



## The Influence of Spiritual Leadership and Self Efficacy on Work Engagement Mediated by Character Building in Students' Islamic Boarding School Organizations

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### ABSTRACT

This study was conducted with the aim of analyzing and determining the effect of spiritual leadership and self-efficacy on work engagement mediated by character formation in Islamic boarding school student organizations. This study is a quantitative study with an explanatory type with a hypothesis formulation between variables. The population of the study was students of the Al-Hikmah Al-Fathimiyyah Merjosari Islamic Boarding School in Malang City. The sampling technique used was purposive sampling technique totaling 60 people. Data collection techniques used were interviews, observations, questionnaires and documentation. Data analysis used descriptive statistical analysis and SmartPLS 4.0 application techniques. Based on the hypothesis in this study, the results of the study showed that spiritual leadership had an effect but was not significant on work engagement. But for self-efficacy, it had a significant effect on work engagement. Then character formation as a mediating variable did not mediate well between spiritual leadership on work engagement and self-efficacy on work engagement.

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### 1. Introduction

Managing human resources, especially in terms of performance, is something that needs attention because it reflects a person's quality. This will have an impact and influence the achievement of the goals that have been set (Setiani & Khotimah, 2022). The quality of a worker is how to carry out their role in working well and effectively under any conditions (Ratu, 2020). The phenomenon of structuralization occurred during the Covid-19 pandemic which resulted in burnout because workers had to adapt again (Christiana et al., 2022). Therefore, human resources need Work Engagement. This is in accordance with research conducted by Saks (2001) that Work Engagement has an influence on the success of the

organization/company. According to Bakker and Schaufeli (2004) in their research, work engagement is classified into three components, namely vigor, dedication and absorption (Wibisono, 2021).

Leadership has a role in managing human resources in the organization. So that the form and style of leadership influences the quality and performance of good human resources. Spiritual leadership is relevant in encouraging the formation of work engagement. Spiritual leadership influences work engagement (Chen et al., 2022). Work engagement on the performance of human resources is also accompanied by the work environment (Natakusumah et al., 2020). So, with this spiritual leadership is able to create a spiritual work environment. As according to Petchsawang and Duchon (2009) who state that spirituality adds more meaning to performance (Layli et al., 2022). According to Bacharach (1989), spiritual leadership internalizes spiritual values in its work. The higher the workplace spirituality, the higher the work engagement. (Aprilia & Katiara, 2020). Apart from that, issues within the scope of work that need to be considered are spiritual leadership and psychological empowerment (Rahmatika et al., 2022). Fry (2003) explains that the values of spiritual leadership are vision, altruism, hope/faith, meaning, and membership/concern for others. (Karim et al., 2022).

Bakker & van Wingerden (2021) and Sajuthi et al. (2020) stated that self-efficacy predicts the quality of human resources on work engagement (Christiana et al., 2022). Self-efficacy is self-confidence to complete a task using one's abilities in certain circumstances (Muliana & Rahmi, 2019). When someone fail, those who have self-efficacy will be strong by increasing their efforts to achieve the goals they have set (Setiani & Khotimah, 2022). Self-efficacy has an influence on the formation of work engagement (Febrianti & Wibowo, 2022). The Ministry of Law and Human Rights of the Republic of Indonesia states that a good work environment culture accompanied by employees who have high competence will encourage strong self-efficacy, so that employee engagement will be more optimal. (Tyas & Nurhasanah, 2019). Research conducted in 12 major Chinese cities also shows that spiritual leadership and self-efficacy have a significant positive effect on work engagement (Chen et al., 2022).

Apart from requiring competent people, skilled and voluntary workers are needed to work beyond their job descriptions and responsibilities in order to reach their full potential in each job (Malinda & Safitri, 2023). In this case, character building for human resources is also needed and has the potential to form work engagement. The scope of human resource character forms makes the individual's ability to work effectively under any conditions (Jannah, 2019). According to Al-Ghazali (1995) the term character is the same as morals and manners. In his work "Ihya 'Ulumuddin" juz 3 explains about morals which are defined as expressions in the soul that give rise to (positive) actions that are easy to do without consideration.

According to the philosopher of morality, Ibnu Maskawai, there is character that is natural and there is character that is acquired through habit or training. These two characters are essentially not natural, even though we are created by accepting characters, these characters can be cultivated through education and teaching. (Alim, 2020). One way to get this is through education at Islamic boarding schools. Islamic boarding schools are synonymous with their spiritualism system. Human resources who have maturity in terms of spirituality make themselves more open and open minded (Batra, 2023). Thus, the role of character formation has the potential to mediate between spiritual leadership and self-efficacy on work engagement.

Based on observations, researchers found a phenomenon in one of the Islamic boarding school educational institutions in the appointment of administrators of the Islamic boarding school organization. This Islamic boarding school has been operating since 1998 and is managed in a structured manner. This boarding school is in Malang City, East Java, called Al-Hikmah Al-Fathimiyyah Islamic Boarding School. This Islamic boarding school is specifically for female students. The appointment of organizational management is carried out unilaterally without coordinating with the parties concerned. However, unexpectedly all work and

responsibilities were taken on voluntarily with quite high loyalty until the end of the term of office.

Based on the description that has been presented along with the phenomena that occur. So the researchers intend to test spiritual leadership, self-efficacy, character building on work engagement. Research was conducted to prove theories and previous research through existing phenomena. Apart from that, this research is new with mediating variables which are still rarely researched combined with dependent variables and independent variables. So, researchers will conduct research and study it with the title chosen, namely "The Influence of Spiritual Leadership and Self-Efficacy on Work Engagement mediated by Character Building in Islamic Boarding School Student Organizations".

## **2. Literature Review**

### **2.1. Spiritual Leadership**

Theoretical studies on leadership use grand theory originating from Fry. According to Fry (2003), spiritual leadership is the attitudes, behavior and values needed to provide intrinsic motivation for both oneself and others. So that spiritual prosperity will be created through calling and membership. Spiritual leadership aims to be more committed to an organization and more productive by meeting basic needs, namely spiritual well-being. according to Hill et al. (2013). According to Fry, spiritual leadership consists of three dimensions, namely: vision, altruistic love and faith/hope.

### **2.2. Self Efficacy**

Bandura (1997) provides a definition of self-efficacy as an individual's self-confidence in assessing his abilities when carrying out something to achieve certain results. According to Jess & Gregory (2008) each individual's self-efficacy depends on the required and desired competencies as well as accompanying physiological conditions. According to Bandura (2006), the dimensions of self-efficacy which are the basis for classifying each individual's level of self-efficacy consist of magnitude, strength and generality. Sources of Self Efficacy can be formed in humans by studying and developing four sources of information, mastery experience, social modeling, social perception, physiological and emotional states.

### **2.3. Character Building**

Muhammad Yaumi (2014) in his book explains that character is the culmination of habits resulting from ethical choices, behavior and attitudes possessed by individuals which constitute excellent morals even when no one sees them. According to Ngainun Naim (2011) in his book entitled "character building" explains that building good character is each individual's personal responsibility. Apart from that, it was also explained that the concept of character building is a continuous, never-ending process. Salahudin and Alkrienciehie (2013) in line with Muhammad Yaumi (2016) stated that the dimensions of character building are divided into four, namely thinking, exercising the heart, exercising and feeling.

### **2.4. Work Engagement**

According to Bakker et al (2008) what is meant by Work Engagement is a satisfactory condition, positive thoughts related to the work obtained. characterized by dedication, passion and meaningfulness. According to Macey & Schneider, (2008) there are 2 important dimensions in work engagement, namely the situation where work engagement is as psychic energy and as behavioral energy. Meanwhile, according to Schaufeli et al (2002), there are three dimensions used to measure work engagement, namely vigor, decision and absorption. Bakker (2012) explains that the factors that form work engagement are influenced by job resources and personal resources.

### **2.5. Hypothesis**

Fry (2003) states that spiritual leadership makes human resources in organizations more committed and productive. Saks (2011) states that engagement can be maintained by meaningful work and meaningful work can be formed by spirituality. In line with Wesley (2017) who stated that spirituality in the workplace has a significant effect on engagement (Saripudin & Wijaya, 2021). The results of research conducted by Leo Purnama et al., (2022),

Ridho (2023), and Premos & Adriani (2022) also agree that spiritual leadership influences work engagement. Based on the explanation, the author formulates the hypothesis as follows:

**H1: Spiritual leadership has a positive and significant effect on work engagement.**

In research by Abdul Rachman and Sutianingsih (2023), individuals who have a high level of self-efficacy will successfully complete their work and will feel satisfaction with what they have been able to complete (Affandi, 2023). The higher the level of self-efficacy of a barista, the greater the level of perceived work engagement (Forexa, 2023). The results of research conducted by Putri & Prakoso (2021), Ariani & Nugroho (2020), and Tyas & Nurhasanah (2019) also agreed to state that self-efficacy influences work engagement. Based on the explanation, the author formulates the hypothesis as follows:

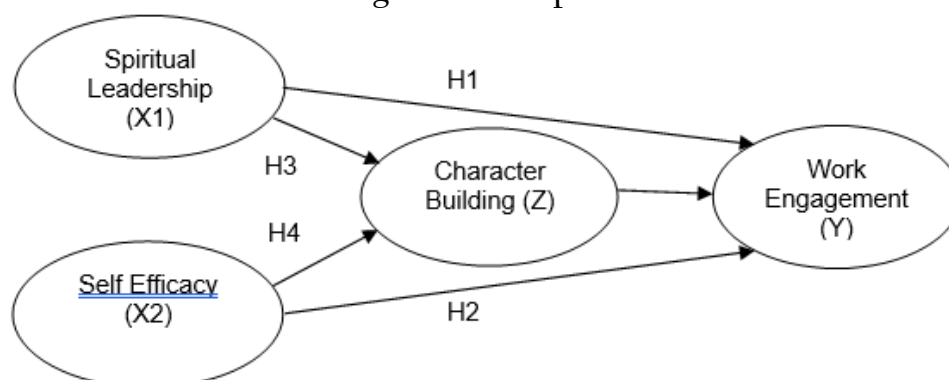
**H2: Self efficacy has a positive and significant effect on work engagement.**

According to Intania Ramadhani, etc. (2016), character building makes research subjects proactive, can help understand themselves and explore their potential, be able to set goals, establish harmony with others, and increase optimism (Intania et. al., 2016). The step to building a leadership spirit is yourself, and to awaken this the first step is character building (Widiawati, 2023). The results of research conducted by Sriyanto (2020, Saputra & Eliadi (2023) and Jannah (2019) stated in agreement that character building is the basis that must be built to form good and quality human resources. Based on the explanation, the author formulates the hypothesis as follows:

**H3: Character building can mediate the effect of spiritual leadership on work engagement.**

**H4: Character building can mediate the effect of self efficacy on work engagement.**

Figure 1. Conceptual Model



Source: processed by researchers (2024)

### 3. Research Method

This research uses quantitative research with the type of explanatory research. The sampling technique used was a nonprobability sampling technique with purposive sampling type. The sample consisted of 60 students who were administrators of Islamic boarding school student organizations, ranging from active administrators to outgoing administrators who were included in the organizational structure and were directly involved in the organization's management process. The primary data collection techniques used were questionnaires, observation and interviews with respondents. Questionnaires were distributed by filling out a G-form with responses using a Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". Observations and interviews were carried out directly by visiting the research site. Then for secondary data collection techniques use documentation. Data analysis uses descriptive statistical analysis and SmartPLS 4.0 application techniques with stages consisting of outer model testing, inner model and hypothesis testing. The measurement of indicators of spiritual leadership is based on Fry (2003) which consists of vision, altruistic love, and faith/hope. Then,

measuring indicators for self-efficacy uses indicators originating from Bandura (2006) which consist of magnitude, strength and generality. In terms of character building indicators.

according to Muhammad Yaumi (2014), there are thought processes, heart exercises, sports and feelings. Finally, the work engagement indicator uses indicators from Schaufeli and Bakker (2004) which consist of vigor, dedication and absorption.

#### 4. Result

##### Skema Model Partial Leaset Square (PLS)

Figure 2 also presents the PLS algorithm output results which describe the structural model and calculation results from the PLS-SEM Algorithm. Figure 2 shows the results of the outer model and inner model which will be further explained in the tables presented.

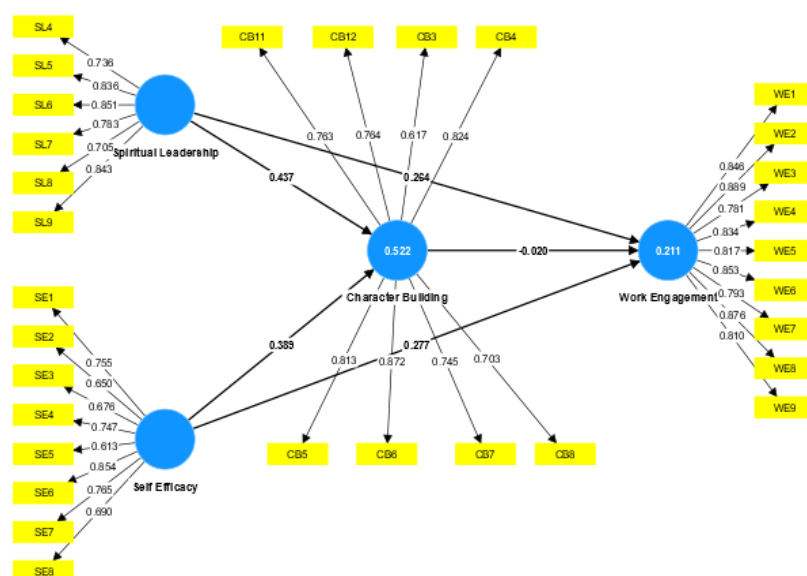


Figure 2. Model Structural  
Source: Processed Data, 2024

##### Validity and Reliability Test (Outer Model)

Validity and reliability tests are used to measure the quality of data results which show valid and reliable data from each construct. Table 1 presents the results of the validity test values of the outer loading values. In this research, the validity value is said to be valid if the value is  $> 0.6$  and the value  $< 0.6$  is said to be invalid (Ghozali and Laten, 2015). Table 1 shows that the value of the indicators for each construct is  $> 0.6$ . For the spiritual leadership variable (X1) the value is between 0.705 to 0.851. the self efficacy variable (X2) shows a value between 0.613 to 0.854. then for the character building variable (Z) the value is between 0.617 to 0.872. The work engagement variable shows a value of 0.781 to 0.889. Therefore, it can be concluded that each indicator for each construct has been proven valid. However, it should be noted that these results have removed one indicator of the spiritual leadership variable.

Table 1. Validity Test Results

Spiritual Leadership		Self Efficacy		Work Engagement		Character Building	
X1.4	0.736	X2.1	0.755	Y1	0.846	Z3	0.617
X1.5	0.836	X2.2	0.650	Y2	0.889	Z4	0.824
X1.6	0.851	X2.3	0.676	Y3	0.781	Z5	0.813
X1.7	0.783	X2.4	0.747	Y4	0.834	Z6	0.872
X1.8	0.705	X2.5	0.613	Y5	0.817	Z7	0.745
X1.9	0.843	X2.6	0.854	Y6	0.853	Z8	0.703

X2.7	0.765	Y7	0.793	Z11	0.763
X2.8	0.690	Y8	0.876	Z12	0.764
		Y9	0.810		

Source: Processed Data, 2024

Table 2 presents the results of the reliability test of the composite reliability value. In this research, the value is reliable if the value of each construct is  $> 0.7$  (Ghozali and Laten, 2015). Table 2 shows that the composite reliability ranges from 0.877 to 0.954. The value of the spiritual leadership variable (X1) is 0.891, the value of the self efficacy variable is 0.877, the value of the character building variable is 0.903 and the value of the work engagement variable is 0.954. So, based on these values, it proves that each construct in this research is reliable so that it has a good level of consistency.

**Table 2. Reliability Test Result**

Variable	Composite Reliability	Description
Spiritual Leadership (X1)	0.891	Reliable
Self Efficacy (X2)	0.877	Reliable
Character Building (Z)	0.903	Reliable
Work Engagement (Y)	0.954	Reliable

Source: Processed Data, 2024

#### R-Square Test (Inner Model)

Table 3 presents the R-Square values used to measure the influence of exogenous variables (spiritual leadership (X1) and self-efficacy (X2)) on endogenous variables (character building (Z) and work engagement (Y)). Based on table 3, it shows that the R-Square value for character building is 0.522 or 52.2%. This shows that exogenous variables simultaneously influence the character building variable by 50.5%, the rest is influenced by other variables not included in this research. Then, the work engagement variable shows a value of 0.211 or 21.1%. This shows that exogenous variables simultaneously influence the character building variable by 21.1%, the remainder is influenced by other variables not included in this research.

**Table 3. R-Square Test**

	R Square	R Square Adjusted
Character Building	0.522	0.505
Work Engagement	0.211	0.169

Source: Processed Data, 2024

#### Hypothesis Test

Table 4 presents the hypothesis test values from the bootstrapping process. The process by which nonparametric procedures allow testing the statistical significance of various PLS-SEM results. In table 4 are the results of path coefficients and specific indirect effects.

**Table 4. Hypothesis Test**

The Effect	Original Sample (O)	Sample Mean (M)	Standard Deviasi (STDEV)	T Statistics (O/STDEV)	P Values	Description
Spiritual Leadership to Work Engagement	0.264	0.270	0.208	1.274	0.102	Not Significant

Self Efficacy to Work Engagement	0.277	0.288	0.167	1.986	0.044	Significant
Spiritual Leadership to Character Building to Work Engagement	-0.008	-0.012	0.081	0.095	0.462	Not Significant
Self Efficacy to Character Building to Work Engagement	-0.009	-0.003	0.092	4.095	0.462	Not Significant

Source: Processed Data, 2024

## 5. Discussion

### 5.1 The Effect of Spiritual Leadership on Work Engagement

Table 4 shows the original sample, namely 0.264, which means the influence is positive. Meanwhile, the P Values are 0.102 (more than 0.005), which indicates that the test results are not significant. Based on the test results, it can be concluded that the relationship between spiritual leadership and work engagement has a positive but not significant effect, so the hypothesis is rejected. The role of spiritual leadership at PP Al-Hikmah Al-Fathimiyah has been carried out optimally. The spiritual values taught by the caregivers and heads of Islamic boarding schools to the students who manage the organization are also patterned and focused. This insignificant result is due to the lack of socialization of the vision and mission. Meanwhile, Fry stated that the role of vision in spiritual leadership provides meaningful energy when working. Then apart from that, the application of spiritual leadership also found several obstacles. These results are in line with research conducted by Lestari et al (2023) (Lestari, Limaulidia Yuliana; Adji, 2023) and this is contrary to research conducted by Leo Purnama et al (2022) and Wahyu S. and Reni R. (2019) which stated that spiritual leadership has a significant positive effect on work engagement (Leo Purnama et al., 2022), (Saripudin & Rosari, 2019).

### 5.2 The Effect of Self Efficacy on Work Engagement

Table 4 shows the results of the value for the original sample, namely 0.277, which means the influence between variables is positive. Meanwhile, the P Values are 0.049, which means the test results are significant. Based on the test results, it can be concluded that the relationship between self-efficacy and work engagement has a positive and significant effect, so the hypothesis can be accepted. The administrators of the Islamic boarding school student organization believe that learning from life experiences will make them more successful and able to understand their own abilities. The results of this research are in line with research by Ratna Tri Hari Safariningsih et al (2022) which stated the same thing that self-efficacy has a positive and significant effect on work engagement. If self-efficacy increases, work engagement will also increase (Tri et al., 2022). Likewise, research conducted by Kurnia Adi Mardiana and Sutarto Wijowo (2023) stated that self-efficacy plays a role in increasing employee work engagement. (Mardiana & Wijono, 2023).

### 5.3 The Effect of Spiritual Leadership on Work Engagement with Character Building as a Mediating Variable

Based on table 4, it shows that the original sample value is -0.008 and the P values are 0.462 (more than 0.005). Based on the test results, it can be seen that the influence between variables is negative and not significant. So, it can be concluded that the relationship between



spiritual leadership and work engagement which is mediated by character building has a negative and insignificant effect, so the hypothesis is rejected. Based on surveys and interview results, it is felt that the student boarding school management programs are not consistent in following learning programs optimally. Meanwhile, according to Ngainun Naim (2011), in his book it is explained that building good character is each individual's personal responsibility. Based on the research location survey, there are already programs that have been implemented which are sufficient to accommodate the students in character formation. One of them has a program to improve the health of students, but the management of this program has not been fully realized. The role as administrator of an Islamic boarding school organization for students with a mindset is quite complicated, so they don't feel excited about their work. This condition is in contrast to research which found that there are programs in character building to change perceptions, mindsets and also the mentality and behavior of members in an organization (Amelia & Prianggi Amelasasih, 2024).

#### 5.4 The Effect of Self Efficacy on Work Engagement with Character Building as a Mediating Variable

Table 4 shows the original sample value, namely -0.009 and for P Values, namely 0.462 (more than 0.005). Based on the test results, it can be seen that the influence between variables is negative and not significant. So, it can be concluded that the relationship between self-efficacy and work engagement which is mediated by character building has a negative and insignificant effect, so the hypothesis is rejected.

According to Bandura (2006), one of the factors influencing the source of self-efficacy is physiological and emotional conditions. If there are negative things, such as fatigue, discomfort, anxiety or depression, this will reduce self-efficacy. Administrators of Islamic boarding school student organizations often experience fatigue in carrying out their management roles. Then, according to Salahudin and Alkrienciehie (2013), developing potential is part of the thinking indicators to support character formation. Procurement for potential development at research locations is still limited. The results of this research contradict research by Siti Humaeroh and Dinie A.D (2021) and Servista and Ekayanti (2022) (Humaeroh & Dewi, 2021), (Bukit & Tarigan, 2022).

## 6. Conclusion

Research findings focus on empowering the quality of human resources in an organization. Based on the results of the analysis process that has been carried out, the conclusions that can be drawn in this research are as follows: 1) Spiritual Leadership (X1) has a positive but not significant influence on work engagement (Y), 2) Self Efficacy (X2) has a positive influence that significant influence on work engagement (Y), 3) Spiritual Leadership (X1) has a negative and insignificant influence on Work Engagement (Y) which is mediated by Character Building (Z), 4) Self Efficacy (X2) has a negative and insignificant influence on Work Engagement (Y) mediated by Character Building (Z). The findings of this research can be used as evaluation material for research locations and consideration in decision making. Institutions need to instill the value of vision, programs to increase self-awareness and provide potential opportunities for their students. Institutions also need to carry out monitoring effectively and balance this with increasing direct concern and attention. The research is still limited in relation to the variables and scope of the research location. Therefore, future researchers are expected to be able to carry out research that is more comprehensive and more up-to-date.

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