

# THE ROLE OF SPIRITUAL LEADERSHIP IN IMPROVING JOB COMMITMENT, ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND EMPLOYEE PERFORMANCE

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**Abstract:** This study aims to examine spiritual leadership affects organizational citizenship behavior (OCB), investigate the effect of spiritual leadership to employee performance, investigate the effect of job commitment to employee performance, to investigate the effect of spiritual leadership to job commitment, to investigate the effect of job commitment to OCB, and to examine the effect of OCB to employee performance of Islamic banking. Related to the research objective, the type of research is explanatory research. The sampling technique was saturated sampling. The sample of the study was 102 employees of Islamic banking in Malang. Questionnaires collected data and analyzed using structural equations modeling (SEM). The results show that spiritual leadership affects OCB. Spiritual leadership effect on job commitment and employee performance. Likewise, job commitment brings no effect on employee performance. Job commitment significantly affects OCB, and OCB affects employee performance. The findings from this research could be applied to enhance employee performance by developing job commitment and organizational citizenship behavior among employees in Islamic banking.



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Islamic banking as a financial institution plays a similar role to conventional banking as financial intermediation. Strategic steps to take by Indonesian Islamic banks to improve their performance in the global economy, one of which is improving the financial performance of domes-

tic Islamic banking. Improving financial performance has significantly impacted the bank's efforts to maintain the confidence of the depositors to continue benefiting from their services. The main principle to hold by Islamic banks in improving their financial performance is Islamic bank competence to manage funds. The role of Islamic banking in conducting all activities is based on the rules of the Qur'an and Hadith, so it is prominent for Islamic banks to channel the collected funds as financing to other

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parties in need. The awareness of the banking management regarding the sharia label is a responsibility in management related to the bank intermediation function (Sulistiyawati et al., 2021).

The pandemic is a real challenge for the business world, including the banking and financial services industry. Islamic Banks as intermediary institutions for people who have funds and those who need them are demanded to be capable of carrying out their activities amid the threat of Covid-19. Sharia banking plays a strategic role in Indonesia's economic development. Islamic banking should adapt quickly by making creative strategies and innovative ways to survive during the pandemic. The challenges need to be developed into opportunities for finer performance. All parties should make the community's economic recovery after the Covid-19 pandemic, be it the government, community organizations, business actors, or corporations. Bank Syariah Indonesia (BSI) is also required to support the community's economic recovery process with various programs as a sharia banking institution. The central government, regional governments, corporations, and the community require a role, synergy, and collaboration to handle Covid-19 and economic recovery in Indonesia. BSI also supports the community's economic recovery, especially for Micro, Small, and Medium Enterprises (MSME) actors, one of which is through the village-based Community Empowerment Program. BSI is also empowered through 2020 by allocating zakat funds to Rp11 billion for developing 11 selected villages in Indonesia. The development program was in collaboration between BSI and Rumah Zakat. One of the villages that received the benefits was Balesari Village in Malang Regency.

According to Aulia (2017) which states that spiritual leadership has a very strong role in productivity. Therefore, leaders have an important role in the sustainability of the company. The application of spiritual leadership values to the business sector in Indonesia has made business more ethical than just looking for the financial aspects (Aquino et al., 2020). Therefore, in this reality, spiritual leadership can develop a vision innovatively, empower the expectations and beliefs of staff and organizations into

a change, develop a vision and bring altruistic love with continuous work. Leader BSI emphasizes the importance of aspects spiritual in operating the job description assigned to the employee. There is an emphasis on worship in work, not only on the material but also oriented blessing. So that the leader is not just set and configure employee trolleys but gives motivation and spirituality to employees. PT Bank Syariah Indonesia Tbk (BSI) won a prestigious reward in Bank Indonesia Awards 2021. BSI has been named the Best Supporting Islamic Bank for Monetary Control, which is also proof of BSI's success, performing positively even in the midst of the COVID-19 pandemic. BSI always maintains a commitment to providing excellent services to all customers. To maintain its commitment, BSI consistently makes improvements in performance, compliance, and corporate governance. Gunardi (2021) affirmed that achievement is a form of appreciation for all company employees' performance and hard work in providing the best services to the community (<https://www.bankbsi.co.id/>). And it cannot run smoothly without the commitment from the leaders and employees (Gunardi, 2021).

Leadership is influencing an individual or group to achieve certain goals. The quality of leaders is often perceived as the most significant issue in the success or failure of an organization (Alamanda et al., 2022). Many organizations, including Islamic banking, do not understand the prominence of spiritual leadership. It is enormously useful for organizational progress. In the theory of management, there are a lot of positive points that can be generated from spiritual leadership implementation to improve organizational performance. Fry and Matherly (2006) denote that spiritual leadership can increase commitment, and job satisfaction, while traditional leadership theory focuses on the rational and emotional side of a leader's behavior (Chen and Li, 2013). Spiritual leadership highlights the meaning of leadership by focusing on the significance of values and well-being (Fry et al., 2005). Employees within an organization often try to identify the nature and meaning of work and want to be recognized for their achievements as members of the organization, besides financial rewards (Bennis and Nanus, 1997).

Fry (2003) argues that spiritual leadership is a combination of attitudes, behaviors, and values which aims to meet the spiritual needs of oneself and others. It comprises three aspects: vision, hope, faith, and altruism. Spiritual leaders lead with love and behavior to motivate employees based on spiritual values rather than material rewards, either financial or non-financial, and security (Fernando et al., 2009).

Some researchers have explored the influence of spiritual leadership on employee-level consequences, such as performance (Wang et al., 2019; Yang et al., 2019). Employee performance is one of the capital for the company to achieve its goals. Employee performance is influenced by several factors, including leaders who appreciate and understand their employees so that they are motivated (Bodla et al., 2014; Supriyanto et al., 2020). In addition, leaders can create working conditions that allow employees to apply their knowledge, skills, and expertise to the fullest upon completing their work (Chelagat et al., 2015). Good leaders can provide direction to work together, help one another, be active and effective in utilizing time, create convenient working conditions that can satisfy the employees, and adhere to the company goals (Sayuti et al., 2021). Other studies of spiritual leadership on performance have also been conducted by several researchers, such as Muzaki and Supriyanto (2021), Supriyanto and Ekowati (2020), and Salehzadeh et al. (2015), and they suggested that spiritual leadership has a direct effect on performance. Likewise, Jeon and Byoung (2020) proved that vision, hope, faith, and altruism positively affect employees' creativity and performance. Meanwhile, other researchers found that spiritual leadership negatively correlates with inter-role conflict, frustration, and instrumental commitment (Benefiel et al., 2014). Further, Kaya (2015) and Wang and Sung (2016) urged that spiritual leadership can improve Organizational Citizenship Behavior (OCB). Meanwhile, other empirical studies have contradictory results. According to Pio and Lengkong (2020) and Pio (2022), spiritual leadership does not affect OCB. Likewise, Pio and Tampi (2018) went to a similar conclusion that spiritual leadership does not have a direct effect on OCB.

Organizational commitment is perceived as one of the significant factors for organizational performance, especially in maintaining working relationships (Hur and Perry, 2020; Ruiz-Palomo et al., 2020). Nurandini and Lataruva (2014) asserted that commitment has a significant positive effect on employee performance. Meanwhile, Arizona et al. (2013) said that organizational commitment does not significantly affect employee performance. Correspondingly, the research results of Subejo et al. (2013) show that organizational commitment does not significantly affect performance. Researchers have investigated the influence of spiritual leadership on the behavioral level consequences of employees, such as task performance (Wang et al., 2019; Yang et al., 2019), satisfaction (Fry et al., 2017), knowledge sharing (Wang et al., 2019), burnout (Yang and Fry, 2018) and organizational commitment (Chen and Li, 2013; Siswanto, 2018). As a type of leadership, spiritual leadership will positively affect employees' affective commitment. Several researchers in the field of spiritual leadership advised that spiritual leader behavior can lead to employee affective commitment (Fry and Slocum, 2008; Karakas, 2010), though some research results are still inconsistent (Chen and Li, 2013). Organ et al. (2006) define OCB as "an individual's behavior indirectly or explicitly recognized by the formal compensation system that contributes to the organization." Dasgupta (2020) revealed that the greater the employee's commitment, the higher the employee's OCB. Likewise, the higher the OCB of the employees, the higher the performance (Dasgupta, 2022). Therefore, we will expose how spiritual leadership's vision, hope, and altruistic dimensions can grow and improve organizational commitment, OCB, and employee performance. Model development in this study will reduce the scarcity of literature on spiritual leadership with employee performance. It will help the organization to understand the role of spiritual leadership and job commitment to improving OCB and employee performance. No previous study has comprehensively studied the influence of spiritual leadership toward OCB, the influence of spiritual leadership toward employee performance, job commitment towards employee

performance, job commitment towards OCB, and OCB towards employee performance.

## **LITERATURE REVIEW**

### **Spiritual Leadership**

Spiritual leadership is a relatively new theory proposed by Fry (2003), which states that a set of values, attitudes, and behavior is necessary to motivate oneself or others intrinsically so that each person has a strong feeling to stick with spirituality through a sense of membership based on their desire. Spiritual leadership requires two aspects: (1) creating a vision so that the members of the organization experience vocation (transcendent experience related to duty/work), have meaning in life, and experience uniqueness; (2) strengthening of social/organizational culture based on altruistic love (without ulterior motives).

The purpose of spiritual leadership is to implement the basic needs of a leader and follower for good spirituality through participation and membership, to create vision and value across all individual, team empowerment, and organizational levels to support higher and better development of employees, organizational commitment, performance and social responsibility (Fry and Cohen, 2009). Leaders and members receive attention, care, and appreciation towards each other, thus generating a sense of membership and a sense of being understood and respected (Fry, 2003)

Many organizations now prioritize organizational sustainability (Adawiyah and Pramuka, 2017). Organization as a religious entity arises because people today spend most of their time at work so that their spiritual identity develops and grows within the organization (Benefiel, 2005). Therefore, the leader, as the one who has the biggest influence in an organization, plays a prominent role in enriching the spiritual values of followers. Fry et al. (2005) define spiritual leadership as the values, attitudes, and behavior one must embrace to motivate oneself and others intrinsically.

### **Organizational Citizenship Behaviour (OCB)**

OCB concerns the personalities and attitudes that establish members of an organization/prosocial

behavior. This construction was well known in organizational behavior when it was first introduced 20 years ago and is based on the theory of disposition/personality and work attitudes (Luthans, 2011). OCB is a thoughtful individual behavior that is indirectly recognized by the formal reward system and, in the aggregate, promotes the effective functioning of the organization (Organ et al., 2006). In addition to extra or off-duty roles, another major dimension of the OCB is free to choose and is not governed by the organization's formal reward system (Organ et al., 2006). OCB has a lot of forms, but Luthans (2011) suggested its main forms as altruism, conscientiousness, courtesy, sportsmanship, and civic virtue.

### **Job Commitment**

Job commitment is the force that binds individuals to actions relevant to a specific target (Meyer and Herscovitch, 2001). Job commitment has an important place in the study of organizational behavior. It is partly due to the large number of jobs that find a link between organizational commitment and attitudes and behavior in the workplace. Batemen and Strasser (1984) stated that the reasons for studying organizational commitment have to do with: employee behavior and performance effectiveness, attitudinal, affective, and cognitive constructs such as job satisfaction, job characteristics, and employee roles, such as responsibilities and personal characteristics of employees such as age, length of Service. Allen and Meyer (1991) identified three separate components that reflect: desire (affective commitment), need (ongoing commitment), and obligation (normative commitment) to maintain employment within an organization

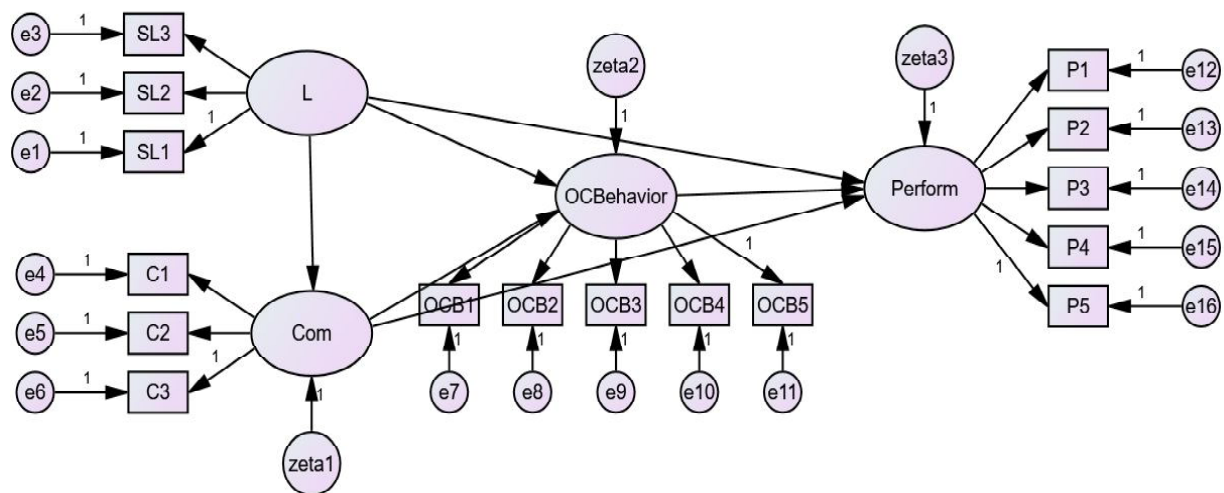
Organizational commitment is important for organizational effectiveness because it increases the desire of employees to remain in the organization to improve their performance and stimulate their best efforts to achieve organizational goals (Schaubroeck and Ganster, 1991). It is also associated with various work-related attitudes and behaviors, including satisfaction, engagement with work, and work motivation (Markovits et al., 2007; Chughtai and Zafar, 2006; Meyer et al., 2002;). In addition, organiza-

tional commitment has been associated with an increase in OCB (Meyer et al., 2002; Ricketta, 2002), organizational performance (Ricketta, 2002), and reduced turnover (Chughtai and Zafar, 2006; Cooper-Hakim and Viswesvaran, 2005). Bergmann et al. (2000) conclude that getting the best workers and keeping them committed to the organization can help organizations survive and increase their competitiveness.

**Performance**

Bernardin and Russell (1993) stated employee performance as an output produced by employees that result from work assigned in a certain period. According to Mathis and Jackson (2009), many factors influence employee performance, such as re-

wards, commitment, and leadership. Bernardin and Russell (1993) put forward several criteria when measuring employee performance: (1) quality to measure performance close to the expected goal; (2) quantity is the quantity produced, such as the number of units produced; (3) cost-effectiveness the extent to which the resources of a company or organization (human, technological and material) are used; (4) the need for supervisors to measure the extent to which employees can carry out a job function without the need for supervisors; (5) interpersonal impact to measure the extent to which employees can maintain cooperative relationships with other colleagues. The research model can be seen in Figure 1.



**Figure 1. Research Model**

**The Relationship between Variables and Research Hypotheses**

Gotz et al. (2020) revealed that leadership could lead to mutual help behavior in the workplace. Che et al. (2021) and Aboramadan et al. (2022) denoted that leadership significantly affects OCB. Podsakoff et al. (2000) stated that leadership is considered the antecedent of the OCB. The relationship between spiritual leadership and OCB is based on two reasons. First, based on the theory of social exchange

proposed by Blau (1964), a leader’s support to the subordinates will motivate them to perform positive behavior (Aboramadan et al., 2022). Employees who show OCB behavior is one way to repay the kindness of the leadership (Organ et al., 2006). It is supported by Liu (2009), who argues that good support from a leader is fundamental to developing extra-role behavior. Secondly, the relationship between leadership and OCB followers can be explained by the relational leadership theory (Hollander, 1964),

which discusses leadership as a shared experience, a shared journey, and the leader is not a single servant. He also argued that the main component of the leader-follower relationship is the leader's perception of himself. Empowered employees can shape and develop their autonomous internalization to perform their job roles. Nguyen et al. (2020) demonstrated that spiritual leadership inspires employees to OCB through altruistic love and hope/faith.

H1: spiritual leadership affects OCB

The spiritual rapport of leadership to performance was also conducted by several researchers, including Muzaki and Supriyanto (2021), Supriyanto and Ekowati (2020), and Salehzadeh et al. (2015). It is believed that spiritual leadership has a direct effect on performance. Likewise, the research results by Jeon and Byoung (2020) and Wang et al. (2019) demonstrated that vision, hope, faith, and altruism positively influence the creativity and performance of employees.

H2: spiritual leadership affects employee performance

H3: OCB mediates the effect of spiritual leadership on employee performance

Job commitment is considered one of the important factors for performance and important in maintaining a working relationship (Hur and Perry, 2020; Parish et al., 2008; Ruiz-Palomo et al., 2020). Spiritual leadership Study on commitment is also conducted by Ali et al. (2021), Chen and Li (2013), and Siswanto (2018) with influential results. Spiritual leadership, as a type of leadership, will positively influence employee commitment.

H4: spiritual leadership affects job commitment

H5: Job commitment affects employee performance

Organ et al. (2006) revealed that organizational citizenship behavior is the behavior of free individuals who do not directly receive a formal award but can encourage the effectiveness of the company's organizational function. Organizational citizenship behavior is proven to contribute to employee performance positively. Duane and Sydney (2006) explain that organizational citizenship behavior includes

taking on additional tasks, voluntarily helping others in the workplace, maintaining the company's good name, running the company's applicable rules, promoting and protecting the company, and maintaining a positive attitude and tolerance at work.

Dasgupta (2020) revealed that the greater the commitment of employees, the greater the employees' OCB. Correspondingly, the greater OCB indicated by employees will improve performance (Dasgupta, 2022). Pourgaz et al. (2015) suggested that organizational commitment and organizational citizenship behavior exert a positive relationship. Saher (2012) stated that affective commitment has a positive relationship to altruism and conscientiousness, and civic virtue. Employees with a high commitment to the organization will always display a different behavior than employees who do not commit to the workplace. Organizational commitment greatly influences several components of working behavior, such as a high presence rate, mutual help, and mutual care (Wicaksono and Masykur, 2018).

H6: Job commitment affects OCB

H7: OCB affects employee performance

H8: OCB mediates the effect of job commitment on employee performance

## **METHOD**

Conceptually, the research was designed with a quantitative approach, which involved a direct relationship by analyzing the relationship between spiritual leadership, commitment, OCB, and employee performance (Figure 1). Data were collected through questionnaires to all Bank Syariah Indonesia, Malang employees. The populations of this study were 102 employees in total. The sampling technique was saturated sampling, in case the study samples amounted to 102 employees.

The data were collected through questionnaires distributed to all respondents. This study adapts measurements from previous research studies to fit the context of this research. The measurement variables of spiritual leadership are adopted from research by Supriyanto et al. (2020) and Fry et al. (2005). These indicators include vision, hope/faith, and altruistic love. The job commitment variable in This study was measured using three indicators re-

ferring to the opinion of Allen and Meyer (1991). These indicators include desires (affective commitment), needs (sustainable commitment), and obligations (normative commitment). OCB, in this study, uses five indicators proposed by Luthans (2011). The five indicators include altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. The employee performance variable in this study consists of five indicators adopted from research carried out by Supriyanto and Troena (2012). These indicators include numbers of results, quality of results, attendance, ability to cooperate, internalization of Syariah values, and adoption of the opinion. The measurement scale used to measure variables is a Likert scale weighted according to items 1 to 5 (Sekaran and Bougie, 2016).

Descriptive statistical analysis determines the frequency distribution of respondents' answers from the questionnaire results and describes the variables studied in depth. This research employs a quantitative analysis method, Structural Equation Modeling. Structural Equation Modeling (SEM) is a statistical approach to examining causal relationships and investigating hypotheses between the observed and latent variables in the research models. The main advantage of SEM is that it can estimate model measurements and structures (Untarini et al., 2021). SEM has two main components: the measurement model relates to the relationship between the observed and latent variables. In contrast, the structure model is related to the relationship between latent variables only. In addition, SEM integrates factor analysis, pathway analysis, and multiple regression as a comprehensive statistical approach. SEM also provides several criteria for measuring model quality and estimating measurement errors (Waluyo, 2016).

Data analysis includes two stages. First, research measurement quality is assessed using Confirmatory Factor Analysis (CFA). CFA is used to analyze validity tests. The item is declared valid if the loading factor is higher than 0.60 (Nuryakin and Maryati, 2022). At the same time, the reliability test noticed internal consistency, convergent validity, and reliability by using the Average Variance Extracted (Ave) (Untarini et al., 2021). Second, evaluating the

fit model in the structural model tested with chi-squared, Comparative Fit Index (CFI), Incremental Fit Index (IFI), Goodness-of-Fit Index (GFI), and Root Mean Square Error of Approximation (RMSEA) (Waluyo, 2016). Furthermore, hypothesis testing adopts structural equation modeling (SEM) to test spiritual leadership, commitment, OCB, and employee performance.

## RESULTS

### Respondent Characteristics

The majority of the respondents in this study are 30-40 years old, 39.0% (40 participants). Based on gender, they are mostly male, 56.0% (57 participants). Based on education, most of them hold a bachelor's degree, 87% (89 participants).

### Measurement Model

Verifying the validity and reliability of the measurement involves factors from Confirmation Factor Analysis (CFA). The item is declared valid if the loading factor is more than 0.60 (Nuryakin and Maryati, 2022). While the reliability test looks at internal consistency, convergent validity and reliability are tested using the average variance (AVE) (Untarini et al., 2021). The results of the spiritual leadership construct validity test show the loading factors for items X1 (0.643), X2 (0.731), and X3 (0.675). Thus, spiritual leadership can measure the construct being measured. At the same time, the indicator's reliability value shows a result of 0.795, higher than 0.6 for convergent validity. Therefore, the spiritual leadership construct is declared reliable. The job commitment construct reveals the loading factor value for items X4 (0.617), X5 (0.697), X6 (0.639), where the items are  $> 0.6$ . At the same time, the reliability indicator value shows a result of 0.815, higher than 0.6 for convergent validity. Thus, the commitment is declared reliable. The OCB construct reveals the loading factor values for items X7 (0.634), X8 (0.711), X9 (0.815), X10 (0.681), and X11 (0.649), whose items are  $> 0.6$ , therefore, they can measure the measured construct. Meanwhile, the indicator reliability value shows a result of 0.713, higher than 0.6 for convergent validity.

Thus, the OCB construct is declared reliable. Testing on the construct of the employee performance shows the results of the loading factor values for items X12 (0.703), X13 (0.681), X14 (0.635), X15 (0.737), and X16 (0.607), whose items are > 0.6. Therefore, the employee's performance is declared valid. Meanwhile, the indicator reliability value shows a result of 0.760, higher than 0.6 for convergent validity. Thus, the employee construct is declared reliable. It shows that all measurement items hold high consistency. Hence, all research items have good convergent validity.

### Structural Model Evaluation

Chau (1997) stated that the evaluation of a structural model requires a relationship of a construct with another as an assumption of the research model. Structural model testing is performed using AMOS (Analysis of Moment Structures), designed to reach the structural equation model for path analysis. We can look at the chi-square, GFI, AGFI, CFI, and RMSEA values to evaluate the goodness of fit. The equation model results obtained for the conceptual model show that the values of GFI = 0.941; AGFI = 0.857, CFI = 0.941 and RMSEA = 0.054. Generally, fit statistics greater than or equal to 0.9 for GFI, NFI, RFI, CFI, and 0.8 for AGFI indicate a good fit model (Untarini et al., 2021). RMSEA values from 0.05 to 0.08 are acceptable (Hair et al., 2019).

### Hypothesis Testing

The SEM approach is used in the data analysis of this study. Table 1 presents the structural model results. It employs the path coefficient score and significance value to test the hypothesis. The statis-

tical results reveal that H1 is accepted, meaning that spiritual leadership significantly influences OCB. The statistical testing results show that the significance value of the spiritual leadership effect on employee performance is 0.412, with a probability of 0.029. It means that spiritual leadership affects employee performance, so H2 is accepted. Based on the statistical testing result, this research finds that spiritual leadership affects job commitment with a path coefficient of 0.138 and a significance value of 0.000, so H4 is accepted. On the one hand, job commitment does not affect employee performance, with a path coefficient of 0.546 and a significance value of 0.805 > 0.05, so H5 is rejected. The statistical testing result reveals that H6 is accepted, which means job commitment has a significant effect on OCB, with a coefficient value of 0.546 and a significance of 0.000. Correspondingly, OCB affects employee performance with a coefficient value of 0.440 and a significance of 0.037 < 0.05, so H7 is accepted. Based on the indirect hypothesis analysis, the path coefficient of SL on OCB was 0.792 with a t-value of 2.825 > 1.96 and a significance of 0.005 < 0.05. The path coefficient of OCB on P was 0.722 with a t-value of 2.388 > 1.96 and a significance of 0.019 < 0.05. This Means OCB is not a mediation variable for the effect of spiritual leadership on employee performance. Based on the indirect hypothesis analysis, the path coefficient of C on OCB was 0.502 with a t-value of 3.482 > 1.96 and a significance of 0.000 < 0.05. The path coefficient of OCB on P was 0.722 with a t-value of 2.388 > 1.96 and a significance of 0.019 < 0.05. Therefore, OCB mediates the influence of job commitment on employee performance.

**Table 1. Model fit test results**

	GFI	AGFI	NFI	CFI	RMSEA
Structural model	.953	.857	.989	.941	.054



Table 2. Path coefficient and hypothesis testing results

Hypothesis		SE	CR	Probability	Conclusion
Spiritual leadership	OCB	0.434	2.825	0.005	Accepted
Spiritual leadership	Employee performance	0.412	2.393	0.018	Accepted
Spiritual leadership	Job Commitment	0.138	5.637	0.000	Accepted
Job Commitment	Employee performance	0.096	0.247	0.805	Rejected
Job Commitment	OCB	0.546	3.482	0.000	Accepted
OCB	Employee performance	0.440	2.388	0.019	Accepted

Table 3. Path Coefficient of Mediation Effect and Hypothesis Testing

Hypothesis	Influence of mediating variable			Path Coefficient			Description
	Exogenous	Mediation	Endogenous	c	d	a	
H <sub>3</sub>	SL	OCB	P	0.792 (S)	0.722 (S)	0.428 (S)	Not a mediating variable
H <sub>8</sub>	C	OCB	P	0.502 (S)	0.722(S)	0.264 (NS)	mediating variable

Note. SL = Spiritual leadership, OCB = OCB, P = Employee performance, C = Job Commitment

## DISCUSSION

### Direct Impact of Spiritual Leadership on OCB

Testing the direct effect of spiritual leadership on OCB shows sufficient evidence to accept hypothesis 1 (H1), which states that spiritual leadership has a significant positive impact on OCB. The positive path coefficient sign indicates a unidirectional relationship between spiritual leadership and OCB. These results suggest that the better spiritual leadership, the more organizational citizenship behavior increases. The results of this study are in line with several previous research results from Kaya (2015); and Wang and Sung (2016) that spiritual leadership can improve Organizational Citizenship Behavior (OCB). The study result corresponds with that of Gotz et al. (2020) that leadership can lead to mutually helpful behavior in the workplace (Che et al., 2021). Likewise, Kundu et al. (2019) suggested that leadership is the main source of promoting extra-role behavior. Aboramadan et al. (2022) denote that leadership significantly affects OCB. The relationship between spiritual leadership and OCB is grounded in two reasons. First, based on the social exchange theory proposed by Blau (1964), it is be-

lieved that support from the leaders can motivate the employees to show positive behavior (Aboramadan et al., 2022). Employee OCB behavior is one way to return the leader's kindness (Organ et al., 2006). It is in line with the research result of Nguyen et al. (2020) that spiritual leadership, through altruistic love and hope/faith, inspires employees to show OCB because spiritual leadership, as values, attitudes, and behaviors that employees should adhere is intrinsically motivating themselves and others. Liu (2009) argues that good support from a leader is the basis for developing extra-role behavior.

### Direct Impact of Spiritual Leadership on Employee Performance

Testing the direct effect of Spiritual Leadership on employee performance showed significant results. It means that spiritual leadership affects employee performance, so H2 is accepted. The research result is consistent with Muzaki and Supriyanto's (2021) findings that spiritual leadership directly affects performance. Mathis and Jackson (2009) reveal that many factors, such as commit-

ment and leadership, affect employee performance. It is in line with Supriyanto and Ekowati (2020) and Salehzadeh et al. (2015) that spiritual leadership directly affects performance. Likewise, Jeon and Byoung (2020) and Wang et al. (2019) confirm that vision, hope, faith, and altruism positively affect employee performance. Performance is one of the capital for companies to achieve their goals. Employee performance is affected by several factors, including leaders' appreciation and understanding of the employees (Bodla et al., 2014).

### **Direct Impact of Spiritual Leadership on Job Commitment**

Testing the direct effect of spiritual leadership on job commitment shows sufficient evidence to accept hypothesis 4 (H4), which states that spiritual leadership has a significant positive impact on job commitment, so H4 is accepted. Leadership is part of the management function and one of the factors that play a significant role in encouraging employee commitment (Ali et al., 2021). Leadership has the potential to promote commitment through a conducive atmosphere and the development of creativity that leads to a competitive advantage for the organization (Schuckert et al., 2018). In addition, leaders can adapt to environmental changes, stimulate intrinsic motivation, and influence subordinates' creativity by providing resources and favorable work environments (Williams et al., 2017). This study supports Fry and Matherly (2006) that spiritual leadership can increase employee commitment. Because spiritual leadership aims to meet the basic needs of a leader and followers through participation, creating a vision, and better commitment among employees (Fry and Cohen, 2009).

### **Direct Impact of Job Commitment on Employee Performance**

The statistical test result proves that job commitment has no effect on employee performance, so H5 is rejected. The study result contradicts that of Nurandini and Lataruva (2014) that job commitment significantly positively affects employee performance. The finding goes in line with that of Arizona et al. (2013) that commitment does not signifi-

cantly affect employee performance. Likewise, the result of the research conducted by Subejo et al. (2013) suggests that organizational commitment does not significantly affect performance. Commitment, which refers to affective, continuous, and normative commitment, cannot improve employee performance optimally. Employee performance is realized by results-based, behavior-based, and assessment-based performance. Employee performance is based on results that cannot be relied on optimally due to limited human resources, pandemic conditions due to covid-19, and a work environment that has not provided optimal support. It is in line with the study result of Allen and Meyer (1996) that someone is committed to the organization that houses them for three things: affective commitments by which someone wants to be a part of the organization. This commitment requires a person to be actively involved in organizational activities and to contribute ideas and thoughts for the betterment of the organization. On the one hand, continuance commitment requires an individual to stay in the organization for salary and benefits, and they do not find another job. In this type of commitment, they tend to work passively. Furthermore, normative commitment is one's desire to stay in the organization because of obligations and responsibilities to the organization under the consideration of norms, values, and beliefs.

### **Direct Impact of Job Commitment on OCB**

The statistical testing result reveals that H6 is accepted, meaning that job commitment significantly affects OCB. A study by Duane and Sydney (2006) finds that organizational citizenship behavior includes taking additional assignments, voluntarily helping others at work, maintaining the company image, implementing applicable company rules, promoting and protecting the company, and maintaining a positive attitude in dealing with tolerance at work. This condition is supported by Dasgupta (2020), Meyer et al. (2002), and Riketta (2002), revealing that the greater the employee's commitment, the greater the employee's OCB. The current research finding supports Purgaz et al. (2015) that commitment and organizational citizenship behavior have a positive relationship. Employees who are highly committed

to the organization will always behave differently from those who are not committed to their workplace. Organizational commitment greatly influences several components of work behavior, such as high attendance, mutual help, and caring for each other (Wicaksono and Masykur, 2018).

### **Direct Impact of OCB on Employee Performance**

Besides, OCB affects employee performance, so H7 is accepted. It goes in line with the research result of Dasgupta (2022) that the greater the employees' OCB, the higher the performance. OCB can affect employees' performance because it increases work productivity. Those who help the other co-workers will speed up completing their tasks and, in turn, increase their productivity. The helpful behavior by employees will help spread the best affective commitment to all work units or groups. Besides, OCB improves performance stability; assisting employees who are absent from work or have a heavy workload will increase stability (by reducing variability) of work unit performance. Employees with high *conscientiousness* tend to consistently maintain high-level performance, thereby reducing variability in the performance of work units (Maharani et al., 2013). The study result supports the argument of Organ et al. (2006) that OCB is one's behavior that is indirectly recognized by the formal compensation system that contributes to the organization.

### **The Indirect Effect of Spiritual Leadership on Employee Performance through OCB**

The indirect effect of spiritual leadership on employee performance through OCB has been tested (H3). This study finds that OCB does not mediate the effect of spiritual leadership on employee performance. The result of this study is in line with the research of Gotz et al. (2020) and Aboramadan et al. (2022) that leadership can lead to mutually helpful behavior in the workplace. The finding is not consistent with Kundu et al. (2019) that leadership has the potential to promote extra-role behavior. Furthermore, effective leaders influence followers, specifically to achieve desired goals.

Leadership is an important element that motivates and develops an extra role behavior (Kundu et al., 2019). The result of this study support Dasgupta (2022) that the greater the employees' OCB, the higher the performance. Therefore spiritual leadership will significantly affect OCB if the subordinates believe in their abilities to complete the work. The leader supported the perception of subordinates regarding self-efficacy and potential for its development. Therefore this study's results can explain that subordinates' ability to finish the job is not because of the effect of leader behavior alone. The banking business environment causes it. Every employee who carries out their duties has been guided by a standard manual work to complete their tasks individually. Therefore, the leadership has a lower role as referrals. Subordinate relationship with leadership in most banking institutions tends to become a co-workers relation, and subordinates often share when addressing the issue of work.

### **The Indirect Effect of Job Commitment on Employee Performance through OCB**

OCB mediates the effect of Job commitment on employee performance, so H8 accepted. It meant that better job commitment would enhance the OCB, and increasing the OCB of employees would increase employee performance. The study result contradicts that of Nurandini and Lataruva (2014) that job commitment significantly positively affects employee performance. Commitment, which refers to affective, continuous, and normative commitment, cannot improve employee performance optimally. Employee performance is realized by results-based, behavior-based, and assessment-based performance. The finding goes in line with that of Arizona et al. (2013) that commitment does not significantly affect employee performance. These findings support the research by Dasgupta (2020), revealing that the greater the employee's commitment, the greater the employee's OCB. The current research finding supports Pourgaz et al. (2015) that commitment and organizational citizenship behavior have a positive relationship. This condition is supported by Dasgupta (2022) that the greater the employees' OCB, the higher the performance. These findings also sup-

port the research by Saher (2012). That research showed that affective commitment has a positive relationship to altruism, conscientiousness, and civic virtue.

## CONCLUSIONS

The current study concludes that spiritual leadership affects OCB because it functions as values, attitudes, and behaviors to motivate oneself and others to do good. Spiritual leadership affects employee performance because spiritual leaders involve followers through participation and create a vision for their subordinates to work together to achieve organizational goals. Spiritual leadership affects job commitment; leadership has the potential to encourage commitment through a conducive working atmosphere, developing employee creativity that leads to competitive advantages for the organization. Job commitment does not affect employee performance; job commitment provides a significant effect on OCB. Employees with a high commitment to the organization will always show positive behavior. OCB affects employee performance. OCB is essentially an extra-role behavior performed by employees. Helping each other, providing support, and upholding teamwork can indirectly improve employee performance.

## IMPLICATIONS

Leadership in Islamic banking plays as a policy maker and role model in maintaining sharia values. Therefore, leaders are expected to possess integrity, be open, be able to accept criticism, be humble, understand others well, be inspired by the vision, have a non-dogmatic spirituality, and always strive for the best for themselves and others.

It is significant for organizations to be concerned about the factors that can improve employee performance, so the higher the employee's performance, the higher the organizational performance. Therefore, the organization plays a very prominent role in increasing employee commitment, creating comfortable working conditions, and creating a sense of kinship and harmonization.

## LIMITATIONS

The limitations of this study are the study design cannot eliminate the possibility of common method bias because all of the data adopted are from self-report. The research results conducted at PT BSI hold different characteristics from other Islamic banks, so they might not work for all Islamic banks.

## RECOMMENDATIONS

The results of the research and discussion described previously ultimately recommend several things to be considered for further research. Future research may add a job satisfaction variable and administer mediation or moderation tests so that they generate broader and more detailed results.

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