

## Do organizational citizenship behavior and work satisfaction mediate the relationship between spiritual leadership and employee performance?

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ABSTRACT

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This study aims to analyze the role of organizational citizenship behavior (OCB) and work satisfaction to mediate the effect of spiritual leadership of employee performance at Bank BRI syariah Malang. There were 154 employees working at Bank BRI Syariah Malang and all were selected as sample for performing the survey. Data was collected directly from respondents using questionnaires and the study is explanatory research type. The analysis used was Partial Least Square. The research results show that Spiritual leadership did not directly influence on employee performance, OCB mediated the effect of spiritual leadership on employee performance, and job satisfaction mediated the effect of spiritual leadership on employee performance.

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### 1. Introduction

Spiritual leadership can change the global dimension into a spiritual dimension and leadership based on religious ethics, it comes only from Almighty God through epistemological verses learned by humans who believe in God and axiology that is guided by Islamic Shari'a. Nawawi (2006) provided indicators of Spiritual leadership based on Prophet Muhammad, namely siddiq (True), amanah (trusted), tabligh (delivering) and fathonah (Smart). Leader should understand teachings of Allah (rules and prohibitions) and be able to solve the problems faced by ummah wisely and fairly. Leadership is the ability to affect people or groups to achieve an organizational goal. Leaders play an important role to encourage the achievement of organizational success affected by individual performance through various ways, among them is to motivate employees to foster Organizational Citizenship Behavior (OCB) behavior by increasing employee positive attitudes, for example: through job satisfaction and organizational commitment (Al-Sharafi & Rajiani, 2013; Ekowati, 2017). Hakim (2011), Wajdi and Wijayanti (2012), Muhdar et al. (2015) made conclusions that spiritual leadership affected employee performance, which means that spiritual leadership should be implemented properly to create a good system for employee performance. Employee performance is one of important work attitudes to examine and organizations often do a routine survey related to employee performance. The high performance of employees can increase customer loyalty and trust (Siswanto et al., 2019; García-Morales et al., 2012). Ekowati (2017) stated that leadership role should foster the behavior of OCB, which in turn will improve employee performance. Sani et al. (2016) found that spirituality leadership had a significant effect on job satisfaction. Some factors can improve employee performances, including job satisfaction and employee organizational citizenship (OCB) (Maharani et al., 2013). OCB is a form of “additional” behavior or “exceeds” the role demands at work. One form of OCB is helpful.

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Employees should help each other solve job problems to avoid more the problem. OCB is an important factor used to improve the competitiveness of an organization. OCB can improve employee performance by helping each other, sharing knowledge and information and increasing the ability and knowledge in carrying out work (Chelagat et al., 2015). Luthans (2011) provided a definition of job satisfaction to include reactions to a moderate situation, or positive emotions from work experience faced by a person in his work environment. Hasibuan (2016) said that one factor to affect job satisfaction is the leadership attitude in his leadership. It means that leadership participation provides job satisfaction for employees by actively giving their opinions to determine company policy, and authoritarian leadership create low employee job satisfaction. Literatures discussed the relationship between leadership and performance (Bass et al., 2003; Robbins, 2006). The meta-analysis showed a positive relationship between transformational leadership and organizational performance (DeGroot et al., 2000). The inconsistency of study results from Senthamil and P. Palanichamy (2011) showed a positive and significant relationship, but Víctor et al. (2011) found no relationship between leadership and performance. This difference is suspected by existence of job satisfaction, commitment, organizational culture, OCB and subordinate perceptions that can become determining factors of employee performance. Based on the contradictions, this study aims to examine the role of OCB and job satisfaction to mediate the effect of Spiritual leadership on employee performance.

## 2. Spiritual leadership, employee performance, organizational citizenship behavior, work satisfaction

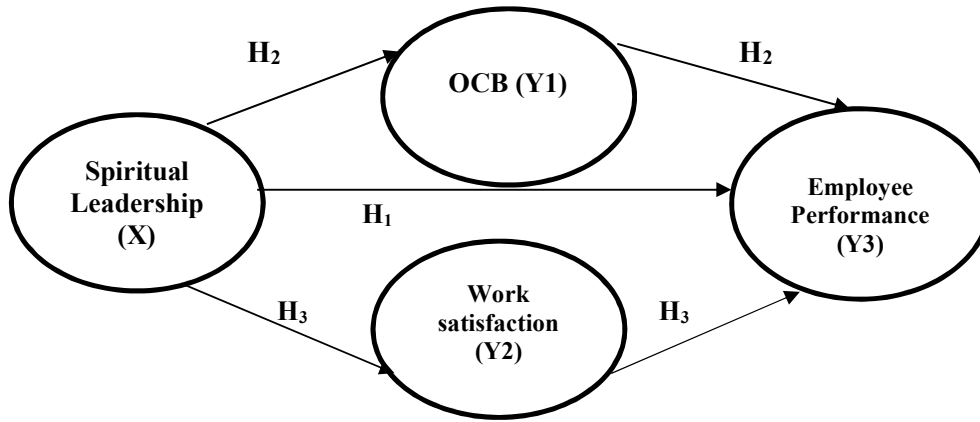
Leadership is the process to influence others to understand and agree on what needs to be done and how the task is done effectively, and process to facilitate individuals and groups to achieve common goals (Yukl, 2009). Nawawi (2006) provided indicators of spiritual leadership based on Prophet Muhammad. First is *siddiq* (True), leaders always say, behave, act / behave properly. The second is *amanah* (trusted), leader can keep the secret of others, not abuse the trust of others, not hide or reduce everything that must be conveyed to community. Third is *tabligh* (delivering), leader communicate and conveying all necessary information and must be known by *ummah* (people) without being covered up, or hidden. Forth is *fathonah* (Smart), leader can understand teachings of Allah (rules and prohibitions) and be able to solve the problems faced by *ummah* wisely and fairly. Helfert in Rivai (2009) added that performance is a real behavior shown in each employee's work performance based on their role in company, where employees are very important in company's efforts to achieve its goals. Performance is not intended to obtain benefits for themselves, but for others and hope for pleasure of Allah Almighty. Nurdiana (2011) provides measurements in employee performance through quality, quantity, creativity, and *istiqomah* (time consistence). Titisari (2014) said that good citizens tend to display OCB in their work environment. Organizations will be better if the employees' action in OCB. Individual performance will affect agency performance. Organ (2006) said that the dimensions of OCB included Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Luthans (2011) stated that job satisfaction is a moderate emotional state or positive emotion from one's evaluation to work or work experience. Job satisfaction is a person's attitude towards the work in his work environment. Attitude comes from their perception of work. Therefore, employee job satisfaction must be created to increase work morale, dedication, love and discipline (Hasibuan, 2016). Luthans (2011) stated that a person's job satisfaction can be measured by following indicators: Satisfied with the job itself, job suitability with personality, satisfaction with wages and promotion, satisfied with employers and colleagues and satisfied with the conditions and work environment. Duchon and Plowman (2005) found that spiritual leadership influences on organizational performance. Daud et al. (2007) stated that quality of spiritual leadership could improve employee performance. Wijayanti and Wajni (2012) reported that spiritual leadership had a significant positive effect on employee performance. In addition, Judge (2011) stated that spiritual leadership could improve Islamic performance. Leadership has a desired impact on job satisfaction, employee involvement, communication and perceptions of work environment (Morrow, 1997). Therefore, leadership success depends heavily on motivation, skills, commitment, and extra role behavior (OCB) of people involved in an organization (Guimaraes, 1997). Maharani and Troena (2013) showed that increasing OCB behavior shown by positive behavior, volunteering to help and participation to support organizational functions would improve performance. Jiang et al. (2017) stated that leadership supported by OCB behavior from subordinates will improve employee performance. Milliman et al. (2003) stated that leadership correlates with job satisfaction, work involvement and organizational commitment. Maharani et al. (2013) suggested that employee job satisfaction could improve employee performance. Whereas Elbaz (2017) stated that spiritual leadership does not affect performance but through job satisfaction. Based on these arguments, the researcher concludes with the following research hypotheses;

H<sub>1</sub>: Spiritual leadership has a direct effect on employee performance.

H<sub>2</sub>: OCB mediates the effect of Spiritual leadership on employee performance.

H<sub>3</sub>: Work satisfaction mediates the effect of Spiritual leadership on employee performance.

Fig. 1 shows the relationship among variables within hypotheses



**Fig. 1.** Model of Research Hypotheses

This section plays a significant role to determine the objectives of that research (Azeem et al., 2019). In addition, researchers conclude that there is a need of a suitable technique in attaining desired objectives and researchers also try to answer the theoretical and practical problem (Azeem et al., 2019).

### 3.1. Questionnaire development

The theoretical framework of this research contains three variables and every variable is measured by using some items. Particularly, every item of the construct is measured with the help of five-Likert scale (5 for strongly agree and 1 for strongly disagree). The indicators of Spiritual Leadership variable are based on Nawawi (2006), indicators of Employee Performance variable are based on Nurdiana (2011), indicators of OCB variable are based on Organ (2006) and indicators of work satisfaction variable are based on Luthans (2011).

### 3.2. Population, sampling, and sample size

This study uses explanatory research. The population is 154 employees of Bank BRI Shariah Malang and all have been selected to become samples.

### 3.3. Data Analysis

Data is analyzed by following techniques. First, validity test is used to confirm the extent data collected does not deviate from description of intended variable. Second, reliability test is used to measure a symptom at different times always shows the same results. Third, descriptive statistical analysis determines the frequency distribution of respondents' answers from questionnaire and to describe in depth the studied variables. Forth, PLS is used to calculate the scores (not scale) and can also be applied to very small samples and allows the occurrence of multicollinearity (Solimun, 2012).

## 4. Results

This study consists of 154 respondents who are bank employees in Malang City.

**Table 1**  
Participants demographics

Characteristics	Variable characteristics	Number	Percentage
Sex group	Male	87	56%
	Female	67	44%
Age group	Less than 26 years old	35	23%
	26-30	57	37 %
	31-35	27	18%
	36- 40	24	15%
	More than 40 years	11	7%
Type of occupation	Front office	25	16%
	Back office	15	10%
Education	Diploma	13	9%
	Undergraduate degree	133	86%
	Master	8	5%
Length of employment	Less than 5 years	80	52%
	5 – 10 years	52	34%
	More than 10 years	22	14%

Table 1 shows the respondent's general description. It shows that 87 people (56%) were male and 67 were female (44%). Whereas, the characteristics of the respondents by age shows that 23% of respondents are aged less than 26 years. Respondents aged 26-30 years are 57 people (37%), aged 31-35 years are 27 people (18%), and 11 respondents (7%) are aged over 40 years. The above data shows that the majority of respondents aged 26-30 years. Employees younger between 26-30 years of age have a motivation to grow. They are generations with high idealism and motivation to achieve. The samples used in this research are back officers, front officers and marketing. Table 1 shows that back officers are fewer than the front ones. Front officers are amounted to 25 people (16%), back officers are 15 people (10 %), while marketing are 114 people (74%). Back officers include human resources staff, junior staff, administration, secretary, backup clerk, and office boy. Front officers are tellers and customer service. There are 13 respondents (9%) are diploma, 133 (86%) undergraduate degree, and 8 (5%) masters. The majority of respondents are undergraduate degree (86%). Education level is important biographical characteristics to determine job specifications. Respondents based on the length of employment are: 80 respondents (52%) have been working for less than 5 years; 52 (34%) of them have been working for 5 - 10 years; 22 (14%) of them have been working more than 10 years. Most employees in the current study work less than 5 years (80%). This is common for the bank is a developing business. The test results of discriminant validity are shown in Table 2 below.

**Table 2**  
Cross Loading

	Spiritual leadership (X)	Employee performance	OCB (Y1)	Work satisfaction (Y2)
X1	<b>0.838</b>	0.564	0.700	0.646
X2	<b>0.891</b>	0.705	0.652	0.660
X3	<b>0.881</b>	0.765	0.729	0.740
X4	<b>0.738</b>	0.601	0.527	0.500
Y3.1	0.718	<b>0.855</b>	0.719	0.738
Y3.2	0.545	<b>0.858</b>	0.741	0.788
Y3.3	0.652	<b>0.886</b>	0.711	0.722
Y3.4	0.808	<b>0.871</b>	0.828	0.851
Y1.1	0.762	0.773	<b>0.868</b>	0.746
Y1.2	0.623	0.622	<b>0.768</b>	0.678
Y1.3	0.631	0.712	<b>0.865</b>	0.719
Y1.4	0.558	0.671	<b>0.792</b>	0.718
Y1.5	0.623	0.773	<b>0.810</b>	0.747
Y2.1	0.657	0.744	0.705	<b>0.859</b>
Y2.2	0.608	0.704	0.741	<b>0.807</b>
Y2.3	0.638	0.649	0.686	<b>0.780</b>
Y2.4	0.621	0.821	0.800	<b>0.874</b>
Y2.5	0.658	0.795	0.717	<b>0.831</b>

Table 2 shows that cross loading value of each indicator of spiritual leadership, employee performance, OCB and work satisfaction are above threshold of 0.7. It means the research instrument is valid.

**Table 3**  
Composite Reliability and Cronbach's Alpha values

	Cronbach's Alpha	Composite Reliability	Description
Spiritual leadership (X)	0.859	0.905	Reliable
employee performance (Y3)	0.891	0.924	Reliable
OCB (Y1)	0.879	0.885	Reliable
Work satisfaction (Y2)	0.887	0.890	Reliable

According to Table 3, the composite reliability value of Spiritual leadership variable is 0.905; employee performance variable is 0.891; OCB variable is 0.879; and work satisfaction variable is 0.887. These four variables have good composite reliability, because the values are above 0.70 for reliability composite and above 0.6 for Cronbach's alpha.

#### 4.1. Testing of Structural Models (Inner Model)

The structural model of Goodness of Fit on inner model has been tested by predictive-relevance (Q2) to measure the fitness the observation value and the model. Q2 is based on coefficient of determination of all dependent variables. The magnitude of Q2 has a range of values  $0 < Q2 < 1$ , closer values to 1 means the model is better. The coefficients of endogenous variables can be presented in Table 4. Table 4 shows that the  $R^2$  value of endogenous variables are as follows: 1) Z1 variable has  $R^2$  of 0.612; 2) Z2 has  $R^2$  of 0.586; and for Y variable has  $R^2$  of 0.844.  $R^2$  value for employee performance variable is 0.844 or 84.4%. This value indicates that employee performance variables can be explained by spiritual leadership variables, OCB and work satisfaction by 84.4%, remaining 15.6% is affected by other variables outside this study. The R-square value for OCB variable is 0.612 or 61.2%. This value indicates that OCB variable can be explained by spiritual leadership at 61.2% and remaining 38.8% is affected by other variables outside this study. The R-square value for work satisfaction variable is 0.586

or 58.6%. This value indicates that work satisfaction can be explained by spiritual leadership variable of 58.6% and remaining 41.4% is affected by other variables outside this study.

**Table 4**Test Results of R Square ( $R^2$ )

Endogenous Variables	Exogenous Variables	R Square
Employee performance (Y3)	Spiritual leadership, OCB dan work satisfaction	0.844
OCB (Y1)	Spiritual leadership	0.612
Work satisfaction (Y2)	Spiritual leadership	0.586

#### 4.2 Hypothesis Testing Results (Inner Model)

Hypotheses testing and path coefficients can directly be seen from path coefficient values, t statistics and p values presented in Table 5.

**Table 5**

Testing Results of Direct and Indirect Effect

Exogenous Variables	Endogenous Variables	Path coefficient (t-statistic)	p-value	Description
Spiritual leadership	employee performance	1.717	0.087	Insignificant
Spiritual leadership	OCB	7.719	0.000	Significant
Spiritual leadership	Work satisfaction	7.024	0.000	Significant
OCB	Work satisfaction	1.996	0.047	Significant
Work satisfaction	Work satisfaction	4.547	0.000	Significant

Table 5 shows the path coefficient analysis of inner model. There is only one insignificant path, namely the effect of Spiritual leadership on employee performance, at the value of t count is 1.717 with p-value is 0.087 > 5%, which means Spiritual leadership directly does not have significant effect on employee performance. Therefore,  $H_1$  is rejected. The mediation hypotheses tests are needed to detect the position of intervening variable in model to detect the variables position in model. This method is used to determine the nature of relationship between variables both as complete mediation, partial mediation or no mediation, as shown in Table 6.

**Table 6**

OCB Mediation Test Results

A	7.719
B	1.996
SE (A)	0.101
SE (B)	0.132
Sobel test statistic	14.83365584
One-tailed probability	0.0
Two-tailed probability	0.0

Table 7 shows the Sobel test statistic is 14.83365584 for the relationship of Spiritual leadership and employee performance. It is greater than t table (1.96) and two-tailed probability 0.0 < 0.05, which means OCB acts as a mediation variable. Therefore,  $H_2$  is accepted.

The mediation test is used to find the results of mediation role of work satisfaction, as shown in Table 7.

**Table 7**

Mediation Test for Work Satisfaction

A	7.024
B	4.547
SE (A)	0.109
SE (B)	0.116
Sobel test statistic	33.48917850
One-tailed probability	0.0
Two-tailed probability	0.0

Table 6 shows the Sobel test statistic is 33,48917850 for relationship between Spiritual leadership and employee performance. It is greater than t table (1.96) and two-tailed probability 0.0 < 0.05, which means work satisfaction is a mediation variable. Therefore,  $H_3$  is accepted.

## 5. Discussion

The inner model of path analysis shows that Spiritual leadership (X) does not affect significantly on employee performances (Y). This can be seen from path coefficient (t-test) of p-value of 0.087 or 8.7%. P-value  $0.087 > 0.05$  means the result is insignificant or has no direct effect. This study is not consistent with Hakim (2011), Wajdi & Wijayanti (2012), Daud et al. (2007) and Muhdar et al. (2015) where Spiritual leadership had a significant effect on employee performance. It means that Spiritual leadership quality can be implemented properly so that it can become a good system to create good employee performance.

The research findings are consistent with the opinion of Robbins (2006) that trust is an increasingly important leadership issue in several organizations today. Trust is the primary attribute in leadership. Broken trust can cause unwanted effects. When followers trust the leader, they will be sensitive to actions of leader, believing that their rights and interests are not blamed. If people want to follow someone voluntarily, they want to do something more than they should, they first want to make sure the leader can be trusted or not. Likewise, work routines and standard rules demand the leaders to motivate their subordinates to work by providing rewards because Islamic banking is a state-owned enterprise where the rules are standard and binding. Sobel (mediation) test obtained  $14.83365584 > 1.96$ , which means Spiritual leadership variables influences on employee performance mediated by OCB. It can be concluded that OCB variable mediates the effect of Spiritual leadership on employee performance at Bank BRI Shariah Malang. This study results support Maharani and Troena (2013) that increasing OCB is shown by positive behavior, volunteering to help and participate in supporting organizational functions that would improve performance. The results are also consistent with Jiang et al. (2017) where leadership was supported by OCB behavior from subordinates and improved employee performance. OCB is a form of "additional" behavior or "exceeds" the role demands at work. One form of OCB is helpful behavior. If employees help each other solve problems in a job, there is no need to increase the problem and do other tasks. OCB is an important factor used to improve the competitiveness of an organization. OCB can improve performance by helping each other among employees, sharing knowledge and information as well as increasing the ability and knowledge to do work (Maharani & Troena, 2013; Chelagat et al., 2015).

The result of Sobel test is  $33.48917850 > 1.96$ , which means Spiritual leadership influences on employee performance mediated by work satisfaction. It can be concluded that work satisfaction mediates the effect of Spiritual leadership on employee performance at Bank BRI Shariah Malang. This supports Maharani and Troena (2013) where employee work satisfaction can improve employee performance. It is also consistent with Elbaz (2017) that spiritual leadership will affect performance when employees feel satisfied. Sani et al. (2016) and Rizky et al. (2017) stated Spiritual leadership may influence on performance mediated by job satisfaction. This implies that better the application of leadership style will affect to increase job satisfaction and will improve performance. If employees feel valued and management also pays attention to several factors that can improve performance, then they will like to work in that place and encouraging them to work better. Work satisfaction felt is not only concerns to satisfaction of salary, but also other satisfaction such as inner satisfaction and satisfaction with colleagues. A Muslim must crave satisfaction. This heart satisfaction is obtained when the employee gets what he wants.

## 6. Conclusion

This study has three conclusions. First, Spiritual leadership directly does not have significant effect on employee performance. Every leader has an SOP to do policies and always uses the same measure in dealing with employees. Second, OCB mediates the effect of Spiritual leadership on employee performance. OCB is a form of "additional" behavior or "exceeds" role demands at work. OCB can improve performance by helping each other among employees, sharing knowledge and information. Third, work satisfaction mediates the effect of Spiritual leadership on employee performance. Satisfied employees will make more contributions to organization. Satisfied employees have stronger tendency to improve performance. Some limitations of this study make the findings limited to provide a comprehensive figure. The design of this study still cannot completely eliminate the social desirability response because all data used in this study were obtained from self-ratings. The research results conducted at PT Bank BRI Shariah have different characteristics from other shariah Banks, so the results cannot be fully generalized. To reduce common method bias, performance variable needs to be answered not only by using self-rating, but also by leadership.

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