Thus, indicator considered valid as gauge latent variable.

Composite Reliability is used for test mark reliability indicator from construct constituent. Something variable said Good If composite reliability value is more of 0.7 and value Recommended Cronbach's alpha > 0.6 (Ghozali, 2014). Following significance reliability composite and value Cronbach's alpha in the table below.

**Table 2 Composite Reliability and Cronbach's Alpha Results**

Variabel	Composite Reliability	Cronbach's Alpha	Keterangan
X	0.847	0.833	Reliable
Z-X	0.832	0.811	Reliable
Y	0.881	0.824	Reliable

*Source: Data processed by researchers, 2023*

Table 2 shows mark Composite Reliability more latent variables of 0.7 whereas mark Cronbach's alpha latent variable shows mark bigger from 0.6 up all variable show good reliability.

### Structure Models Evaluation (Inner Model)

Testing the structural model (inner model) helps determine connection between mark significant construct with the R-square research model. Structural models estimated use R-square for every independent latent variable or dependent. R-Square test results with SmartPLS are shown in the table below this.

**Table 3 R Square**

	<b>R square</b>	<b>R Square Customized</b>
<b>Performance</b>	0.757	0.851

*Source: Research data in 2020*

R-Square results in table 3 give mark 0.757 that is 75.7 % performance variable influenced by the variables of spiritual leadership and satisfaction work meanwhile the rest 24.3% influenced by variables other than the research model this. That is, still There is other influential variables to performance.

### **Hypothesis Test Results**

For test the presented hypothesis is required statistics -t and p-value values, hypothesis accepted if  $p\text{-value} < 0.05$ . The basis of testing hypothesis direct is the contained return in coefficient or mark track output and influence no direct. Structural model testing is used to explain the connection between variables.

**Table 4 Path Coefficient Results**

	<b>Variabel Penelitian</b>	<b>Original Sample (O)</b>	<b>Rata-rata Sampel (M)</b>	<b>Standar Deviasi (STDEV)</b>	<b>Tstatistik (O/STDEV)</b>	<b>P Value</b>	<b>Ket</b>
<b>Live Influence</b>	X-Y	0.321	0.301	0.089	2.224	0.000	Accepted
<b>Moderation</b>	Z-X-Y	0.220	0.110	0.761	1.997	0.001	Accepted

*Source: Data processed by researchers, 2023*

Table 4 show spiritual leadership influential direct to performance with coefficient track of 0.321 and the value of the t-statistic is  $2.224 > 1.96$  and a p-value of  $0.000 < 0.05$ . Satisfaction work can moderate influence spiritual leadership to performance with coefficient track of 0.220 and the t-statistic value is  $1.997 > 1.96$  and the p-value is  $0.001 < 0.05$ .

### **Discussion**

#### **Influential Spiritual Leadership Against Performance**

Based on findings study this, can assumed that for create environment friendly work soul in increase performance employee, required figure spiritual leader. In other words, to cultivate and maintain spirituality in place work, spiritual leadership is very important. The spiritual leader must point to what to do done, so through action leaders, employees and staff can own examples and standards behavior in organization. Spiritual leadership as paradigm leadership believes that root from successful leadership is spiritual dimension of personality and behavior leader, who influences his followers. This can understand Because leadership is a feedback process between those who lead and those who follow. According to (Kishore & Padayachee, 2009) argue that a effective leader apply sustainable and appreciative practice For spiritual needs and when the spiritual dimension is not valued and maintained , then will There is distorted consequences for individuals, organizations, and the public. In addition, (Kouzes & Posner, 2004) also found that if people want to follow someone, the majority follower must believe that leader they are honest, visionary, competent and inspiring. In short, every

institution or organization, both profit and non-profit, appealed to leaders and followers for honest, integrity, diligent, creative, visionary and have ethos good job.

### **Satisfaction Work Able to Moderate Spiritual Leadership Against Performance**

Satisfaction work in study This capable moderate spiritual leadership of performance employees, especially satisfaction intrinsic including well-being spiritual. This is seen from domination employee in do work in accordance with heart conscience, do lots matter Good for others who have mark social and doing more work various. From research This can disclosed that spiritual leadership will influence satisfaction work. The better spiritual leadership eats level Satisfaction to work too will the more increase. With high spiritual leadership, humans are capable of interpreting in a manner positive every incident problem even suffering that he experienced, so capable awaken his soul and do that deed positively. In addition, spiritual leadership can also create courage action, serenity and concentration moment solve problem and more human or fair in arrange reaction. (Ilham, 2019; Supriyanto & Troena, 2012) .

## **5. CONCLUSION**

Based on analysis test results spiritual leadership can influence performance employee where are the leaders in his leadership in a manner regular develop and deploy deep spiritual values organization, especially characteristic altruistic which is not prioritize interest private and show love Darling to employee through attention, concern, justice, can trusted, valued, and upheld tall honesty. In the end, employees feel appreciated and felt togetherness as part of community place work, driven and motivated for each other help, have belief of the meaning of work for life them and think positive moment solve problem. Then satisfaction as moderation capable moderate influence in a manner No spiritual leadership of performance.

Study This own a few possible limitations addressed by other authors on the study furthermore recommended for study furthermore enter more lots variable independent or add moderating variables that have not been studied in this study.

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