

Workplace Spirituality as Mediation of Spiritual Leadership to Affective Commitment

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ABSTRACT

This study aims to analyze the effect of spiritual leadership on affective commitment with workplace spirituality as a mediating variable. The subjects in this study were employees of the inpatient section who worked at Djojonegoro General Hospital, Temanggung. In this study, the sample involved 71 respondents. The data analysis employed path analysis. The study results revealed that spiritual leadership positively and significantly affected workplace spirituality. Spiritual leadership had a significant impact on affective commitment. Besides, workplace spirituality significantly influenced affective commitment. Furthermore, this study successfully confirms workplace spirituality's mediating effect in the relationship between spiritual leadership and affective commitment.

Keywords: *Spiritual Leadership, Affective Commitment, Workplace Spirituality.*

1. INTRODUCTION

Narcikara EB (2018) conveyed that spiritual values become managerial demands in facing the business environment's needs and interaction needs. In line with this, leaders take an essential role in the course of the organization. A leader is tasked with organizing everything that happens within the organization. When the leader can lead the organization well, the organization will run well so that its goals will be easily achieved. It applies the opposite. When a leader cannot lead the organization properly, the organization will not run or will not last long. Leaders are essential in almost all aspects of the workplace environment, from designing and managing benefit programs, conducting behavioral surveys to drafting and enforcing employment policies

A good organization is an organization that can have a leader in moving its employees to commit an effort to improve individual performance and organizational performance.

The organizational commitment must be owned by every employee in the organization. This commitment aims to bind employees from responsibility for their work within the organization. Commitment is not just doing the assigned task but also completing it so that employees can contribute to the organization. Organizational commitment is the level at which a worker identifies the

organization, its goals, and expectations to remain a member (Robins, 2018).

One of the factors influencing organizational commitment is workplace spirituality. Workplace spirituality is considered an essential part, which is inseparable from personality development (Liwun and Prabowo, 2017).

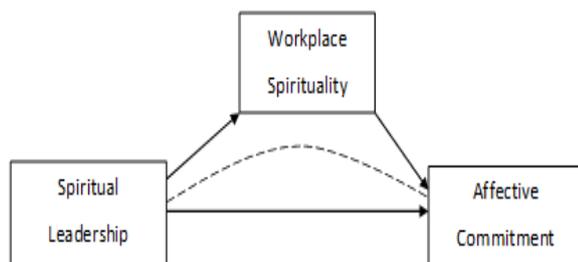
The higher the spiritual leadership possessed by a leader in an organization, the higher the organization's affective commitment (Rumangkit, 2020). On the contrary, if the spiritual leadership in an organization is low, it will lower the employee's affective commitment to the organization.

The phenomenon at Djojonegoro Hospital, Temanggung is a decrease in employee commitment in the form of employee emotional attachment and employee involvement in the organization.

When leaders use the values, attitudes, and behaviors necessary to motivate themselves and others intrinsically and create a spiritual sense of employees, and engaging employees in organizational activities will increase affective commitment to employees, this is because employees will feel comfortable and able to actively participate in the organization.

This was supported by Kinjerski & Skrypnik 2006's previous research, which explained that spiritual leadership needs to create open communication with others and start talks with their spiritual ideas related to the delivery of the vision, hope, and altruistic love that will make employees feel called and valued as members of the organization so that it will relate to the work environment. This will make employees feel involved in the organization and fictionally they feel they have the organization in which they work (Krishnakumar & Neck, 2002).

RESEARCH MODEL



2. LITERATURE REVIEW AND HYPOTHESES

2.1. Spiritual Leadership and Workplace Spirituality

The concept of spiritual leadership was developed by Fry (2003) which explains that spiritual leadership consists of values, attitudes, and behaviors necessary to motivate themselves and meet the fundamental needs for spiritual *well-being through calling* and membership that positively affect *employee welfare*, sustainability, and corporate social responsibility as well as financial performance.

This is according to research conducted by Afsar et al (2016), Abdurrahman and Agustini (2011), and Jufrizen et al., (2019) which shows that spiritual leadership has a positive and significant effect on workplace spirituality.

Employees who already feel comfortable and feel considered in an organization will always do a good job and will not feel tired in the figure on the above description, the research hypothesis is as follows:

H1: Spiritual leadership has a positive and significant effect on workplace spirituality.

2.2. Spiritual Leadership and Affective Commitment

Leaders who apply good values, attitudes, and traits within an organization will influence an employee's commitment because employees will feel comfortable and safe in the organization. Especially if the leader has an open discussion and always includes employees in all things performing, this will make the employee feel considered in the organization and can be active in

participating in the organization to achieve the goals set by the organization.

This is by research conducted by Rosyidah (2017), Siti (2015), Rokhayati, and Astuti (2015) which showed that spiritual leadership has a positive and significant effect on affective commitment. Based on the above description, the hypothesis of this research is as follows:

H2: Spiritual Leadership has a positive and significant effect on Affective Commitment

2.3. Workplace Spirituality and Affective Commitment

Ashmos and Duchon (2000) state that workplace spirituality is an acknowledgment that employees have an inner life that nurtures and is nurtured by meaningful work that takes place in the context of society. According to Allen and Meyer (1990), affective commitment is an emotional bond that employees feel like remaining part of the organization.

When an employee feels he or she has joined the organization and feels that it has been considered by the organization it will affect the affective commitment, this happens because the employee has believed in the organization and the leader so that they do the work with love and happiness and want to always fight for the organization for the achievement of the goals set in the organization.

This is by research conducted by Lanisy (2015), Siti (2015), and Yunan et al., (2018) which shows that workplace spirituality has a positive and significant effect on affective.

commitment. Based on the above description, the hypothesis of this research is as follows:

H3: Workplace Spirituality has a positive and significant effect on Affective Commitment

2.4. Mediation Effect of Workplace Spirituality to Spiritual Leadership and Affective Commitment

Spiritual leadership and leadership in the workplace will be felt by employees when employees already have confidence in the organization and leaders, also feel considered by the organization so that the desire to remain in the organization is high which will impact the employee's affective commitment where the employee feels the work has meaning and importance for his or her life to strive to succeed the organization by achieving the goals set by the organization.

Previous research by Alam SR (2015) said that spiritual leadership and workplace spirituality play a big role in increasing employee affective commitment. This suggests that there is a significant positive relationship between spiritual leadership to affective commitment and is mediated by workplace spirituality. This means that the higher the spiritual leadership that the leader has, the

higher the affective commitment of employees through workplace spirituality. Based on the above description, the hypothesis of this research is as follows:

H4: Spiritual Leadership has a positive and significant effect on affective commitment to Workplace Spirituality as a mediating variable.

3. METHOD

3.1. Sample and Procedure

We administered a self-report questionnaire to 100 individuals participating in the inpatient care of Djojonegoro Temanggung General Hospital who worked for at least 1 year. Questionnaires are filled out by respondents via offline method. After excluding missing data, 71 of the 100 respondents were included in the sample for analysis. The final sample was used for our analysis consists of 28 males and 43 females. The age of the participants ranges from 20 to 50 years old and has an average of 8 years of tenure.

3.2. Measurement

All substantive variables were assessed using a 5 point Likert Type scale (1=strongly disagree; 5= strongly agree)

3.2.1. Spiritual Leadership

Spiritual Leadership was measured scale based on Fry (2003). The scale contains three dimensions which include vision, altruistic love, and hope/faith. The scale contains a series of 17 descriptive items. Spiritual Leadership had a Cronbach's α score of 0.798 in this study

3.2.2. Affective Commitment

Affective commitment is an emotional bond so employees feel like remaining part of the organization (Allen & Meyer, 1990). Affective Commitment was measured on a scale by Allen & Meyer (1990). The scale contains a series of 8 descriptive items. A sample item has spent a career in the company. The affective commitment had a Cronbach's α score of 0.873 in this study.

3.2.3. Workplace Spirituality

Workplace Spirituality is an acknowledgment that employees have an inner life that is nurtured and nurtured by meaningful work that takes place in place in the context of society (Ashmos and Duchon, 2000). Workplace Spirituality dimensions include inner life: full of meaning, choice, spiritual persona, identity, caring and happiness; Meaningful work: Joyous, spirited, important, loyal, kind, meaningful; Community participation: part community, motivation, experience. Workplace Spirituality was measured on a scale by Ashmos and Duchon, 2000. The scale contains a series of 21

descriptive items. Workplace Spirituality had a Cronbach's α score of 0.825 in this study.

This study's analytical tool utilized a structural equation model based on Hirarieceal Regression.

4. RESULTS

4.1. Hypothetical Test results 1

Spiritual leadership has a positive and significant effect on workplace spirituality. This hypothesis is analyzed using simple regression SPSS analysis.

Table 1. Hypothesis analysis

Variable	Coefficient	t-count	Sig. t	Conclusion
Spiritual leadership	0,686	5,476	0.000	Significant
<i>Constant</i> = 34.882				
<i>Adjusted R²</i> = 0,293				
Y = Spiritual at work				

The results of statistical tests t for spiritual leadership variables with workplace spirituality are positive and significant with a significance level of 0.000 (P<0.05). Hypothesis 1 is supported.

4.2. Hypothetical Test results 2 and 3

This hypothesis is analyzed using multiple regression SPSS analysis.

Hypothesis 2: Spiritual Leadership has a positive and significant effect on affective commitment.

Hypothesis 3: Workplace spirituality has a positive and significant effect on affective commitment

Table 2. Multiple Regression Analysis Results

Variable	Coeff	t-count	Sig. t	Conclusion
Spiritual leadership	0,369	4,357	0.000	Significant
Workplace Spirituality	0,257	3,788	0,000	Significant
<i>Constant</i> = -13,580				
<i>Adjusted R²</i> = 0.507507				
F count = 36,941				
<i>Sig. F</i> = 0.000				
Y = Affective commitment				

*p<0.05

4.3. Hypothetical Results 4

Hypothesis 4 is that Spiritual Leadership has a positive and significant effect on affective commitment

to Workplace spirituality as an *intervening variable*. This hypothesis is analyzed with *Sobel-Test Analysis*. The results showed that based on the Sobel-test analysis showed that there was an indirect effect of Spiritual Leadership on affective commitment through workplace spirituality, in this case, its direct influence was 0.176 and was a multiplication of the coefficient between $b(MX)$ and $b(YM).X$). The mediation coefficient value of 0.176 turned out to be significant at 0.002. Based on Sobel-test output the result is the same as manual calculation, so it can be concluded there is a mediation relationship. H4 is supported.

Table 3. Sobel Test Results

Hypothesis				Coef f	P-Value
Direct influence					
H1	Spiritual Leadership	→	Workplace Spirituality	0,68 6	0,000
H2	Workplace Spirituality	→	Affective commitment	0,25 7	0,003
H3	Spiritual Leadership	→	Affective commitment	0,36 9	0,000
Indirect influence					
H4	Spiritual Leadership	→	Affective commitment	0,17 6	0,002

5. DISCUSSION

The results of the study stated that spiritual leadership has a positive effect on workplace spirituality. This illustrates that the spiritual leadership of Nurse Djojonegoro Hospital is high, this can be seen from the results of descriptive statistical analysis that has an achievement rate of 3.5959, with high spiritual leadership turns out to be able to influence workplace spirituality, this can be seen in the descriptive statistical analysis which has an into achievement rate of 3,66.66 This is evident when the leader has a clear vision and mission, has high expectations on the sustainability of the organization and has a love and affection for employees will have an impact on the services provided by Djojonegoro hospital nurses when serving patients is also done with love and good teamwork of fellow nurses.

Nurses who have a spiritual leadership spirit or spiritual leadership are shown to always do their best in the job because they trust in the organization and its leadership to influence spirituality in a nurse's workplace. This is because nurses have confidence in organizations and leaders, so employees who believe then and feel hopeful in working and have a more spiritual person in carrying out work as a nurse.

The results of this study are in line with Abdurrahman and Agustini's research (2011) *which stated that spiritual leadership is positively related to workplace spirituality.*

The leadership process that is considered to be able to create a conducive workplace spirituality condition is spiritual leadership, which gives recognition and appreciation to the values of virtue and sublime humanity. This research is also in line with Jufrizen et al.'s research, (2019) which states spiritual leadership has a positive and significant effect on workplace spirituality. Good spiritual leadership through vision, hope/trust, and love for others make respondents feel a meaningful life, their work makes them happy and creates excitement and community, and strives not to be absent from work. The vision of hospitals bringing good results in the work and work environment makes growth in their work thus affecting affective commitments.

Also, the results of research that stated spiritual leadership has a positive and significant effect on affective commitment with a regressive coefficient value of 0.369 means to show that the higher the spiritual leadership the higher the affective commitment. Similarly, the lower the spiritual leadership, the lower the nurse's affective commitment to the hospital.

The spiritual leadership of Djojonegoro hospital nurses is high, this can be seen from the results of descriptive statistical analysis that has an interprets rate of 3.59, with 59 spiritual leadership that is being able to affect to influence affective commitment, this can be seen in the descriptive statistical analysis which has an into achievement rate of 3.59.59 The affective commitment at Djojonegoro Hospital is high, this is evidenced by nurses who do work as if it is meaningful and emotionally bonded. This affects the services that nurses provide to patients until patients are satisfied. Nurses who have a spiritual leadership spirit are shown by always setting goals in the work because they feel confident in the organization and want the organization to succeed to influence affective commitment. This is because nurses feel part of the company, thereby increasing the affective commitment of nurses so that nurses feel an emotional bond to want to continue working in the organization so that it will be more successful.

The results of this study are in line with Rahayu (2016) which states that there is a significant influence of spiritual leadership in a positive direction on affective commitment. Leaders with spiritual discrimination have an effort to involve employees in the company's activities. Other research is also in line with Rokhayati and Astuti's research (2015) spiritual leadership has a positive and significant impact on affective commitment. It shows that spiritual leadership indicators such as a *vision*, *Hope*, dan *Membership* (*altruistic love, calling, and membership*) will be able to increase the *affective commitment* of village devices. It can be concluded that the better spiritual leadership will be the higher the affective commitment.

The results of the study stated that Workplace spirituality has a positive and significant effect on

affective commitment. The workplace spirituality owned by Djojonegoro hospital nurses is high, which has an achievement rate of 3,66, for affective commitment is also in the high category with an achievement rate of 3,59.59 It is noticeable that nurses feel part of the community at work and are already experiencing joy at work. Affective commitments also tend to be highly visible from nurses feeling the workplace has meaning for nurses. This means that the joy of working gives a deep impression to nurses thus creating an affective commitment to the nurse. This is evidenced in the service at Djojonegoro Hospital when serving patients with special care so the teamwork is done very well, this makes a high commitment of nurses to the RSU.

The results of this study are in line with Lanisy's research (2015) which states that workplace spirituality affects affective commitment. Workplace spirituality is influential and significant to affective commitment so that the higher the workplace spirituality than the higher the affective commitment. Other research is also in line with Yunan et al. research, (2018) based on the results obtained in the study, can be seen the dimension of workplace spirituality consists of Meaning work, and alignment of the dimensions of Workplace spirituality values significantly influence the employee's affective commitment to the organization. Workplace Spirituality has a profound influence on the organization's affective commitment. Hence the importance of the three aspects of workplace spirituality and its impacts, such as the team's sense of indiscretion, organizational value, and individual values have been encouraged to increase affective commitment. In the end, it will improve positive results such as honesty, creativity, trust, and commitment and further improve organizational performance and long-term organizational success (Mat Desa and Koh Pin Pin, 2011). When people experience spirituality at work, they feel more effectively bonded with their organization, experience a sense of obligation/loyalty towards them, and feel less instrumentally committed.

The results of the study state that Workplace spirituality mediates or intervenes in the Influence of Spiritual Leadership on Affective Commitment. The results of the study obtained a calculated t value of 3,078 greater than the t_{table} of 1.96 ($p=5\%$), so it can be concluded that the mediation coefficient of 0.176 (effect of $p2p3$ mediation) is stated to be significant. This means that workplace spirituality is a variable that can mediate the influence of spiritual leadership on affective commitment. The results are in line with Rahayu's research (2016) which shows that there is an influence of spiritual leadership on affective commitment through workplace spirituality. Nature Research (2015) is also known to have a spiritual leadership relationship to affective commitment through workplace spirituality to employees, where the higher the spiritual leadership that

the leader has it will increase the affective commitment through workplace spirituality which is also higher.

Analysis value the coefficient of *determination* obtained a value of *R squares* (R^2) of 0.507 shows that spiritual leadership variables and workplace spirituality have a contribution of 50.7% to workplace spirituality, while another 49.3% is explained by other factors not studied in this study such as job satisfaction, individual spirituality, work motivation, and others.) was 0.

The results provide an overview of the relationship between spiritual leadership and workplace spirituality and affective commitment. It is shown that nurses at Djojonegoro Hospital who are always concerned between nurses and other nurses, supported by the spirit of nurses in work make growth in their work in the workplace. This is what encourages spirituality by leaders and spiritual nurses in the workplace able to increase affective commitment to nurses in Djojonegoro Hospital.

6. CONCLUSION

Based on the results of previous research and discussion analysis, it can be concluded that spiritual leadership has a positive and significant influence on workplace spirituality as evidenced by the value of significance $0.000 < 0.000 < 0.05$. Spiritual leadership has a positive and significant influence on affective commitments as evidenced by a value of significance of $0.000 < 0.05$. Workplace spirituality has a positive and significant influence on affective commitments evidenced by the value significance of $0.000 < 0.05$. Workplace spirituality is a variable that can mediate the influence of spiritual leadership on affective commitment as evidenced by a statistical t value of 3.087 greater than the t_{table} with a significance level of 0.05 (1.96).

The results of the study have a moderate category affective commitment, where it can be seen that employees do not find it difficult to leave the company and do not feel that life will be chaotic when leaving the company, and feel that there are still other companies that can give a big profit. It is a challenge for the company to keep assured that employees for example by rewarding outstanding employees, disciplined employees, so that with it employees feel valued within the company and will still feel comfortable to continue working at the company.

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