

The relationship between spiritual leadership to quality of work life and ethical behavior and its implication to increasing the organizational citizenship behavior

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Abstract

56

Purpose – The purpose of this study is to analyze the relationship between spiritual leadership, quality of work life (QWL), ethical behavior, and its implication to organizational citizenship behavior (OCB).

Design/methodology/approach – The study design is the quantitative method as an explanatory research with the purpose to explain the phenomena or pattern of correlation between the concepts (Solimun *et al.*, 2017). Focus on this study is the employees in three private hospitals managed by foundations or religious-based institutions as research areas, namely (1) Adventist Hospital; (2) Pancaran Kasih Hospital; (3) Siti Maryam Hospital, Manado, Indonesia. The population in this study was all the employees, and the sample size is 150 respondents (using Slovin's Formula), by simple random sampling. The analytical method use 60 test the hypothesis of the research was structural equation modeling (SEM) covariance based called partial least square (PLS).

Findings – The spiritual leadership has the direct effect QWL. The spiritual leadership has the direct effect on ethical behavior. The spiritual leadership does not have the direct effect on OCB. QWL has the direct effect on OCB. The ethical behavior has the direct effect on OCB. The spiritual leadership has the indirect effect on OCB, 65 QWL and ethical behavior as mediation variables.

Originality/value – This is one of few research studies comprehensively investigating the relationship between spiritual leadership (as exogenous variable), with QWL and ethical behavior (as intervening variable) and OCB (as endogenous variable). Based on the views and opinions of some of the mentioned writers, we assume that spiritual leadership has a relationship with OCB mediated by QWL or ethical behavior.

Keywords OCB, Employee performance, Spiritual leadership, Ethical behaviour

Paper type Research paper

1. Introduction

This study is an expansion of the spiritual leadership theory proposed by Fry (2003) and Fry *et al.*, (2005) after they elaborated several theories that viewed a leader's relationship with his followers through transactional leadership theory and transformational leadership put forward by several authors along with Bass (1985, 1998). Bass and Avolio (1990, 1994), Benis and Nanus (1997), Burns (1978), and Tichy and Devanna (1986) and also through the relationship of organizational transformation with spiritual leadership (French *et al.*, 2005). On the other hand, organizational activity in the twenty-first century is characterized by the emergence of "human spirit," so it is necessary to utilize a framework and its development for organizational sustainability (Murrell, 2005), thus, the mainstream in organizational management with one of the principles namely "spirituality" (Marques 2011). Under these circumstances, leadership changes are required, and through the direction and facilities that the organization's milestones can achieve targets (Grojean *et al.*, 2004).

Organization that services public interest needs good governance, and the ability to manage organization well will be very much influenced by a leadership. One organization that has a complexity in its management is hospital. This is because the characteristics of services that must be provided to the use of health services require human resources who



have competence in the field of excellent health and self-giving in serving patients full of heart. In reality, many facts and cases indicate the occurrence of health services that are not in line with the expectations of healthcare users. North Sulawesi Provincial People's Representative Council stated that health services for the community need to be improved (radiotrendyfm.com). Head of hospital Prof. Kandou Manado, Dr Djoli Rumopa said the hospital's health services are constrained due to the lack of support from other regional hospitals (www.manadonews.com). Even there are cases of alleged malpractice by medical personnel that caused patient's death (cybersulut.com).

Many factors can be the cause of hospital patients receiving services that are not optimal. However, the main source came from the medics such as doctors and nurses. This means it is related ⁶⁷ aspects of human resources that may not be well managed. When viewed from the aspect of organizational citizenship behavior (OCB), there is a tendency of medical personnel, especially doctors who are not fully tied to the hospital. In general, the employment status of doctors is only temporary because it is only contracted within a certain period. Especially for doctors who have certain skills that are rare, in running their profession they generally perform double duties at some hospitals making them not optimal in providing services to patients treated. Then, nursing staff who generally have overloaded workloads in return for the minimum wage set by the local government cause less ownership of the hospitals in which they work.

From the aspect of competence, medical personnel in hospitals are generally sufficient in accordance with the capacity they have on the basis of their educational background. However, existing leadership in the hospital may be one of the factors that have a positive or negative impact on organizational management, including managing nursing staff. Indeed, from the aspect of leadership, there are indications that in the past there were hospitals that experienced poor governance. The following are cases of poor governance description including: Pancaran Kasih Hospital patients decreased, need improvement of good management, and total service must be done ([news manado.com](http://news.manado.com), 2011); Synod discussed Pancaran Kasih hospital; alleged corruption in Pancaran Kasih Hospital ([news manado.com](http://news.manado.com), 2011); employees of RSUPK Manado carried out a demonstration demanding for eight months' salary to be paid ([news manado.com](http://news.manado.com), 2011); feeling aggrieved, Ola reported Advent Teling Hospital to Parliament of Manado, bad service of private hospital, this time it was allegedly done by Advent Teling Hospital Manado (www.detikkawanua.com, 2015).

Based on the aforementioned information, it can be assumed that the problem that occurs on several private hospitals in Manado City is closely related to leadership, being unable to manage organization, thus impacted on the work life quality (QWL) that is not optimal, ethical behavior of nurses, and nonfull organizational citizenship behavior (OCB). As a hospital affiliated with a religious organization, it is ideal that the practice of leadership possess relation with a leader's behavior basing on religious belief. Thus, spiritual leadership becomes one of the alternatives that can decrease issues faced in several private hospitals in Manado. According to (Reave, 2005), spiritual leadership has values of integrity, honesty, and humility, and if embodied in behavior, this can be reflected through ethical action, compassion, and respect for others. This is in line with the needs of services required by people who are temporarily hospitalized. They need not only medical services but also more psychological and spiritual services. And according to Fernando *et al.* (2009), spirituality is an inseparable characteristic of all human beings, which is a form of holiness, not only in one denomination, but commonly believed by everyone and through the divine experience of self-relating belief to his Lord.

Leadership becomes one of the factors that can influence OCB from members of an organization. Spiritual A research conducted by Yi Chen and Fang Yang (2012), Kaya (2015) found that spiritual leadership has relationship with and imp⁷⁰ on OCB. However, it needs other variables that could bridge spiritual leadership to OCB. Quality of work life (QWL) and

ethical action are variables that can be two bridging variables between spiritual leadership and OCB. According to Luthans (2006), Ivancevich *et al.* (2007), and Devi (2015), spiritual leadership has a relationship with QWL. Then, Eisler and Montouri (2003), Posner and Schmidt (1992), Mitroff and Denton (1999), Pio *et al.* (2015) stated that spiritual leadership is linked to ethical behavior. In different contexts, Mo and Shi (2017) argued that ethical leadership has a relationship with OCB. Phipps (2012) demonstrated the spiritual beliefs of influential leaders on decision-making strategies. Based on the views and opinions of some of the aforementioned writers, we assume that spiritual leadership has a relationship with OCB mediate QWL or ethical behavior.

The purpose of this study is to analyze the relationship between spiritual leadership, QWL, ethical behavior, and its implication to OCB. Based on previous theoretical and research approaches, this research investigates the relationship between spiritual leadership (as exogenous variable) with QWL and ethical behavior (as intervening variable) and OCB (as endogenous variable).

2. Theoretical review

Spiritual leadership. The spiritual leadership approach in the workplace emerged in the late 1990s and early 2000s in response to low job security and employee losses, as well as other factors (Darling and Chalofsky, 2004). Spiritual leadership is a model for organizational development and transformation and has the potential to guide organizational evolution in a more positive direction, with human and organizational goodness as a basis for achieving optimal performance (Fry and Matherly, 2006). Some of the key aspects of spiritual leadership in the workplace have to do with the implementation of a core values program that consists of articulating something higher, showing purity, providing sincere service, empowering employees (Ferguson and Milliman, 2008). Individuals with high spirits in the workplace will be able to adjust and show a harmonious feeling, have positive energy, thoroughness, and a tendency to have spirituality (Kinjerski and Skrypnek, 2008). A more spiritual life is shown by people for knowing and understanding the spiritual principles. In the perspective of spiritual thought, Wheatley (2002) put forward several principles namely: *Life is uncertain; Life is cyclical; Meaning motivates people; Service brings us joy; Courage comes from our hearts; We are interconnected to all life; We can rely on human goodness, generosity, and caring; We need peace of mind and acceptance.*

Quality of work life (QWL). QWL is a management philosophy that increases the self-esteem of all workers introducing changes in organizational culture and improving the physical and emotional state of employees (Ivancevich *et al.*, 2007). QWL will be achieved if the leadership of the organization conditions it through the availability of physical and nonphysical facilities for all members of the organization. QWL will be realized if the leadership of the organization has a commitment to raise the dignity of each member by adopting and implementing values that are meaningful for the creation of opportunities to grow and develop for every member of the organization in task and work in order to achieve the best quality. Achieving the best quality should be sustained by the availability of resources that support the realization of the objective. Therefore, to achieve it, it needs to change and improve the work climate so that the effectiveness of interhuman relationships, technology, and organization makes the work experience become more interesting and the end result as expected (Luthans, 2006).

To achieve the real QWL, it requires criteria as proposed by Huse and Cumings (1985), that is, *Adequate and fair compensation, Safe and healthy environment, Development of human capacities, Growth and security, Social integration, Constitutionalism, The total life space, Social relevance.* Ellis and Pompli (2002) identified a number of factors that contribute to dissatisfaction and QWL such as poor work environments, aggressive customers, workload,

carelessness, work and family balance, job change, lack of engagement in decision-making, professional exclusion, poor recognition, weak relationships with supervisor, role conflict, lack of opportunity to learn new skills.

Ethical behavior. Ethical behavior can generally be defined as behavior that is considered true or false, directing what people can and should not do (Beauchamp and Bowie, 2000). Therefore, ethical behavior is controlled by “rules, standards, codes, or principles that provide guidance for morally correct behavior and truth in certain situations” (Lewis, 1985). The importance of ethical behavior in organizations has become more and more evident, as many recent studies have produced knowledge related to management, in particular the individual ethical behavior within organizations. Many authors argue that there is a link between ethics and the world of financial crisis in 2008. In business practice there are several factors that influence such ethical actions: (1) *The individual's value code*; (2) *The behavior of colleagues*; (3) *The attitudes and action of superiors in enterprise*; (4) *Financial circumstance*; (5) *The enterprise's policy on specific ethical questions*; (6) *The ethical practices of the enterprise's industry* (Poe, 1986). These factors should be conditioned by the organization so that ethical behavior can be realized. In the implementation of the organization, it must establish an ethical climate in the form of mutual care among employees, the existence of independence, the existence of codes of ethics, and clear policies.

Job satisfaction. Job satisfaction is a very interesting and important issue to be studied because it proves to possess a lot of great benefits for employees individually, organization, and society. For individuals, research on the causes and sources of job satisfaction allows for an endeavor to the happiness of life. For the organization, research on job satisfaction is done in an effort to increase production and decrease costs through improvement of attitudes and behavior of its employees. Furthermore, people will enjoy the maximum capacity output from the industrial world as well as the rising human value in the context of work.

The main factor in the formation of job satisfaction is salary. That opinion is not entirely wrong, because with the salaries their lives (employees) will last well. However, salary is not the main factor in doing the job. This is because there are many companies that provide high salaries for employees, but the employee just does not feel satisfied or even dislike his job. This proves that salary only serves to provide temporary satisfaction, depending on the level of needs and value of the person concerned. The factors that influence job satisfaction and employee performance are individual characteristics, job characteristics, and organizational characteristics. These three characteristics are used as a reference of the relevant variables in conducting research on employees on PT Telkom Indonesia Tbk.

OCB. OCB is very important to support the effectiveness of organizational functions, especially the long term (Organ, 1997), (Widayanti and Farida, 2016). OCB is a set of effective behaviors that are not explicit in the field of job/business description, but promotes the health of business subtly (Kaya, 2015). OCB is a behavioral element that can help companies to improve resource efficiency in better adapting to turbulent environments (Podsakoff *et al.*, 2000). Therefore, OCB helps organizations protect themselves from negative work environments and increase productiveness, cooperation, and visible performance (Kaya, 2015).

3. Methods

The study design is the quantitative method as an explanatory research with the purpose to explain the phenomena or pattern of correlation between the concepts (Solimun *et al.*, 2017). Focus on this study is the employees in three private hospitals managed by foundations or religious-based institutions as research areas, namely (1) Adventist Hospital; (2) Pancaran Kasih Hospital; (3) Siti Maryam Hospital, Manado, Indonesia. The population in this study was all the employees, and the sample size is 150 respondents (using Slovin's Formula), by

simple random sampling. The conceptual framework of this research is shown in Figure 1. The analytical method used to test the hypothesis of the research was structural equation modeling (SEM) covariance based called partial least square (PLS). The hypothesis is accepted if the critical ratio (CR) value is more than 1.96 and *p*-value less than 0.05 (with an error rate of 5 percent). The conceptual framework of the study is presented in the following figure:

All variables included in the unobservable, formed by the indicators (as observable variables) using first-order factor analysis (outer model in PLS). This research involved 51 questions (in questionnaire) that represent 17 indicators of 23 variables of this research (three items for each indicator/dimension). The measurement for each variable is as follows: spiritual leadership measured by three indicators, namely Vision (X1), Altruism (X2), Expectation/Confidence (X3); QWL (M1) measured by four indicators, namely opportunities to develop (M11), participation of decision-making (M12), pride of work (M13), working environment (M14); ethical behavior (M2) measured by four indicators, namely honestly (M21), trust (M22), openness (M23), and mutual respect (M24); OCB (Y) measured by five indicators, namely sportsmanship (Y1), civic virtue (Y2), conscientiousness (Y3), altruism (Y4), and courtesy (Y5).

4. Result and discussion

4.1 Goodness of fit model

The model in this research is said to be fit if supported by empirical data. As known, structural model's goodness of fit on PLS analysis in the form of predictive value relevance (Q^2) is 0.8277 or 82.77 percent. That is, the model can explain the performance phenomena of spiritual leadership, QWL, ethical behavior, and OCB at 82.77 percent, while the remaining 17.23 percent is explained by other variables outside the model. This shows that the $Q^2 > 75$ percent indicates that the model is fit and suitable for further analysis.

The second part of analysis is assumption testing. Before presenting the feasible results, the linearity assumption test using Ramsey reset test is performed (Fernandes and Solimun, 2016). Table I presents the linearity assumption test and linearity assumptions are met. The normality assumption is not needed in the analysis of the approach using PLS given based on bootstrap.

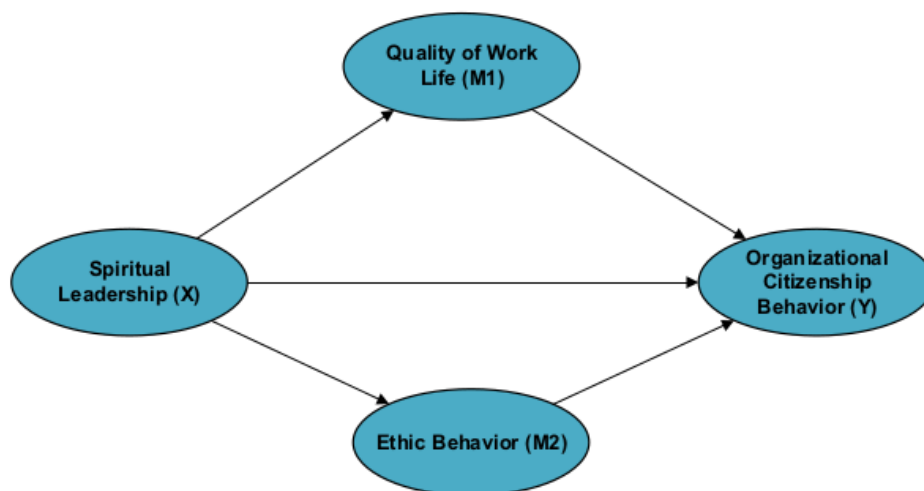


Figure 1. Conceptual framework

4.2 Hypothesis testing

In order to test each hypothesis in the search using PLS analysis, *t*-test was performed on each direct path of effect partially. Coefficient of structural model stated the magnitude relationship between one variable and another variable. There is significant effect between one variable and another variable if *p*-value < 0.05. In PLS, there are two effects, that is, direct effect and indirect effect. The result of the analysis is summarized in Tables II and III for the indirect effect. Figure 2 shows both results, direct and indirect (mediation) effects.

Based on Table II and Figure 2, it is known that there was a significant direct effect between spiritual leadership and QWL and ethical behavior. The coefficient of direct effect positively marked indicates that by the increasing spiritual leadership value, it will affect the increasing QWL and ethical behavior values. As well as the effects between QWL and ethical behavior and OCB were also significant. However, a different result is shown for direct effect between spiritual leadership and OCB, which indicated that there was no significant direct effect. In other words, the intensity of spiritual leadership value will not directly affect the intensity level of OCB.

Testing mediation from several studies that establish a direct effect mediation. Following is a summary of test results by using mediation Sobel test:

The first result: Sobel results in Table III and Figure 2 show that the coefficient of indirect effect of QWL in relationship between spiritual leadership at OCB as 0.120, and *p*-value 0.004 < 0.05 indicated QWL as mediation variable in the relationship between spiritual leadership and OCB. The positively marked coefficient indicates that the higher value of spiritual leadership will lead to the higher value of OCB, if mediated by QWL that was also high.

The second result: Sobel test results in Table III and Figure 2 show that the coefficient of indirect effect of QWL in relationship between spiritual leadership and OCB is 0.120, and *p*-value 0.004 < 0.05 indicated QWL as mediation variable in the relationship between

Table I.
Linearity
assumptions test

No	Relationship	Result of Ramsey reset test	Conclusion
1	Spiritual leadership (X) to quality of work life (M1)	<i>p</i> -value = 0.012 < 0.05	Linear
2	Spiritual leadership (X) to ethical behavior (M2)	<i>p</i> -value = 0.013 < 0.05	Linear
3	Spiritual leadership (X) to OCB (Y)	<i>p</i> -value = 0.014 < 0.05	Linear
4	Quality of work life (M1) to OCB (Y)	<i>p</i> -value = 0.038 < 0.05	Linear
5	Ethical behavior (M2) to OCB (Y)	<i>p</i> -value = 0.044 < 0.05	Linear

Table II.
Structural model SEM:
direct effect

No	Relationship	Coefficient	<i>p</i> -value	Conclusion
1	Spiritual leadership (X) to quality of work life (M1)	0.315	0.015	Significant
2	Spiritual leadership (X) to ethical behavior (M2)	0.379	0.004	Significant
3	Spiritual leadership (X) to OCB (Y)	0.036	0.779	Not significant
4	Quality of work life (M1) to OCB (Y)	0.380	0.004	Significant
5	Ethical behavior (M2) to OCB (Y)	0.381	0.003	Significant

Table III.
Structural model SEM:
mediation effect

Mediation	Relationship	Coefficient	<i>p</i> -value
Quality of work life (M1)	Spiritual leadership (X) to OCB (Y)	0.120	0.046
Ethical behavior (M2)	Spiritual leadership (X) to OCB (Y)	0.144	0.016

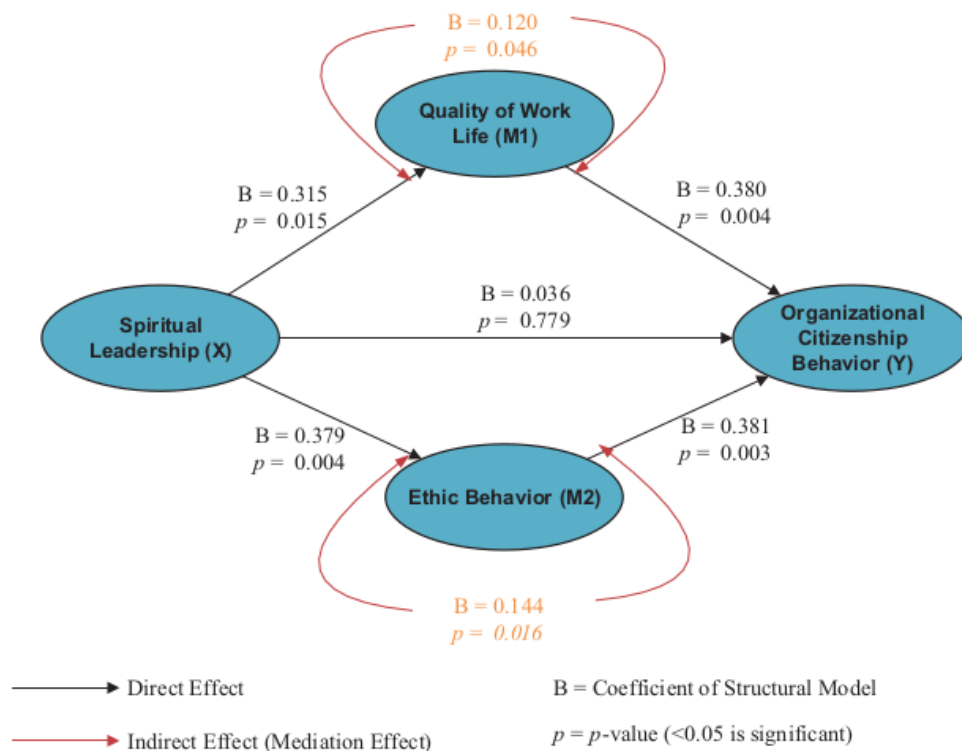


Figure 2. Full model in SEM

spiritual leadership and OCB. The positively marked coefficient indicates that the higher value of spiritual leadership will lead to the higher value of OCB, if mediated by QWL that was also high.

4.3 Discussion

Spiritual leadership influence on QWL. Based on the analysis, the coefficient relationship between spiritual leadership and QWL is 0.315 with p value of 0.015. The analysis results show the value of $p < 0.05$, indicating that spiritual leadership has a significant influence on QWL. Coefficient marked as positive indicates one-way relationship. This means that the increase in spiritual leadership significantly influences QWL increase; the higher value of spiritual leadership will result in the higher value of QWL.

According to Luthans (2006), the perspective of QWL does not suggest a specific work design technique. Top management believes that the transformation will succeed even though no systematic analysis of the transformation results. In an effort to apply spiritual leadership with three main components such as vision, altruistic love, and belief or hope, the hospital leader must continually disseminate to all employees so that the values of spiritual leadership can be internalized and become a habit in working life. This is in line with the opinions of Ivancevich *et al.* (2006) that the ongoing challenge for management in setting up the QWL is through the revitalization of business and industry. A very short period of hospital director's tenure is an inhibiting factor to properly socialize and internalize the spiritual leadership values. Ashwini and Varma (1999) stated that there is a relationship between the QWL and employee performance.

Spiritual leadership influence on ethical behavior. Based on the analysis result, the coefficient of relationship between spiritual leadership and ethical behavior is 0.379 with

p -value of 0.004. The analysis shows p value < 0.05 , indicating that spiritual leadership has significant influence on ethical behavior. Coefficient marked as positive indicates one-way relationship. This means that the increase of spiritual leadership has a significant influence on the increase of ethical behavior; the higher value of spiritual leadership will result in higher ethical behavior.

The results of this study are in line with the theory put forward by Eisler and Montouri (2003), that those within the organization including leaders who consider that spirituality will be more ethical. Similarly, Posner and Schmidt's (1992) opinion of superior actions is the most important factor affecting ethical and unethical behavior in the organization. In the respondent's view, the spiritual leadership of the hospital in carrying out ethical conduct by setting an example to employees in obeying with all regulations by carrying out tasks and jobs provided, does not make mistakes that can harm the company, makes the employees to be confident and behave well and politely as role model employees. Thus, the views of respondents are in line with Duarte's (2009) opinion as a corporate leader it is expected to meet the expectations of corporate stakeholders and also provide a good example for employees. Therefore, spiritual leadership significantly contributes to the ethical behavior of hospital employees.

Spiritual leadership influence on OCB. Based on the analysis result, the coefficient of relationship between spiritual leadership and OCB is equal to 0.036 with p -value equal to 0.779. The analysis results show $p > 0.05$, indicating that spiritual leadership has no significant influence on OCB. Coefficient marked as positive indicates one-way relationship. This means that the increase in spiritual leadership has no significant influence on the improvement of OCB.

The results of this study are not in line with the theory of leadership determining the relationship of social change with employees. Naturally these changes are influenced by the treatment of leaders on each individual employee (Organ *et al.*, 2006). Supervisory/high supervisory support employees has an influence on employee OCB (Podsakoff *et al.*, 2000). The results are also contrary to the results of research conducted by Chen and Chiu (2008), who found support leadership contributes to the performance of OCB employees. The results of research conducted by Yi Chen and Fang Yang (2012) with a multisample analysis approach shows that spiritual leadership has an influence on OCB. Spiritual leaders show faith by trusting that others will perform well and by sharing belief in the organization's vision or goals (Wheatley, 2002). Wheatley emphasizes the significance of leaders to recognize and overcome the presence of spirituality in the workplace to be successful. Most people crave to have a "sense of purpose" by participating in a calling or something bigger than themselves (Wheatley, 2002).

Influence of QWL on OCB. Based on the analysis, the coefficient of the relationship between QWL and OCB is 0.380 with p -value of 0.004. The analysis shows p -value < 0.05 , indicating that QWL has significant influence on OCB. Coefficient marked as positive indicates one-way relationship. This means that the increase in QWL has a significant influence on the increase of OCB; the higher QWL value will result in the higher value of OCB.

The results of this study are in accordance with research conducted by Farideh Haghshenas Kashani (2012: 9523); this study explains that a high QWL is important for all organizations to continue to attract and retain employees.

Ethical behavior influence on OCB. Based on the analysis, the coefficient of relationship between ethical behavior and OCB is 0.315 with p -value of 0.015. The analysis shows p -value < 0.05 , indicating that ethical behavior has significant influence on OCB. Coefficient marked as positive indicates one-way relationship. This means that the increase of ethical behavior has a significant influence on the increase of OCB; the higher ethical behavior value will result in the higher value of OCB.

Loucks (1987) suggested that a firm is considered to have ethical behavior that is dependent on the ethical behavior of employees in a company. Employees behave ethically

referring to certain morals such as Wiley's principles of fairness and trust (1995). Employee ethical behavior is influenced by a company's policies, procedures, and fair decision-making (Baker *et al.*, 2006). When a company treats employees very fairly, employees will behave ethically and show an attitude of OCB. Employee ethical behavior can affect employee OCB within a company.

The role of QWL mediation on the relationship between spiritual leadership and OCB. Based on the results of the analysis, the coefficient relationship between spiritual leadership and OCB mediated by QWL is 0.120 with p -value of 0.046. The analysis showed p -value < 0.05, indicating that spiritual leadership significantly influenced OCB with the help of QWL. Coefficient marked as positive indicates one-way relationship. This means that the increase of spiritual leadership significantly influences the increase of OCB through QWL; the higher value of spiritual leadership will result in the higher value of OCB through QWL.

Based on the results of testing, the significance of indirect influence proved the influence of spiritual leadership mediated by QWL. This proves that the support from organization to employees by providing work environment in accordance with the standards of QWL will increase OCB, thereby increasing the performance of employees who benefit the organization.

The role of ethical behavior mediation on the relationship between spiritual leadership and OCB. Based on the analysis result, the coefficient of relationship between spiritual leadership and OCB mediated by ethical behavior is 0.144 with p -value of 0.016. The analysis shows p -value < 0.05, indicating that spiritual leadership has significant influence on OCB with the help of ethical behavior. Coefficient marked as positive indicates one-way relationship. This means that the increase of spiritual leadership has a significant influence on the increase of OCB through ethical behavior; the higher value of spiritual leadership will result in the higher value of OCB through ethical behavior.

Based on the results of testing, the significance of indirect effect proved the influence of spiritual leadership mediated by ethical behavior. This proves that organizational support to employees by providing a work environment in accordance with ethical standards of behavior will increase the OCB, thereby increasing the performance of employees who benefit the organization.

Hospital management needs to build a strong organizational culture with spiritual leadership values because they can contribute to the realization of spirituality in the workplace. According to Robbins and Judge (2013), organizational culture has a relationship with spirituality in the workplace. Although spirituality in the workplace is not the same as a religious practice in organizations, the religious values believed by employees can be implemented in their daily work. As said by Shabani *et al.* (2016), "spirituality is mystical; in other words, it is difficult to distinguish its expression. Although in many religions, the spiritual experience can be achieved through mystical experience of freedom, but no religion and spirituality is needed. It is because there are some religious behaviors that do not create moral and spiritual feelings such as peace and love which may occur outside the religion's framework". However, if religious values are highly internalized to employees, services provided by hospitals can contribute directly to people receiving health services and who may need future health services. This will have an impact on organization sustainability and indubitably; many people will seek health services with employees holding "altruistic love" values as a part of spiritual leadership. As explained by Guinot *et al.*, (2016), altruism in organizations is characterized as helpful behavior involving voluntarily helping other people with work-related problems including actions such as "helping other people who are not present."

5. Implication

The theoretical implications of this research for the development of science are significant by contributing to organizational behavior, human resource management, and leadership. For

the community, especially for people who need health services, the results of this study provide a reference in choosing organizations providing health services and have spiritual leadership values in their service standards. In addition, the practical implications are consistent with the findings in this study: nurse performance can be affected by spiritual leadership from the QWL, which includes opportunities to grow, to participate in decision-making, and to have a sense of pride in work; furthermore, nurses experience better and more positive environmental working condition. Likewise, if their job satisfaction increases due to good salaries, promotions, work teams, supervisors, and the work itself, it will contribute to improving the nurses' performance.

6. Conclusion and recommendation

The conclusions obtained from the research results are as follows: (1) spiritual leadership does not directly affect employee performance. (2) QWL is the intermediary variable in the relationship between spiritual leadership and employee performance. Given the positive coefficient indicated, higher spiritual leadership will lead to higher employee performance if the mediated QWL is higher as well. This is because the direct effect of spiritual leadership on employee performance is not significant (46 a coefficient of ownership); it indicates that the QWL is a pure moderator, meaning that there is a relationship between spiritual leadership and employee performance only if the employee has QWL. (3) QWL is an intermediary variable in the relationship between spiritual leadership and employee performance. Given the positive coefficient indicated, higher spiritual leadership will lead to higher employee performance if mediated job satisfaction is higher as well. This is because the direct effect of spiritual leadership on employee performance is not significant (46 a coefficient of ownership); it indicates that the QWL is a pure moderator, meaning that there is a relationship between spiritual leadership and employee performance only if the employee has QWL.

Some suggestions in this study are: (1) the study should expand research object and sample size to reinforce and increase the confidence level of the result and findings of this study; (2) 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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