

## Integration of social exchange theory: spiritual leadership on millennial organizational performance

Ikhsan Maksum\*, Ryan Basith Fasih Khan  
Fakultas Ekonomi, Universitas Islam Negeri Maulana Malik Ibrahim Malang

\*) Korespondensi (e-mail: [ikhsan.maksum@uin-malang.ac.id](mailto:ikhsan.maksum@uin-malang.ac.id))

### Abstract

For organizations whose members are predominantly Muslim, the appropriate leaders are leaders who have Islamic values or what is usually called spiritual leadership. Based on the spiritual leadership approach, encouraging employees to participate in ta'awun behavior enhances human resources efficiency within a business organization. Researchers have studied many leadership models, but only a few have explored spiritual leadership models and OCBI and OCBO on human resource performance. The study aims to contribute to the growth of research into spiritual leadership models, OCBI, and OCBO behavior about HR performance. This study investigates the mediating role of ta'awun behavior in the relationship between spiritual leadership and HR performance. This study emphasizes 190 employees from PT Arkatama Solusindo and PT Digi Partner Studio and a quantitative research paradigm using the Partial Least Squares (PLS) analysis tool. According to this research, the spiritual leadership model is the most effective factor for improving human resource performance. Its influence can be effectively reduced by OCBI and OCBO behavior. OCBI behavior serves as a mediator for the impact of spiritual leadership on HR performance. Meanwhile, the mediating variable OCBO does not have a mediating role.

Keywords: Spiritual leadership, Organizational citizenship behavior, Performance, Social exchange theory.

### Abstrak

Organisasi yang mayoritas anggotanya beragama Islam, pemimpin yang sesuai adalah pemimpin pemimpin yang memiliki nilai-nilai Islam atau biasa disebut kepemimpinan spiritual. Dari model kepemimpinan spiritual, mendorong karyawan untuk terlibat pada perilaku ta'awun yang berdampak terhadap kinerja SDM di sebuah organisasi bisnis. Banyak model kepemimpinan yang telah diteliti oleh peneliti, masih sedikit yang mengeksplorasi model kepemimpinan spiritual dan OCBI serta OCBO terhadap kinerja SDM. Tujuan penelitian yaitu berkontribusi terhadap pengembangan penelitian mengenai model kepemimpinan spiritual, perilaku OCBI dan OCBO terhadap kinerja SDM. Penelitian menguji peran pemediasian perilaku ta'awun pada pengaruh kepemimpinan spiritual terhadap kinerja SDM. Objek penelitian ini adalah karyawan yang bekerja pada PT Arkatama Solusindo dan PT Digi Partner Studio sejumlah 190 orang, menggunakan paradigma penelitian kuantitatif dengan alat analisis *Partial Least Square* (PLS). Hasil penelitian ini menyatakan bahwa faktor yang dapat meningkatkan kinerja sumber daya manusia adalah model kepemimpinan spiritual, serta pengaruhnya dapat dimediasi dengan baik oleh perilaku OCBI dan OCBO. Perilaku OCBI berperan sebagai variabel pemediasian pada pengaruh kepemimpinan spiritual terhadap kinerja SDM. Sedangkan, variabel pemediasial OCBO tidak memiliki peran mediasi.

Kata kunci: Kepemimpinan spiritual, *Organizational citizenship behaviour*, Kinerja, Teori pertukaran sosial

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## 1. Introduction

The increasing unpredictability and emerging obstacles encountered by organizations in a rapidly evolving environment have motivated most leaders of large-scale enterprises to concentrate on formulating an organizational vision that facilitates adaptations to changes in the organizational landscape (Bogler & Nir, 2001). Spiritual leadership has been found to establish an organizational vision and promote organizational culture that aligns with environmental changes, thereby enhancing employee motivation and the organization's competitive advantage (Wang et al., 2019). Cultivating spiritual leadership serves as an effective strategy for enhancing competitive advantage within organizations operating in dynamic environments (Chen et al., 2013). In addition, spiritual leadership can trigger the unification of a vision, hope, and feelings of love, which aims to motivate a leader and others so that, in the end, it can trigger a strong feeling of spirituality within the organization.

Spiritual leadership has become a central feature of various studies related to organizational performance. Spiritual leadership is a new genre related to leadership theory that is interesting to research. Spiritual leadership is defined as a leadership model designed to encourage the creation of intrinsic motivation in its followers. According to Khiabani et al. (2016), spiritual leadership refers to the capacity of a leader to cultivate values, attitudes, and behaviors that inspire and motivate followers to enhance their work performance. This concept raises important questions: How can spiritual leadership enhance employee performance? Is the effect direct, or does it operate through other intermediary mechanisms? Considering these significant queries, researchers aim to re-examine the influence of spiritual leadership on employee performance, with a particular focus on the mediating role of organizational citizenship behavior.

As a novel construct within leadership theory, spiritual leadership is classified as an emergent genre in the disciplinary evolution (Khiabani et al., 2016). Spiritual leadership is conceptualized as an approach oriented towards fostering intrinsic motivation among followers. Khibani et al. (2016) posited that the spiritual leadership style entails a leader's capacity to cultivate values, attitudes, and behaviors, which are then leveraged to motivate followers through a sense of spiritual well-being. This form of leadership can enable followers to experience a life of significance, develop a sense of efficacy, and derive appreciation from their leaders.

The integration of spirituality within the work environment demonstrates a robust association between spiritual values, organizational practices, and leadership. The success of a spiritual leader can be seen in the process of motivating his followers by creating meaningful work (Jeon et al., 2013). Creating spirituality in the workplace involves the process of identifying core values between leaders and followers. For that reason, most organizations have developed leaders based on spiritual values. Employees consistently aim to enhance the quality of their work experience by discovering a sense of meaning and purpose related to their professional responsibilities, as well as accomplishing personal goals beyond financial gain (Fry et

al., 2016). The presence of a spiritual leader can make employees feel like bringing their body, mind, and spirituality to the workplace. In other words, spiritual leadership is a motivational aspect that describes the effectiveness of a leader (Jeon et al., 2013).

Spiritual leadership promotes a sense of purpose and meaningful work among employees, which leads to positive behaviors within the organization (Abbas et al., 2021). This leadership style motivates employees to exceed their formal job duties, contributing constructively to the overall organizational environment (Saran et al., 2023). As a result, spiritual leadership can be viewed as a precursor to organizational citizenship behaviors, which encompass actions directed towards individual employees and the organization as a whole (Pio & Tampi, 2018). Podsakoff et al. (2013) explained that organizational citizenship behavior can be differentiated based on who benefits from the behavior. Firstly, organizational citizenship behavior for organizations is related to the benefits obtained by the organization in general (OCB-O). Second, organizational citizenship behavior for individuals relates to the specific benefits obtained by an individual in the organization (OCB-I). However, both types of organizational citizenship behavior can contribute directly and indirectly to organizational performance. In general, the form of organizational citizenship behavior consists of helpful behavior, politeness, good citizenship, sportsmanship, and prudence (Podsakoff et al., 2013).

Existing research has examined the relationship between leadership styles and organizational citizenship behaviors. However, additional scholarly investigation is needed to further elucidate the role of spiritual leadership in impacting organizational performance, with a specific focus on the mediating influence of organizational citizenship behaviors (Chen & Yang, 2012). This research conceptualizes that spiritual leadership can increase the meaning and intrinsic values of a job and make employees feel like they are part of the organization. Having a solid feeling of involvement with the organization can then trigger mutual helping behavior between one another and ultimately increase organizational competitive advantage.

This research uses social exchange theory (Blau, 1964) as the leading theory to describe the phenomenon of social exchange that occurs between a spiritual leader and his followers. In accordance with social exchange theory, leaders will carry out social exchanges in the form of inspiration through values and meaning in the workplace. The inspiration of values and meaning in the workplace can motivate followers, and it can increase loyalty between leaders and followers. The social exchange between leaders and followers causes loyalty to arise. The greater level of social exchange carried out by leaders and followers can increase individual performance and organizational competitive advantage (Hunsaker, 2017).

The researchers surveyed 190 employees from private and public organizations in Indonesia. The goal was to understand how spiritual leadership affects employee performance. Focusing on private sector employees is justified by research showing these organizations face more challenges and growth (Pio & Tampi, 2018). Private sector employees also tend to be more performance-oriented due to the competitive

nature of these organizations (Nguyen et al., 2018). This makes private sector employees suitable for examining the impact of spiritual leadership on performance.

This study addresses a critical gap in the existing literature by investigating the mediating role of organizational citizenship behavior (OCB) in the relationship between spiritual leadership and employee performance, particularly within millennial-oriented organizations. While prior research has established a connection between spiritual leadership and various positive organizational outcomes, the specific pathways through which spiritual leadership enhances performance have not been fully explored. OCB is posited as a vital mediating factor that could elucidate how spiritual leadership leads to improved performance, making this study essential for understanding the mechanisms at play. The focus on millennial-oriented organizations is particularly relevant, given their emphasis on innovation, flexibility, and employee engagement—qualities that are closely aligned with the principles of spiritual leadership. To empirically test this conceptual model, the study employs a quantitative approach using a field setting and cross-sectional methodology (Podsakoff et al., 2013), with data analysis conducted through SmartPLS software. This approach is chosen to accurately capture the complexities of spiritual leadership in real-world settings, offering a robust framework for assessing the interactions between spiritual leadership, OCB, and performance. In line with the research focus, the title will be revised to explicitly reflect the emphasis on performance outcomes, and the introduction will be expanded to include a detailed discussion on the relevance of millennials to the variables under study, ensuring coherence and clarity throughout the manuscript (Hunsaker, 2017).

## 2. Literature Review

### **Spiritual Leadership and Employee Performance**

Performance involves a distinctive behavioral pattern focused on the process of fulfilling tasks assigned by organizational leadership. It is additionally defined as a unique employee contribution that factors into a supervisor's evaluation of the individual's overall value to the organization (Wang et al., 2019). The existing literature suggests that spiritual leadership is positively associated with individual performance due to several factors. Primarily, spiritual leadership can effectively foster intrinsic motivation among employees. Spiritual leadership has the capacity to not only address the psychological needs of leaders and their followers, but also align with the fundamental spiritual values and management approaches of followers. This alignment can cultivate a sense of interest and meaning in the work environment through inspiration and intrinsic motivation (Guilen et al., 2015). The general goal of spiritual leadership is to intrinsically motivate followers by engaging in and practicing spiritual values and demonstrating altruistic love between a leader and his followers in the workplace. Ultimately, the practice of spiritual values and altruistic love that arise in the workplace can encourage increased employee productivity. This logic is in line with previous research conducted by Wang et al. (2019) and Menges et al. (2017) found that intrinsic motivation can influence increased performance and a more effective learning process.

Second, followers of a leader who has a higher spiritual level will be more likely to contribute to improving performance due to the clear vision of a spiritual leader (Wang et al., 2019). This means that spiritual leadership motivates a follower by articulating long-term challenges and a more transparent future that is influenced by a leader's vision. Goals that are clear and challenging enough for a follower of a spiritual leader can improve an individual's performance and indirectly can also improve organizational performance. Not only that, more specific and challenging goals can encourage the output of a task when compared to goals that are unclear and not challenging (Wang et al., 2019). With the logical thinking that has been summarized previously, researchers can formulate research hypotheses.

H1: Spiritual leadership has a positive effect on employee performance.

### **Spiritual Leadership and Organizational Citizenship Behavior**

Organizational citizenship behavior is characterized as a particular behavior that comes out of the formal roles and responsibilities of an employee, which includes the behavior of collaborating with colleagues, protecting and maintaining attitudes towards the organization, and participating in the creation of constructive ideas (Hunsaker, 2017). Over time, empirical evidence shows a shift in meaning to "extra-roles," which are included in the performance category that supports social and psychological expansion in the work environment. In this research article, researchers focus organizational citizenship behavior into two specific classifications, namely, behavior and benefits aimed at the organization (PKOO) and behavior, and benefits aimed at individuals (PKOI) within an organization (Hunsaker, 2017). As an antecedent, previous research shows that individual characteristics and organizational characteristics such as roles, attitudes, and behavior can be positively related to organizational citizenship behavior. One factor that can contribute is spiritual leadership, which emphasizes value-based leadership and allows it to influence organizational citizenship behavior.

The research departs from the process of identifying the positive influence that arises between spirituality in the workplace and organizational citizenship behavior. Previous research from Khiabani et al. (2016) found that spirituality in the workplace has a positive and significant influence on organizational citizenship behavior. Referring to the understanding of spiritual leadership, Chen & Yang (2012) found that spiritual leadership can influence employee organizational citizenship behavior by showing altruistic values and encouraging supportive behavior, behavior of visionary leaders. Furthermore, employees are able to demonstrate the behavior of helping colleagues to solve problems at work, being loyal to their organization, and taking the initiative to do work outside their responsibilities. Hunsaker (2017) found that spiritual leadership influences organizational citizenship behavior so that it can encourage organizational harmonization through employees' willingness to give their time and knowledge to the organization voluntarily. Referring to social exchange theory (Blau, 1964), a spiritual leader can consistently and continuously influence employee organizational citizenship behavior through reciprocal social exchange between a leader and their followers. The exchanges carried out by a leader are more social

compared to material exchanges. This logical thinking can be used as a basis for preparing research hypotheses.

H2: Spiritual leadership has a positive effect on organizational citizenship behavior.

### **Organizational Citizenship Behavior and Performance**

Organizational citizenship behavior can influence and improve performance through a process of social lubrication and facilitation of social processes that occur between a leader and followers and between employees in the workplace (Organ, 1997). The social lubrication that occurs between a leader and followers can have an impact on reducing social friction between members of the organization and subsequently increasing efficient performance. The explanation why social citizenship behavior can play an essential role in improving performance is the existence of social facilitation, which makes it possible to provide time for maintaining relationships between members of the organization and increasing coordination between members through prosocial roles (Yaakobi & Weisberg, 2020).

Various previous studies regarding organizational citizenship behavior found that organizational citizenship behavior can have a positive influence on the effectiveness of the performance of an organization (Yaakobi & Weisberg, 2020; Podsakoff et al., 2013). Organizational citizenship behavior contributes to performance through the ease of mobilizing social factors in the organizational environment and also through the creation of social capital. In other words, individuals who engage in organizational citizenship behavior not only have a direct influence on their co-workers, but other influences arise, such as improving the social structure within the organizational environment (Yaakobi & Weisberg, 2020). With assumptions based on previous literature that support the idea that organizational citizenship behavior can have a positive effect on performance, the researcher developed a research hypothesis.

H3: Organizational citizenship behavior has a positive effect on performance.

### **The mediating role of organizational citizenship behavior in spiritual leadership on performance**

Previous research found that workplace spirituality can also create harmony between personal goals and organizational goals. This harmony arises when someone feels connected feelings between members of the organization and also connected to their work so that employees can then engage in extra-role behavior (Davila & Finkelstein, 2013). Hunsaker (2017) found that there is a causal relationship between spiritual leadership, organizational citizenship behavior, and performance. Spiritual leadership can help employees to encourage an increased sense of responsibility towards their organization. Referring to social exchange theory (Blau, 1964) illustrates that spiritual leaders can motivate followers to engage in extra-role behavior. The existence of social exchanges that occur between a leader and followers as well as between co-workers can trigger the emergence of extra-role behavior, so that in the end, it can directly improve individual performance, and indirectly, it can improve organizational

performance through increasing loyalty and supportive behavior towards the organization. With this logical basis, researchers can develop research hypotheses.

H4: Organizational citizenship behavior mediates the influence of spiritual leadership on performance.

Researchers can develop a conceptual framework grounded in logical reasoning and the formulation of research hypotheses to capture the phenomenon under investigation and elucidate the relationships between the constructs being examined.

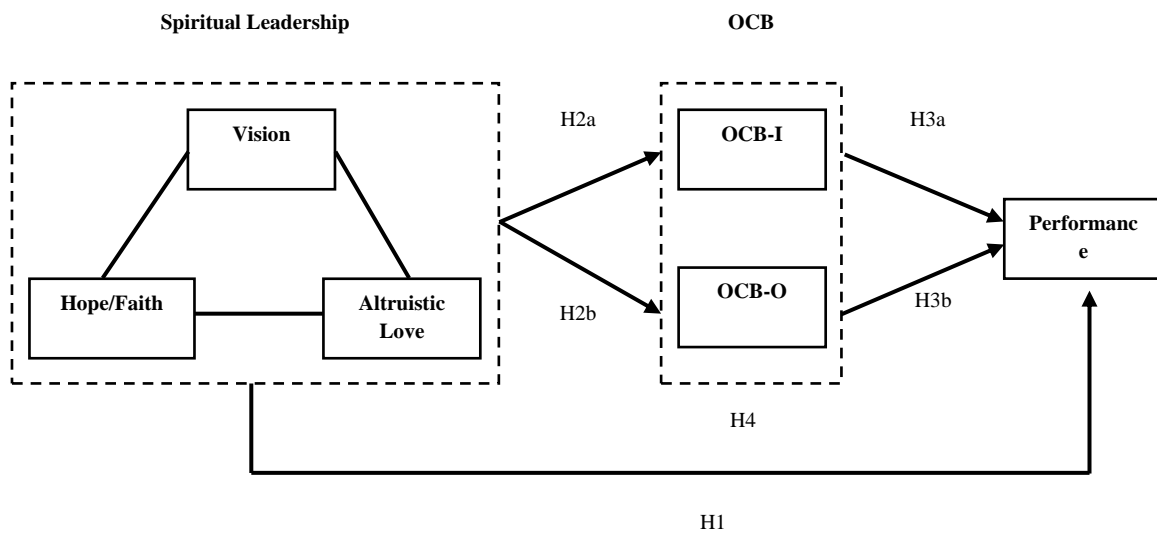


Figure 1. Conceptual Framework

### 3. Research Methods

Researchers determined the research population to be employees who work in private or state organizations or companies that are profit or non-profit oriented. Furthermore, the broad landscape of research sampling approaches relies on non-probability sampling methods; researchers must ensure that each element or member of the population has an equal chance of being selected as a sample (Cooper & Schindler, 2014). This study employs an individual-level unit of analysis and a purposive sampling approach for data collection.

Researchers use the individual unit of analysis to reveal employee perceptions of their leaders and employee involvement in organizational citizenship behavior for those who work in private or government organizations or companies. The main reason researchers use employees who work in private or government companies is the work orientation that prioritizes individual or organizational performance. The sample size selected by the researchers followed a general guideline of being approximately ten times the number of independent variables or predictors in the statistical analysis (Hair et al., 2014). Thus, the data adequacy in this study was 190 respondents.

For validity tests, researchers carry out validity tests simultaneously, namely face validity, convergent validity, and discriminant validity, as stated by Hair et al. (2014). The reliability of research instruments refers to composite reliability and Cronbach's Alpha, which reflects the internal consistency of a measuring instrument (Hair et al.,

2014). The reference value commonly used in reliability testing is  $\geq 0.7$  for Composite Reliability and  $\geq 0.7$  for Cronbach's Alpha value.

The outcomes of hypothesis testing are determined by examining the path coefficient and its corresponding significance level. A positive path coefficient signifies that the exogenous variable is positively associated with the endogenous variable. Conversely, a negative path coefficient indicates an inverse relationship between the exogenous and endogenous constructs. To assess the statistical significance of a relationship, the p-value should be examined. The p-value indicates whether the null hypothesis can be rejected or not. If the p-value is less than the predetermined significance levels of 0.1, 0.05, or 0.01, the null hypothesis is considered supported (Hair et al., 2014).

## 4. Results and Discussion

### 4.1. Results

#### Research Respondents

This study surveyed 190 permanent employees from PT. Arkatama Solusindo and PT. Digi Partner Studio, a company in the creative industry that offers software development, web design, and academic applications for universities. The following section describes the demographic characteristics of the respondents, including gender, age, position, tenure, education, and department. The respondent data is summarized in Table 1.

Table 1. Distribution of Research Respondents

Demographic	Total	Percentage
Gender		
Man	83	43.6%
Woman	107	56.4%
Total	190	
Level of education		
Middle School/Equivalent	0	0%
SMA/SMK/Equivalent	28	14.7%
Diplomas 1, 2, 3	63	33.1%
Bachelor/D4	99	52.2%
Total	190	100%

#### Validity test

The validity assessment occurs in two phases. The primary component is a convergent validity examination, while the second is a discriminant validity examination. Hair et al. (2014) stated that the convergent validity test criteria are considered valid if the indicator's Factor Loading value is greater than 0.7. However, values below 0.7 must still be accounted for, while for indicators with a factor loading less than 0.4, the indicator should be removed. Table 2 presents the factor loading values for the construct.



Table 2. Construct Validity Test

Variable	Indicator	KK	KS	PKOI	PKOO
<i>Performance</i>	KK1	0.800			
	KK2	0.827			
	KK3	0.774			
	KK4	0.842			
Spiritual Leadership	KS1		0.765		
	KS2		0.801		
	KS3		0.720		
	KS4		0.816		
	KS5		0.745		
	KS6		0.743		
	KS7		0.788		
<i>OCBI</i>	PKOI1			0.708	
	PKOI2			0.801	
	PKOI3			0.729	
	PKOI4			0.781	
	PKOI5			0.719	
	PKOI6			0.769	
	PKOI7			0.822	
	PKOI8			0.786	
	PKOI9			0.835	
	PKOI10			0.824	
OCBO	PKOO1				0.710
	PKOO2				0.812
	PKOO3				0.824
	PKOO4				0.805
	PKOO5				0.801

The Construct Validity Test table demonstrates that the measures for each variable have strong factor loadings, indicating robust construct validity. For the Performance construct, the indicators KK1 to KK4 have loadings ranging from 0.774 to 0.842. The Spiritual Leadership construct has seven indicators with loadings between 0.720 and 0.816. OCBI has ten indicators with loadings from 0.708 to 0.835, while OCBO has five indicators with loadings between 0.710 and 0.824. These high factor loadings suggest that the indicators are well-aligned with their respective constructs, indicating good validity.

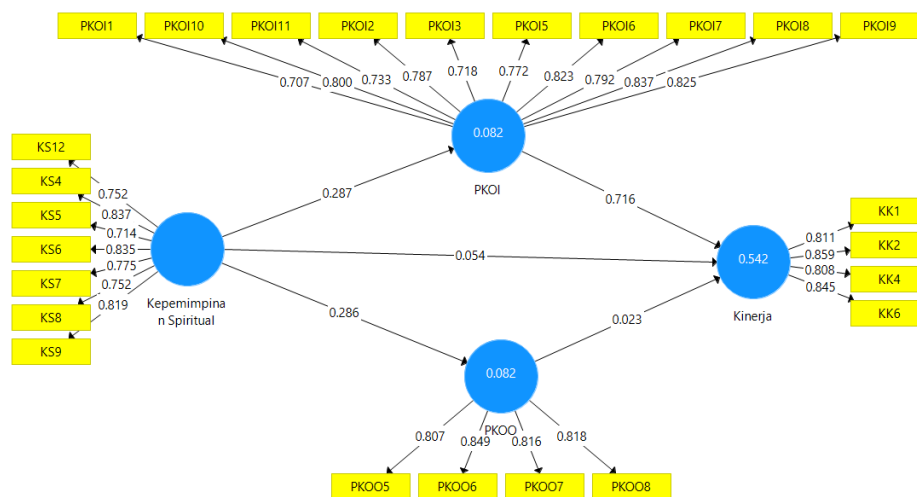


Figure 2. Path Diagram

The measurement model detailed in Table 2 indicates that instruments with multiple indicators demonstrate convergent validity. This is predicated on the principle that the indicators comprising a single construct will exhibit comparable patterns and coalesce, with factor loadings exceeding 0.5. The results of the convergent validity assessment are presented in Figure 2.

Table 3. Average Variance Extracted (AVE)

	KK	KS	PKOI	PKOO
Performance	0.734			
Spiritual Leadership	0.247	0.692		
OCBI	0.730	0.293	0.767	
OCBO	0.063	0.293	0.065	0.680

The analysis of the results indicates that the square root of the Average Variance Extracted for each variable exceeds the correlation between that variable and the other variables in the model. This finding suggests that the model demonstrates adequate Discriminant Validity according to the Average Variance Extracted root test. Additionally, the Convergent Validity test and reliability assessment provide evidence that the selected items and variables are appropriate for the study.

### Reliability Test

The established scholarly convention is that Cronbach's alpha and composite reliability should be greater than or equal to 0.70 (Hair et al., 2014). Cronbach's Alpha is a metric that evaluates the reliability of a research instrument by assessing the positive correlation between the instrument's number of items and its internal consistency (Hair et al., 2014). Cronbach's alpha values between 0.60 and 0.70 are considered acceptable within the academic context (Hair et al., 2014). Table 4.10 presents the reliability metrics obtained from the empirical assessments of the research constructs.

Table 4. Reliability Test

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	AVE
KK	0.798	0.881	0.712
KS	0.896	0.918	0.616
OCBI	0.928	0.940	0.609
OCBO	0.844	0.893	0.677

The analysis reveals that the Composite Reliability and Cronbach's Alpha values are within satisfactory ranges, with each variable exceeding 0.7. This indicates a high degree of consistency and stability in the measurement instruments employed. The constructs investigated in this study were found to be suitable measurement tools, and the questions used to evaluate each construct demonstrated strong reliability. In addition, according to Hair et al. (2014), the tolerable threshold for Cronbach's Alpha values is 0.60 or greater. Additionally, the Composite Reliability measure for each construct exceeds the 0.70 benchmark. Consequently, it can be determined that all constructs exhibit acceptable levels of reliability.

### Inner Model

The inner model analysis in this study focused on examining the R-squared values. This evaluation sought to determine the proportion of variability in the endogenous ideas that could be explained by the exogenous constructs. Additionally, this analysis evaluated the overall fit of the structural equation model. The presented results show that the R-squared value represents the proportion role of the exogenous variables to the variables that are endogenous. Specifically, the R-squared for the performance variable was 0.527, suggesting that the spiritual leadership variable explained 52.7% of the variability in performance.

Conversely, other variables outside the studied model accounted for the remaining variability. The R-squared for the OCBI variable was 0.078, indicating that the spiritual leadership variable explained 7.8% of the variability in OCBI. For the OCBO variable, the R-squared was 0.077, meaning the spiritual leadership variable explained 7.7% of the variability in OCBO. The rest of the variability in these variables was attributed to factors beyond the examined model. The relatively small influences observed were likely due to the mediating roles of OCBI and OCBO on the relationship between spiritual leadership and performance, thereby having a more indirect impact on performance.

Table 5. R Square Value

Variable	R Square
Performance	0.527
OCBI	0.078
OCBO	0.077

### Direct Effect Test

Furthermore, the researcher tested the research hypothesis by following the testing mechanism carried out by Baron & Kenny (1986), which is related to mediation-moderation testing.

Table 6. Specific Direct Effect Hypothesis Test

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (IO/STDEVI)	P-Value
KS → KK	0.271	0.276	0.068	3.959	0.000
KS → OCBI	0.287	0.293	0.065	4.392	0.000
KS → OCBO	0.286	0.297	0.067	4.269	0.000
OCBI → KK	0.709	0.712	0.043	16.554	0.000
OCBO → KK	0.025	0.026	0.055	0.459	0.646

The hypothesis testing results demonstrate significant associations between most of the examined variables. Spiritual Leadership was found to positively and significantly influence Performance, OCBI, and OCBO, as evidenced by the high T-Statistics and low P-Values of 0.000, providing strong empirical support for these hypotheses. Additionally, OCBI was also determined to significantly impact Performance, with a substantial T-Statistic of 16.554 and a P-Value of 0.000. Conversely, the relationship between OCBO and Performance was not statistically significant, as indicated by the

low T-Statistic of 0.459 and the P-Value of 0.646, suggesting that OCBO does not have a meaningful influence on Performance within this specific model.

### Indirect Effect Test

The results of the path analysis or mediation impact assessment are presented in the Specific Indirect Effect report. A p-value less than 0.05 indicates the presence of a mediation effect. Table 7 displays the results of the indirect effect evaluation, which are relevant to the specific indirect effect hypothesis test.

Table 7. Specific Direct Effect Hypothesis Test

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (IO/STDEVI)	P-Value
KS → OCBI → KK	0,203	0,209	0,048	4,270	0,000
KS → OCBO → KK	0,007	0,007	0,017	0,432	0,646

The findings indicate that both organizational citizenship behaviors directed towards individuals (OCBI) and those directed towards the organization (OCBO) significantly mediate the relationship between knowledge sharing (KS) and human resource (HR) performance. Specifically, the indirect effect analysis demonstrates that when the quality of spiritual leadership towards subordinates is high, it leads to increased OCBI, which in turn enhances HR performance. Similarly, the indirect effect analysis reveals that higher levels of KS are associated with increased OCBI, which subsequently improves HR performance. However, the indirect effect analysis shows that while high spiritual leadership towards followers may increase OCBO, it does not necessarily translate into improved HR performance.

In this study, the hypothesis about the mediated effect of OCBO in the impact of spiritual leadership performance has not yet been accepted. In previous studies, researchers found that the influence of spiritual leadership on OCBO only sometimes has a solid mediating relationship with performance. Although spiritual leaders may be able to motivate employees to participate more actively in OCB, this relationship only sometimes has a direct impact on improving individual or group performance. Other factors, such as individual ability, intrinsic motivation, and work environment, also play an essential role in performance. In addition, the influence of spiritual leadership can vary in each organizational context. Whether spiritual leadership will have a significant positive effect on OCB and performance may depend on organizational culture, industry type, and employee characteristics. It is essential to understand that OCBO and spiritual leadership are two concepts that can coexist in an organizational context. However, OCBO only sometimes acts as a mediator between spiritual leadership and performance. Both can support each other in creating a more positive work environment, but the causal relationship between them may vary in each organizational situation (Sarwar et al., 2020).

## **4.2. Discussion**

### **The Influence of Spiritual Leadership on Performance**

Hypothesis test results show that the spiritual leadership model can influence the performance of human resources. A in tune guidance of influence is shown by an advantageous value. It stands to reason that as spiritual leadership grows, so too will HR performance. They are referring to the idea of the spiritual management models put forth by Sodikin et al. (2021), who define it as a leadership model focused on accomplishing superior performance and founded on the application of Ihsan's spiritual values. Spiritual leadership has the power to impact performance on both a personal and organizational level by directing energy toward achieving team goals based on Ihsan principles.

Ethical leadership has the potential to enhance the overall well-being and efficiency of its components. Sarwar et al. (2020) confirmed that there is a relatively strong correlation between well-being and performance in leadership with ethical values. They added that it is a sign of failure for a leader to hold their subordinates accountable for their shortcomings while praising the efforts of others (Sarwar et al., 2020). To accomplish organizational objectives, leaders with a strong ethical basis and reflexivity will act with complete awareness of their actions and circumstances. In simple terms, the spiritual dimension can maintain the quality of social relations to be more harmonious and can encourage the performance of a follower of spiritual leadership. An inspired follower of a spiritual leader can further encourage employees' ethical and mental conceptions to engage in a non-transactional work orientation. This conception is based on spiritual values to create optimism in various actions because it has a long-term orientation, namely happiness in the afterlife (Sodikin et al., 2021).

### **Effect of Spiritual Leadership on OCBI and OCBO**

According to the second hypothesis, OCBI and OCBO behavior can be affected by spiritual leadership. According to the results of the test of hypothesis, OCBI and OCBO behavior can be influenced by the spiritual leadership model. A harmonious direction of affect is indicated by a positive influence value. OCBI and OCBO behavior should naturally improve in conjunction with an increase in spiritual leadership. Behavior of OCBO and OCBI. The basic concept behind OCBI and OCBO, which defines them as specific behaviors that come out from formal roles, explains how these actions can develop into typical conduct. Participating in this conduct may thus encourage the creation of a strong, non-transactional social bond among coworkers. Put simply, a high degree of employee cohesion can be a reliable indicator of rising performance (Sudarti et al., 2021).

Additionally, OCBO and OCBI that build within an organization may also be employed to lessen an organizational leader's workload. Assume, for example, that a worker is prepared to act in an OCBI and OCBO manner in order to assist their colleagues truly. If so, they can divide the workload among themselves and thereby reduce their colleagues' tasks.

The spiritual leadership model is unique among methods of leadership because it places a strong focus on attaining extraordinary results based on principles that are approved by God, or "ihsan." Ihsan values put the preservation of peace in social groups and the environment ahead of individualistic or transactional worries. In addition, spiritual leadership fosters a positive outlook in people, with the goal of achieving optimal job results that go beyond a narrow level on financial gains. They may, nevertheless, also be focused on accomplishing lasting happiness in the afterlife (Sodikin et al., 2021). With high levels of harmonization within a workgroup, each employee can have a sense of volunteerism to help colleagues based on sincerity and is non-transactional, which is called OCBI and OCBO. Logically, leaders who have strong ethical values can influence the overall increase in OCBI and OCBO of their followers. With this logical thinking, researchers found that increasing OCBI behavior was influenced by a high level of spiritual leadership.

### **OCBI and OCBO Behavior on Performance**

According to the third hypothesis, employee productivity may be affected by OCBI and OCBO behavior. The results of hypothesis testing show that OCBI and OCBO behavior can have an impact on human resource performance. A in tune direction of influence is indicated by a positive influence value. It follows that when OCBI and OCBO behavior in the workplace environment rises, HR performance will likewise rise. According to Sudarti et al. (2021), Islamic teachings include the concepts of OCBI and OCBO behavior, which are essential to daily life. According to Beekun (1997), Islamic teachings have created a very comprehensive system of life that is based on ethics and can guide its followers in all aspects of life, including social and economic factors (Sudarti et al., 2021).

Several prior investigations attest to the increase in the relationship between HR or company performance and OCBI and OCBO (Sudarti et al., 2021). By making social movements simpler to carry out while developing social capital, employee OCBI and OCBO behavior may enhance organizational effectiveness and performance. As stated differently, an individual showing OCBI and OCBO behaviors at work has an opportunity to directly impact individual and organizational results by inciting reinforcement of the social framework established by the organization. As a result, employees who engage in OCBI and OCBO behavior have the potential to outperform workers who do not. Employees who exhibit OCBI and OCBO behavior can, therefore, have an impact on and enhance the performance of human resources.

### **Mediation of OCBI and OCBO in Spiritual Leadership on Performance**

According to the fourth hypothesis, spiritual leadership's impact on employee productivity can be reduced by OCBI and OCBO behavior. The findings of the hypothesis test indicate that the impact of spiritual management on HR performance can be significantly affected by OCBI and OCBO behavior. A harmonious guidance of affect is shown by a positive influence value. It follows that each employee can be influenced to engage in OCBI and OCBO behavior by the higher level of spiritual leadership that exists in the work environment. In the end, employees who engage in OCBI and OCBO behavior can continuously improve HR performance.

The study's findings show that OCBI behavior completely mediates the effect of spiritual leadership on human resources performance. Meanwhile, OCBO does not mediate the influence of spiritual leadership on HR performance. Other factors, such as individual ability, intrinsic motivation, and work environment, also play an essential role in performance. In addition, the influence of spiritual leadership can vary in each organizational context. Whether spiritual leadership will have a significant positive effect on OCB and performance may depend on organizational culture, industry type, and employee characteristics. It is essential to understand that OCBO and spiritual leadership are two concepts that can coexist in an organizational context. However, OCBO only sometimes acts as a mediator between spiritual leadership and performance. Both can support each other in creating a more positive work environment, but the causal relationship between them may vary in each organizational situation (Sarwar et al., 2020).

## 5. Conclusion

This research offers comprehensive conclusions that address the research problem and aim to enhance human resource performance. The findings indicate that the spiritual leadership model is a key factor in improving human resource performance, and this influence is effectively mediated by OCBI (Organizational Citizenship Behavior-Individual) behaviors. Furthermore, both OCBI and OCBO (Organizational Citizenship Behavior-Organization) behaviors serve as mediating variables, influencing the impact of spiritual leadership on HR performance.

The findings of this study will contribute to the theoretical understanding of how spiritual leadership impacts employee performance in organizations. The proposed theoretical framework can enhance existing knowledge about the relationship between spiritual leadership and human resource performance as examined in prior research. The results of this study are consistent with earlier research on the impact of spiritual leadership models on worker performance carried out by Sodikin et al. (2021). This study found the spiritual leadership model prioritizes non-material deals according to *ihsan* values. Each subordinate comes under the authority of the company. Based on research by Sudarti et al. (2019), OCBI and OCBO behavior are also crucial factors that can affect HR performance. They were found to be able to decrease turnover intention and to function as mediators of job integration and organizational recognition of intention to leave.

The research findings suggest that managers should recognize the significance of maintaining high-quality relationships with their subordinates, as the spiritual leadership model and OCBI (organizational citizenship behavior directed at individuals) and OCBO (organizational citizenship behavior directed at the organization) behaviors influence HR performance. The implications of this study are relevant for practitioners, indicating that employees with a strong OCBI and OCBO orientation are more susceptible to the influence of a robust spiritual leadership model, which can subsequently enhance their performance by cultivating social capital and expanding social networks. The strong association between spiritual leadership and improved HR

performance through OCBI and OCBO behaviors can be advantageous for organizations, particularly in the private sector.

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