

Review Article

The Effect of Spiritual Leadership on Performance through Organizational Citizenship Behavior as a Mediation Variable on Cooperative Boarding School Employees in East Jawa

Rizki Hidayaturrochman^{*}, Sri Wahyu Lelly Hana Setyanti and Handriyono

Faculty of Economics and Business, University of Jember, Indonesia, Address: Kalimantan Street No. 37, Jember, Jawa Timur, Indonesia – Post Code (68121)

*Corresponding Author

Rizki Hidayaturrochman

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Abstract: This study aims to examine the effect of spiritual leadership on performance through organizational citizenship behavior as a mediating variable for employees of a boarding school cooperative (Kopontren) in East Jawa. The object of this research is Kopontren employees in East Jawa. The sample used is 120 people. Multistage sampling technique was used in this study to determine the expected sample. The first criterion that was determined to be taken as a sample was Kopontren which had an active status in East Jawa. Then, the second criterion is Kopontren which has the highest number of employees. The data analysis method uses path analysis. The results of this study state that four hypotheses are accepted, namely 1) spiritual leadership has a positive and significant effect on OCB, 2) spiritual leadership has a positive and significant effect on OCB, 3) OCB has an effect on employee performance, 4) spiritual leadership has an effect on employee performance through mediation. OCB.

Keywords: Spiritual Leadership; Employee performance; OCB; Kopontren.

1. BACKGROUND

The boarding school cooperative (Kopontren) is a business unit owned by Islamic boarding schools whose task is to provide a means of economic independence for Islamic boarding schools. Kopontren is a cooperative that was established in the Islamic boarding school environment to support all the needs of the residents in it. However, in its current development, Kopontren does not only serve the needs of the cottage residents but also the surrounding community. Therefore, the existence of Kopontren can be reviewed through three dimensions. Currently, Kopontren has developed and become a kind of representation of a santri economic institution characterized by independence that is typical of pesantren (Fitra, 2016).

As an organization, Kopontren certainly wants to achieve success in its activities. The key to organizational success is certainly related to the performance of its members who can have a positive impact on each of their obligations to the organization (Jufrizen, 2021). As a pesantren economic institution, Kopontren needs employees who can perform extra roles outside of their responsibilities. This is because there are still limited skills and quantity of employees owned by Kopontren as an organization (Helmy, 2016).

The ability to perform an extra role in the organization is called organizational citizenship behavior (OCB). OCB is a prosocial behavior that contributes and helps co-workers as an added value outside of the main task of their work (Titisari, 2015: 5). This kind of behavior is needed in organizations to support activities that cannot always be done routinely in the organization. Sometimes the organization also requires the extra role of its employees which cannot be compensated for materially (Naway, 2017: 10).

The extra roles shown can increase the productivity of individuals in the organization. Individuals voluntarily do the extra work without any coercion from the organization and are not penalized for not doing it. Organizational Citizenship Behavior (OCB) is centered on the behavior of each individual who carries out his duties that exceed his job description. OCB is employee behavior that goes beyond the required role, which is not directly or explicitly recognized by the formal reward system. According to Djati, (2009) provides an understanding of OCB as a form of behavior which is an individual choice and initiative to improve the efficiency of organizational performance by helping the goals of individual employee productivity (Jufrizen, 2021).

According to Novaliadi, (2007) the factors that influence OCB are organizational culture and climate, personality and mood (mood), perception of organizational support, perception of superior-subordinate interaction, tenure and gender. Meanwhile, according to Djati (2009) suggests three OCB indicators, namely: 1) Obedience which describes the willingness of employees to accept and comply with organizational rules and procedures. 2) Loyalty, which describes the willingness of employees to put their personal interests for the benefit and continuity of the organization, and 3) Participation, which describes the willingness of employees to actively develop all aspects of organizational life.

Organizational leaders play a very central role in shaping the OCB character of employees. Several studies have shown that spiritual leadership has an effect on OCB (Kusuma, 2019., Jufrizen, 2021., and Afrizal, 2021). With the role of a leader who has a high spiritual spirit, the higher the level of employees to implement OCB behavior in their work. Spiritual leadership implies how leaders increase the intrinsic motivation of their followers by creating conditions that increase their understanding of the spiritual meaning of work. Spirituality and work will be difficult to integrate in an organization that requires employees to work inconsistently with their values (Yukl, 2017: 476).

Spiritual leadership can also develop an organizational culture based on altruistic love in which leaders and followers have a sense of membership that gives each other attention and appreciation and a sense of respect (Wirawan, 2017: 217). Altruistic love is associated with values such as kindness, caring, praise, patience, honesty, trust in others, tolerance and loyalty. By doing things to help people with their essential needs for unity and friendship in the workplace, spiritual leaders increase their intrinsic motivation, self-confidence, and organizational commitment. In addition, spiritual leaders increase respect, care and trust among organizational members. As a result, spiritual leadership can increase collaboration, encourage shared learning and inspire higher performance (Yukl, 2017: 476).

Spiritual leadership in theory has a relationship with OCB, both of which put forward an attitude of altruism at work. This attitude will have an impact on the effectiveness and efficiency of work because employees will help each other in carrying out tasks for better organizational success. In this case, Kopontren becomes an object that deserves research because it has a high spiritual culture and spirit of mutual help because it is located in a pesantren environment.

2. LITERATURE REVIEW

2.1 Spiritual Leadership

Spiritual leadership in Fry's eyes includes the values, attitudes and behaviors needed to motivate oneself and others so that they have a spiritual sense that continues to last through their vocation and membership in social systems. Spiritual leadership requires the creation of a vision in which members of the organization get a sense of their calling in life to be meaningful. In addition, spiritual leadership can also develop an organizational culture based on altruistic love in which leaders and followers have a sense of membership that gives each other attention and appreciation and a sense of respect (Wirawan, 2017: 217). Spiritual leadership can be measured by the following indicators, namely 1) Vision, 2) Hope, 3) Altruistic Love, 4) meaning and 5) membership.

2.2 Organizational Citizenship Behavior (OCB)

Organ as quoted by Titisari (2014: 6) explains that OCB is employee behavior that is not directly related to the organizational reward system but can still increase organizational effectiveness. This understanding shows that OCB is a helpful and constructive behavior shown by members of the organization but is not related to their mandatory role. The extra roles shown can increase the productivity of individuals in the organization. Individuals voluntarily do the extra work without any coercion from the organization and are not penalized for not doing it. OCB can be measured by the following indicators, namely:

1) Altruism

It is the behavior of helping fellow employees who are having difficulty completing their duties.

2) Sportsmanship

Is a sportsmanship attitude in which employees view each task positively even though there are disturbances or less than ideal conditions when doing their job and do it without complaining or complaining.

3) Conscientiousness

It is behavior that is shown by the efforts of employees to carry out their obligations beyond the existing requirements in the company or trying to exceed what the company expects.

4) Courtesy

It is a good and respectful behavior that refers to the act of teaching others before they make decisions in solving problems related to their work.

5) Civic Virtue

It is a behavior that indicates an employee's responsibility in organizational life.

2.3 Employee Performance

According to Mangkunegara (2013: 67) performance is work performance or work results both in quality and quantity achieved by human resources for

a period of time in carrying out their work duties in accordance with the responsibilities given to them. Performance indicators are aspects that become a measure in assessing performance. Sinambela (2019: 11) adds, the notion of employee performance can be interpreted as the ability of employees to perform certain skills. By knowing the performance of employees based on their expertise, the organization will know the ability of employees to complete the tasks assigned to them. Thus, it is necessary to define clear criteria to measure the performance of the employee. The performance indicators according to Afandi (2016:70) are as follows: quantity of work, quality of work, efficiency, honesty, discipline and initiative.

3. RESEARCH METHOD

This research is a quantitative research. The variables of this research consist of spiritual leadership, OCB and employee performance. The sample of this study consisted of 120 employees of four Kopontren in

East Java, namely Kopontren Sidogiri, Kopontren La Tansa, Kopontren Al Yasini and Kopontren Musa'adah. Multistage sampling technique was used in this study to determine the expected sample. The first criterion that was determined to be taken as a sample was Kopontren which had an active status in East Java. Then, the second criterion is Kopontren which has the highest number of employees. The data analysis method uses path analysis using SPSS 21.

4. RESEARCH RESULTS AND DISCUSSION

The value of r table can be seen in the table r statistics. It is known that the value of r table with $df = n-2$ or $120-2 = 118$ and the 2-sided test is 0.179. It can be seen that for the variables X, Z, and Y, all items stated the Pearson Correlation value between each item with a total score of more than r table 0.179. So it can be concluded that the items on the questionnaire for these variables are valid. In other words, all of these items can reveal something that will be measured by the questionnaire.

Table 1. Validity Test Results

Variable	r count	r table	Description
X1	0,934	0,179	Valid
X2	0,945	0,179	Valid
X3	0,893	0,179	Valid
X4	0,933	0,179	Valid
X5	0,935	0,179	Valid
Z1	0,892	0,179	Valid
Z2	0,903	0,179	Valid
Z3	0,922	0,179	Valid
Z4	0,896	0,179	Valid
Z5	0,880	0,179	Valid
Y1	0,915	0,179	Valid
Y2	0,915	0,179	Valid
Y3	0,932	0,179	Valid
Y4	0,929	0,179	Valid
Y5	0,916	0,179	Valid
Y6	0,870	0,179	Valid

Source: data processed 2021

The reliability testing method used in this study is Cronbach's Alpha. According to Sekaran (2003) in Priyatno (2013:30) and Imasari (2010:113), states that in general a Cronbach Alpha value of less than 0.6 is considered bad, in the range of 0.7 it is considered

acceptable and above 0.8 is considered good. According to Maholtra (1995) in Kurniawan (2018:41), states if the alpha coefficient 0.6 then it is declared reliable, and if the alpha coefficient <0.6 then it is declared unreliable.

Table 2 Reliability Test Results

Variable	Cronbach Alpha	Cut Off	N	Description
X	0,959	0,60	5	Reliable
Z	0,939	0,60	5	Reliable
Y	0,959	0,60	6	Reliable

Source: data processed 2021

Table 3. Path Analysis Results

Standardized Path	Beta (β)	T _{count}	t _{table}	Sig.	α
X→Z	0,492	6,147	1,980	0,000	0,05
X→Y	0,497	6,886	1,980	0,000	0,05
Z→Y	0,348	4,820	1,980	0,000	0,05

Source: data processed 2021

a. Direct influence

- 1) The direct influence of spiritual leadership variable (X) on OCB (Z) is 0.492 or 49.2% (DEZxi)
- 2) The direct influence of spiritual leadership variable (X) on employee performance (Y) is 0.497 or 49.7% (DEYiXi)
- 3) The direct effect of OCB variable (Z) on employee performance (Y) is 0.348 or 34.8% (DEYiZi)

b. Indirect influence

The indirect effect of spiritual leadership (X) on employee performance (Y) through OCB (Z) is $0.492 \times 0.348 = 0.171$ or 17.1% (IEYiZiXi)

c. Total Effect

The influence of Spiritual Leadership (X) on Employee Performance (Y) through OCB (Z) are:

$$\begin{aligned} TEYiZiXi &= DEYiXi + IEYiZiXi \\ &= 0.497 + 0.171 \\ &= 0.668 \text{ or } 66.8\% \end{aligned}$$

4.6 DISCUSSION**4.6.1 Effect of Spiritual Leadership (X) on OCB (Z)**

Based on the results of data analysis, there is an influence between spiritual leadership (X) variables on OCB (Z). The spiritual leadership variable (X) has an effect on the OCB variable (Z). This is because the value of t arithmetic $>$ t table ($6.147 > 1.980$) or significance < 0.05 ($0.000 < 0.05$) so that H_0 is rejected and H_a is accepted. The effect is positive because the t-count is positive, meaning that if the spiritual leadership variable (X) increases, the OCB variable (Z) also increases.

Kopontren is a business unit which in fact is managed by santri alumni of Islamic boarding schools, in this study Kopontren throughout East Java. The spirit of leadership based on spirituality is very closely related to the daily practice of students while at the pesantren so that it has a positive impact when managing the existing Kopontren.

While at the pesantren, the students have been taught to always instill a selfless attitude in carrying out tasks that are their obligations or carrying out tasks that are not their obligations. This is in line with the attitude in OCB, namely the attitude of helping colleagues in completing their tasks or can be called the attitude of altruism. Thus, the results of the study clearly prove that spiritual leadership has a positive influence on OCB.

This is in line with the results of Afrizal's (2021) research which examined the influence of spiritual leadership at RSUD dr. Sadikin Kota Pariaman that spiritual leadership has a direct influence on OCB. Another study from Jufrizen (2021) also states the same thing, that spiritual leadership has a positive and

significant influence on OCB in North Sumatra UIN employees. Likewise, the results of Kusuma's research (2019) stated the same results as the two previous studies.

4.6.2 Influence of Spiritual Leadership (X) on OCB (Z)

Based on the results of data analysis, there is an influence between spiritual leadership variables (X) on employee performance (Y). Spiritual leadership variable (X) has an effect on employee performance (Y) because the value of t count $>$ t table ($6.886 > 1.980$) or significance < 0.05 ($0.000 < 0.05$) so H_0 is rejected and H_a is accepted. The effect is positive because the t-count is positive, meaning that if spiritual leadership (X) increases, employee performance (Y) also increases.

Employee performance is defined as the ability of employees to perform certain skills. By knowing the performance of employees based on their expertise, the organization will know the ability of employees to complete the tasks assigned to them. Thus, it is necessary to determine clear criteria to measure the performance of the employee (Sinambela, 2019: 11).

Based on the understanding of employee performance, an employee is required to have skills in carrying out their duties. As explained by Fry, a spiritual leader emphasizes an altruistic attitude by doing things to help people satisfy their important need for unity and friendship in the workplace, spiritual leaders increase their intrinsic motivation, self-confidence, and organizational commitment.

From Fry's explanation, we can say that Kopontren employees are intrinsically motivated in themselves based on the spiritual experiences they face in their work. They will always help each other in creating an ideal performance in accordance with the provisions of Kopontren. In addition, spiritual leaders create mutual respect, care and increase trust among employees. That way the quality of employee performance is always controlled because of the altruistic attitude that has been emphasized by the leader.

The results of this study are different from the results of Putri's research (2020) which states that spiritual leadership has a negative influence on employee performance. Likewise, Supriyanto's research (2020) states that spiritual leadership does not have a direct influence on employee performance. However, research by Nugraha (2019) and Ikromuddin (2019) states that spiritual leadership has a positive influence on employee performance.

4.6.3 Effect of OCB (Z) on Employee Performance (Y)

Based on the results of data analysis, there is an influence between the OCB variable (Z) on employee performance (Y). OCB variable (Z) has an effect on employee performance (Y) because the value of t count $> t$ table ($4.820 > 1.980$) or significance < 0.05 ($0.000 < 0.05$) so H_0 is rejected and H_a is accepted. The effect is positive because the t -count is positive, meaning that if the OCB (Z) increases, then (Y) also increases.

OCB is very useful in the work activities of a company. In this context, Kopontren has limited human resources when compared to companies bigger than it. With the OCB behavior carried out by Kopontren employees, it will save Kopontren resources and increase work productivity.

The Kopontren work environment and the human resources that run it are the result of Islamic boarding school education which emphasizes the spirit of mutual help. This attitude is fundamental to OCB theory, so it can be said that OCB does affect the performance of Kopontren employees in carrying out their duties.

Cooperation and motivation are things that can improve the quality of employee performance. Working together in completing tasks is closely related to OCB behavior, namely altruism. Employees will be more helpful when experiencing difficulties in completing tasks with this attitude in employees. In addition, the spiritual motivation embedded in daily work is also a factor that improves the performance of Kopontren employees.

The results of this study indicate that it is related to the existing theory that OCB has a positive influence on employee performance. These results are in line with the results of research by Muzakki (2019), Lay (2020) and Ridwan (2020) which state that OCB has a positive and significant influence on employee performance. These results negate the results of research by Lukito (2020) which states that OCB does not have a positive effect on employee performance.

4.6.4 Effect of Spiritual Leadership (X) on Employee Performance (Y) with OCB Mediation (Z)

It can be seen that in equation 1 the X variable has a significant effect on Z, and in equation 2 the Z variable has a significant effect on Y, so it can be concluded that Z mediates the effect of X on Y. Furthermore, it is known that in equation 2 the X variable has a significant effect on Y when controlling for variables. Z, then partial mediation occurs. So the conclusion is that spiritual leadership (X) has a positive effect on employee performance (Y) through OCB (Z). The effect is positive because the t -value is positive.

As explained in the previous discussion, spiritual leadership and OCB have a meeting point on an altruistic attitude in carrying out work. Spiritual leaders always emphasize altruism to their followers so that their lives are not individualistic. The attitude of altruism encourages cooperation in working among employees. That is the role of a spiritual leader in leading his employees.

A spiritual leader will not be able to command his subordinates to behave OCB if he himself does not have a good spiritual soul. As Tobroni's opinion, a spiritual leader is a person who has deep spiritual knowledge and has the awareness to practice it. This makes employees willing to do tasks that are not their responsibility because of the motivation of spiritual leaders so that work is not always material-oriented. Thus the results of the fourth hypothesis can be explained that OCB can mediate the influence between spiritual leadership and employee performance. This study is in line with the results of research by Sari (2019) and Putra (2019) that OCB can mediate the influence between spiritual leadership and employee performance.

5. CONCLUSION

Based on the results of data analysis and discussion of the influence of spiritual leadership on employee performance through OCB as a mediating variable for Kopontren employees in East Java, it can be concluded that the results of the study are as follows:

- 1) Spiritual leadership (X) has a positive and significant effect on OCB (Z).
- 2) Spiritual leadership (X) has a positive and significant effect on employee performance (Y)
- 3) OCB (Z) has a positive and significant effect on employee performance (Y)
- 4) Spiritual leadership (X) has a positive and significant effect on employee performance (Y) through OCB (Z). The effect is positive because the t -value is positive.

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