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RESEARCH ARTICLE

THE EFFECT OF SPIRITUAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATOR

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Abstract

This study aims to analyze the effect of spiritual leadership and organizational culture on employee performance with organizational commitment as a mediating variable. The object of this research is Koperasi in Denpasar City which have the best performance in four sub-districts. The sample in this study was determined by purposive sampling method. The respondents in this study were all employees of the four selected cooperatives with a total of 63 people. The data collection method is a survey method with a questionnaire. The analysis technique used is inferential analysis with Partial Least Square (PLS). The results showed that spiritual leadership has a positive and significant effect on employee performance and has a positive significant effect on organizational commitment. Organizational culture has no significant effect on employee performance but has a significant effect on organizational commitment. Organizational commitment has a positive and significant effect on employee performance. In the mediation relationship, it was found that organizational commitment as a partial mediation on the effect of spiritual leadership on employee performance but organizational commitment is able to perfectly mediate the effect of organizational culture on employee performance.

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Introduction:-

Koperasi are the pillar (soko guru) of the Indonesian economy with the aims of mobilizing the people's economy in order to participate in realizing an advanced, just and prosperous society. Organizations are required to have the right leadership patterns and a strong organizational culture. The success of an organization is determined by leadership that can create the participation of its members (Tarman and Ruski, 2022). Koperasi need leaders who are concerned with the welfare of their members. A leader is someone who has the ability, competence, distribution of power, and involves other parties, plays a major role in the survival of the organization by implementing an organizational culture that is balanced with employee values as a social glue for all members of the organization (Muizu et al., 2019).

One approach that can be used is spiritual leadership by combining vision, hope or faith, and altruistic love to motivate oneself and others to have a sense of spiritual survival (Chen et al., 2013). Spiritual leadership is a value, attitude, and behavior possessed by a leader so as to intrinsically motivate oneself and others. Leaders who have high spirituality will carry out their duties based on values. This leadership can inspire employees to go above and beyond for the organization's goals (Wang et al., 2019). Spiritual leadership always gets guidance from God so they

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always find a way when facing problems. Spiritual leadership is also closely related to ethical leadership and requires moral character and an ethical climate, where spiritual motives can influence a person to become an ethical leader..

Leadership will be effective, respected and have a high degree when a leader has 3 (three) advantages, namely advantages in the intellectual, physical and spiritual fields (Rachmawan and Aryani, 2020). Spirituality is also a strong source of motivation for followers. Leaders who emphasize spiritual values will be able to awaken latent motivation in others which in turn increases productivity in the workplace.

Research by Wang et al. (2019) and Sureskiarti (2017) concluded that there is an influence of spiritual leadership on employee performance. Pio and Tampi (2018) who confirmed that there is a significant effect of spiritual leadership on employee commitment and performance. However, Kakiay's (2017) shows that spiritual leadership does not contribute to employee performance. The importance of spirituality to be emphasized in leadership by suggesting that future leaders should not only be equipped with new knowledge and skills, but will also be able to demonstrate a high level of emotional and spiritual wisdom and maturity (Mubashar et al., 2020).

In addition to spiritual leadership, organizational culture is also one of the factors that impact individual performance and overall organizational performance. Organizational culture can reflect how employees do work in the organization and can also reflect the work culture. The relationship between individuals and culture within an organization is very important to adjust as it can affect employee performance.

Organizational culture is part of the factors that can influence the creation of employee performance. A less conducive culture can result in low employee performance within the company (Hidayat, 2019). Organizational culture has a significant impact on long-term company performance. Organizational culture serves as a facilitator for the growth of shared commitment as it shapes employee attitudes and behavior. Research by Paais (2020), Rivai (2020) and Adha (2019) states that a strong organizational culture can improve organizational performance. Meanwhile, Nasir (2020) found that organizational culture has no impact on improving employee performance.

In addition, an employee's commitment is needed in order to maintain long-term organizational performance and direct employees to commit to the direction of the leadership and the values believed in the organization. Employee commitment to the organization is a behavioral dimension that can be used to measure and evaluate the strength of employees to survive and carry out their duties and obligations to the organization. Commitment is seen as a value orientation towards the organization that shows employees really think about and prioritize their work and organization (Muis et al., 2018).

Each employee certainly has his own values and goals so that an integration between individual goals and organizational goals is needed. In seeking integration between organizational goals and individual employee goals, companies need to know the needs of each employee. So that the expected employee needs will be met through organizational commitment and make the organization's needs for employee performance will also be achieved.

High organizational commitment in employees will encourage employees to produce maximum performance. Employees will be willing to make efforts to achieve organizational goals. This is in accordance with the research of Muis et al. (2018), Ramli and Yudisthira (2018) and Sembiring and Winarto (2020) who found that organizational commitment has a significant positive effect on employee performance.

Koperasi are one of the organizations that really need the presence of spiritual leaders and a positive organizational culture (Kurnia et al., 2017 and Sudeva et al., 2021). In Hinduism there are various literatures about science, one of which is leadership science. The science of ideal leadership according to Hinduism is contained in a number of books. The Manawa Dharmasastra, for example, contains eight leadership concepts known as Asta Brata. Asta means eight, while Brata is an attitude or self-control. In this case, Asta Brata is the eight attitudes that guide leaders. From the point of view of Hindu theology, the concept of leadership in Asta Brata always refers to divine traits. Ideal leaders according to this concept should be able to think, speak, and act like certain gods (Adisastra and Diantary, 2021). While organizational culture is a local culture in Bali, namely jengah, taksu, and manyamabraya, which is able to set boundaries in increasing the stability of social system attachment and is able to function as a mechanism for making meaning and symbols to control the behavior of organizational members (Sitiari et al., 2020).

The existence of Koperasi in Bali Province is closely related to the efforts of the Bali Provincial Government in improving the welfare of the community. Koperasi have a very important role in efforts to improve the quality of life of members and the surrounding community in need. In addition, people who are members of organization in each region also have an important role in managing resources, as well as promoting solidarity and customs and culture related to resource management and utilization (Arifandy, 2020).

Based on data from the Cooperative Office in Bali Province, the volume of koperasi in 2020 has decreased by - 6.41% compared to the previous year, while in 2021 it has decreased again by 31.91%. Based on the remaining results of operations in 2021, there was a significant decrease, reaching minus 90.33%. This indicates a decline in business performance. Even though there is an increase in the total of koperasi every year, there are many inactive Koperasi based on the RAT. On average, there is an increase in the total of inactive koperasi reaching 24.94% in 2021 with the highest percentage in Denpasar City.

The problem that occurs is the lack of ability in management so that it can slow down the progress of organization, there are employees who hold concurrent positions, such as community leaders. This is also caused by income that has dropped by 70 percent, especially in Denpasar City (bisnisbali.com, 2021).

Koperasi need to evaluate performance and make improvements in order to continue to grow and compete. Improvements are made continuously in order to survive and improve performance (Dwipradnyana, 2020). Based on the phenomenon of these problems, the research raised is entitled "The Effect of Spiritual Leadership and Organizational Culture on Employee Performance with Organizational Commitment as a Mediating Variable in Koperasi in the Denpasar City Region".

Hypothesis

Based on this explanation, the hypotheses proposed in this study are as follows:

- H1: Spiritual leadership has a positive and significant effect on performance.
- H2: Organizational culture has a positive and significant effect on employee performance.
- H3: Spiritual leadership has a positive and significant effect on organizational commitment
- H4: Organizational culture has a positive and significant effect on organizational commitment
- H5: Organizational commitment has a positive and significant effect on employee performance
- H6: Organizational commitment mediates the effect of spiritual leadership on employee performance
- H7: Organizational commitment mediates the effect of organizational culture on employee performance

Method:-

The research was conducted at Koperasi in Denpasar City. The object of research is koperasi with the best performance in each district in Denpasar City. The sample for this study was determined by a saturated sample, namely 63 as respondents. Data collection was carried out through survey techniques, namely questionnaires with a 5-point Likert scale measurement scale. The data analysis technique used is inferential analysis using partial least square.

Results And Discussion:-

Based on the results of the study, there are several implications that emphasize the real benefits of the research results to encourage and improve employee performance. Spiritual leadership and organizational culture are very important, because by implication they will affect organizational commitment and employee performance in Koperasi in the Denpasar City Region. The benefits of spiritual leadership, organizational culture and organizational commitment will affect employee performance which in turn will have an impact on improving the overall performance:

Table 1:- Path Coefficient Result.

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organization Culture -> Employee Performance	-0.195	-0.178	0.124	1.564	0.118
Organization Culture -> Organizational Commitment	0.504	0.513	0.111	4.558	0.000
Spiritual Leadership -> Employee Performance	0.736	0.726	0.093	7.900	0.000
Spiritual Leadership -> Organizational Commitment	0.390	0.391	0.108	3.625	0.000
Organizational Commitment -> Employee Performance	0.378	0.372	0.123	3.067	0.0002
Organization Culture -> Organizational Commitment -> Employee Performance	0.190	0.188	0.070	2.734	0.006
Spiritual Leadership -> Organizational Commitment -> Employee Performance	0.147	0.148	0.070	2.095	0.037

The Effect of Spiritual Leadership on Employee Performance

Based on the results of the analysis of the effect of spiritual leadership on employee performance, it is obtained that $t_{\text{statistic}} (7.900) > t_{\text{table}} (1.96)$ with a significance level of $0.000 < 0.05$, so that h_0 is rejected and h_a is accepted, which means that spiritual leadership has a significant positive effect on employee performance at Koperasi in the Denpasar City area. The coefficient β_1 of 0.736 indicates that the better the application of spiritual leadership, the higher the level of employee performance at Koperasi in the Denpasar City Region.

Leadership describes the relationship between leaders and followers and the attitude of a leader in directing subordinates will determine employee perceptions. When a leader is able to be wise, give trust to employees, uphold justice, provide direction and respect his members, then an employee will feel trust in his leadership. This will encourage employees to work better and have an impact on maximum work results. This is in accordance with the research of Sihombing (2018), Abbas and Khalid. (2019) and Supriyanto et al. (2020) state that spiritual leadership has a significant effect on employee performance.

The Effect of Organizational Culture on Employee Performance

Based on the results of the analysis of the effect of organizational culture on employee performance, it is obtained that $t_{\text{statistic}} (1.566) < t_{\text{table}} (1.96)$ with a significance level of $0.118 > 0.05$, so h_0 is accepted, which means that organizational culture has a positive and insignificant effect on the performance of Koperasi employees in Denpasar City. The coefficient β_2 of -0.195 indicates that the relationship is negative. The significance level above 0.05 means that organizational culture has no real effect on employee performance.

The strength of corporate culture will result in good performance, because the assumption is that a strong culture is one that strongly instills core values and is accepted by employees. However, in this study, organizational culture cannot significantly improve employee performance (Saputra et al., 2018). Judging from the average education level of Koperasi in Denpasar City Region is high school, this causes low acceptance of organizational culture in employees. So that in-depth communication is needed to equalize perceptions. In line with the opinion of Nasir (2020) who found that organizational culture has no impact on improving employee performance. However, this result is not in accordance with research conducted by Paaís (2020), Rivai (2020) and Adha (2019) who found that a positive organizational culture has a significant effect on performance.

The Effect of Spiritual Leadership on Organizational Commitment

Based on the results of the analysis of the effect of spiritual leadership on organizational commitment, it is obtained that $t_{\text{statistic}} (3.625) > t_{\text{table}} (1.96)$ with a significance level of $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, which means that spiritual leadership has a significant positive effect on organizational commitment of Koperasi in Denpasar City. The coefficient β_3 of 0.390 indicates that the better the spiritual leadership is applied, it will significantly increase employee commitment.

Spiritual leadership can help develop positive human values and spiritual conditions that lead to the achievement of organizational commitment. Employee problems that arise in companies that have low commitment can have a negative impact on the company such as decreased productivity, work quality, satisfaction, ignoring regulations, absenteeism and employee turnover. Through the application of spiritual leadership style will be able to get closer to employees, so that employees will trust and believe in their leaders and encourage employees to reciprocate through organizational commitment. These results are in accordance with research conducted by Jireh (2018), Abbas and Khalid (2019), Tabor et al. (2020) who found that organizational commitment can be improved by spiritual leadership.

The Effect of Organizational Culture on Organizational Commitment

Based on the results of the analysis of the effect of organizational culture on organizational commitment, it is obtained $t_{\text{statistic}} (4.558) > t_{\text{table}} (1.96)$ with a significance level of $0.000 < 0.05$, so H_a is accepted. This explains that organizational culture has a significant positive effect on organizational commitment of Koperasi in Denpasar City. The coefficient β_4 of 0.504 indicates that the better the organizational culture, the more employee commitment will increase.

Organizational culture becomes a shared assumption learned by a group in solving problems through external adaptation and internal integration. Organizations that have a good culture and are embedded in employees, will become a guide for employees in carrying out their daily duties, and this spurs an increase in employee commitment to the organization where they work. A positive organizational culture is a spirit that is an important basis in building morale for all members of the organization (Saputra & Sanjaya, 2019). A strong organizational culture will have an impact on employee behavior, form a spirit of cohesiveness, loyalty, and maximize employee commitment to the company. These results are in accordance with the findings of Rahmi and Mulyadi (2019), Ellys and Le (2020) and Sarhan et al (2020) getting the same results that in organizational culture is important in order to increase employee organizational commitment.

Effect of Organizational Commitment on Employee Performance

Based on the results of the analysis of the effect of employee commitment on employee performance, it is obtained that $t_{\text{statistic}} (3.067) < t_{\text{table}} (1.96)$ with a significance level of $0.002 > 0.05$, so H_a is accepted, which means that organizational commitment has a significant positive effect on the employees performance of Koperasi in Denpasar City. The coefficient β_5 of 0.378 indicates that the higher the commitment of the employee will improve employee performance.

Employee commitment to the organization is a behavior to measure and evaluate the strength of employees in persisting in carrying out their duties and obligations. Commitment is seen as a value orientation towards the organization that shows individuals really think about and prioritize their work and organization (Saputra et al., 2022). Individuals will try to help achieve organizational goals (Saputra et al., 2020). Organizational commitment that has been implemented and becomes a guideline for employees to continue to increase their work loyalty is strongly influenced by various factors in achieving individual performance. High commitment from employees will encourage them to work optimally for the achievement of company goals. This result is in accordance with the findings of Muis et al. (2018), Ramli (2018) and Sembiring (2020) who found that organizational commitment has a significant positive effect on employee performance.

The Role of Organizational Commitment Mediating the Effect of Spiritual Leadership on Employee Performance

The results of the analysis show that there is a significant relationship between spiritual leadership and organizational commitment and a significant relationship between organizational commitment and performance. In addition, a significant effect is also found in the direct relationship between leadership and employee performance, so it can be concluded that organizational commitment is partially mediated.

Spiritual leadership upholds spiritual values such as truth, honesty, integrity, credibility, wisdom, compassion that can ultimately create character and morals for oneself and others. Spiritual leadership will be able to direct employees to provide the best work for the company in the form of commitment and will have an impact on improving employee performance. Employees with high commitment will certainly have good performance. These results are in accordance with the findings of Muis et al (2018), Ramli (2018) and Sembiring (2020) found that spiritual leadership has a significant positive effect on performance through organizational commitment.

The Role of Organizational Commitment Mediates the Effect of Organizational Culture on Employee Performance

The results showed a significant relationship between organizational culture and organizational commitment, and a significant relationship between organizational commitment and performance. A significant effect is also found in the direct relationship between organizational culture and employee performance. So it can be concluded that organizational commitment is able to full mediated.

Strong corporate culture will encourage employees to be committed to the company which has an impact on individual performance and results in good company performance, because the assumption is that a strong culture is a culture that instills core values strongly and is widely accepted among employees. This is in accordance with the research of Paais (2020), Rivai (2020) and Adha (2019) who found that a positive organizational culture has a significant effect on performance on employees through organizational commitment.

Conclusion:-

This study has proven the mediating relationship between spiritual leadership and organizational culture on employee performance through organizational commitment under the conditions prevailing in Koperasi in the Denpasar City Region. This research explains the role of spiritual leadership is needed because a leader with high spirituality is guided by physical truth but also by a relationship with God and will be able to transfer the positive energies within themselves and will influence and give positive vibrations to employees and members of the cooperative. This causes that fosters attachment and trust in its leader so that it feels obliged to work as well as possible. Meanwhile, the organizational culture embedded in the organization requires employee commitment to be able to improve its performance. This requires communication between management and employees to comply with organizational culture. Its relationship with organizational commitment is shown by the loyalty and willingness of employees to the organization which is reflected in the discipline and ability of employees to work in accordance with their responsibilities. So that management Koperasi in the Denpasar City Region is expected to pay attention to employee needs or employee expectations in every decision making.

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