

# The Effect of Ethical Leadership and Workplace Spirituality on The Implementation of Organizational Culture and Organizational Commitments

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**Abstract**—The study of organizational commitment associated with ethical leadership and spirituality of the workplace and organizational culture still needs to be conducted and the research team has a great opportunity to study the information on the public service-oriented organizations. The objective of this study is to analyze and determine the significance of the influence of ethical leadership and workplace spirituality on the implementation of organizational culture and organizational commitment. The data collection method used was a survey method. The study population was all employees who were actively working at the Ministry of Religion in 5 (five) districts/cities on the island of Lombok. The total population is 250 employees. The sample was determined by the purposive sampling method. The number of samples is 168 employees who became respondents in this study. The analysis tool used is the Structural Equation Model Partial Least Square (SEM-PLS). The results of this study are (1) ethical leadership and workplace spirituality have a positive and significant effect on organizational culture (2) Ethical leadership, workplace spirituality, and organizational culture have a positive and significant effect on organizational commitment. The findings in this study can support the results of previous studies and can be used as references for next researchers.

**Keywords:** *Workplace Spirituality, Ethical Leadership; Culture and Organizational Commitment*

## I. INTRODUCTION

The management of human resources in an organization (business or public government) has strategic goals and objectives. Among the medium-term targets that can be achieved is that management can have highly committed employees because it is expected that the employees can create a good performance. Employee commitment can be created and developed through the role of leadership and support from the work environment as well as support from the work culture that has been agreed to be implemented together in the organization.

Some experts such as Ivancevich, et al. (2006), Luthans (2006), and Robbins and Judge (2008) explain that employee commitment is shown through the belief in the same values and goals of the organization, then employee involvement in various organizational activities. Employees who have high commitment will prioritize their job duties to be conducted;

have the desire and willingness to spend power and effort seriously for the benefit of the organization; employees have high loyalty to the leaders; employees have pride in the organization they work for.

The role of the leader in creating and increasing employee commitment is serious, which is shown from various behaviors that can be accepted by the employees. A well-accepted leader is a leader who is carrying out his leadership duties has ethics, prioritizes truth, fair, honest, transparent, and responsible in acting and making decisions.

Yuki explains ethical leadership by reviewing the opinion of James McGregor Burns (1978) which states that leadership is a process in which leaders and employees help each other to gain a higher level of morality and motivation. The leaders try to build awareness of employees by attracting idealism and moral values such as freedom, justice, equality, peace, humanitarianism, not basic emotions such as fear, greed, jealousy, or hatred. Furthermore, Northouse outlines five main principles that are used as the basis for developing strong ethical leadership, namely: respect for others; serving others; fair and objective concerning justice and equality; have the character and attitude of being honest, because honesty is a representation of the value of truth to build trust; and ethical leaders build communities or groups[1].

The study of organizational commitment associated with leadership is the researchers' concern because some previous research results have inspired that effective leadership is leadership that can influence or change the behavior of employees. Several previous researchers including Mappamiring conducted research on Islamic leadership which is associated with the commitment of Islamic organizations to Islamic Bank in Makassar[2]. The result of his study is that there was a positive and significant effect of Islamic leadership on Islamic organizational commitment. This result means that the better the Islamic leadership, the higher the commitment of the Islamic organization. Then Oztekin, et al. (2015), Alkahtani (2016), Al Zefeiti (2017), Sahin & Busra (2016), have conducted research and found that leadership has a positive relationship and a significant effect on organizational commitment[3], [4]. Leadership has an important role in creating and maintaining organizational commitment. Their study of leadership focuses on transactional and transformational styles with each indicator associated with each dimension as an indicator of

organizational commitment. Some researchers study leadership by explaining the value of all its indicators with the value of all indicators of organizational commitment. This was conducted because they use different analytical tools among researchers from the results of the research, these researchers provide an opportunity for researchers to study more deeply about ethical leadership in relation to organizational commitment.

Furthermore, the reasons for the researchers studying organizational commitment associated with workplace spirituality include: the spirituality of the workplace has become a necessity for some people who carry out routine activities and several research results indicate that workplace spirituality can influence work attitudes and behavior in the form of organizational commitment. Previous experts and researchers have explained the importance of workplace spirituality.

Ashmos and Duchon in Nurmayanti define systematically that spirituality in the workplace is an understanding of individuals as spiritual beings whose souls need maintenance in the workplace with all the values that exist within them; finding purpose in life at work; find meaningful work in life, and experience a feeling of being connected to others and the community in which individuals work[5]. Then Robbins states that spirituality in the workplace, people who work in organizations have an inner life that grows because of the meaningfulness of work for their lives as workers, humans have mind and soul, and always trying to find meaning and purpose in life in their work. In addition, people who work have a desire to connect with other human beings and want to be part of society.

Furthermore, Ashmos and Duchon stated that the pressure of global competition has made organizational leaders think that the creativity of organizational members is needed to express themselves completely in working and this will happen if the job is considered meaningful for them[5]. Spirituality becomes a new hope for the improvement of morals, ethics, values, creativity, productivity, and work attitudes. Then some research results from researchers, such as Rego and Cunha, prove that spirituality in the workplace has a significant effect on organizational commitment[6]. Spirituality in the workplace is considered a predictor of organizational commitment. The higher the spirituality of employees in the workplace, the more employees tend to have a high commitment to their organization. Likewise, Pawar conducted a study on the influence of spirituality in the workplace and found that spirituality at work affects organizational commitment[7]. Milliman et al, Budiono, et al, found that spirituality in the workplace has a significant positive effect on organizational commitment.

From some of the research results, the researcher is interested in studying the implementation of ethical leadership and workplace spirituality associated with organizational commitment and the implementation of organizational culture at the Regional Office of the Ministry of Religion, Regency / City on Lombok Island. The institution is used as an object because it is a public service institution, which has a structured and complex activity. To support the activities, human resources are needed as employees.

This study aims to analyze and determine the meaning and significance of the influence of ethical leadership and workplace spirituality on the implementation of organizational culture and organizational commitment and to analyze and determine the purpose and significance of the influence of organizational culture on organizational commitment. The results of the study are expected to support the previous research results, can contribute to the development of science, and can be used as a reference for managers in managing human resources at the Regional Office of the Ministry of Religion Regency/City on Lombok Island regarding the implementation of ethical leadership and organizational culture, designing workplace spirituality, and increasing employee work commitment.

## II. METHODS

### Research Design

The type of research is associative research. Data collection was using the survey sample method. The population of the study was all employees who were actively working in 5 (five) District / City Ministry of Religious Affairs offices on the island of Lombok. The total population is 250 people. The sample was determined by the purposive sampling technique. There were 168 people as samples and used as respondents in this study. Ethical leadership is studied from the dimensions of respecting others, serving others, being fair and objective, honest and trustworthy, and building group communities. The spirituality of the workplace that is studied from the dimensions of work be faced which has an important meaning in life, feel the inner life is quiet, safe and comfortable, able to interact harmoniously with other people or groups. An organizational culture that is studied from the perspective of working as worship, saying greetings, smiling, praying before start the work, seriousness in work, work according to work guidelines, enjoy work, politeness in communication, help colleagues, honesty and transparency, responsibility, mutual trust, and sincerity at work. Work commitment is studied from the dimensions of affective commitment, ongoing commitment, and normative commitment. The data collection technique was using a questionnaire. The data analysis method was using the Structural Equation Model Partial Least Square (PLS).

## III. RESULTS AND DISCUSSION

### A. Instrument Measurement Results

The measurement scale for all indicator items and used as an instrument in the study is based on a five-point scale from 1 (disagree) to 5 (strongly agree). Each item of question or statement as an instrument of this research can be considered valid if the validity index value is greater or equal to 0.5 (Hasan, 2002). All instruments from ethical leadership (X1), workplace spirituality (X2), organizational culture (Y1), and organizational commitment (Y2), are shown to be valid because they have a loading value or validity index greater than 0.50. The alpha coefficient value of ethical leadership (X1) is 0.885; Workplace Spirituality (X2) of 0.876; Organizational Culture (Y1) of 0.906, and Organizational Commitment (Y2) of 0.887.

**B. Description of the Organizational Commitment**

Employees show a high commitment to work. This can be seen from several statements such as employees have the same values for the various activities carried out including the vision of the organization. They are very proud as employees, they are loyal to the leadership and the organization, they are willing to accept work (additional work) from the leaders, they are willing to contribute energy, thoughts, and time for the benefit of the organization, a great desire to take responsibility for the performance of the organization, employees feel disadvantaged and unethical if they leave the organization, and they hope to remain employees at the office.

**C. Description of the Organizational Culture**

Organizational culture has been implemented very intently by employees at work. This can be seen from the employees always want to behave positively according to desired or instructed by the leader. The employees firmly believe that work is an activity of worship as a glorious activity; they always greet, smile at work (especially in providing services); always pray before starting the work; always has a strong determination to be able to work seriously; always have a strong determination to be able to work according to the correct rules and procedures; always enjoy the work; always behave politely in interacting and communicating with everyone; always have a strong determination to help each other (in kindness) colleagues; always has a strong determination, to be honest, and transparent in various activities; always have responsibility for the task and work results; often be sincere in accepting job assignments given by the leadership, and have a strong mutual trust in carrying out their duties.

**D. Description of the Ethical Leadership**

Ethical leadership has been applied by elements of leadership in carrying out their leadership duties. This is supported by the delivery of the vision and goals that are carried out properly, correctly, clearly, and easily understood by the employees. The division or assignment of tasks to subordinates has been carried out fairly and without discrimination and according to the competence of employees. In addition, leaders pay attention to the welfare of their employees by providing financial rewards in the form of incentives, remuneration, and performance allowances following employees' work performance. Furthermore, leaders often involve their employees in various activities, especially in decision-making. Then the leader wants to listen and appreciate the ideas, opinions, and suggestions of the employees, especially related to problem-solving. To improve the process of carrying out duties and increase the competence of employees, leaders often make empowerment efforts and or assistance to the employees. In everyday life, the leader always shows polite attitudes and behavior that can be used as a role model by the employees.

**E. Description of the Workplace Spirituality**

The existence of the spirituality of the workplace has been felt by the employees. This is supported by the job that is felt to be meaningful, important for life, position or job appropriate with expectations, working

as an employee guarantees the current life and old age, the work that is done provides peace in living life, work can be completed on time, the available work facilities are appropriate, the compensation received is fair and appropriate, the daily work and rest time can be properly and flexibly arranged, personal attention and harmonious cooperation with colleagues and leaders, the employees can feel interact socially with good, polite, and religious people, and also get advice from colleagues and leaders in solving the problems.

**F. The Results of the Partial Least Square Analysis**

Determining the level of significance of the path coefficient is conducted by running the Bootstrapping algorithm. If the p-value is smaller than 5% (p-value <0.05) it means that it is significant. The results of the coefficient and significance can be seen in Figure 1. and Table I.

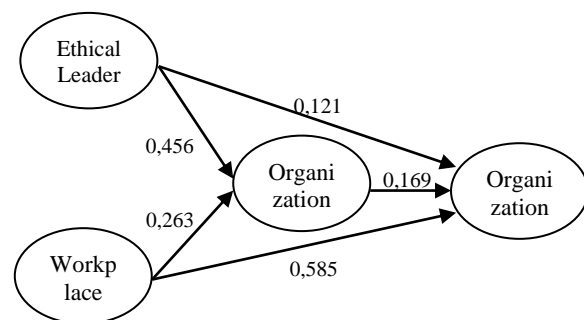


Fig. 1. The Coefficient of Significance of the Research Model

TABLE I. THE STRUCTURAL MODEL TEST RESULTS

Influence Among Variables	Coefficient	T Statistics	p-value	Information
Ethical Leadership --> Organizational Culture	0,456	8,123	0,000	Significant
Ethical Leadership --> Organizational Commitment	0,121	1,965	0,026	Significant
Workplace Spirituality --> Organizational Culture	0,263	5,280	0,000	Significant
Workplace Spirituality --> Organizational Commitment	0,585	11,129	0,000	Significant
Organizational Culture --> Organizational Commitment	0,169	3,044	0,001	Significant

*The Effect of Ethical Leadership on Organizational Commitment*

Ethical leadership has a positive and significant effect on organizational commitment. This means that if the implementation of ethical leadership is getting better, the organizational commitment will be higher, conversely, if the implementation of ethical leadership is getting not good, the organizational commitment will be lower. The

implementation of ethical leadership by respecting and serving employees well, being fair and honest, and being able to build a community well, can encourage employees to have a higher commitment.

These findings are the same and support by the results of previous studies conducted by Walumbwa, Avolio, Gardner, Wernsing, & Peterson (2008), Yammarino, Dionne, Schriesheim, & Dansereau, (2008), Mayer, Kuenzi, Greenbaum, Salvador, (2009), Loi et al., (2015), Rego, Lopes, and Nascimento (2016), Abuzaid (2018) have proven that and strengthens the results of research, which states that leadership has a positive and significant effect on organizational commitment. Then the results of research from Mappamiring (2015), Saladin (2013), Hakim (2012), and Shahab (2010), which state that there is a significant positive effect of Islamic leadership on Islamic organizational commitment. Furthermore, several other researchers such as Steffens, et al (2018), Rita, et al (2018), Al Zefeiti (2017), Sahin & Busra (2016), Alkahtani (2016), Yahaya, and Ebrahim (2016), Oztekin, et al. (2015), Klenke (2005), found the same research results and strengthened the research results, which stated that leadership had a positive and significant effect on organizational commitment.

#### *The Influence of Workplace Spirituality on Organizational Commitment*

Workplace spirituality has a positive and significant effect on organizational commitment. This means that if the spirituality of the workplace is felt available and adequate increasingly, then organizational commitment will be higher, on the other hand, if the spirituality of the workplace is felt less available and inadequate, then organizational commitment will be lower. By experiencing and finding meaningful work, finding inner peace, and being able to enter as a community in the work area, making employees happier, more eager to work, prouder to be part of an organization or they have a higher commitment, then the spirituality of the workplace can be increase organizational commitment. This is made clear by Karakas (2010) and Mehran (2017) which state that spirituality by creating an atmosphere of trust in the workplace increases commitment.

The results of this study are in line with the results of research by Rego et al. (2007) and Rego, et al. (2008), Milliam et.al (2003), Pawar (2009), Budiono, et al (2014), found that spirituality in the workplace has a significant positive effect on organizational commitment. Likewise, the research results stated by Roy (1999), Wagner-Marsh and Conley (1999), Pargament and Mahoney, (2005), Pargament (2008), Rego and Cunha (2008), Vandenberghe (2011), Kurt, Yamin, Sinkovics, and Sinkovics, (2016), Kurt, Yamin, Sinkovics, Sinkovics (2016), Millimana, Gatling, and Kim (2018), Nurmayanti, et al (2018) stated that spirituality in the workplace has a significant positive effect on organizational commitment. The spirituality of the workplace which is felt increasingly by employees can encourage higher employee commitment.

#### *The Influence of Ethical Leadership on Organizational Culture*

Ethical leadership has a positive and significant effect on organizational culture. This means that if the implementation of ethical leadership is getting better, the implementation of

the organizational culture will be stronger, conversely, if the implementation of ethical leadership is getting not good, the implementation of the organizational culture will be getting weaker. An ethical leader can respect and serve employees fairly and honestly, and able to create a community well. By implementing ethical leadership properly, it can encourage all members of the organization to be willing to jointly implement all elements of work culture that have been made and agreed to be carried out. Leaders who are well accepted by employees are those who in carrying out their leadership ethically, prioritize truth, justice, honesty, transparency, and responsible for acting and making decisions. Ethical leadership with ethics will look more easily accepted by employees and leaders can use it to influence employees to make it easier and more effective, especially to implement organizational culture.

Yuki (2005) explains that the implementation of ethical leadership that appears in leaders and employees will mutually enhance morality and higher motivation. Leaders try to improve the awareness of employees by taking to idealism and moral values such as freedom, justice, equality, peace, humanitarianism, not basic emotions such as fear, greed, jealousy, or hatred. Furthermore, Northouse (2016) describes the main principles that are used as the basis for developing ethical leadership, namely, respect others, serve others, be fair and objective with fairness and equality, ethics is honest, to be a good leader must be honest because honesty is a representation of the value of truth to create trust, and ethical leaders build a community or group.

Organizational culture is behavior that contains values, meanings, norms, and beliefs that are considered to be true, good, and desired or expected to be implemented by all members of the organization. Culture is deliberately formed, built, and developed by leaders and all members of the organization. The role of the leader is to always maintain and guard it so that it remains and maintained in the process of organizational life. The experts such as Robbins and Judge (2009), Luthans (2006), Ivancevich, et al. (2006), Yukl (2005), McKenna and Beech (2000), and Gibson, et al. (1996) argue that it seems to agree that organizational culture can influence the attitudes and behavior of all employees of the organization. So that, leaders can use this culture as a tool to move their employees to achieve organizational goals more effectively.

Some of the research results that support this finding are Szczepańska and Woszczyznaa (2015), Akram, Lei, Haider, and Jamal, (2016), Klein, Wallis, and Cooke, (2013), Tipu, Ryan, and Fantazy, (2012) found that the leadership applied by leaders in the organization can have a significant effect on the culture within the organization. Likewise, the results of research conducted by Raharjo and Durrotun (2006), Hakim (2012), Salain and Wardana (2014). The findings show that leadership has a positive and significant influence on organizational culture.

#### *The Influence of Workplace Spirituality on Organizational Culture*

The spirituality of the workplace has a positive and significant influence on organizational culture. This means that if the spirituality of the workplace is felt available increasingly, then the organizational culture will be stronger. So, real workplace spirituality will support the

implementation of organizational culture. Conversely, if the spirituality of the workplace is felt less available, then the organizational culture will be weaker. The employees who have felt a high level of inner peace at the office, the job duties are felt to be more meaningful for the employee's lives, will be able to make them behave more positively and better. Various work culture activities that have been mutually agreed upon by all members, can be easier to implement simultaneously with the implementation of the main activities in the organization.

These same findings and support the results of previous studies conducted by Yoon and Lee (2004), Tisdell (2006), Adams (2008), Vosloo, Wissing, and Temane (2009), Campinha (2011), Long (2011), Dennis and Duncan (2012), Walt, and Klerk (2015) state that the workplace spirituality that is felt more real and adequate will support the implementation of stronger organizational culture.

#### *The Influence of Organizational Culture on Organizational Commitment*

Organizational culture has a positive and significant influence on organizational commitment. This means that if the implementation of organizational culture is getting stronger, then the organizational commitment will be higher, conversely, if the implementation of organizational culture is getting weaker, then the organizational commitment will be getting lower. The implementation of a strong and basic culture can encourage employee attitudes and behavior to increase commitment. Employees who already have the view that working as worship is considered a glorious activity, then they always pray before working, always greet and smile when providing services, so employees consider these attitudes and behaviors to have high value, and can make them more committed against the organization.

The findings are the same and support the results of previous studies conducted by several researchers, such as Randall (1993), Lok and Crawford (1999), Lok and Crawford (2004), Lambert, Hogan, and Griffin (2007), Bakhshi, Kumar, and Rani (2009), Meyera, Hechth, Gilic, and Toplonyskyd (2010), Ponnu and Chuah (2010), Vukonjanski and Nikolic (2013), Azizollah, Abolghasem, and Amin, (2016), Aranki, Suifan, and Sweis, (2019), Suhardi, Huda, Mulyadi, and Nazopah, (2020) found that Organizational culture affects organizational commitment. Likewise, Mappaming's research results (2015) state that there is a positive and significant influence of Islamic organizational culture on Islamic organizational commitment. Then Usmany, et al (2016), Sumanto and Herminingsih (2016), Windarwati, et al (2016), Setiawan and Lestari (2016), Xaverius, et al (2016) and Lanjar, et al (2017) the results of their study show that organizational culture affects organizational commitment.

#### IV. CONCLUSION

First, ethical leadership has a positive and significant effect on organizational commitment. This means that the implementation of ethical leadership which is getting better can increase the work commitment of employees. Second, workplace spirituality has a positive and significant effect on organizational commitment. This means that the spirituality of the workplace that is felt more available can increase the work commitment of employees. Third, ethical leadership

has a positive and significant influence on organizational culture. This means that the implementation of ethical leadership that is getting better, can encourage a stronger implementation of work culture. Fourth, workplace spirituality has a positive and significant influence on organizational culture. This means that with a more realistic workplace spirituality, the implementation of a work culture will be stronger. Fifth, organizational culture has a positive and significant effect on organizational commitment. This means that the implementation of stronger work culture can increase the work commitment of employees.

#### *The Implications of the Theory*

The five study results, can strengthen the previous research results and can contribute to the development of knowledge related to the implementation of ethical leadership and organizational culture, designing workplace spirituality, and increasing employees' work commitment.

#### *The Managerial Implications*

The results of descriptive analysis and PLS analysis provide guidance and become a reference for managers. If you expect the employees to have a higher commitment, it is necessary to increase the implementation of ethical leadership to be "excellent". The leaders must be more intense in conveying the vision and goals of the organization clearly so that employees can feel that there is the good and true value from the vision. Leaders must show non-discrimination in the distribution of tasks and fairness in providing welfare. Furthermore, the leader needs to develop and improve a very spiritual work environment, more available than before. The employees are given greater authority, responsibility, and trust in carrying out the job so that they feel more meaningful in their lives. Thus, the employees will feel the work done is more flexible, the inner atmosphere will be more comfortable.

Then the leaders should be able to maintain all cultural activities in conjunction with the main activities of the organization. Of course, the implementation of ethical leadership must be endeavored to improve so that it can be assessed very well. The leaders should more often listen and appreciate the ideas and opinions of employees, especially related to problem-solving should involve employees more often in decision making so that they feel have a bigger role. The leaders should also pay more attention to the internal environment of the workplace so that it can be improved. It needs to be considered there is a work atmosphere that is more supportive of the creation of inner peace and comfort for employees, attention to the existing community to maintain harmony among employees. This will sustain a deeply rooted work culture. Finally, the leaders need to encourage employees to always help each other with their colleagues in doing the job, especially in solving the problems at work. In interacting and communicating with anyone in the organizational environment should be polite to create a harmonious atmosphere.

#### *Limitations and Future Research Directions*

This research was conducted in an unfavorable condition because it was in the conditions of the Covid 19 pandemic, data collection was rather difficult to obtain because some samples of respondents were difficult to find. The variables studied were ethical leadership and workplace spirituality

which have the same position in influencing organizational culture and organizational commitment. In the end, ethical leadership has a major role in building workplace spirituality or culture and organizational commitment. Thus, for future researchers need to pay attention in order not align leadership positions with workplace spirituality, it is better to establish a linear relationship between leadership and workplace spirituality.

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