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## The Influence of Spiritual Leadership, Servant Leadership, and Organizational Citizenship Behavior on Employee Performance PT Varia Usaha Beton.

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### Abstract

*This study aims to determine the effect of Spiritual Leadership, Servant Leadership, and Organizational Citizenship Behavior on Employee Performance. PT Varia Usaha Beton. The research was conducted using a quantitative approach and data collection was done through a questionnaire. The sample in this study was 99 permanent employees of PT Varia Usaha Beton. The data obtained were analyzed using Smart PLS Version 4.0 software. The results of this study are that Servant Leadership has a significant effect on Organizational Citizenship Behavior (OCB), Servant Leadership has a significant effect on Employee Performance, and Organizational Citizenship Behavior has a positive and significant effect on Employee Performance at PT Varia Usaha Beton.*

**Keywords:** *Spiritual Leadership, Servant Leadership, Employee Performance, Organizational Citizenship Behavior (OCB)*

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### INTRODUCTION

In the era of globalization and competition increasing effort tight, the performance of employees is an important factor in reaching something success. A good company is capable of maximizing potential employees and creating harmonious and competitive work environments. As a matter of this, role leaders are important. A leader must become a liaison between objective companies and employees. because leader organizations need to notice various possible factors that influence the performance of the employee.

In context, this, concept of leadership become an important thing in optimizing the performance of the employee. Several approaches to leadership that has Lots researched are spiritual leadership, servant leadership, and organizational citizenship behavior (OCB). Spiritual leadership refers to capable leaders building strong relationships with subordinates through the development of spiritual values and creating a climate motivating work. Servant leadership leads to leaders who serve and prioritize interest subordinates and give support and assistance to reach

an objective organization. Temporary, OCB includes behavior volunteer employees who go beyond tasks who they are and contribute to success organization

## LITERATURE REVIEW

### **Spiritual Leadership**

According to Fry (2003), spiritual leadership is a collection of values, attitudes, and also a person's behavior that is needed and used to motivate or influence oneself and others in achieving a predetermined goal, spiritual leadership will bring up attitudes such as mutual respect, mutual respect, honesty, and mutual assistance to one another.

According to Tobroni (2005), spiritual leadership is leadership that brings the worldly dimension to the spiritual dimension (divinity). A leader besides having to be competent, must also have commendable qualities, such as being honest, disciplined, trustworthy, wise, aspirational, and most importantly able to set an example for each of his subordinates. Thus, besides him, he will become a credible, respected, and authoritative leader.

According to Pujiastuti (2014), spiritual leadership is an honest actor, carrying out a social mission and upholding justice for oneself and others. Has good deeds and hates formality, is a person who talks a lot and does little, can generate goodness in the environment, and loves change for the better.

According to Fry (2003), Spiritual leadership has several aspects or dimensions, including the following:

**a. Vision**

Vision is everything for a leader, because it is the vision that leads the leaders, describes the target, triggers as well as burns enthusiasm and encouragement forward.

**b. Altruistic love**

Altruistic love in spiritual leadership is defined as a whole feeling that produced harmony and well-being through care, concern, and appreciation for self myself and others. Altruistic love and values about the matter manifested through concern without condition, no attachment to the importance of self alone, loyal and kind heart, attention and appreciation for self myself, and others.

**c. Hope/Faith.** Hope is something desire with desire fulfillment. belief adds the possibility for expect and is something trust about something Where not There is evidence.

### **Servant Leadership**

The concept of Servant Leadership was first introduced by Robert K. Greenleaf in 1970 in his book *The Servant as Leader*. Robert K. Greenleaf is Vice President of American Telephone and Telegraph Company (AT&T). According to Greenleaf, Servant Leadership is someone who becomes a servant first. Starting from the natural feeling that someone who wants to serve, must first serve. Then a conscious choice brings someone to lead.

According to Spears (2002: 255), Servant Leadership is a leader who prioritizes service, starting with the natural feelings of someone who wants to serve

and to prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement to leading others.

According to Dennis (2004), Servant Leadership can be measured through the Servant Leadership Assessment Instrument (SLAI). Based on this, the Servant Leadership indicators are as follows:

- a. **Love.** Loving leadership with love or compassion. Love is about doing the right thing at the right time for the best reasons and decisions.
- b. **Empowerment.** The emphasis on cooperation is entrusting power to others, and listening to suggestions from followers.
- c. **Vision.** The future direction of the organization will be carried out by a leader. Vision will inspire action and help shape the future.
- d. **Humility.** Maintaining humility by showing respect for employees and recognizing employee contributions to the team.
- e. **Trust.** Servant leaders are chosen people who are chosen based on an advantage that causes the leader to gain trust.

### Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) was first introduced by Organ et al in 1988. The same concept has also been introduced by Bamard (1938) called Willingness to Cooperate and by Katz (1964) who called it innovative and spontaneous behavior (Innovative and Spontaneous Behaviors)

According to Robbins (2008), organizational citizenship behavior is voluntary individual or individual behavior and is not part of the formal requirements of work, but can improve the effective functioning of the organization.

According to Steers et.al. (1996), Organizational Citizenship Behavior is a helpful attitude shown by members of the organization, which is constructive, and valued by the company but not directly related to individual productivity.

According to Robbins and Judge (2013), Organizational Citizenship Behavior (OCB) consists of five dimensions, namely:

1. **Altruism**, willingness to help colleagues in completing work in unusual situations.
2. **Courtesy**, behavior helps prevent problems related to work.
3. **Sportsmanship**, the sportsmanship of a worker in tolerating less than ideal situations at work.
4. **Conscientiousness**, carrying out duties and responsibilities more than what is expected.
5. **Civic virtue**, employee support for administrative functions within the organization.

### Employee Performance

According to Robbins & Judge (2013), performance is a record of the results obtained from certain job functions or certain activities over a certain period. Performance as a result (*outcome*) of a job and employee contribution to the organization. Employee performance is a function of the interaction between motivation and opportunity abilities.

According to Rivai & Basri 2005: Performance is a result or output of a process. Furthermore, it is formulated that performance is formed by two factors, namely ability, and motivation. Motivation relates to the will or desire to do work.

Robbins & Judge, 2013 say there are 5 indicators to measure individual employee performance, namely:

1. **Quality:** The quality of work is measured by employees' perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees.
2. **Quantity:** It is the quantity produced which is expressed in terms like the number of units, and number of activity cycles completed.
3. **Timeliness:** This is the level of activity completed at the start of the set time, seen from the point of coordination with outputs and maximizing the time available for other activities.
4. **Effectiveness:** Is the level of use of the organization's resources (labor, money, technology, raw materials) maximized to increase the yield of each unit in the use of resources.
5. **Independence:** This is the level of an employee who will be able to carry out his job functions.

## METHOD

This research is explanatory causal research that will explain the causal relationship between exogenous variables (Spiritual Leadership and Servant Leadership) to endogenous variables (Employee Performance) using Intervening Variables (Organizational Citizenship Behavior). Data were obtained with the method spread Likert scale questionnaire with 4 points to maximize results and avoid neutral choices. The sample of this research is the permanent employees of PT Varia Usaha Beton, totaling 99 people using *Google Forms*. Furthermore, the data obtained will be analyzed using Smart PLS Version 4.0 software.

## Conceptual Framework

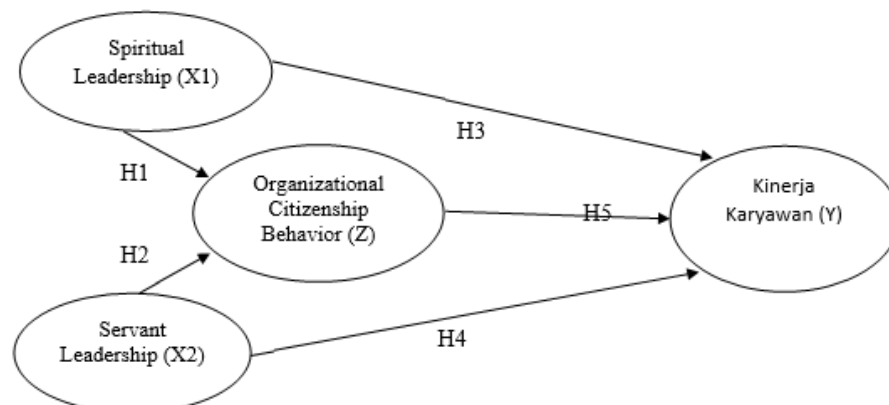


Figure 1. Conceptual Framework

Based on the Conceptual Framework, the research hypothesis is:

- H1: Spiritual Leadership has a significant effect on the Organizational Citizenship Behavior (OCB) of PT Varia Usaha Beton.
- H2: Servant Leadership has a significant effect on the Organizational Citizenship Behavior (OCB) of PT Varia Usaha Beton Employees.
- H3: Spiritual Leadership has a significant effect on Employee Performance at PT Varia Usaha Beton.
- H4: Servant Leadership has a significant effect on Employee Performance at PT Varia Usaha Beton.
- H5: Organizational Citizenship Behavior (OCB) has a significant effect on Employee Performance at PT Varia Usaha Beton.

## RESULTS AND DISCUSSION

Convergent validity in PLS with reflective indicators is assessed based on outer loading. The rule of thumb used for convergent validity is a loading factor  $> 0.50$  and average variance extract (AVE)  $> 0.50$  (Chin, 1995 in Jogiyanto and Abdillah, 2014: 60). Evaluate the convergent validity of the outer loading values for each indicator on the variables *Spiritual Leadership*, *Servant Leadership*, *Organizational Citizenship Behavior (OCB)* and Employee performance can be seen in Figure 2.

### Loading Factor Value

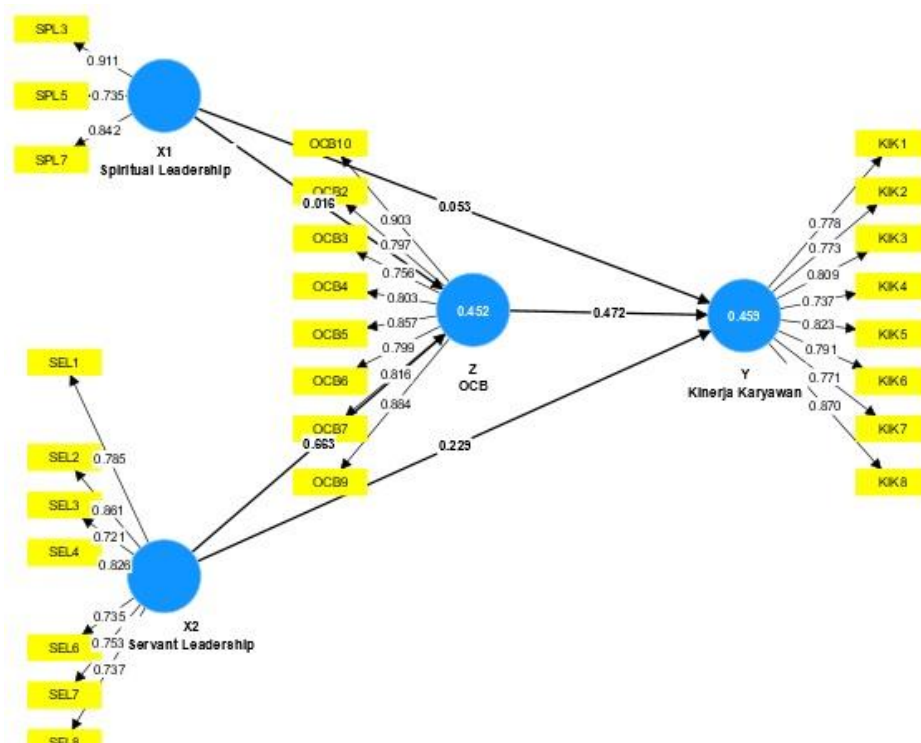


Figure 2. Loading Factor Value

### 1. Evaluation of the Measurement Model (*Outer Model*)

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The measurement model shows how the manifest variable or *the observed variable* represents the latent variable to be measured. In this study, the measurement model was assessed using several tests: convergent validity test, discriminant validity test, *Average Value Extracted* (AVE), *Cronbach's alpha*, and *composite reliability*.

**a. Convergent Validity (*Convergent Validity*)**

*convergent validity* test of the measurement model with the reflective model is measured using a *standardized loading factor* which describes the magnitude of the correlation between each indicator and its construct. According to Chin (1998), the value of *outer loading*  $> 0.6$  is stated as an ideal or valid measure as an indicator that measures constructs.

**Loading Factor**

Table 1 shows the majority of *outer loading*  $> 0.6$  but there are 8 indicators whose *outer loading values* are  $< 0.6$ , namely OCB1, OCB8, SEL9, SEL10, SPL1, SPL2, SPL4, and SPL8. Furthermore, the item indicators are reduced from the research model and re-estimated.

Table 1. Loading Factor



	Spiritual Leadership (X1)	Servant Leadership (X2)	Kinerja Karyawan (Y)	OCB (Z)
KIK1			0,778	
KIK2			0,773	
KIK3			0,809	
KIK4			0,737	
KIK5			0,823	
KIK6			0,791	
KIK7			0,771	
KIK8			0,870	
OCB10				0,903
OCB2				0,797
OCB3				0,756
OCB4				0,803
OCB5				0,857
OCB6				0,799
OCB7				0,816
OCB9				0,884
SEL1		0,785		
SEL2		0,861		
SEL3		0,721		
SEL4		0,826		
SEL5		0,735		
SEL6		0,735		
SEL7		0,753		
SEL8		0,737		
SPL3	0,911			
SPL5	0,735			
SPL7	0,842			

Source: PLS Output

#### b. Construct reliability and validity

Measuring the reliability of a construct is used in two ways, namely by measuring *Cronbach's alpha* and *composite reliability*. According to Ghazali and Latan (2015), a good Cronbach's Alpha value is above 0.7 and t Sarstedt et al (2017), the composite reliability value ( $\rho_c$ ) > 0.7 is a reliable item variable.

Discriminant validity is used to ensure that the correlation of the observed variables with the construct is higher than with other constructs (Hair et al., 2014). *Discriminant validity* can also be known through other methods by looking at the average variance extracted (AVE) value, for each indicator it is required that the value must be > 0.5 for a good model.

#### Construct reliability and validity

Table 2. Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.773	0.776	0.870	0.693
X2	0.889	0.897	0.913	0.602
Y	0.917	0.921	0.932	0.632
Z	0.934	0.938	0.946	0.686

Source: PLS Output

Table 2 shows that the data fulfills the following elements:

- Cronbach's Alpha  $> 0.7$
- Composite reliability (rho\_c)  $> 0.7$
- AVE value  $> 0.5$

Based on these data, it can be concluded that in addition to being valid, this research instrument must also have high reliability or consistency as a measuring tool regardless of the form of measurement.

## 2. Testing R-Square ( $R^2$ )

*R-Square* is used to measure the predictive power of a structural model. According to Chin (1998) the qualitative interpretation of the R-Square is 0.19 (low effect); 0.33 (moderate effect); and 0.66 (high influence).

### R-Square

Table 3. R-Square Results

Variable	R-square	R-square adjusted
Kinerja Karyawan (Y)	0,459	0,442
OCB (Z)	0,452	0,441

Source: PLS Output

Table 3 shows that the variable Employee Performance (Y) has a moderate effect of 45.9% and OCB (Z) also has a moderate effect of 45.2%.

### Hypothesis test

On the results of hypothesis testing through the analysis of the *bootstrapping method*, the following results are obtained:

Table 4. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O-STDEV)/M)	P values
X1_Spiritual Leadership $\rightarrow$ Y_Kinerja Karyawan	0.053	0.060	0.125	0.429	0.668
X1_Spiritual Leadership $\rightarrow$ Z_OCB	0.016	0.016	0.082	0.199	0.842
X2_Servant Leadership $\rightarrow$ Y_Kinerja Karyawan	0.229	0.224	0.115	1.996	0.046
X2_Servant Leadership $\rightarrow$ Z_OCB	0.663	0.673	0.072	9.186	0.000
Z_OCB $\rightarrow$ Y_Kinerja Karyawan	0.472	0.480	0.108	4.363	0.000

Source: PLS Output



**Spiritual Leadership has a significant effect on the Organizational Citizenship Behavior (OCB) of PT Varia Usaha Beton (H1).**

The calculation results are according to Table 4, indicating that Spiritual Leadership has a positive effect of 0.016 on Organizational Citizenship Behavior (OCB). This influence is accompanied by a statistic of 0.199. Based on this, it can be seen that H1 is unacceptable or in other words, Spiritual Leadership has no significant effect on Organizational Citizenship Behavior (OCB). This is not in line with previous research conducted by Putu Gede Subhaktiyasa et al (2023) that Spiritual Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB).

**Servant Leadership has a significant effect on the Organizational Citizenship Behavior (OCB) of PT Varia Usaha Beton Employees (H2).**

The calculation results are according to Table 4, indicating that Servant Leadership has a positive effect of 0.663 on Organizational Citizenship Behavior (OCB). This influence is accompanied by a statistic of 9.186. Based on this, H2 is accepted or in other words, Servant Leadership has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of PT Varia Usaha Beton. This is in line with the results of research from Taufiqur Rachman, Siti Mujanah, and Nanis Susanti (2020) that Servant Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB).

***Spiritual Leadership* has a significant effect on Employee Performance at PT Varia Usaha Beton (H3).**

The calculation results are according to Table 4, indicating that Spiritual Leadership has a positive effect of 0.053 on Employee Performance. This effect is accompanied by a statistic of 0.429. Based on this, it can be seen that H3 is unacceptable, or in other words, Spiritual Leadership has no significant effect on Employee Performance at PT Varia Usaha Beton. This is not in line with previous research conducted by Ronald Tanuwijaya (2015) that Spiritual leadership has a positive and partially significant effect on employee performance.

**Servant Leadership has a significant effect on Employee Performance at PT Varia Usaha Beton (H4).**

The calculation results are according to Table 4, indicating that Servant Leadership has a positive effect of 0.229 on Employee Performance. This influence is accompanied by a statistic of 1.996. Based on this, H4 is accepted or in other words, Servant Leadership has a positive and significant effect on Employee Performance at PT Varia Usaha Beton. This is in line with the results of research from Uswatun Hasanah, and Siti Mujanah (2020) which shows that increasing the level of Servant Leadership will also encourage increased employee performance.

**Organization Citizenship Behavior has a significant effect on Employee Performance at PT Varia Usaha Beton (H5).**

The calculation results are according to Table 4, showing Organization Citizenship Behavior has a positive effect of 0.472 on Employee Performance. This influence is accompanied by a statistic of 4.363. Based on this, H5 is accepted or in other words, Organization Citizenship Behavior has a positive and significant effect on Employee Performance at PT Varia Usaha Beton. This is in line with the results of research from Suhardi et al (2022) that Organizational Citizenship Behavior has a significant effect on Employee Performance.

**CONCLUSION**

Based on the results of research on the effect of Spiritual Leadership and Servant Leadership on Employee Performance at PT Varia Usaha Beton with Organization Citizenship Behavior as an intervening variable, it can be concluded that Servant Leadership has a significant effect on Organizational Citizenship Behavior (OCB), Servant Leadership has a significant effect on Employee Performance, Organization Citizenship Behavior has a positive and significant effect on Employee Performance at PT Varia Usaha Beton.

This research supports several previous studies, but there are also contradictory findings compared to previous research, namely Putu Gede Subhaktiyasa et al (2023) that Spiritual Leadership has an effect on Organizational Citizenship Behavior (OCB) and Ronald Tanuwijaya (2015) that Spiritual leadership has a positive influence and partially significant to employee performance.

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