

Spiritual Leadership: The Influence Due to Workplace Spirituality, Satisfaction, and Deviant Behavior (Case Study at City Government of Kendari)

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ABSTRACT

This study intended to observe the spiritual leadership. In further observation, this research wants to observe the influence on workplace spirituality, satisfaction, and deviant behavior. The research was conducted at city government of Kendari, South-East Sulawesi Province. The methodology consisted of descriptive statistical analysis and analysis of Structural Equation Modeling (SEM). Results showed that workplace spiritual leadership has a significant positive impact that is workplace spirituality and job satisfaction, and has a significant negative impact that is deviant behavior. The work place spirituality has a significant positive effect on job satisfaction and has a significant negative impact on deviant behavior. Furthermore, job satisfaction has a significant negative influence on the deviant behavior at workplace. The study also found that there is a significant indirect relationship between workplace spiritual leadership influence and deviant behavior through workplace spirituality, and between the influence of workplace spirituality against deviant behavior through job satisfaction.

Keywords: workplace, spirituality, satisfaction, deviant behavior

INTRODUCTION

Nowadays, research on workplace spirituality and spiritual leadership was more focussed on outcomes, productivity, organization performance [1][2]; and work behaviour that is work satisfaction, involving in work, organizational commitment, involving in employer [3]. But study on relation between workplace spirituality and organizational citizenship behaviour (OCB) is still limited, even the relation between spiritual leadership and counterproductive performance or Workplace Deviant Behaviour (WDB) has not yet observed by previous researchers. In relation with the main work performances on performer of organization, job satisfaction is as work performance which gets much attention by researchers in the field of organization. Therefore, in relation with spirituality and deviant behaviour, variable of work satisfaction has not more explored in its function as endogenous variable as well as exogenous one.

Spirituality is obviously devoting in traditional concept of public service, but some graduate of public administration has not yet given more attentions because of something as follow: 1) There is afraid to infringe separated principal between Church and Country which was generally happened at west countries; 2) Because of bureaucracy system is more influenced by rational principals which is only focussed at efficiency and effectively in public bureaucracy. The reason is individual private life or humans' value is not acknowledged as the main factor in increasing productivity and it gives contribution of public service missing like charity for general interest [4]. The bureaucracy system is proportional with the idea of Max Weber that bureaucracy is a rational organization which was formed to carry on government activity. Therefore, good bureaucracy has to comply with specialization, hierarchy, system of rules, impersonality, structure of carrier, and efficiency.

Beside the reason as above, spirituality has good developed in business organization, but bureaucracy organization of government has not got more attention from public sector experts of organization and management. There are some ideas expressed that there is happened deviant behaviour at workplace like KKN at bureaucracy world in related to the problems of spirituality, honesty, moral, and etc of the bureaucrat [5][6]. The certain way to improve this problem basically is increasing the understanding (not only as knowledge) of bureaucrat due to spirituality. Trainings for bureaucrat have to be set and it is not only as a condition to occupy certain job but they must have ability to give human motivation and spirituality. The bureaucrats are not only necessary to be given trainings which are only oriented at increasing of skill and expert, and to manage emotion, but the more important is training material which is oriented at ripeness of spirituality or religiosity. The ripeness spirituality becomes the most important due to only this item can fortify the bureaucrat from deviant behaviour.

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The essence of bureaucracy reformation is to change the mind set and official behaviour to high integrated, productive, and responsive of officials and they can give prime services. Improvement that is carried out during time is related to organization design, system, procedure, officials' management, training, reward and punishment. So bureaucracy reformation is basically related to 3 main aspects that are organization, implementation or business process, and increasing on capacity of apparatuses resources. It meant that effort that has carried out during the time though it is overhaul and simultaneously at many fields but it is only surface touching and has not touched the basic thing and fundamental. According to Thoreau that for every a thousand that cut off bad leaves, there is one that attached the root. Therefore if we want to change the useful quantum in bureaucracy reformation, it is not enough only cutting of the leaves from our behaviour but we have to begin attaching the root of problem that is spirituality aspect of bureaucrat.

At the environment of Kendari city government, for example, it indicated that there are many officials work just for fulfilling economical demand and status and not to love the work itself and to find life meaning through the work. Result of initial survey showed that city government of Kendari there has been a tendency where the officials more carried out deviant actions which infringe the rule of bureaucracy that obviously injure the organization. Then, development of workplace spirituality can not obviously hoped developing by itself without support from leader. Therefore, spiritual leadership is necessary to be integrated with workplace spirituality. Value development to complete or to be as alternative in reforming government bureaucracy is hoped developed through spiritual leadership, as being applied at city government of Kendari, so it can be good implementation and deviant behaviour of official can be minimized.

Some considerations in this research will be carried out in study of bureaucracy at city government of Kendari, South-east Sulawesi Province of Indonesia. It is related to some efforts and attentions that are necessary carried out to solve the problem of Workplace Deviant Behaviour-WDB. Terminology of spirituality which is used in this study is related to sense of meaning or sense of calling, sense of purpose, sense of community or sense of membership, and it is not related to certain religy or the other organized belief system. It is carried out because research object is public organization that is government of Kendari City which the officials have different religious background and belief.

Fry [7] defined that spiritual leadership included value, attitude, and behaviour which is needed to motivate other person and myself intrinsically so that they have sense of spiritual survival through calling and membership. Fry [7] presented that spiritual leadership was a causal theory that was based on model of intrinsical motivation that gathering vision, hope, faith, and altruistic love, theory of spirituality at workplace, spiritual survival, and well being. Spiritual leadership as a model on transformation and development of organization can guide positively organizational evolution which human prosperity and organizational performance can not only side by side of life but it can also be optimized. Spiritual leader explain moral identity of the follower, strengthen, and deepen their commitment for the accomplishment of organization [8].

Ashmos and Duchon [9] defined workplace spirituality as confession that officials have inner life which grows and is maintained by meaningful work in the context of community. Based on the definition as above, workplace spirituality has 3 main dimensions that are inner life, meaningful work, and community. Ashmos and Duchon [9] also emphasize that workplace spirituality is not about religy though people may be express belief of their religy at workplace. Spirit is maintained at pure as well as schooler place (Vaill in [10]). Workplace spirituality is about to find chance at workplace for showing some personality aspects [11]. Inner life refers on understanding about divine power and how to use it for fully outer life. But meaningful work is happened when officials confess that their work give meaning or have aim for their life, and community refer to how persons feel being related one to each other at work place.

According to Spector [12], work satisfaction is a attitude variable which illustrates how persons feel fully their work and about some aspects from their work. Furthermore, according to Naumann in [13], satisfaction is based on the level of intrinsik and ekstrinsik. Intrinsik satisfaction refers to the level of officials satisfaction which has been experienced in working and their feeling in qualification, self actuality, and identity by duty.

Extrinsic satisfaction refers on officials' level that being feel comfortable with their friends, leader, organization, confession, compensation, progress, etc. At the level of organization, satisfied official is the important contributor for effectiveness of organization and at the end it is for long term satisfaction. In the other hand, unsatisfied official is implicitly assumed giving little contribution for organization, though there is no the best concept of work satisfaction. Naumann confesses that the difference between intrinsic and extrinsic is seemed suitable with international context and that work satisfaction and organisational commitment have positive correlation.

Robinson and Bennett [14] defined that WDB as "volunteer behaviour (from organization member) which infringe significant organizational norms and by doing that it will threaten the prosperity of a organization, its member, or both of them". WDB can take some forms of little action like distributing alleged information, and making ashamed workshop until serious action like thieving and sabotaging. The researchers has given the different names for the deviant behaviour like workplace deviance [14], counterproductive behaviour (Mangione

and Quinn in [15]), and antisocial behaviour [16], misbehaviour [17]. Basically, “behaviour is assumed deviating when organization’s customs, policy or internal rules are infringed by individual or group which can make danger due to organizational prosperity or its member”[14]. Robinson and Bennet [14] integrated some deviant behaviour at workplace into a single frame due to collect the research which is more distributing and being distinct for the subject into one comprehensive chart. By the way, the researchers are able to integrate some deviant behaviour at workplace becoming a single frame.

Based on typology of Robinson and Bennett [14], deviant behaviour is a variety along two dimensions that are minor versus serious and interpersonal versus organization. “Organizational Deviance refers to how far deviant behaviour is targeted and being dangerous for the organization included thief, sabotaging, indolence, or placing small business in work [14]. In the other hand, “Interpersonal Deviance” is how far deviant behaviour is targeted and dangerous for performed individual among workplace individuals which included the behaviour like not attentive to other person, playing pranks to other person, being rough actioned, to argue, and physical aggression [18]. The first dimension on typology of Robinson [14] is interpersonal-organization. Axis ranges of directed deviance to individual until to organization. The second dimension on typology of Robinson and Bennet [14] is to show severity of deviance at workplace beginning from the minor until the serious one. Their research resulted two dimensional graphic which regulated deviant behaviour at workplace into four quadrants with labels of production, property, political, and personal deviances [14].

MATERIALS AND METHODS

Technical finding of samples used in this research is stratified random sampling. This kind of technique is used because population of government officials at city government of Kendari are not homogeneous as well as not proportional in education, work time, age, number of officials, and level of job function like echelon II, III, and IV. Population in this research are Civil Government Official (PNS) with number of 5,543 officials. Then, size of sample is determined using formula of Slovin [19] that are 152 respondents.

Exigent variable in this research is spiritual leadership and the exigent one is workplace spirituality, work satisfaction, and deviant behaviour at workplace. Ordinal scale of Likert is used for measuring all variables in this research. Data analysis in this research used quantitative analysis that is Structural Equation Modelling (SEM).

RESULTS AND DISCUSSION

Goodness of fit overall model showed that the value of RMSEA and CMIN/DF has fitted to the value of cut off, so that the model is categorized fit and feasible to be used for testing the hypothesis of this study.

A. Increasing on Spiritual Leadership will be able to increase Workplace Spirituality

Based on the analysis of SEM structural model, it showed that Spiritual Leadership significantly influenced Workplace Spirituality. It means that there is significant and positive influence between Spiritual Leadership and Workplace Spirituality with direct influenced coefficient was 0.837 and P-value = *** . Analysis of p-value < 5%, it was expressed the positive significant influence. It means that the increasing Spiritual Leadership will increase Workplace Spirituality.

Result showed that to create workplace spirit friendly, the function of spiritual leadership is very necessary; it means that spiritual leader is very important to grow and maintain workplace spirituality. Spiritual leader has to guide what he is carried out, so that through the action of leader, officials can take sample and make it as the behaviour standard in organization. This result is the same as what presented by Duchon and Plowman [2] that performance at work unit will be higher at the one which has good spiritual climate. Leader as spritual one as mentioned by Fry *et.al.* [7] will be able to manage work unit satisfier for its member and at the end it will be more productive in the bigger of organizational scale.

B. Increasing on Spiritual Leadership will be able to increase Work Satisfaction

Analysis result of SEM showed that Spiritual Leadership significantly influenced Work Satisfaction. It was due to direct influenced coefficient that was 0.508 with P-value = ***. Therefore, it was expressed that the influence was significantly positive. Because of P-value < 5%, it means there is enough empirical proof to accept hypothesis. Furthermore, it means that increasing on Spiritual Leadership will increase Workplace Deviance Behaviour of the officials at Government Office of Kendari.

This result was consistent with previous research which was studied by Aidyn [20]. Aidyn presented that Work Satisfaction had significantly positive correlation with organizational culture and spiritual leadership. East in Yusof [21] in his study suggested that the leaders to prepare the manner on applying workplace spirituality for reaching official satisfaction. The same study has carried out by Yusof [21] through making conceptual frame as the relation between spiritual leadership and work satisfaction due to overall or organized dimensions

between spiritual leadership which included vision, hope/ faith, altruistic love, meaning/ calling, and membership; and Work Satisfaction which included work promotion, pay, supervision, co-workers.

C. Increasing on Spiritual Leadership will be able to decrease Workplace Deviant Satisfaction

Result of SEM showed that influence of Spiritual Leadership due to Workplace Deviant Behaviour had direct influenced coefficient of -0.309 with P-value was 0.025. Therefore, it was expressed as significantly negative influence. Because of P-value < 5%, it means there was enough empirical proof to accept the hypothesis. This result gives a conclusion that Spiritual Leadership has significantly influence to Workplace Deviant Behaviour. Furthermore, it means that increasing on Spiritual Leadership at Government Office of Kendari will decrease Workplace Deviant Behaviour or it can be said that one effort that can be carried out to decrease Workplace Deviant Behaviour is by applying Spiritual Leadership at Government Office of Kendari.

The opposite of Workplace Deviant Behaviour (WDB) is Organizational Citizenship Behaviour (OCB). Workplace Deviant Behaviour (WDB) [14] is generally named as Counterproductive Work Behaviour (CWB) [12] or Ant citizenship Behaviour (ACB) (Fisher & Locke in [22]). OCB and WDB has negative correlation as well as different separated dimension [23].

D. Increasing on Workplace Spirituality will be able to increase Work Satisfaction

Result of SEM showed that Workplace Spirituality has significantly influence to Work Satisfaction. It was seemed from direct influenced coefficient of 0.480 with P-value - ***, it means that there was significantly positive influence. Because of P-value < 5%, so it could be expressed that there was enough empirical proof to accept the hypothesis. Furthermore, it means that increasing on Workplace Spirituality will increase Work Satisfaction.

This result is consistent with some empirical research before which indicated positive and well significant between Workplace Spirituality and Positive Work Attitude for the whole as well as aspects of Workplace Spirituality like job satisfaction, job involvement, organizational commitment [3][2][24][25]. Wrzesniewski [26] also found that officials which got the greatest meaningful of their work were officials with dedicated sense for their work and they got higher work satisfaction.

E. Increasing on Workplace Spirituality will be able to decrease Workplace Deviant Behaviour

Result of SEM showed that Workplace Spirituality had influence due to behaviour with direct influenced coefficient was 0.296 and P-value = 0.03. It indicated significantly negative influence. Because of P-value < 5%, so it could be expressed that there was enough empirical proof to accept the hypothesis. The result gave a conclusion that the higher Workplace Spirituality at Government Office of Kendari would decrease Workplace Deviant Behaviour.

This result supports previous research of Robert & Jarret [27] with title of *Are spiritual people Really Less Evil? A Study Exploring the Influence of Spirituality on Deviance in the Workplace*. This result indicated that spirituality had negative correlation to interpersonal and organizational deviant. Then, Duchon and Plowman [2] presented that performance of work unit was related to spirituality of work unit. Performance at work unit will be higher at well spirituality climate one. Therefore, one of the manners which can be carried out to decrease or increase workplace deviant behaviour at Government Office of Kendari is to increase workplace spirituality by changing barren workplace into abundant workplace with entering positively workplace spirituality.

F. Increasing on Work Satisfaction will be able to decrease Workplace Deviant Behaviour

Result of SEM showed that Work Satisfaction had influence due to Workplace Deviant Behaviour with direct influenced coefficient of -.433 and P-value of 0.032 and it indicated significantly negative influence. Because of P-value < 5%, so it could be expressed that there was enough empirical proof to accept the hypothesis. It means that the higher of work satisfaction at Government office of Kendari would cause the better workplace official behaviour. The result also showed that variable of work satisfaction gave strong influence to the decreasing of workplace deviant behaviour. So hypothesis of increasing on work satisfaction will decrease workplace deviant behaviour, had enough empirical proof to be accepted. It means that higher work satisfaction at Government Office of Kendari will more minimize workplace deviant behaviour. In the other words, it can be said that what kinds of organizations can make better workplace for their officials that have potency to increase work satisfaction and decrease deviant behaviour [28]. Therefore, one of some efforts to decrease workplace deviant behaviour is increasing on work satisfaction of officials. Result of this study was the same as the research of Chen and Spector [12] which presented that work satisfaction is related with hostility to others, sabotaging, and thieving at workplace.

Influence of inter-variables is included 3 categories that are direct, indirect, and total effect. Direct effect is as causal relation who was as hypothesis in this research and it has been discussed before. Therefore, explanation about the influence of inter-variables is just to discuss relation inter-variable between Workplace Spirituality and Deviant Behaviour. Figure 1 presented model of study result.

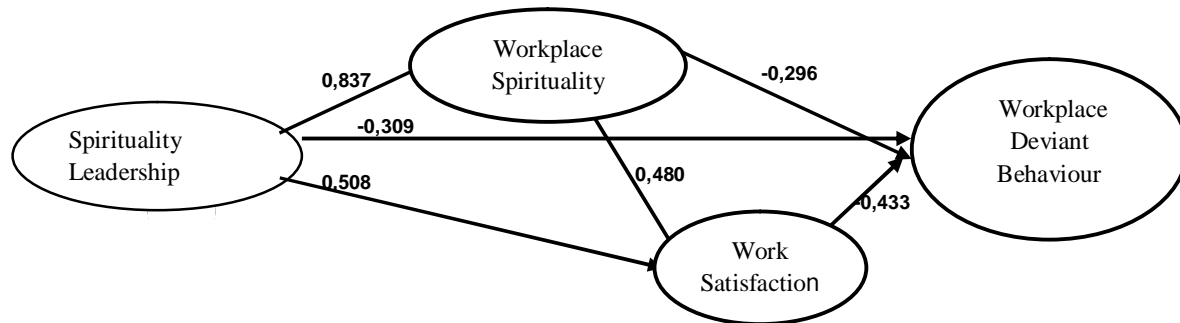


Figure 2 Model of study result

CONCLUSION

Application of Spiritual Leadership at Government Office of Kendari can give impact of implementing spiritual work climate where a leader in leadership position always develops and carries out with devotion spiritual values in organization especially altruistic attitude which is not egoistic and has affection without rewards to their officials with giving attention, involvement, wise attitude, can be trusted, and to appreciate honesty. In their turn, officials feel to be appreciated and gathering condition is as part of workplace community, to be pushing and motivating for inter helping, have a faith that there is meaningful work in life and positive thinking in solving problem. Spiritual leadership can decrease deviant behaviour at Government City of Kendari as an implementation of leader attitude which is always as leader, giving example to the officials in order to be always make attention, affection without rewards, one in word and action, to be trusted, to appreciate, and highly appreciating in honesty. In the other hand, reformation of bureaucracy and well government management at environment Government City of Kendari can be realized through the increasing on work satisfaction and creating the spiritual work situation.

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