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The influence of spiritual leadership on quality of work life, job satisfaction and organizational citizenship behavior

Riane Johnly Pio
Department of Business Administration Science, University of Sam Ratulangi, Manado, Indonesia, and

Johny Revo Elia Tampi
Department of Business Administration, Universitas Sam Ratulangi, Manado, Indonesia

Abstract

Purpose – This paper is about the development of research by the author in the past with the topic of the influence of spiritual leadership on ethical behavior, quality of work life (QWL), job satisfaction, organizational commitment and employee performance.

Design/methodology/approach – This research is categorized as an explanation (explanatory) research that intends to explain the position of the variables that were analyzed, the relationship and influence of one variable with another variable and the data analysis methods used, such as structural equation modeling (SEM). The population under consideration for this study is all nurses working in three hospitals, totaling 292 people.

Findings – The results showed There were significant direct influences of spiritual leadership on quality of work life, spiritual leadership on job satisfaction, quality of work life on job satisfaction, quality of work life on organizational citizenship behavior, job satisfaction on organizational citizenship behavior.

Originality/value – Originality for this paper shows an explanation (explanatory) research and the method used is SEM to find out the influence of spiritual leadership on ethical behavior, QWL, job satisfaction, organizational commitment and employee performance. This is a research case study on nursing staff of a private hospital in North Sulawesi, Indonesia.

Keywords Organizational citizenship behavior, SEM, Spiritual leadership

Paper type Research paper

1. Introduction

In the twenty-first century, the business world experiences a leadership crisis, especially to fulfill the demands for effective, capable and honest leaders with integrity. Spiritual leadership is an organizational development and transformation model, which has the potential to lead organizational evolution toward a more positive direction and use the goodness of humanity within the organization as a basis to reach optimal performance (Fry and Matherly, 2006). This theory emerges as an alternative for past leadership theories, which are considered ineffective in producing leaders who are effective in managing business organization (Munroe, 2008). Spirituality in workplace is a reaction for declining and even loss of basic values of employees' trust in workplace. Academically, researchers are increasingly interested in discussing spirituality in workplace, business and leadership

through various publications [Brandt, 1996; Fairholm, 1996; Vaill, 1998; Ashmos and Duchon, 2000; Duchon and Plowman, 2005; Jurkiewicz and Giacalone, 2004; Milliman *et al.*, 2003; Reave (2005) in Amran (2009)]. In the present, spirituality is the first principle from five mainstream elements in facing rapid changes (Marques, 2011).

Quality of work life (QWL) is increasingly urgent for employee and organization (Li and Yeo, 2011). The scope of QWL affects employee's not only job satisfaction but also life outside of work, such as family, other activities and social needs (Gallie, 2005). Researchers see long-term interest of relation between work and family roles (Gregory and Milner, 2009).

Organization membership or prosocial behavior (organizational citizenship behavior/OCB) is one of the important factors in organizational success. OCB is individual behavior that is free to choose, not directly or explicitly regulated by formal reward system and gradually promotes effective organizational function (Organ, 1988) in (Luthans, 2006). An organization that serves public interest requires good management. Good organizational management is strongly influenced by leadership ability. One of the organizations that have a complex management is hospital. It is because the characteristics of services to be provided to health service users require human resources which has professionalism and totality in work.

The problems in this study could be formulated as follows:

- What is the influence of spiritual leadership on QWL?
- What is the influence of spiritual leadership on job satisfaction?
- What is the influence of spiritual leadership on OCB?
- What is the influence of QWL on job satisfaction?
- What is the influence of QWL on OCB?
- What is the influence of job satisfaction on OCB?

The originality of this paper is in its explanation (explanatory) research and the methods used is structural equation modeling (SEM) to find out the influence of spiritual leadership on ethical behavior, QWL, job satisfaction, organizational commitment and employee performance; and this is a research case study on nursing staff of a private hospital in North Sulawesi, Indonesia.

2. Theoretical review
2.1 Spiritual leadership
Leadership is an oft discussed topic in an academic setting or otherwise, because it is considered as one of the most complex social processes. There are approximately 10,000 books and articles which discuss it (Fry and Kriger, 2009). Spiritual leadership is a relatively new theory and was coined by Fry (2003), who states that a collection of values, attitudes and behaviors is required to motivate oneself or others intrinsically, so that everyone has a strong feeling to stay with spirituality through sense of membership based on one's own desire.

Spiritual leadership requires two things:

(1) Creating a vision so that the organization member experiences a calling (transcendent experience related with duty/job), has meaning in life and experiences uniqueness.

(2) Reinforcing a social/organizational culture based on altruistic love (without ulterior motive), where leaders and members have sincere attention, concern and appreciation toward each other, thus producing a sense of membership and a sense of being understood and respected (Fry, 2003).

The purpose of spiritual leadership is implementing the basic needs of a leader and a follower for good spirituality through participation and membership, to create vision and value traversing all individuals, team empowerment and organizational level to help higher development of something good from employee, organizational commitment, financial performance and social responsibility (Fry and Cohen, 2009).

2.2 Quality of work life

QWL is intended to increase an employee's trust, involvement and problem solving to increase job satisfaction and organizational effectiveness, as work performed by people is an important source of satisfaction (Ivancevich *et al.*, 2007). In short, QWL is the combination of job satisfaction for employee and effective achievement of organizational purpose. QWL promotes a work environment which benefits and satisfies employee's needs (Walker, 1992) in Koonmee and Virakul, 2009.

QWL has varying needs, such as resources, activities and results of participation in the workplace (Sirgy *et al.*, 2001). QWL is a term related with people's reaction to people at to work, especially individual's job result related with job satisfaction and mental health (Huse and Cummings, 1985). Some studies find that QWL is related with job satisfaction (Johnson *et al.*, 2008; Koonmee and Virakul, 2009); Islam and Siengthai, 2009).

2.3 Job satisfaction

Job satisfaction is related with an employee's attitude at work. One of the dimensions of job satisfaction is attitude related with one's emotion, so it is also related with motivation. The theory developed by Herzberg is hygiene factor and motivational factor, described by Madura (2007) as factors driving employee's satisfaction and dissatisfaction.

Job satisfaction has three dimensions, which are:

(1) Job satisfaction is an emotional response to a work situation. Therefore, job satisfaction can be seen and predicted.

(2) Job satisfaction is often determined by how well the achieved result fulfills or exceeds expectation.

(3) Job satisfaction represents several related attitudes (Luthans, 2006).

Some studies related with job satisfaction are those by Yiing and Bin Ahmad (2009) that find that leadership behavior influences employee's satisfaction-moderated organizational culture; by West and Bocarnea (2008) on service leadership and organizational commitment and job satisfaction that find significant relation between the variables; and by Arocas and Camps (2008) that find payroll strategy and job enrichment strategy have positive relations with job satisfaction.

2.4 Organizational culture behavior/organizational citizenship behavior

Original investigation on OCB can be found in classical management theory and the actors (Barnard, 1938; Kats and Kahn, 1966; Roethlisberger and Dickson, 1939) in Cheng Chen and Fen Chiu, 2008. Some existing forms of OCB in this century are written by LePine *et al.* (2002) in Paille (2009) and Organ *et al.* (2006). OCB is related with personality and attitude that form organization member/prosocial behavior. This construct is well known in organizational behavior, when first introduced 20 years ago, and is based on the theory of disposition/personality and work attitude (Luthans, 2006).

OCB is a discreet individual behavior which is indirectly recognized by a formal reward system and aggregately promotes effective function of organization (Organ

et al., 2006). Beside an extra role or outside of duty, another primary dimension of OCB is free to choose and is not regulated by the formal reward system of an organization (Organ, 1997) in Luthans, 2006. OCB can have many forms, but Luthans (2006) stated that the main forms are: altruism, conscientiousness, civic virtue, sportsmanship and courtesy (Luthans, 2006).

A study on the relation between job satisfaction, OCB and performance finds significant relations between job satisfaction and OCB, and OCB and performance has a moderate relation (Whitman, Van Rooy and Viswesvaran, 2010). Another study finds that a leader's support contributes to employees' OCB performance (Chen and Chiu, 2008). A study with several variables including job satisfaction and OCB finds that job satisfaction influences OCB (Arfah, 2009).

3. Materials and method

This research is categorized as an explanation (explanatory) research that intends to explain the position of the variables that were analyzed, and the relationship and influence of one variable to another variable (Sugiyono, 2005.) There are three private hospitals managed by foundations or religious-based institutions as research areas, namely, Adventist Hospital, Pancaran Kasih Hospital and Siti Maryam Hospital.

The population considered in this study is all nurses working in three hospitals which became the object of study, totaling 292 people. The sample is determined by purposive sampling on the basis of judgment sampling to test the hypothesis using analysis of SEM (Solimun, 2002). Testing is done with the assumption of linearity curve fit method and calculated with SPSS.

Reference used is the principle of parsimony, i.e. when an entire model is used as the basis for testing a significant or non-significant mean, the model is said to be linear. Specifications of the model used as the basis of the test, are a model of linearity, quadratic, cubic, inverse, logarithmic, power, compound and exponential growth. From Table I, it appears that all influences produce significant linearity models (significance model of linearity < 0.05), so the assumption of linearity is true.

The variables and indicators used in this study are:

- spiritual leadership as indicated by vision, altruistic affection and expectation/trust (Fry, 2003);

- QWL as indicated by opportunity for self-development, anticipation in decision-making, pride in work and condition of work environment (Sirgy *et al.*, 2001), (Koonmee and Virakul, 2009);

Relationship between variables	Test result	Explanation
X1 (Spiritual leadership) →Y1 (QWL)	Significance model linearity 0.000 < 0.05	Linearity
X1 (Spiritual leadership) →Y2 (Kepuasan Kerja)	Significance model linearity 0.000 < 0.05	Linearity
X1 (Spiritual leadership) →Y3 (OCB)	Significance model linearity 0.000 < 0.05	Linearity
Y1 (QWL) →Y2 (job satisfaction)	Significance model linearity 0.000 < 0.05	Linearity
Y1 (QWL) →Y3 (OCB)	Significance model linearity 0.000 < 0.05	Linearity
Y2 (Job satisfaction) → Y3 (OCB)	Significance model linearity 0.000 < 0.05	Linearity

Table I.
Linearity assumption
testing results

Source: Primary data is processed (2014)

- job satisfaction as indicated by salary, promotion, colleague, supervisor and the work itself (Luthans, 2006) and (Neubert *et al.*, 2009); and
- OCB as indicated by conscientiousness, harmony of interpersonal relation, prioritization of others or public interest and sportsmanship (Luthans, 2006).

4. Result and discussion

4.1 Inferential statistical analysis

4.1.1 Spiritual leadership. The first indicator (X1.1) has a loading factor value of 0.701, with p-value < 0.05. It indicated that the first indicator (X1.1) was a significant measure of variable spiritual leadership. The second indicator (X1.2) has a loading factor value of 0.649 with p-value < 0.05. It indicated that the second indicator (X1.2) was a significant measure of variable spiritual leadership. The third indicator (X1.3) has a loading factor value of 0.659 with p-value < 0.05. It indicated that the third indicator (X1.3) was a significant measure of variable spiritual leadership. The measurement model test showed that spiritual leadership was reflected by three indicators. Of the three indicators, the first indicator (X1.1) has the highest coefficient value, indicating that spiritual leadership was predominantly measured by the first indicator (X1.1).

4.1.2 Quality of work life. The first indicator (Y1.1) has a loading factor value of 0.698, with p-value < 0.05. It indicated that the first indicator (Y1.1) was a significant measure of variable QWL. The second indicator (Y1.2) has a loading factor value of 0.792, with p-value < 0.05. It indicated that the second indicator (Y1.2) was a significant measure of variable QWL. The third indicator (Y1.3) has a loading factor value of 0.338, with p-value < 0.05. It indicated that the third indicator (Y1.3) was a significant measure of variable QWL. The fourth indicator (Y1.4) has a loading factor value of 0.552, with p-value < 0.05. It indicated that the fourth indicator (Y1.4) was a significant measure of variable QWL. The measurement model test showed that QWL was reflected by four indicators. Of the four indicators, the second indicator (Y1.2) has the highest coefficient value, indicating that QWL was predominantly measured by the second indicator (Y1.2).

4.1.3 Job satisfaction. The first indicator (Y2.1) has a loading factor value of 0.737, with p-value < 0.05. It indicated that the first indicator (Y2.1) was a significant measure of variable job satisfaction. The second indicator (Y2.2) has a loading factor value of 0.669, with p-value < 0.05. It indicated that the second indicator (Y2.2) was a significant measure of variable job satisfaction. The third indicator (Y2.3) has a loading factor value of 0.357, with p-value < 0.05. It indicated that the third indicator (Y2.3) was a significant measure of variable job satisfaction.

The fourth indicator (Y2.4) has a loading factor value of 0.507, with p-value < 0.05. It indicated that the fourth indicator (Y2.4) was a significant measure of variable job satisfaction. The fifth indicator (Y2.5) has loading factor value of 0.496, with p-value < 0.05. It indicated that the fifth indicator (Y2.5) was a significant measure of variable job satisfaction. The measurement model test showed that job satisfaction was reflected by five indicators. Of the five indicators, the first indicator (Y2.1) has the highest coefficient value, indicating that job satisfaction was predominantly measured by the first indicator (Y2.1).

4.1.4 Organizational citizenship behavior. The first indicator (Y3.1) has a loading factor value of 0.698, with p-value < 0.05 It indicated that the first indicator (Y3.1) was a significant measure of variable OCB. The second indicator (Y3.2) has a loading factor value of 0.356, with p-value < 0.05. It indicated that the second indicator (Y3.2) was a significant

measure of variable OCB. The third indicator (Y3.3) has a loading factor value of 0.742, with p-value < 0.05. It indicated that the third indicator (Y3.3) was a significant measure of variable OCB. The fourth indicator (Y3.4) has a loading factor value of 0.490, with p-value < 0.05. It indicated that the fourth indicator (Y3.4) was a significant measure of variable OCB. The fifth indicator (Y3.5) has a loading factor value of 0.366, with p-value < 0.05. It indicated that the fifth indicator (Y3.5) was a significant measure of variable OCB. The measurement model test showed that OCB was reflected by five indicators. Of the five indicators, the third indicator (Y1.3) has the highest coefficient value, indicating that job satisfaction was predominantly measured by the third indicator (Y1.3).

4.2 Goodness-of-fit model
The theoretical model on the conceptual framework of the study is said to be fit if supported by empirical data. Results of testing the overall goodness-of-fit models, according to the results of the SEM analysis to determine whether the hypothetical model is supported by empirical data, are given in Figure 1.

4.2.1 Structural model. Hypothesis testing is a direct effect performed by *t*-test on each lane partial effect. There are two types of effects in SEM, namely, direct effect and indirect influence.

The direct effect is the effect that is measured directly from one variable to another variable, while the indirect effect is the effect that is measured indirectly from one variable to another through an intermediary (mediation). The indirect influence coefficient is obtained from the results of the second direct influence. If both direct influence coefficient are significant, the indirect influence is also significant, but if one or both direct influence coefficient is non-significant, the indirect influence coefficient is non-significant. Graphically, the results of testing the structural model are presented in Figure 2 (straight line expresses significant lines and the dotted line expresses non-significant lane).

By testing the direct influence of spiritual leadership (X1) on the QWL (Y1), standardized coefficient values are obtained for 0.424, with a p-value of 0.001. Because p-value < 0.05, there is a significant direct effect between spiritual leadership and the QWL, with a marked
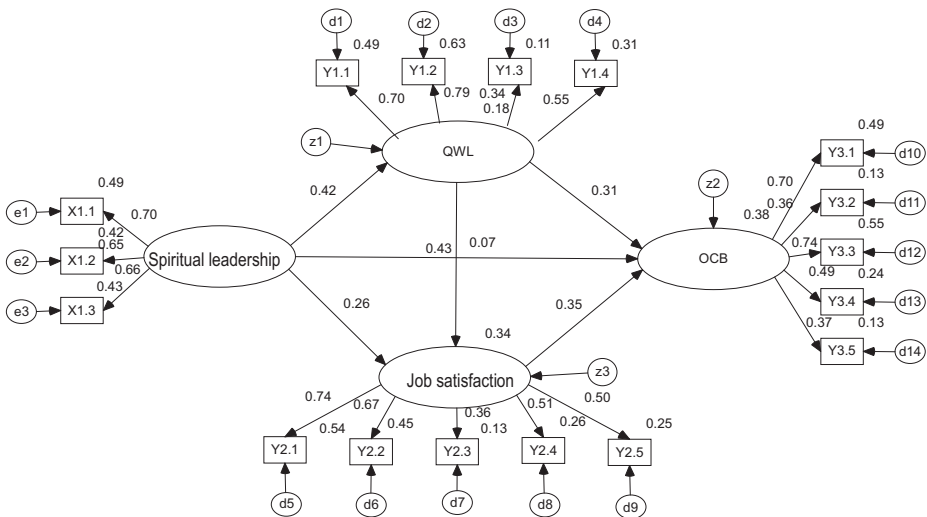

Figure 1.
Research model

positive coefficient indicating a positive relationship, i.e. the higher the spiritual leadership the higher the QWL.

Testing the direct influence of spiritual leadership (X1) on job satisfaction (Y2), standardized coefficient values are obtained for 0.258, with a p-value of 0.033. Because if p-value < 0.05, there is a significant direct effect on job satisfaction. Spiritual leadership with marked positive coefficient indicates that the higher the spiritual leadership the higher is the job satisfaction.

Testing the direct influence of spiritual leadership (X1) against OCB (Y3) obtained standardized coefficient of 0.072, with a p-value of 0534. Because p-value > 0.05, there is no significant direct effect between spiritual leadership and OC B. This indicates that the level of spiritual leadership will not result in a significant change in the level of OCB.

Testing the direct influence of QWL (Y1) on job satisfaction (Y2) obtained standardized coefficient of 0.427, with a p-value of 0.001. Because p-value < 0.05, there is a significant direct effect between the QWL and job satisfaction. A marked positive coefficient indicates a positive relationship, i.e. the higher the QWL the higher is the job satisfaction.

Testing the direct influence of QWL (Y1) on the OCB (Y3) obtained a standardized coefficient of 0.307, with a p-value of 0.017. Because p-value < 0.05, there is a significant direct effect between the QWL and O CB. A marked positive coefficient indicates a positive relationship, i.e. the higher the QWL the higher is the OCB.

Testing the direct influence of job satisfaction (Y2) against OCB (Y3), standardized coefficient values obtained for 0.347, with a p-value of 0.013. Because p-value <0.05, there is a significant direct effect between job satisfaction and OC B. A marked positive coefficient indicates a positive relationship, i.e. the higher the job satisfaction the higher is the OCB.

Testing the indirect effect between spiritual leadership (X1) to conduct civic organizations (Y3) through the QWLQWL (Y1) coefficient obtained indirectly, of 0.130, due to both the direct influence that shape the indirect influence (spiritual leadership to the QWLQWL and QWL to OCB) are both significant, then there is a significant indirect effect between spiritual leadership and OCB through the QWLQWL. A marked positive coefficient indicates a positive relationship, i.e. the higher the spiritual leadership the higher is the OCB, if the QWLQWL is also high.

The coefficient of indirect effect between spiritual leadership (X1) to OCB (Y3) through job satisfaction (Y2) is 0.089, due to both direct influence coefficient between spiritual leadership (X1) to job satisfaction (Y2) and job satisfaction (Y2) to OCB (Y3) are significant, the there is a significant indirect effect on the sprritual leadership and OCB by job
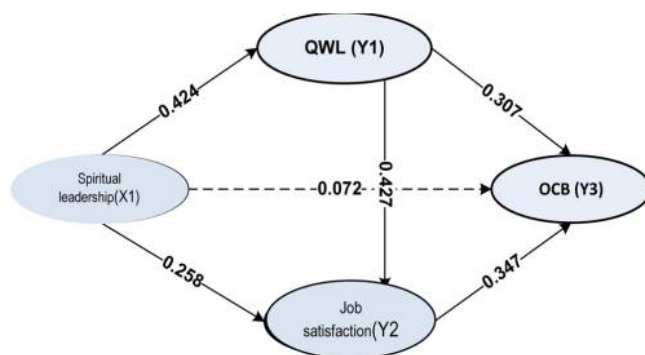

Figure 2.
Structural model
testing results

satisfaction. The positive sign of the obtained coefficients indicates a positive relationship. The higher value of spiritual leadership will lead to the higher value of OCB too, if the job satisfaction is also high.

4.2.2 Finding. This study was a development of the author's previous study on the influence of spiritual leadership on ethical behavior, QWL, job satisfaction, organizational commitment and employee performance. In the study, it is found that spiritual leadership does not significantly influence QWL and job satisfaction. The current study tests the variables above plus one variable, which was OCB. The main difference between the past study and the current study is the researched entity, which was non-profit organization tightly related with implementation of spiritual leadership, i.e. private hospitals run by religious institutions. The previous study researches profit-oriented secular organization, i.e. banking institutions.

The research result showed that spiritual leadership directly and significantly influenced QWL and spiritual leadership directly and significantly influenced job satisfaction. Therefore, the findings in this study were different from the previous study, which states that spiritual leadership does not influence QWL and job satisfaction.

The new variable was tested empirically, i.e. the variable spiritual leadership with OCB and the variable QWL with OCB. It was found that spiritual leadership did not have a direct influence on organizational citizenship behavior. Spiritual leadership influenced OCB with the mediation of QWL or job satisfaction. Meanwhile, QWL had a direct and significant influence on OCB. Therefore, this study found three significant "new relations", i.e. spiritual leadership and QWL, spiritual leadership and job satisfaction and spiritual leadership and OCB.

4.2.3 Conclusion and recommendation. Based on the analysis, the following conclusions are made:

- There were significant direct influences of spiritual leadership on QWL, spiritual leadership on job satisfaction, QWL on job satisfaction, QWL on OCB and job satisfaction on OCB.
- There was no significant direct influence of spiritual leadership on OCB.
- There were significant indirect influences of spiritual leadership on OCB through QWL and spiritual leadership on OCB through job satisfaction. The higher the spiritual leadership, the higher the OCB, if QWL was also high, and the higher the spiritual leadership, the higher the OCB, if the job satisfaction was also high.
- The previous study finds that spiritual leadership does not directly influence QWL and job satisfaction. However, the present study found significant influence of spiritual leadership on QWL and job satisfaction.
- Difference of characteristics of entities and research objects was the main differentiator of the results of the previous study and the current study.

Some suggestions in this study are:

- The study should expand research object and sample size to reinforce and increase the confidence level of the result and findings of this study.
- In depth analysis should be performed to understand the relations between the variables tested in this study and marketing mix preference and quality of service received and experienced by hospital patient as consumer of health service product.

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Corresponding author

Riane Johnly Pio can be contacted at: riane.unsrat.jp@gmail.com