

THE INFLUENCE OF SPIRITUAL LEADERSHIP ON LECTURER'S PERFORMANCE WITH THE MEDIATION OF ORGANIZATIONAL COMMITMENT AND WORK MOTIVATION

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Abstract: This study aimed to analyze the influence of the spiritual leadership of the performance of the lecturers, the influence of spiritual leadership on organizational commitment, influence organizational commitment to the performance of the lecturers, the influence of spiritual leadership to the work motivation, influence work motivation on the performance of the lecturers, the mediating role of organizational commitment in the spiritual leadership of the performance of lecturers, the mediating role of work motivation on the spiritual leadership of the performance of lecturers Universitas Pesantren Tinggi Darul Ulum Jombang. The population in this study is a lecturer in the. The sampling technique using proportional random sampling with a sample of 105 respondents. Data were analyzed using path analysis with SmartPLS 3.0.

Keywords: Spiritual Leadership, Lecturer Performance, Organizational Commitment, Job Motivation

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Universities should strive to improve the quality as well as the needs that exist in society. This may be done by higher education by improving the quality of science that is given to create human resources that could compete and have the competence to work in the fields or even have the ability in entrepreneurship (Shofwa, 2013)

According to Brodjonegoro (2008) to improve the competitiveness and quality of higher education, the need for indicators of college performance, which is measured as follows: the quantity and the quality and relevance of graduates, the quantity and the quality and relevance of the results of research and development, and the quantity and the quality and relevance of the activities community service where all the activity related to the performance of lecturers in the tri dharma college. The leader has a major role in determining the performance of human

resources, especially lecturers forward by Bachtiar (2013).

In this case, the college leaders must be able to establish a relationship between fellow officers and staff regardless of position and state staff or subordinate (Cahyono, 2012). Models, such leadership is the leadership style looking leadership is a mandate from the people and God. Therefore we need a paradigm shift, especially the changing patterns of leadership will be key to the success of a college. Leadership and performance have a very close relationship (Hughes et al., 2002). Furthermore, according to Yukl (2010) leadership is expected to provide a vision that inspires to improve human resource commitment that leads to improved quality and productivity and ultimately improve profitability and competitiveness. On the other hand, it is also expected to provide leadership and guidance to the HR practice to improve their skills or competence of human resources so that the quality and performance. Sedarmayanti (1996) defines that performance is how one can carry out his work or performance. The word performance illustrates that individual performance can be seen from the spirit or seriousness in carrying out the tasks assigned to them. Based on these definitions it can be concluded that the performance of the lecturer is an activity of a lecturer in performing his job.

Sadeghifar et al, (2014); Shofwa (2013); Camps & Rodriguez (2011); Mihalcea (2014) that there is a significant influence on the performance of lecturers spiritual leadership but there is some research that Rumijati (2018); Soewarto (2011); Palanski and Franchis (2000); Kasemsap (2013) which states that the spiritual leadership does not affect the performance of lecturers. Based on several studies that have described the freshness in this study that the researcher uses a variable organizational commitment and motivation to work as a mediating variable in spiritual leadership influence on the performance of lecturers in the University High Pesantren Darul Ulum Jombang.

LITERATURE REVIEW

Performance or achievement (performance) is defined as the ability of expression based on the

knowledge, attitudes, skills, and motivation to produce something Hasibuan (2005). According to Sedarmayanti (1996) defines performance (individual) is how a person carrying out the work or performance. The word performance illustrates that individual performance can be seen from the spirit or individual seriousness in carrying out the tasks assigned to them. Based on Reviews These definitions are that person's activities of faculty performance lecturers carry out his work or performance. The faculty of performance can be seen from the enthusiasm in Tridharma college duties assigned to him.

Tobroni (2015) suggested that spiritual leadership is leadership that can inspire, arouse, influence, and Mobilizes by example, care, affection, and implementation of the values and divinity in others the purpose, the process of cultural and leadership behaviors. In other words, spiritual leadership is leadership that makes spiritual values as the core beliefs, core values, and philosophy in leadership behavior. Spiritual leadership is seen as a paradigm in organizational change and development, roommates Essentially created to form an intrinsic motivation of individuals, and encourage the formation of a learning organization.

Organizational commitment, According to Greenberg & Robert (1997) is the level of where individuals identified and Involved in the organization shown by the employee with his attitude toward the organization and wish not to leave the organization. Meanwhile, According to Freeborn (2001), organizational commitment is how strongly people identify themselves and Involved in the organization.

Motivation to work According to Robbins (2006) that: Motivation is a process roommate contributes to the intensity, direction, and duration of ongoing Efforts of individuals towards Achieving the goals. Motivation by Hasibuan (2005) that: Motivation is the cause, circulates, and supports human behavior so that they work hard and enthusiastically Achieve optimal results. Motivation to work According to Kusnadi (2002) is the Efforts that led to the spirit of the people Themselves through the provision of facilities satisfaction.

HYPOTHESES

H1: Increased spiritual leadership will be able to significantly improve the performance of lecturers

The application of spiritual leadership in an organization/company will be able to inspire and motivate human resources in achieving the vision and organizational culture that is based on spiritual values, which in turn can increase organizational commitment and employee performance productively (Rahmawati, 2016). Research Sadeghifar et al., (2014); Shofwa (2013); (Camps & Rodriguez, 2011); Mihalcea (2014) found results spiritual leadership influences lecturer performance significantly.

H2: Increased spiritual leadership will be able to significantly increase organizational commitment

Porter and Smith (in Steers, 1985) explain that commitment is the relative strength of the identification of a person to work and involvement in achieving the goal. The commitment showed by the attitude of acceptance, a strong conviction to the values and objectives of the work, as well as a strong impetus to maintain their membership. Research Markov & Klenke (2005); Malik & Naeem (2010); Bohorquez (2014) found results in spiritual leadership influence on organizational commitment significantly.

H3: Increased organizational commitment will be able to significantly improve the performance of lecturers

Academic personnel desire to remain at the university only driven by their need to see a lot of available opportunities. These feelings are driven by their loyalty to the university. Both were good academic and administrative personnel are performing very well in their jobs. Tolentino (2013) and Sheikh (2017) on obtaining the results of research that develop commitment among the faculty members have significant consequences for institutions education. Ini showed that faculty members who are deeply committed keen to stay with their current organization and perform at a higher level so that organizational commitment would be able to improve performance.

H4: Increased spiritual leadership will be able to significantly increase the motivation

Academic leadership is very important to lead organizations. Para academic leaders and managers use the right techniques to motivate faculty members so that they can improve the effectiveness of the organization. make an extra effort, and in this way, the organization will be more effective, especially in terms of student and faculty satisfaction. Research Masi & Cooke (2000); Siddique et al (2011); (Chaudhry & Javed, 2012) examined which showed the results of research leadership has a positive relationship, a strong and significant with the motivation to work.

H5: Increased motivation to work will be able to significantly improve the performance of lecturers

Their motivation for creativity and innovation, sincere appreciation for the efforts, recognition of achievement can improve the performance of university professors. The study also reveals that the provision of adequate opportunities for professional growth, teaching facilities can improve the performance of lecturers. Mawoli & Babandako Research (2011); Aydin (2012); Research Victor and Babatunde (2014); Kwapong et al., (2015); Asim (2013) have the motivation results in the education sector provided positive results in improving the performance improved performance if they contribute more to the organization.

H6: organizational commitment mediates the spiritual leadership of the lecturer's performance significantly

Addition of mediation on the spiritual leadership of the performance of lecturers. Yousef, (2000) investigated *organizational commitment: a mediator of the relationships of leadership behaviors with job satisfaction and performance in a non-western country*. Smeenck et al., (2015) studied the Managerialism, Organizational Commitment, and Quality of Job Performances among European University Employees. The results showed that organizational commitment mediates the effect of leadership behavior and job satisfaction and performance.

H7: Work motivation mediate the spiritual leadership of the lecturer's performance significantly
 Extra motivation mediation work in spiritual leadership influence on the performance of lecturers. Research Khan et all. (2016); Fernet et all. (2015) stated that work-related leadership optimal functioning (psychological health, attitude, and performance of the work) by contributing to the favorable perception of job characteristics (more resources and fewer demands) and the quality of work and have high motivation.

METHOD

Population and Sample

The study population was a lecturer at the Universitas Pesantren Tinggi Darul Ulum Jombang as respondents. There are 142 professors based on consideration of the category of lecturers who work actively and recorded as a permanent employee in the Universitas Pesantren Tinggi Darul Ulum Jombang. Based on the results of sample calculations and using formulas Slovin, the number of samples taken as many as 105 people.

Operational Definition of Variables

Faculty performance appraisal is an assessment that includes the function of supporting the performance of lecturers in the study program, which consists of tasks in the field of education and teaching; tasks in the field of research, and tasks in the field of community service, and the task of supporting the field of Higher Education.

Spiritual leadership Fry et al., (2003) concerning the understanding of vision (vision), expectations of achieving goals (hope), altruistic love (altruistic love): as a personal tribute to the organization, making people have sincere love for the organization. The significance of work for individuals (meaning/calling).

According to Freeborn (2001) organizational commitment is how strongly people identify themselves and involved in the organization. Components of organizational commitment by Meyer and Allen (in Bagraim, 2003) consists of three components: affective commitment, continuance commitment, and normative commitment.

McClelland Achievement Motivation in Anwar (2011) suggested that the motivation of a person is determined by the "mental virus" in him. A mental virus is the state of mind that encourages a person who could achieve maximum performance. A mental virus is composed of 3 impulse capability, namely: 1. The need to excel (Need for achievement) 2. The need to expand relationships (Need of affiliation) 3. The need to master something (Need of power).

RESULTS

The results of data analysis to examine the effect of the spiritual leadership of the performance of lecturers directly or mediation of organizational commitment and motivation shown by Figure 1

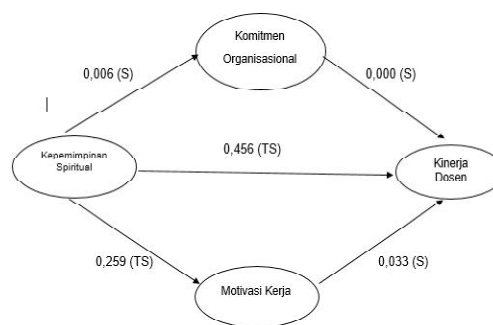


Figure 1 Line Diagram Structural models in PLS

The results of the test analyze direct influence between variables can be seen in Table 1.

The test results directly influence the spiritual leadership of the performance of the lecturers obtained a value of 0.039 with a t-statistic p-value 0.746 and 0456. because the t-statistic value 0.746 < 1.96 and p-value 0456 > 0.05 then the spiritual leadership has no significant effect on the performance of lecturers. Assuming Thus, the values contained in the spiritual leadership do not affect the faculty in conducting Tridharma as well as supporting elements. Then statistically H1 rejected. Testing the direct influence of spiritual leadership on organizational commitment obtained a value of 0.278 with a t-statistic 2.755. Because the value of t-statistic 2.755 > 1.96

Table 1 Between Hypothesis Testing Variables

H	variables	Dependent variable	coefficient Line	t Statistics	p-value	Information
1	Spiritual leadership	Lecturer performance	0039	0746	0456	Rejected
2	Spiritual leadership	Organizational commitment	0278	2,755	0006	Be accepted
3	Organizational commitment	Lecturer performance	0766	11,945	0000	Be accepted
4	Spiritual leadership	Work motivation	0126	1,129	0259	Rejected
5	Work motivation	Lecturer performance	0150	2143	0033	Be accepted

Sources: Primary data is processed, 2019

and p-value $0.006 < 0.05$ then the spiritual leadership significantly influence organizational commitment, These results indicate that the better the spiritual leadership is applied, the more powerful its organizational commitment. So this means that H2 acceptable. Direct influence organizational commitment to the performance of the lecturers obtained a value of 0766 with 11,945 t-statistic. Because the value of t-statistics $11,945 > 1.96$ and p-value $0.000 < 0.05$ then organizational commitment significantly influence the performance of lecturers. These results indicate that the stronger organizational commitment will result in higher performance of lecturers. Based on these results mean H3 is accepted. The test results directly influence the spiritual leadership to the work motivation obtained a value of 0.126 with a t-statistic 1.129. Because the value of t-statistic $1.129 < 1.96$ and p-value $0.259 > 0.05$ then the spiritual leadership has no significant effect on work motivation so H4 is rejected. The test results directly influence work motivation on the performance of the lecturers obtained a value of 0.150 with a t-statistic of 2143. Because the value of the t-statistic of $2143 > 1.96$ and p-value $0.033 < 0.000$ then the motivation to work a significant effect on the performance of lecturers, Based on these results mean H5 accepted. The influence of the mediating variables that influence indirectly measured from one variable to another variable and through intermediaries (mediating variables). This study examined the mediating effect of organizational commitment in the spiritual leadership of the performance of lecturers and mediation motivation to work on spiritual leadership influence on the performance of lecturers. The test is performed using the Sobel

test (Sobel test). Sobel test was performed using the free software calculator Sobel test for the significance of mediation version 4.0. Sobel test following analysis results in Table 2 96 and p-value $0.033 < 0.000$ then the motivation to work a significant effect on the performance of lecturers. , Based on these results mean H5 accepted. The influence of the mediating variables that influence indirectly measured from one variable to another variable and through intermediaries (mediating variables). This study examined the mediating effect of organizational commitment in the spiritual leadership of the performance of lecturers and mediation motivation to work on spiritual leadership influence on the performance of lecturers. The test is performed using the Sobel test (Sobel test). Sobel test was performed using the free software calculator Sobel test for the significance of mediation version 4.0. Sobel test following analysis results in Table 2 96 and p-value $0.033 < 0.000$ then the motivation to work a significant effect on the performance of lecturers. , Based on these results mean H5 accepted. The influence of the mediating variables that influence indirectly measured from one variable to another variable and through intermediaries (mediating variables). This study examined the mediating effect of organizational commitment in the spiritual leadership of the performance of lecturers and mediation motivation to work on spiritual leadership influence on the performance of lecturers. The test is performed using the Sobel test (Sobel test). Sobel test was performed using the free software calculator Sobel test for the significance of mediation version 4.0. Sobel test following analysis results in Table 2 The influence of the mediating variables that influence indirectly

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Table 2 Sobel Test Results

lane	A	B	SEA	SEB	t	Sig	Ket
KS-KO-KD	0278	0766	0101	0064	2,682	0.007	Significant
KS-MK-KD	0126	0150	0111	0070	1,003	0018	Not significant

Sources: Primary data is processed, 2019

Based on the analysis Sobel test in the table above, note the value of the Sobel test of 2,682 > 1.96 and 0.007 significance of <0.05 so that it can be concluded that organizational commitment mediates the spiritual leadership of the performance. It has been suggested that it was important and good if the leaders incorporate religious elements in its leadership to increase the commitment to subordinates so that they become wanted to always give the best to the organization so this result means H6 accepted. Based on the analysis Sobel test in the table above, the value of the Sobel test of 1,003 <1.96 and 0.018 significance of <0.05 so it concluded work motivation does not mediate the spiritual leadership of the performance of lecturers, Then these results mean H7 rejected.

DISCUSSION

The results showed that spiritual leadership has no significant effect on the performance of lecturers, Thus the spiritual leadership that used no impact on the performance of lecturers demonstrated by Universitas Pesantren Tinggi Darul Ulum Jombang. It is also clear that the performance of lecturers can also arise due to other factors besides leadership. The findings of this study provide empirical contributions to the study of the results that are consistent with research conducted by Rumijati (2018) Soewarto (2011); Palanski and Franchis (2000); Kasemsap (2013) which states spiritual leadership has no significant effect on the performance of lecturers.

Hypothesis testing results show that spiritual leadership significantly influence organizational commitment. These results indicate that the better the spiritual leadership is applied, the more powerful its organizational commitment. The results of research in the field of research in line with Markov & Klenke (2005); Malik & Naeem (2010) obtain findings that affect the spiritual leadership and organizational commitment it can be concluded that the spiritual dimension of the faculty of positive and negative attitudes associated with their work as organizational commitment and job satisfaction

Hypothesis testing results indicate that organizational commitment significantly influences the performance of lecturers. These results indicate that the stronger organizational commitment will result in higher performance of lecturers. The results are consistent with research Tolentino (2013); Sheikh (2017). This shows that the faculty members who are deeply committed keen to stay with their current organization and perform at a higher level.

The test results show that the hypothesis influence of spiritual leadership has no significant effect on work motivation. That is, high or low levels of spiritual leadership in Universitas Pesantren Tinggi Darul Ulum Jombang has no impact on work motivation lecturer Universitas Pesantren Tinggi Darul Ulum Jombang. The results of this study contrast with research by Masi & Cooke (2000); Siddique et al., (2011); Chaudhry and Javed, (2012).

The results of hypothesis testing work motivation significantly influence the performance of lecturers. These results indicate that the stronger the motivation to work will result in higher performance of lecturers. In other words, the better or effective motivation to work in the Universitas Pesantren Tinggi Darul Ulum Jombang, then further improve the performance of lecturers. Research Mawoli (2011); Aydin (2012); Victor & Babatunde (2014); Kwapong et al., (2015); Asim (2013).

Organizational commitment mediates the spiritual leadership influence on the performance of lecturers. The better and effective spiritual leadership, it can improve the performance of lecturers Universitas Pesantren Tinggi Darul Ulum Jombang if supported by a strong organizational commitment.

This study supports research Yousef (2000) and Smeenck et al., (2015).

Based on the analysis concluded Sobel test work motivation does not mediate the spiritual leadership of the performance of lecturers. Work motivation does not mediate spiritual leadership influence on the performance of lecturers. The better or effective spiritual leadership, the higher the motivation of the lecturer's work but do not have an impact on faculty performance Universitas Pesantren Tinggi Darul Ulum Jombang. This study does not support Khan et al. (2016); Fernet et al., (2015)

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Spiritual leadership proved less improve the performance of lecturers. Leaders need to consider the influences that contribute to improving the spiritual leadership of the performance, for example by organizing prayer time management or their Kultum before entering the lecture hours. Spiritual leadership influence on organizational commitment. In other words, the better or the effective use of spiritual leadership that reinforces organizational commitment affect the performance of lecturers spiritual. Spiritual leadership less influence on work motivation. That is, high or low levels of spiritual leadership has less impact on the work motivation of lecturers working. Motivation affects the performance of lecturers. In other words, better or effective motivation exists, then further improve the performance of lecturers. Organizational commitment mediates the spiritual leadership influence on the performance of lecturers. The better and effective spiritual leadership, it can improve the performance of the lecturer if supported by a strong organizational commitment. Motivation to work less mediate spiritual leadership influence on the performance of lecturers. The better or effective spiritual leadership, the higher the motivation of the lecturer's work but have less impact on the performance of lecturers.

Recommendation

For further research, it can add another variable in researching the spiritual leadership of the performance of lecturers. In addition to developing the research model by adding variables job satisfaction. Adding to the object of research is expanding the scope of research with examines private colleges other Islamic-based to obtain a comprehensive comparison of the results related to organizational commitment and motivation exist in Islamic-based private colleges.

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