

LAPORAN AKHIR PENELITIAN



*THE EFFECT OF SPILITUAL LEDERSHIP, ORGANIZATIONAL CULTURE AND
ENTERPRENEURSHIP ON EMPLOYEES WORKING MOTIVATION AND PERFORMANCE*

Tim Pengusul

Drs. Maskudi, S.E., M.M

UNIVERSITAS WAHID HASYIM SEMARANG

2017

HALAMAN PENGESAHAN
LAPORAN AKHIR PENELITIAN

Judul Penelitian : *The Effect Of Spilitual Ledership, Organizational Culture and Enterpreneurship on Employees Working Motivation and Performance*

1. Ketua Peneliti
 - a. Nama Lengkap : Drs. Maskudi, S.E., M.M.
 - b. NPP : 03.11.1.0198
 - c. Pangkat dan Jabatan : III C / Lektor
 - d. Program Studi/Fakultas : Manajemen / Ekonomi
2. Anggota Peneliti :
3. Biaya Penelitian : Rp : 3.500.000., (*Tiga Juta Limaratus Ribu Rupiah*)


Semarang,

Menyetujui,
Dekan Fakultas Ekonomi Unwahas




Khanifah, SE., M.Si, Akt, CA
NIDN. 0606067501

Ketua Peneliti


Drs. Maskudi, S.E., M.M.
NPP. 03.11.1.0198

Menyetujui,
Ketua LPPM Universitas Wahid Hasyim



Dr. Ifada Retno Ekaningrum, S.Ag, M.Ag
NPP. 03.05.1.0142

SURAT TUGAS

Nomor :/D.08/UWH/II/2017

Yang bertanda tangan dibawah ini Dekan Fakultas Ekonomi Universitas Wahid Hasyim Semarang, memberi tugas kepada:

NO.	NAMA	NPP/NIM	JABATAN
1.	Drs. Maskudi, S.E., M.M	03.11.1.0198	Lektor / III B

Untuk melakukan penelitian “The Effect Of Spilitual Ledership, Organizational Culture and Enterpreneurship on Employees Working Motivation and Performance” pada:

Hari/Tanggal : Sabtu-Selasa,18-21 Februari 2017

Demikian surat tugas ini Kami buat, mohon dilaksanakan dengan sebaik-baiknya.

Semarang, 11 Februari 2017

Dekan Fakultas Ekonomi Unwahas



Khanifah, SE., M.Si, Akt, CA
NIDN. 0606067501

THE EFFECT OF SPIRITUAL LEADERSHIP, ORGANIZATIONAL CULTURE AND ENTREPRENEURSHIP ON EMPLOYEES WORKING MOTIVATION AND PERFORMANCE

Maskudi

Jurusan Manajemen, Fakultas Ekonomi, Universitas Wahid Hasyim
Address: Jl Menoreh Tengah X/22 Sampangan **Semarang**

Abstract

This study aims to test the effect of spiritual leadership and organizational culture on job satisfaction and employee performance. Structural equation modelling is applied to analyze data from 170 respondents. The results show spiritual leadership and job satisfaction have a significant effect on job satisfaction as does organizational culture on employee performance. In contrast to expectations, neither spiritual leadership nor organizational culture have effect on employee performance or job satisfaction.

Key words: *Spiritual leadership, organizational culture, job satisfaction, employee performance*

Introduction

Strengthening spiritual values in human resource management (HRM) has become a trend in business studies. A lot of bad behaviour in organizations is caused by the lack of spiritual values that underlie employee behaviour. Employee performance is only driven by the achievement of economic indicators without being based on spiritual values (Sulistyo, 2009). In general, employee performance is determined by two factors, internal factors i.e., organizational commitment, job satisfaction and external factors i.e., leadership, organizational culture and work safety (Melina Taurisa & Intan, 2012).

The role of the leader in the organization is very important to improve employee performance. The concept of spiritual leadership is a concept of universal leadership that is adaptive to answer the challenges of the age of the 21st-century era that is a condition for change, which is not answered by the current organizational leadership (Sureskiarti, 2015). According to Tobroni (2015); Udin Udin (2019), the concept of spiritual leadership is believed to be the solution to the current leadership crisis, due to the deterioration of human values as a result of the ethical malaise and ethical crisis.

Spirituality has proven to be an extraordinary power to create individuals who have integrity and morality who can build Islamic societies to reach the peak of civilization and reach the title of *khaira ummah* (Tobroni, 2015). Therefore, the application of spiritual leadership in organizations can inspire and motivate employees to achieve the vision and culture of the organization based on spiritual values which can ultimately increase organizational commitment and productive employee performance (Akbar, Udin, & Djastuti, 2018; Udin, Handayani, & Bakhri, 2017; Udin Udin, 2019). Productive employee performance in the organization is also influenced by job satisfaction. Job satisfaction can be defined as a pleasant or unpleasant emotional state, which is demonstrated by employees at work (Hatta & Rachbini, 2015; Wikaningrum, Udin, & Yuniawan, 2018). The level of job satisfaction of employees is influenced by

several aspects, both aspects of the company as well as those of the employees themselves.

Some previous research on spiritual leadership has been conducted. The study by Hakim (2012) showed that Islamic leadership has an important role in improving the Islamic work motivation and performance. The study by Musta'in and Manan (2014) evidenced that spiritual leadership significantly influences job satisfaction and employee performance. Also, the studies of Rahmawaty (2016) and Shofwa (2013) proved that spiritual leadership significantly influences employee performance. However, this was different to the results of research conducted by Sulistyono (2009) which showed that spiritual leadership doesn't significantly influence job satisfaction and employee performance. Thus, from the empirical research it can be concluded that there is still a theoretical inconsistency in the perception of the relationship between spiritual leadership on job satisfaction and employee performance.

Therefore, based on the previous research, the literature review that underpins this study determined that there is still a gap in the research about the spiritual leadership and employee performance. Further, based on the problems that occurred in company, it is important to study the problems related to spiritual leadership, organizational culture and employee performance. The purpose of this study furthermore are as follows:

(1) analyze the effect of spiritual leadership and organizational culture on job satisfaction and employee performance; (2) analyze the effect of job satisfaction on employee performance.

Literature Review and Hypotheses

Development Performance

Employee performance (work performance) is the employee's actual performance compared to the employee's expected performance (Dessler, 2015). Work performance is the result of quality and quantity work accomplished by an employee in taking out the duties following the responsibilities given (Mangkunegara, 2013). Performance is the result of work achieved in carrying out the tasks and work derived from the organization (Priansa, 2018). From these definitions, it is concluded that performance is the result realized by employee in completing the work allocation by the organization. Measuring performance, according to Dessler (2015), can be determined by level of; quality, productivity, job knowledge, reliability, availability and independence. The higher these indicators, the greater the increase in work performance and vice versa.

Spiritual Leadership

Spiritual leadership is about leading for an earthly dimension to the spiritual dimension (divinity). Therefore, spiritual leadership is often called leadership based on religious ethics. Tobroni (2015) stated that spiritual leadership is leadership that can inspire, awaken, influence and mobilizes through example, service, compassion and the

implementation of other godly values and divinity in goals, cultural processes and leadership behaviour. In other words, spiritual leadership is the leadership that makes spiritual values a core belief, core value and philosophy in leadership behaviour.

In Islamic history, the spiritual leadership model is attributed to the leadership pattern of the Prophet of Muhammad SAW which proposes that the most ideal and successful leadership exhibits the following characters: integrity (*Siddiq*), trust (*Amanah*), human relation (*Tabligh*) and smart working (*Fathanah*). This means that spiritual leadership is driven by a heart-base on religious ethics and forms character, honesty and admiration. Spiritual leadership is not only authentic and rational but also it cleans ratiocination with the direction of principles and spiritual intelligence (Tobroni, 2015).

Organizational Culture

Organizational culture is a set of values, beliefs, attitudes and traditions that bind members of the organization together as a reference for working and interacting with fellow members of the organization (Ancok, 2012). The definition of organizational by Amstrong in Ancok (2012) is that “organizational culture is the pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated but shape how people behave and things get done. Values refer to what is believed to be important about how people and organizations behave. Norms are the unwritten rules of behaviour”.

According to Robbins in Ancok (2012), seven components can be used as indicators to measure organizational culture. Those indicators are as follows: the courage to innovate and take risks, attention to details, results-orientation, human-orientation, focus on teamwork, employee aggressiveness in work and stability.

Job Satisfaction

Job satisfaction is a set of employee feelings towards their work that reflects whether they are happy or not as a result of their interaction with the environment or as a perception of mental attitude and ultimately as a result of their evaluations of their work (Priansa, 2018). Job satisfaction is an employee’s feeling which supports or doesn’t support the work or self-condition (Mangkunegara, 2013). Job satisfaction is a positive feeling about the job that is produced from identified characteristics (Robbins & Judge, 2015). According to Robbins and Judge (2015), employee’s job satisfaction is influenced by many factors, such as mentally challenging work, appropriate award/praise, supportive working conditions and supportive colleagues.

Organizational Culture, Job Satisfaction, and Performance

Organizational culture is a value that must be obeyed by all of the organization members as guidelines for behaviour. Robbins and Judge (2015) state that several important factors bring greater job satisfaction. The first factor is the job which gives more chance to use skills and feedback about how well the work is done. The other factor is the work condition, both in terms of personal comfort and ease of completing work. These things are closely related to rules and standards predetermined by the company, while the rules and standards are formed from the organizational culture within the company itself. Characteristics of organizational culture will determine a strong or low organizational culture. The strength of the organizational culture will ultimately determine the level of employee satisfaction and performance (Al-Abdullat & Dababneh, 2018; Al-Sada, Al-Esmael, & Faisal, 2017; Bakhri, Udin, Daryono, & Suharnomo, 2018; Huey Yiing & Zaman Bin Ahmad, 2009; Sanda & Kuada, 2016; Soomro & Shah, 2019; U Udin, Handayani, Yuniawan, & Rahardja, 2019).

Empirical studies conducted by Iis and Yunus (2016), Xaverius (2016) pose that organizational culture positively and significantly influences job satisfaction and employee performance. The research conducted by Sanda and Kuada (2016), Suteja (2014) acknowledged that there is a positive effect between organizational culture, job satisfaction and employee performance. Thus, the following hypotheses were proposed for this study.

Spiritual leadership also strongly maintains ethical values and upholds spiritual values. Characteristics of spiritual leadership based on religious values comprise a focus on pious deeds, honesty, fairness, openness to accept change, self-introduction, awakening the best in oneself and others, discipline balanced with flexibility, intelligence and humility. Employees who judge their supervisors to have good leadership practices have a higher tendency to remain comfortable in the organization and generally experience high job satisfaction and increased performance.

Empirical studies conducted by Hakim (2012) showed that Islamic leadership has an important role in increasing Islamic work motivation and Islamic performance. An empirical study conducted by Mahyarni (2019), Musta'in and Manan (2014), Pio and Tampi (2018), Wahid and Mohd. Mustamil (2017) proved that spiritual leadership has a significant effect on job satisfaction and improving employee performance. An empirical study conducted by Akbar et al. (2018), Rahmawaty (2016), Salehzadeh, Khazaei Pool, Kia Lashaki, Dolati, and Balouei Jamkhaneh (2015), Shofwa (2013), Udin et al. (2017), Udin Udin (2019) also proved that spiritual leadership has a significant effect on employee performance. Thus, the following hypotheses were also proposed in this study:

H3: Spiritual leadership positively affects employee job satisfaction.

H4: Spiritual leadership positively affects employee performance.

Job satisfaction and employee performance

Employee performance will increase if they feel satisfied with the organization's treatment. According to Locke in Luthan (2006), job satisfaction covers reactions or cognitive attitudes, both evaluative and affective. Job satisfaction is also a positive emotion that appears from the cumulative work experience. To understand employee job satisfaction, a leader must understand the characteristics of each employee. By understanding individual characteristics, the work that carried out by each individual can be determined. If this aspect is realized, then job satisfaction will be achieved and employee performance will improve.

The empirical study conducted by Adigun, Oyekunle, and Onifade (2017), Eliyana, Ma'arif, and Muzakki (2019), Farooqui and Nagendra (2014), Melián-González, Bulchand - Gidumal, and González López-Valcárcel (2015), Gu and Chi Sen Siu (2009), Wikaningrum et al. (2018) revealed that job satisfaction has a significant influence on both employees and employee performance. These research findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employee performance as proxy which evidences commitment. Melina Taurisa and Intan (2012) stated that job satisfaction has a positive effect on employee performance. Thus, the final hypothesis was formulated:

H5: Job satisfaction positively affects employee performance.

Research Methods

The subjects of this study were permanent teaching staff working at Universitas Muhammadiyah Yogyakarta. The population was the entire teaching staff of Universitas Muhammadiyah Yogyakarta and 170 respondents were determined using purposive sampling. Data was further analyzed using structural equation model (SEM) to test the proposed hypotheses.

Results

Based on descriptive analysis, organizational culture at the Universitas Muhammadiyah Yogyakarta is good. This analysis is indicated by the average value of respondent answers with a value of 4.1054. Furthermore, spiritual leadership is applied well which was indicated by the average value of respondent answers with a value of 4.0454. Also, job satisfaction felt by teaching staff is high; this is indicated by the average value of respondent answers with a value of 4.13802. The performance of teaching staff at

Universitas Muhammadiyah Yogyakarta is high; this is indicated by the average value of respondent answers with a value of 4.18039.

Based on the data analysis, the results of the feasibility test model was obtained and is presented in Tables 1 and 2 below.

Table 1: Goodness of Fit Index

Goodness of Fit Index	Results	Evaluation
X2 Chi-Square	3558.922	Marginal
CMIN/DF	2.408	Marginal
GFI	0.547	Marginal
RMSEA	0.091	Marginal
RMR	0.045	Good fit
AGFI	0.511	Marginal
TLI	0.557	Marginal
CFI	0.575	Marginal
NFI	0.447	Marginal
PNFI	0.429	Good fit
PGFI	0.507	Good fit

Table 2: Hypothesis Testing

	Estimate	C.R.	P	Results
Organizational culture → Job satisfaction	.230	1.478	.139	Rejected
Spiritual leadership → Job satisfaction	.592	3.260	.001	Accepted
Organizational culture → Employee performance	.264	2.287	.022	Accepted
Spiritual leadership → Employee performance	.077	.580	.562	Rejected
Job satisfaction → Employee performance	.187	2.203	.028	Accepted

Organizational Culture and Job Satisfaction

Table 2 presents that the P-value (0.139) is above the critical value of 0.05. This means that H1 is rejected. Therefore, this study concluded that organizational culture does not significantly affect job satisfaction.

Spiritual Leadership and Job Satisfaction

Table 2 shows the P-value (0.001) is below the critical value of 0.05 and this indicates that H2 is accepted. Thus, spiritual leadership has a positive effect on job satisfaction.

Organizational Culture and Employee Performance

Table 2 displays P-value (0.022) is below the critical value of 0.05 and thus demonstrates that H3 is accepted and that organizational culture has a positive effect on employee performance.

Spiritual Leadership and Employee Performance

Table 2 illustrates the P-value (0.562) is above the critical value of 0.05. This means that H4 is rejected and it can be concluded that spiritual leadership has no significant effect on employee performance.

Job Satisfaction and Employee Performance

The results from data processing presented in Table 2, show that the P-value (0.028) is under the critical value of 0.05 and thus, H5 is accepted. This means that job satisfaction has a positive and significant effect on employee performance.

Based on the results of R square, the conclusions can be drawn as follow:

- a. Job satisfaction: R Square value of the job satisfaction is 0.579, which shows the contribution made by organizational culture and spiritual leadership to job satisfaction is 57.9%. While the remaining 49.5% is influenced by other factors outside of organizational culture and spiritual leadership.
- b. Employee performance: The R square value of the employee performance is 0.495, which indicates that the contribution made by the organizational culture and spiritual leadership to employee performance is 49.5%. The remaining 51.5% is influenced by other factors outside of organizational culture and spiritual leadership on employee performance.

Discussion

Organizational Culture, Job Satisfaction and Employee Performance

The results of this study show that organizational culture has no effect on job satisfaction. This indicates that the presence and absence of an innovation culture created by the organization will not affect employee job satisfaction. These results illustrate that UMY's teaching staff do not realize yet that the culture of the organization must be driven and implemented in carrying out its duties as a form of habituation to create creativity and innovation even though organizational culture is not a feature, there is still job satisfaction evidenced. This phenomenon happens because the teaching staff still see job satisfaction from the perspective of the salary earned. These results are consistent with Pawirosumarto, Sarjana, and Gunawan (2017), Purba (2016) findings that there is no influence between innovation characteristics, detailed characteristics, outcome characteristics, individual

characteristics, team characteristics, aggressive characteristics and stability characteristics on employee job satisfaction.

Organizational culture, which consists of innovation characteristics, detailed characteristics, outcome characteristics, individual characteristics, team characteristics, aggressive characteristics and stability characteristics does have a positive influence on performance. This fact reflects that the organizational culture that is imposed on the teaching staff of Universitas Muhamamdiyah Yogyakarta has an impact on improving employee performance. The result of this study is consistent with empirical studies conducted by Iis and Yunus (2016), Suteja (2014) who found that there is a positive and significant effect of organizational culture on employee performance.

Spiritual Leadership, Job Satisfaction and Employee Performance

Spiritual leadership has a positive and significant effect on job satisfaction. This means the spiritual leadership of structural officials at the Universitas Muhammadiyah Yogyakarta increases the job satisfaction of teaching staff in carrying out their functions. Spiritual leadership is characterized by a leader who has hope and vision and exhibits altruistic love (kindness, trust, courage, forgiveness, empathy, integrity, patience, honesty, humility).

Spiritual leadership does not affect employee performance which means that the spiritual leadership of structural officials at Universitas Muhammadiyah Yogyakarta in managing teaching staff does not have an impact on improving employee performance. This finding means that the education staff will continue to strive to achieve the performance standards that have been set at the Universitas Muhammadiyah Yogyakarta through work responsibilities that must be completed such as online daily work reports and logbooks which are a representation of the performance/achievement of teaching staff tasks that will be assessed at the annual SKP. Therefore, it is necessary to review the role of spiritual leadership to understand its influence on the teaching staff at UMY to improve performance.

Conclusion

This study concludes that spiritual leadership and job satisfaction have a positive and significant effect on job satisfaction as well as organizational culture on employee performance. In contrast to expectations, spiritual leadership does not affect employee performance as much as organizational culture affects job satisfaction.

The implications for the relevant organizations from this study are:

1. The need to strengthen the organizational culture which includes the courage to innovate and take risks and exhibit creativity, attention to detail, results-orientation, human-orientation, focus on teamwork, employee aggressiveness in work and stability to continue to have an impact on improving the performance of the teaching workforce.
2. The need to increase spiritual leadership which includes faith, vision and altruistic love (empathy, forgiveness, trust, honesty, integrity, humility, courage and patience) to trigger impact on employee performance.
3. The need to increase job satisfaction which includes mentally challenging work, appropriate rewards, supportive working conditions and colleagues in order to improve employee performance.

REFERENCES

- Adigun, A., Oyekunle, I., & Onifade, T. (2017). Influence Of Job Satisfaction On Employees' Performance In MTN Nigeria. *Global Journal of Human Resource Management*, 5(5), 54-60.
- Akbar, A. B., Udin, S. W., & Djastuti, I. (2018). Spiritual Leadership and Employee Performance: Mediating Role of Organizational Commitment in Indonesian Public University. *Journal of Engineering and Applied Sciences*, 13(12), 4344-4352.
- Al-Abdullat, B. M., & Dababneh, A. (2018). The mediating effect of job satisfaction on the relationship between organizational culture and knowledge management in Jordanian banking sector. *Benchmarking: An International Journal*, 25(2), 517-544.
- Al-Sada, M., Al-Esmael, B., & Faisal, M. N. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. *EuroMed Journal of Business*, 12(2), 163-188.
- Ancok, D. (2012). *Psikologi Kepemimpinan dan Inovasi*. Jakarta: Erlangga.
- Bakhri, S., Udin, Daryono, & Suharnomo. (2018). Diversity management and organizational culture: Literature review, theoretical perspectives, and future directions. *International Journal of Civil Engineering and Technology*, 9(1), 172-178.
- Dessler, G. (2015). *Manajemen Sumber Daya Manusia Edisi 14*. Jakarta: Salemba Empat.

- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144-150. doi: <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Farooqui, M. S., & Nagendra, A. (2014). The Impact of Person Organization Fit on Job Satisfaction and Performance of the Employees. *Procedia Economics and Finance*, 11, 122-129. doi: [https://doi.org/10.1016/S2212-5671\(14\)00182-8](https://doi.org/10.1016/S2212-5671(14)00182-8)
- Gu, Z., & Chi Sen Siu, R. (2009). Drivers of job satisfaction as related to work performance in Macao casino hotels: An investigation based on employee survey. *International journal of contemporary hospitality management*, 21(5), 561-578.
- Hakim, A. (2012). The Implementation of Islamic Leadership and Islamic Organizational Culture and Its Influence on Islamic Working Motivation and Islamic Performance PT Bank Mu. *Asia Pacific Management Review*, 17(1), 77-90.
- Hatta, I. H., & Rachbini, W. (2015). Budaya Organisasi, Insentif, Kepuasan Kerja, Dan Kinerja Karyawan Pada PT Avrist Assurance. *Jurnal Manajemen*, 19(01).
- Huey Yiing, L., & Zaman Bin Ahmad, K. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86.
- Iis, E. Y., & Yunus, M. (2016). Job Satisfaction as an Intervening Variable of SelfEfficacy and Employee Performance. *International Journal of Academic Research in Business and Social Sciences*, 6(7), 284-298.
- Luthan, F. (2006). *Perilaku Organisasi (edisi ke-10)*. Yogyakarta: Andi.
- Mahyarni, M. (2019). The influence of spiritual leadership and its impacts on the reduction of workplace deviant behaviour. *International Journal of Public Leadership*.
- Mangkunegara, A. A. P. (2013). *Manajemen sumber daya manusia perusahaan: Remaja Rosdakarya*.

- Melián-González, S., Bulchand-Gidumal, J., & González López-Valcárcel, B. (2015). New evidence of the relationship between employee satisfaction and firm economic performance. *Personnel Review*, 44(6), 906-929.
- Melina Taurisa, C., & Intan, R. (2012). Analisis pengaruh budaya organisasi dan kepuasan kerja terhadap komitmen organisasional dalam meningkatkan kinerja karyawan (Studi pada PT. Sido Muncul Kaligawe Semarang). *Jurnal Bisnis dan ekonomi*, 19(2).
- Musta'in, M. M., & Manan, A. S. A. (2014). A Study on Employees Performance: Spiritual Leadership and Work Motivation with Mediation Work Satisfaction at the University of Darul Ulum, Indonesia. *Work*, 6(39).
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337-1358.
- Pio, R. J., & Tampi, J. R. E. (2018). The influence of spiritual leadership on quality of work life, job satisfaction and organizational citizenship behaviour. *International Journal of Law and Management*, 60(2), 757-767.
- Priansa, D. J. (2018). Perencanaan & Pengembangan SDM.
- Purba, E. (2016). Pengaruh Budaya Organisasi Terhadap Kepuasan Kerja Pegawai PDAM Tirta Bina Labuhan Batu. *Jurnal Stindo Profesional*, 6(1), 1-9.
- Rahmawaty, A. (2016). Model kepemimpinan spiritual dalam meningkatkan kepuasan kerja dan kinerja karyawan di BMT se-Kabupaten Pati. *Iqtishadia: Jurnal Kajian Ekonomi dan Bisnis Islam STAIN Kudus*, 9(2), 276-303.
- Robbins, S. P., & Judge, T. A. (2015). Perilaku Organisasi (Organizational Behaviour 16th edition). *Jakarta: McGraw Hill dan Salemba Empat*.
- Salehzadeh, R., Khazaei Pool, J., Kia Lashaki, J., Dolati, H., & Balouei Jamkhaneh, H. (2015). Studying the effect of spiritual leadership on organizational performance: an empirical study in hotel industry. *International journal of culture, tourism and hospitality Research*, 9(3), 346-359.

- Sanda, M.-A., & Kuada, J. (2016). Influencing dynamics of culture and employee factors on retail banks' performances in a developing country context. *Management Research Review*, 39(5), 599-628.
- Shofwa, Y. (2013). Pengaruh Motivasi Spiritual dan Kepemimpinan Spiritual Terhadap Kinerja Religius Dosen dan Karyawan STAIN Purwokerto. *Probisnis*, 6(1).
- Soomro, B. A., & Shah, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance. *South Asian Journal of Business Studies*.
- Sulistyo, H. (2009). Analisis Kepemimpinan Spiritual dan Komunikasi Organisasional terhadap Kinerja Karyawan. *Jurnal Ekonomi & Bisnis*, 10(2), 311-321.
- Sureskiarti, E. (2015). *Pengaruh Spiritual Leadership terhadap Kinerja Perawat dalam Melaksanakan Asuhan Keperawatan di RSUD Dr. H. Soewondo Kendal*. Tesis dipublikasikan, Program Studi Magister Keperawatan Universitas.
- Suteja, I. (2014). Pengaruh perubahan organisasi dan budaya organisasi terhadap kepuasan kerja dan dampaknya pada kinerja pegawai kantor kementerian agama kabupaten ranceh barat daya. *ETD Unsyiah*.
- Tobroni. (2015). Spiritual Leadership: A Solutions of the Leadership Crisis in Islamic Education in Indonesia. *British Journal of Education*, 3(11), 40-53.
- Udin, Handayani, S., & Bakhri, S. (2017). The Effect Of Spiritual Leadership On Organizational Commitment And Employee Performance: A Case Of Public Universities In Southeast Sulawesi, Indonesia. *International Journal of Pharmacy & Technology*, 9(1), 28106-28121.
- Udin, U. (2019). Spiritual Leadership And Employee Performance: An Empirical Investigation. *International Journal of Business Management and Economic Review*, 10(4), 54-61.
- Udin, U., Handayani, S., Yuniawan, A., & Rahardja, E. (2019). Leadership Styles And Communication Skills At Indonesian Higher Education: Patterns, Influences, And Applications For Organization. *Organizations and markets in emerging economies*, 10(1(19)), 111-131.

- Wahid, N. K. A., & Mohd. Mustamil, N. (2017). Ways to maximize the triple bottom line of the telecommunication industry in Malaysia: The potentials of spiritual well-being through spiritual leadership. *Journal of Organizational Change Management*, 30(2), 263-280.
- Wikaningrum, T., Udin, & Yuniawan, A. (2018). The relationships among leadership styles, communication skills, and employee satisfaction: A study on equal employment opportunity in leadership. *Journal of Business and Retail Management Research*, 13(1), 125-134.
- Xaverius, S. S. (2016). Pengaruh Budaya Organisasi Terhadap Kepuasan Kerja, Komitmen Organisasional Dan Intention To Leave (Studi pada Karyawan PT. Bitung Mina Utama). *Jurnal Bisnis dan Manajemen*, 3(1).