

The Effect of Spiritual Leadership and Organizational Culture on Employee Performance with Organization Citizenship Behaviors (OCB) As Intervening Variables

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ABSTRACT : This study aims to analyze influence Spiritual Leadership, Organizational Culture, with Organization Citizenship Behaviors (OCB) as a mediating variable, on Employee Performance Respondents in this study were BPR employees in Badung Regency. The number of respondents in this study as many as 206. The sampling technique used is random sampling, which is taking a random sample from a predetermined population. This research uses Structural Equation Modeling (SEM) analysis. The results of this study indicate that: 1) Spiritual leadership has a positive and significant effect on employee performance. 2) Spiritual leadership has a positive and significant effect on OCB. 3) Organizational culture has a positive and significant effect on employee performance. 4) Organizational culture has a positive and significant effect on OCB. 5) OCB has a positive and significant effect on employee performance. 6) Spiritual leadership has a positive and significant effect on employee performance with OCB as an intervening variable. 7) Organizational culture has a positive and significant effect on employee performance with OCB as an intervening variable.

KEYWORDS: *Spiritual Leadership, Organizational Culture, Organization Citizenship Behaviors (OCB) and Employee Performance*

I. INTRODUCTION

OJK data as of November 2021 notes that the total assets of the Bali Province BPR and BPRS are IDR 18.16 Trillion. The trend of BPR and BPRS assets in the Province of Bali from 2016 to 2021 shows an increase but in 2019 to 2020 there is a decrease in assets of IDR 54.83 billion or 0.32%.

The biggest asset as of 2021 is owned by BPR/BPRS located in Denpasar City, which is Rp. 9.03 Trillion and the second largest asset is Badung Regency at Rp. 3.63 Trillion. The next sequence of BPR/BPRS assets in Bali Province is as follows: Gianyar Regency (Rp 2.99 Trillion), Tabanan Regency (Rp 986 Billion), Buleleng Regency (Rp 712.2 Billion), Bangli Regency (Rp 341.62 Billion), Klungkung Regency (Rp. Rp 296.81 billion), Karangasem Regency (Rp 88.7 billion) and Jembrana Regency (Rp 83.97 billion).

There are more BPR/BPRS offices owned by Badung Regency than Denpasar City, but in terms of assets, Badung Regency is in second position after Denpasar City. The trend of BPR/BPRS assets owned by Badung Regency has increased from 2016 to 2019 with a difference in the increase in assets of IDR 708.415 billion or an increase of 21.45%. However, in 2021 there will be a decrease in assets with a difference of IDR 376.89 billion or a decrease of 9.4% from 2019. There is a decline in assets in several rural banks from 20119 to 2021, it is very important for a leader to be able to improve conditions. the.

Good leadership can make employees in the organization motivated, and organizational performance can be carried out effectively (Bus et al., 2015). There are several leadership styles that a leader can apply in moving his members. One of the leadership styles that affect employee performance is spiritual leadership. The concepts and values of spirituality consist of: transcendence, balance, purity, love and concern for the interests of others, meaning in life, living in harmony with the universe and awareness that there is something or someone more than oneself (God or energy) that provides energy and wisdom that goes beyond the material aspects of life (Gani et al., 2013). Spiritual leadership is an art in mobilizing others to join together to achieve shared aspirations, requires motivation to create a vision and mission, by developing a culture with values that influence others (Fry, 2003). Spiritual leadership consists of the values, attitudes, and behaviors needed to

motivate others and oneself (Fry, 2003); (Rafsanjani, 2017). Spiritual leadership has qualities shown from perseverance, having high aspirations, integrity, giving hope, empathy, honesty, patience, trustworthy, loyal to the company and humble. In a study conducted by Sureskriati (2017) and Wang et al. (2019) stated that spiritual leadership affects employee performance. Research conducted by Udin (2019) shows that there is a significant influence between spiritual leadership variables on employee performance. Research results from Rofi'i & Sarwoko (2021) explain that spiritual leadership provides encouragement and role model for employees so that it has consequences for employee performance. However, there are also studies that show no significant effect between spiritual leadership on employee performance. Research conducted by Maryati et al. (2019) stated that spiritual leadership does not have a significant effect on employee performance. Supriyanto et al. (2020) also states that spiritual leadership does not have a significant effect on employee performance.

From the results of interviews conducted, the phenomenon caused by the decline in BPR/BPRS company assets is due to a lack of leadership spirit that has spirituality in providing direction and strategies to employees in improving employee performance. So that without spiritual leadership, it can cause a decrease in customer trust in the company and internally with spiritual leadership can mitigate the occurrence of fraud or misappropriation of funds within the company which of course can affect the assets owned by the company.

Research conducted by several researchers Arinnandya (2018), Nafei (2018), Afrizal (2021), Jufrizen & Nasution (2021) states that the spiritual leadership variable has a significant and positive effect on the organizational citizenship behaviors variable, which is hereinafter abbreviated as OCB. Meanwhile, research conducted by Pio & Lengkong (2020) stated that the spiritual leadership variable had no effect on the OCB variable.

Employee performance can also be influenced by organizational culture (organizational culture). Organizational culture is a framework that guides the daily behavior of employees and makes decisions for employees and directs their actions to achieve the goals of the organization (Rivai & Mulyadi, 2012). According to Marta & Suharnomo (2011) organizational culture is the values and symbols that are understood and adhered to jointly by all members of the organization. This culture is something unique that is owned by a particular organization, as a differentiator between organizations that is shown to others. Research conducted by Hasan et al., (2021) also explains that there is an influence between organization culture on employee performance.

Based on the background of the problem, the Influence of Spiritual Leadership and Organizational Culture on Employee Performance with Organization Citizenship Behaviors (Ocb) as an Intervening Variable.

II. LITERATURE REVIEW

Employee performance is predicted to be influenced by spiritual leadership, organizational culture and OCB. While spiritual leadership and organizational culture affect OCB, thus spiritual leadership and organizational culture can affect employee performance through OCB and can also have a direct effect. Spiritual Leadership is a leadership that can inspire, awaken, influence and move by showing example, service, compassion and implementation of values and other divine traits in the goals, cultural processes and leadership behavior itself. Tobroni (2015). The above understanding means that with spiritual leadership, it will imitate the spirit of spiritual leadership and provide enthusiasm based on divine values,

On the other hand, organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals (Rivai and Mulyadi, 2012). With a clear framework, as well as a culture of mutual respect between superiors and subordinates, as well as between employees, it will form an organizational culture that will improve employee performance within the organization.

Spiritual leadership is a leadership that can inspire, awaken, influence and move by showing example, service, compassion and implementation of divine values and attributes. While organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. These two variables are predicted to increase OCB, where OCB is individual behavior that is not influenced by formal rewards either directly or indirectly with the main goal of achieving effective and efficient organizational functions.

Increased OCB will have an impact on employee performance, so that spiritual leadership and organizational culture can improve employee performance. In addition, partially spiritual leadership and organizational culture can improve employee performance.

III. METHOD

The research to be carried out is a field research that is carried out by conducting a survey to employees of BPRs in Badung Regency. This study only covers the influence of spiritual leadership and organizational culture on employee performance with OCB as an intervening variable. The population in this study is the number of employees in 108 BPR offices in Badung Regency which consists of 49 BPR Head Offices, 12 Branch Offices and 47 Cash Offices.

According to Hair, Anderson, Tatham, & Black, (2010), if the sample size is too large, it will be difficult to get a suitable model, and it is recommended that an appropriate sample size between 100-200 respondents can be used to estimate interpretation with the Structural Equation Model (SEM). For this reason, the number of samples will be determined based on the results of the calculation of the minimum sample. Determination of the minimum sample size for SEM according to Hair et al (2010) is: (Number of indicators + number of latent variables) x (5 to 10 times) Based on these guidelines, the minimum sample size for this study is $(20 + 4) \times 10 = 240$ respondents. Based on the above formula, the minimum sample size is 240, but from the questionnaires that we have taken to 108 BPR offices in Badung Regency, there are 260,

The data analysis technique used in this study is SEM (structural equation modeling) using the SMART PLS program. According to Abdillah and Jogiyanto in Gouzali (2016:101) Partial Least Squares (PLS) analysis is a multivariate statistical technique that makes comparisons between multiple dependent variables and multiple independent variables.

IV. RESULTS AND DISCUSSION

Direct Effect Test

The results of the Path coefficient validation test on each path for a direct effect can be presented in Table 1

Table 1
Live Effect Test Results

No	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Note:
1	X1. Spiritual leadership -> Y. Employee performance	0.471	8.083	0.000	Significant
2	X1. Spiritual leadership -> M. OCB	0.668	12.801	0.000	Significant
3	X2. Organization culture -> Y. Employee performance	0.171	2,954	0.003	Significant
4	X2. Organization culture -> M. OCB	0.183	3.017	0.003	Significant
5	M. OCB -> Y. Employee performance	0.311	6.233	0.000	Significant

Source: Data processed, 2021

Table 1 shows the results of testing the hypotheses presented that: Spiritual leadership (X1) has been shown to have a positive and significant effect on Employee performance (Y). This result is indicated by a positive path coefficient of 0.471 with T-statistic = 8.083 (T-statistic > 1.96) and P values = 0.000 (<0.05), so hypothesis 1 (H1): Spiritual leadership has a positive effect on employee performance provable. From the results obtained, it can be stated that the better the spiritual leadership, the better employee performance will increase. Spiritual leadership (X1) has been shown to have a positive and significant effect on OCB (M). This result is indicated by a positive path coefficient of 0.668 with T-statistic = 12.801 (T-statistic > 1.96) and P values = 0.000 (<0.05), so hypothesis 2 (H2): Spiritual leadership has a positive effect on OCB can be proven. . From the results obtained, it can be stated that the better the spiritual leadership, the better OCB will be. Organizational Culture (X2) has been shown to have a positive and significant effect on Employee performance (Y). This result is indicated by a positive path coefficient of 0.171 with T-statistic = 2.954 (T-statistic > 1.96) and P values = 0.003 (<0.05), so hypothesis 3 (H3): Organizational culture has a positive effect on employee performance provable. From the results obtained, it can be stated that the better the organizational culture, the better employee performance will increase.

Organizational Culture (X2) has been shown to have a positive and significant effect on OCB (M). This result is indicated by a positive path coefficient of 0.183 with T-statistic = 3.017 (T-statistic > 1.96) and P values = 0.003 (<0.05), so hypothesis 4 (H4): Organizational culture has a positive effect on OCB. proved. From the results obtained, it can be stated that the better the organizational culture, the better OCB will be. OCB (M) proved to have a positive and significant effect on Employee performance (Y). This result is indicated by the positive path coefficient of 0.311 with T-statistic = 6.233 (T-statistic > 1.96) and P values = 0.003 (<0.05), so hypothesis 5 (H5): OCB has a positive effect on employee performance provable. From the results obtained, it can be stated that the better the OCB, the more employee performance will increase.

Testing Indirect Effects Through Mediation Variables

In testing the following hypotheses, the role of mediation will be studied OCB(M) as a mediating indirect influence *Spiritual leadership*(X1) against Employee performance(Y)and OCB(M) as a mediating indirect influence Organizational Culture (X2) to Employee performance(Y).The indirect effect hypothesis testing in this study is presented in Table 2.

Table 2
Recapitulation of Mediation Variable Test Results

No	Variable Mediation	(a)	(b)	(c)	(d)	Note:
1	<i>Spiritual leadership</i> -> OCB -> Employee Performance	0.471 (Sig)	0.873 (Sig)	0.668 (Sig)	0.311 (Sig)	<i>partial mediation</i>
2	Organizational Culture -> OCB -> Employee Performance	0.171 (Sig)	0.771 (Sig)	0.183 (Sig)	0.311 (Sig)	<i>partial mediation</i>

Note: Significant (Sig) = T-statistic > 1.96 at : 5%

Source: Data processed, 2021

Table 2 shows the results of testing the mediating variables that can be conveyed that:OCB(M) as a mediating indirect influence *Spiritual leadership*(X1) against Employee performance(Y). This result is shown from the mediation test carried out, it appears that the effect of a; c; and d has a significant value and path coefficient value $a < b$. The results of this test determine *spiritual leadership* can affect employee performance through OCB can be proven empirically. Based on these results it can be interpreted, the better OCB which is based on *spiritual leadership* good, then The performance of employees in BPR in Badung Regency will increase. Other information that can be conveyed, variable mediating effect OCB on indirect influence *spiritual leadership* to employee performance character partial mediation (partial mediation). This finding is an indication that the variable OCB is a determining variable on the effect of *spiritual leadership* to employee performance.

OCB(M) as a mediating indirect influence Organizational Culture (X2) to Employee performance(Y). This result is shown from the mediation test carried out, it appears that the effect of a; c; and d has a significant value and path coefficient value $a < b$. The results of this test determine organizational culture can affect employee performance through OCB can be proven empirically. Based on these results it can be interpreted, the better OCB which is based on organizational culture good, then the performance of employees in BPR in Badung Regency will increase. Other information that can be conveyed, variable mediating effect OCB on indirect influence organizational culture to employee performance character partial mediation (partial mediation). This finding is an indication that the variable OCB is a determining variable on the effect of organizational culture to employee performance.

Research Discussion

The Influence of Spiritual Leadership on Employee Performance at BPRs in Badung Regency

The results of hypothesis testing indicate that Spiritual leadership has a positive and significant effect on employee performance. This result means that the better the spiritual leadership, the better employee performance will increase. The results of this hypothesis test support the various concepts and empirical findings that have existed previously that explain that spiritual leadership has a positive impact on employee performance.

Spiritual leadership Tobroni (2015) is a leadership that can inspire, awaken, influence and move by showing exemplary, service, compassion and implementation of values and other divine traits in the goals, cultural processes and behavior of leadership itself, Tobroni (2015). Spiritual leadership provides an example, so that it can provide encouragement to employees to improve their performance.

The results of this study support research conducted by Udin, (2019) found that *Spiritual leadership* significant effect on employee performance, and Rofi'I & Sarwoko (2021) also found *Spiritual leadership* affect employee performance.

The Influence of Spiritual Leadership on OCB in BPRs in Badung Regency

The results of hypothesis testing indicate that spiritual leadership has a positive and significant effect on OCB. This result means that the better the spiritual leadership, the better OCB will be. The results of this hypothesis test support the various concepts and empirical findings that have existed previously that explain that spiritual leadership has a positive impact on OCB.

Organizational Citizenship Behavior(OCB) is employee behavior that is not visible to co-workers or to the company, where the behavior exceeds the standard behavior set by the company and provides benefits to the company. Spiritual leadership aims to fulfill the basic psychological needs of employees such as meaningful work and membership, creating a vision and consistency between cross-organizational values that are empowered by individuals and groups which can ultimately increase profits, growth, and organizational well-being. This will foster good employee psychology in the future.

The results of this study support research conducted by Arinnandya (2018) and Nafei (2018) found that *Spiritual leadership* positive effect on OCB, Supriyanto et al. (2020), Jufrizen & Nasution (2021), and Afrizal (2021) also found *Spiritual leadership* positive effect on OCB.

The Influence of Organizational Culture on Employee Performance at BPRs in Badung Regency

The results of hypothesis testing indicate that organizational culture has a positive and significant effect on employee performance. These results mean that the better the organizational culture, the employee performance will increase. The results of this hypothesis test support various concepts and previous empirical findings that explain organizational culture has a positive impact on employee performance.

Organizational culture is the values and behaviors of people that are generally considered as tools leading to the successful achievement of organizational goals. Organizational culture that is formed from within the organization and is carried out by all members of the organization will result in the formation of a culture that is strong enough because it takes a long time so that it affects employee performance.

The results of this study support research conducted by Nurdin & Rohendi (2016), Prahasti & Wahyono (2018), and Avera & Nawawi (2019) found that *Organization culture* has a positive and significant influence on employee performance, Wati et al. (2020) and Hasan et al. (2021) also found *Organization culture* positive effect on employee performance.

The Influence of Organizational Culture on OCB in BPRs in Badung Regency

The results of hypothesis testing indicate that organizational culture has a positive and significant effect on OCB. This result means that the better the organizational culture, the better OCB will be. The results of this hypothesis test support various concepts and previous empirical findings that explain organizational culture has a positive impact on OCB.

Organizational culture is related to the context of organizational development, meaning that culture is rooted in the history of the organization, is believed to be shared and is not easily manipulated directly (Schenieder, 1996, in Cahyono 2005). Organizational culture within a certain framework can shape OCB behavior among employees. This shows that the higher the organizational culture, the better the OCB behavior will be.

The results of this study support research conducted by Research Suwibawa et al., 2018 found that *Organization culture* has a positive and significant effect on OCB. Arumi et al. (2019) also found that *Organization culture* have an influence on OCB.

The Effect of OCB on Employee Performance at BPRs in Badung Regency

The results of hypothesis testing indicate that OCB has a positive and significant effect on employee performance. This result means that the better the OCB, the better employee performance will increase. The results of this hypothesis test support various previously existing concepts and empirical findings that explain OCB has a positive impact on employee performance.

Organizational Citizenship Behavior (OCB) has a role in the perspective of the effectiveness of employee performance appraisals, especially in company development, the more detailed the employee performance appraisal in a company, the more related to the problem of OCB as an alternative employee performance.

The results of this study support research conducted by Research Kurniawan, Hidayah & Harnoto (2018), Pratiwi et al. (2018) and Vipraprastha et al. (2018) found that OCB has a significant effect on employee performance. Sugianingrat et al. (2019) also found that OCB has a significant effect on employee performance.

The Influence of Spiritual Leadership on Employee Performance With OCB as an Intervening Variable for BPR in Badung Regency

The results of hypothesis testing show that *Spiritual leadership* positive and significant effect on employee performance with OCB as an intervening variable. This result means that it is getting better OCB which is based on *spiritual leadership* good, then employee performance will increase. The results of this hypothesis test support the various concepts and empirical findings that have previously existed that explain *spiritual leadership* positive effect on employee performance with OCB as an intervening variable.

According to Organ (1990) OCB is individual behavior that is independent, and is directly rewarded from the formal reward system and encourages the effectiveness of organizational functions OCB can also act as an intervening variable of *spiritual leadership* on employee performance.

The results of this study support research conducted by Research Supriyanto et al. (2020) found that OCB as a mediation between spiritual leadership and employee performance. Saputra et al. (2020) also found that OCB as a mediation between spiritual leadership and employee performance.

The Influence of Organizational Culture on Employee Performance With OCB as a Variable in BPRs in Badung Regency

The results of hypothesis testing show that Organizational culture has a positive and significant effect on employee performance with OCB as an intervening variable. This result means that it is getting better OCB which is based on organizational culture good, then employee performance will increase. The results of this hypothesis test support the various concepts and empirical findings that have previously existed that explain organizational culture has a positive effect on employee performance with OCB as an intervening variable.

According to Maharani and Troena (2013) states that OCB is shown with a positive attitude, as a pioneer in helping others to support organizational improvement functions. OCB can also act as an intervening variable of organizational culture on employee performance.

The results of this study support the research conducted by Suwibawa et al. al. (2018) who found that OCB can mediate significantly and positively on organization culture and employee performance. Gautama & Edelman (2020) also found that OCB can mediate significantly and positively on organization culture and employee performance.

V. CONCLUSION

The results of this study are empirical evidence of the theory underlying the relationship between the variables described in the research model. This research has proven that *spiritual leadership* positive and significant effect on OCB and employee performance. Organizational culture positive and significant effect on OCB and employee performance. As well as OCB positive and significant effect on employee performance.

The results of this study can be used in decision making at BPR that *spiritual leadership* and organizational culture can improve OCB and employee performance. However *spiritual leadership* and organizational culture real one cannot be used as a basis for improving OCB and employee performance. The results of this study provide advice and input to BPRs in Badung Regency regarding efforts to improve OCB and employee performance.

A number of novelties from the results of this study are that researchers emphasize more on *Organization Citizenship Organization* (OCB) and employee performance as the influence of *spiritual leadership* and organizational culture, while previous research is more likely to examine OCB and employee performance just. This research also uses OCB as the intervening variable of *spiritual leadership* and organizational culture.

The limitations that can be conveyed from this research are based on the relatively short time of conducting the research and the limited number of respondents. This limitation certainly has an impact on the low generalization of the research, considering the problems faced are relatively complex and dynamic from time to time. If the model is applied at other times and conditions it is possible to obtain different results. In addition to the development of more relevant indicators used in each variable, there are also many factors as determinants OCB and employee performance. The sample in this study was limited to BPRs in Badung Regency only. Subsequent research should be carried out on bank or other industry with a wider coverage.

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