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The Mediating Effect of Calling on Spiritual Leadership and Job Satisfaction in Village Credit Institution

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Abstract

This research aims to identify and analyse: 1) the effect of spiritual leadership on calling; 2) the effect of spiritual leadership on job satisfaction; 3) the effect of calling on job satisfaction; 4) the mediating effect of calling on spiritual leadership and job satisfaction. The sample which is used in this study was employees which purposive sampling is taken 44 respondent under certain criteria of the village credit institution (VCI). Data used in this research is primary and secondary data which using Partial Least Square (PLS) in analysing qualitative gathered data. The results of the analysis concluded that: first, spiritual leadership has a significant effect on calling; secondly, spiritual leadership has a significant effect on job satisfaction; thirdly, calling has not significant effect on job satisfaction; finally, calling has unmediated on spiritual leadership and job satisfaction.

Keywords: calling, spiritual leadership, job satisfaction.

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1. Introduction

The existence of village credit institution (VCI) on cultural villages in Bali is an Arthashastra political strategy economy in terms of revenue cultural villages as the bottom of society structure in the traditional government organizations. VCI existence as a form of adjustment to meet the challenges of the complex economic environment (global economic) as a result of the transformation of the agricultural culture to industrial culture especially tourism industry. VCI is expected to be a function of the manifestation of the existence cultural villages since the formation of the VCI is a combination of tradition and modern system.

Nowadays, VCI requires a more holistic model of leadership to solve the problems of leadership. Holistic leadership models used in this research is a spiritual leadership [1]. The theory of spiritual leadership made it clear that there is a difference with the previous leadership theories which only focused on some aspects of physical, mental or emotional elements of human interaction in organizations that neglect the spirituality component [1]. Spiritual leadership is needed for the transformation of sustained success that it becomes a fundamental requirement for leaders and followers so that they are more

committed to the organization and to feel high job satisfaction.

Leadership is a subject that has long attracted attention of many researchers in various countries. According to Yukl [2] the term leadership is described as the image of a strong and dynamic individuals who successfully led, both in the military, political, business and social organizations. The success of a leader is perceived by subordinates that is a function of leadership behaviour and spiritual leaders who are moderated by the practices of spirituality, a leader [3]. A general model of spiritual leadership arises from the interaction of altruistic love, vision, and hope/faith in the organization's members. The emergence of spiritual leadership then touches a fundamental requirement for both the leader and the follower for the spiritual well-being through of calling and membership. Fry [4] described the spiritual welfare (i.e., calling and membership) then drive organizational commitment, productivity and higher level job satisfaction.

Fry et al., [5] found that a positive and significant relationship between spiritual leadership on calling. Bodla et al [6] claimed spiritual leadership directly related to organizational commitment and calling. According to Mansor et al., [7] each element of spiritual leadership (vision, altruistic love, and calling) has a significant relationship with organizational commitment. Study by Hill et al., [8] stated that spirituality is a rapidly growing field in research and has important implications for the theory of

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leadership. The study by Markow and Klenke [9] which examined the meaning of personal relationships and calling discovered that the personal meaning that is driven by religious values and transcendent values positively related to calling. Zavareh and Zohreh [10] also found a positive association between callings on job satisfaction. According to Laura [11], the values of spirituality and practice of spirituality include: integrity, honesty, humility, respect for others, fair treatment, care and attention, listening, respect for others, a charming reflected in deeds, has shown an influence on success and leadership effectiveness.

Pawar [12] has found that spirituality with aspects of meaning in work, community at work, positive effect on positive purpose organization with positive work attitudes consisting of aspects of job satisfaction, job involvement, and organizational commitment. Furthermore, revealing the spiritual dimension, such as hope and belief in God and spiritual practices such as prayer, meditation and reading the scriptures, as mediating and moderating variables in the construct of spirituality and leadership [3]. Dent and Warff [13] found that spiritual leadership with dimensions: vision, hope/faith and altruistic love positively affects on individual outcomes (organizational commitment, productivity and job satisfaction). Gani et al. [14] stated religious and spirituality have a significant positive correlation with the employee's performance. Likewise, spiritual leadership positively affects employee performance and happiness [10]. Some research expressed that job satisfaction is influenced by the spiritual leadership by calling [6,12,14,15]. Research on job satisfaction is often measured constructs are widely studied in organizational behaviour and organizational psychology [16]. Job satisfaction is an important indicator of how employees feel about their work and describe its behaviour.

2. Literature Review

2.1. Spiritual Leadership

Leadership is the activities undertaken by managers with full responsibility for the success of the organization based on the position, authority, policy, and resource allocation [10]. According to Stephen [17] the leadership is the ability to influence a group's goals. There are six fundamental to improving the quality of which should be the leader, namely: 1) the mission, namely that the leader has a duty to promote the quality, both inside and outside organization, especially regarding the existence and purpose of the company's activities; 2) vision, the ability to formulate a view or an exact picture of the future of the company's existence; 3) values, an effort to improve quality by building inter-personal trust, and obedience from everyone in the organization to the prevailing regulations; 4) policies, the ability to formulate guidelines for everyone in the organization how your products and services to the customer's hands; 5) the goals and objectives, long-term

plans and short-term according to the vision and mission; and 6) methodology, to formulate what the next steps towards the mission in achieving goals and objectives.

Spirituality is described and included in a variety of concepts and values such as: balance, purity, love and altruism, meaning in life, a life of harmony with the universe, and consciousness there is someone more than yourself (God or energy) that provides energy and wisdom that goes beyond the material aspects of life [18]. Spirituality is defined as a force that could not be seen, containing all experiences, good experiences with others, self-experience, experiences that relate to all of life. Spirit gives power to the people, the spirit of helping a person to show the truth, the reality for themselves and the organization. Opinion by Dent et al., [13] stated that spirituality can be described in three perspectives namely religious, metaphysical, and humanistic.

Studies related to the previous leadership had been trying to integrate elements of spirituality in leadership theory [7,19,20,21,22]. Spirituality leader has been recognized as one aspects of intrinsic motivation to work as a fundamental aspect behaviour in leadership effectiveness. Jeon [23] is a researcher who first proposed a model of spiritual leadership. Furthermore, Fairholm [20] states that the theories of previous leadership has taken centre stage on one or more aspects of the elements of the physical, mental or emotional human interaction in the organization by ignoring the spiritual component. Louis [1] explained that the theory of spiritual leadership is a response to calls for a more holistic leadership that helps to integrate four fundamental areas that define the essence of human existence in the workplace, namely; body (physical), mind (mind; a logical /rational thinking), heart (emotions, feelings and spirit).

According to Fry et al., [24] leadership goal of spirituality is to enter basic needs, spiritual well-being of the leader and his followers so that they become more committed to the organization and productive. Fry and Slocum [15] has defined spiritual leadership as the values, attitudes and behaviours required intrinsically motivated person so that they have a sense of spiritual well-being (spiritual well-being) through of calling (calling) and membership. Study by Hill et al., [8] reported that to date the most advanced theories and tested about spirituality is a theory proposed by Louis [1], Fry et al., [5], and Fry et al., [24]. Fry [1] proposed spiritual qualities of leadership that consists of three dimensions: vision, altruistic love and faith/hope. Research by several researchers [6,7,25] also adopt the spiritual dimension of leadership. Meanwhile, Fairholm [20] proposed that the quality of spiritual leadership is formed by three dimensions: vision, altruistic love and hope/faith. Leadership dimension of spirituality in this research refers to some studies [1,15] and the process of satisfying needs for welfare spirituality, namely: vision, hope, and altruistic love.

2.2 Calling

Calling has long been used as a characteristic of the professional. Many employees do not just want to realize their potential through work but also feel the social meaning and values through the work of Ashmos and Duchon [19]. One of the leader's role is to develop a sense of calling in themselves and employees [1]. Calling refers to a transcendent experience how to make a difference through services to others and a more meaningful life [26]. Principal characteristic values and admired leader and a follower which gives credibility to the leaders in motivating to perform and satisfy basic human needs are calling [20]. Calling make a difference through a form of honesty, look to the future, inspired a shared vision in the search for and capable [9].

Historically calling has been represented as the experience of the vision, the spirit of God's grace which was followed by the initiation of the public service [26]. According to Gareau [26] calling is defined more broadly refers to the individual's choice about how to express themselves in the essence of life and work. Work is something natural to do to find self-expression. Calling describe the intersection of something very personal with the social purpose, significance or something that needed [21]. This perspective shows the deep interconnection between meaningfulness of life and the significance of the work done [27]. The researchers tested the calling in a wider sense that the least touch of how passion of calling and ongoing commitment in lives of people by looking at their work from a perspective of life calling. Modern conceptualization of calling supported by Bellah et al., [28], which advocated the transformation of the culture in which the idea of calling will be appreciated. This would involve a shift in values where people would choose a job for intrinsic interest and values.

Calling is defined according to the theme appeared in six important ways in the narrative of participants. According to Elliot [29] calling key elements addressed in one's life is ; (1) The source of the calling, (2) how calling come, (3) validation calling, (4) can be called, (5) calling experience , and (6) for what it is called. Further, he said that the source is calling the subjectivity that comes from the divine source, the perceived psychologically, it means calling someone could be a source of what is called true personality [26]. In line with that then Fry et al., [24] measure calling with indicators include: (1) the work being done to make a difference in people's lives, (2) the work carried out meaningful, (3) the work carried out is very important , and (4) Activities personally very meaningful work.

2.3 Job satisfaction

Every individual has a level of satisfaction varies according to the value system that applies [18]. The higher assessment of the activities that are perceived according to the wishes of individuals, the higher the satisfaction with the activity [30]. Thus, satisfaction is an evaluation that describes someone on gesture feeling happy or not happy and satisfied or not satisfied at work [17]. Job satisfaction

represents a positive feeling about the job as a result of the evaluation of the characteristics [16]. Job satisfaction is seen as feeling happy or not happy is relatively different from objective thought and desire behaviour [30]. Furthermore, job satisfaction is an emotional state in which the employee happens or does not happen a meeting point between the remuneration of employees of the company with a value of remuneration levels that are desired [31]. Employee remuneration are divided into financial and non-financial remuneration.

According to Noe et al., [32] has indicated that the job satisfaction of employees about unpleasant feeling whether not a job. While Mathis and Jackson [33] expressed job satisfaction is a positive emotional state as a result of the evaluation of a person's work experience. According to Javanmard [22], the theory of job satisfaction is well known that the theory of justice (equity theory) that employees who are satisfied or dissatisfied, depending on justice in particular employment situation. Employees will compare the results of his input ratio with the ratio of input the results of others and if deemed fair enough, then the employees will feel satisfied.

Job satisfaction is difficult to define because it is not a state of complacency fixed but can be influenced and changed by forces both inside and outside workplace [31]. Job satisfaction can be measured by the satisfaction of the work load, compensation, promotion, supervision, and co-workers [16]. While Luthans [30], to mention some of the factors used to measure job satisfaction as follows: 1). Work contents, appearance and the actual job duties as a control on employment, 2). Supervision of the organization and management, 4). Opportunity to move forward, 4). Salary and other financial advantages in fields such as the intensive, and 5). Satisfaction on co-workers.

3. Research Hypothesis and Model

3.1 Research Hypothesis

Leadership is the process of directing and influencing the members in various activities that must be performed [17]. Several studies in the discussion on theories of leadership have tried to integrate elements of spirituality in leadership [11,12,15,20,23]. Some theories leadership have been there taking centre stage on many aspects of the physical elements, mental, emotional interaction in organizations that neglect the spirituality component [20]. Spirituality has been accepted and received increasing attention in recent years [34]. Leadership spirituality theory is a response to the call on the leadership of a more holistic integrates four fundamental areas that define the essence of human existence in the workplace, namely; physical, mind, the heart, feelings and spirit.

Leadership spirituality aims to tap into the fundamental human needs, spiritual well-being of the leader and his followers so that they become more committed and

5ductive. According to Mansor et al., [7] spiritual leadership as the values, attitudes and behaviours required to motivate intrinsic to one's self and others so that they have a sense of well-being through the spirituality of calling and membership in the organization. The essence of leadership spirituality theory [20] is a process to: (1) create a vision in which leaders and followers feel of calling in life has meaning and purpose, and make a difference, (2) building a culture of social organization based on the values for the benefit others (altruistic love) in which leaders and followers have a sense of membership, feel understood, appreciated, compassion, care and respect for themselves and others. Further formed spiritual leadership: vision, hope/faith, altruistic love positive effect on calling, so there is positive and significant correlation between spiritual leadership with the dimensions of job satisfaction [35]. Spiritual leadership affects satisfaction mediated by calling [15,20,36]. Several studies have also mentioned that the spiritual leadership is significant positive effect on calling [9,15,28]. According to Ghazzawi and Smith [37] employees who see work as a spiritual value will contribute more, creating better working conditions and get a better job satisfaction.

- 3 Hypothesis 1. Spiritual leadership has a positive and a significant influence on calling.
- Hypothesis 2. Spiritual leadership has a positive and significant influence on job satisfaction.
- Hypothesis 3. Calling has a positive and significant influence on job satisfaction.
- Hypothesis 4. Calling has a mediating on spiritual leadership and job satisfaction.

3.2 Research Model

This study supports some of the previous research models by analysing calling as a mediation on the effect of spiritual leadership to job satisfaction in village credit institution (VCI). Based on these, this study will formulate research model as follow.

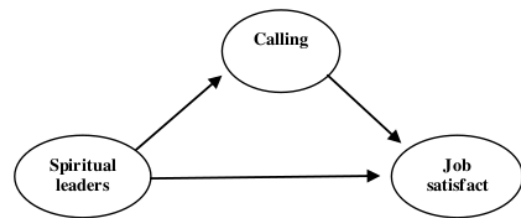


Fig 1. Research Model

4. Data Analysis

4.1 Sample Characteristics

The research was conducted with a purpose to analyse the mediating effect of calling on spiritual leadership and job satisfaction at village credit institution (VCI). Population is VCI at Gianyar regency at Bali, which were using purposive sampling technique. Personally administered questionnaires had been used to collect the data from VCI. Questionnaire was comprised of 30 items, out of which 11 questions analysed spiritual leadership, 4 (four) questions were related to calling, whereas 15 items measured employee job satisfaction. According to Solimun [38] the hypothesis test on Partial Least Square is resampling with Bootstrapping, therefore the sample size using 30 – 50 sample. This study were distributed 50 questionnaires in VCI out of which 44 were returned back (88 % response rate). The result of demographic respondent as follow, which was classified by gender (male = 81,8% and female =18,2 %), age (31-40 years = 20,45 %, 41 - 50 years = 79,55%) education (Senior High School = 72,72 %, Bachelor =18,28 %), and tenure (6 – 10 years = 9,10 %, 11 – 20 years = 90,90 %).

4.2 Validity and Reliability

Table 1
Validity and Reliability

No	Indicators	Instrument	Product moment correlation	Alpha Cronbach
1	SL1	SL1.1	0.727	
2		SL1.2	0.771	0.744
3		SL1.3	0.533	
4		SL1.4	0.521	
5	SL2	SL2.1	0.572	
6		SL2.2	0.720	0.690
7		SL2.3	0.521	
8	SL3	SL3.1	0.673	
9		SL3.2	0.765	0.751
10		SL3.3	0.548	
11		SL3.4	0.599	
12	CALL	C1	0.681	
13		C2	0.777	0.757
14		C3	0.749	
15		C4	0.432	
16	JS1	JS1.1	0.673	
17		JS1.2	0.729	0.762
18		JS1.3	0.631	
19	JS2	JS2.1	0.855	
20		JS2.2	0.764	0.802
21		JS2.3	0.692	
22	JS3	JS2.1	0.549	
23		JS2.2	0.589	0.628
24		JS2.3	0.538	
25	JS4	JS4.1	0.621	
26		JS4.2	0.564	0.774
27		JS4.3	0.883	
28	JS5	JS5.1	0.614	
29		JS5.2	0.593	0.692
30		JS5.3	0.622	

In this study, SPSS. 17 analysis using validity and reliability test. Validity test through product moment correlation with cut off (≥ 0.30) and reliability test through cronbach alpha with cut off (≥ 0.60). Table 1 presented all instrument rate (≥ 0.30), it means all instrument are valid. Table 1, also presented all of the indicators rate (≥ 0.60), it means all instrument are reliable. Result of validity and reliability test were followed.

5. Results

This study using Partial Least Square (PLS) as analysis the data. The result of the analysis show that as follow.

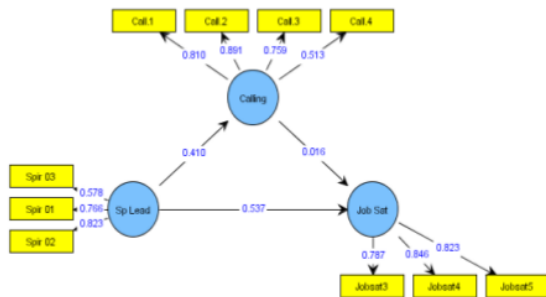


Fig 2. Result of analysis using PLS

5.1 Goodness of Fit outer Model

The Convergent Validity shows that the correlation between reflective indicator score and loading factor for latent variable between 0.513 – 0.891 (>0.5). Discriminant validity shows that the value of square root of Average Variance Extracted (AVE) for every construct between 0.533 – 0.671 (>0.5). Composite reliability shows that block indicator which measure internal consistency from construct forming the indicator with the value between 0.770 – 0.860 (>0.7). Therefore, the result of validity and reliability analysis show all the constructs are deemed valid and reliable.

5.2 Goodness of Fit inner Model

The structural model Goodness of Fit for the inner model is calculated using predictive-relevance (Q^2) value. The R^2 values of each endogenous variable are shown in Table 2:

Endogenous Variables R^2 Values	
	R-square
Spiritual Leadership	-
Job Satisfaction	0.295
Calling	0.168

The value of predictive-relevance is calculated with the following formula:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.295) (1 - 0.198) = 0.4346$$

The formula above shows that the Q^2 value is 0.4346 (> 0), which shows that 43.86 % variation in job satisfaction as a dependent variable can be explained by variables that used in this model (calling and spiritual leadership). According Fry et al., [24] the value Q^2 predictive relevance (0.4346) means that the independent variable are strong prediction on dependent variable.

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The Q^2 value is 0.4346 (> 0) which shows that 43.46% variation in job satisfaction can be explained by calling and spiritual leadership. According Gozali and Latan [39] Q^2 predictive relevance (0.4346) means that the independent variable are strong prediction on dependent variable.

5.5 Confirmatory Factor Analysis (CFA)

The result of confirmatory factor analysis (CFA) is shown in Table 4. This table represents that all of the indicator spiritual leadership are accepted (loading factor (lf) > 0.50) and altruistic love as the main determinant for spiritual leadership ($lf = 0.823$). Then, job satisfaction show that three indicator are accepted and two indicator are

rejected (lf. < 0.50). Table. 2 also show that satisfaction with supervision as the main determinant (lf = 0.846). Furthermore, calling show that all indicator are accepted and calling 02 (lf. = 0.891) as a main determinant. Indicators that have the highest loading factor value is the

most important indicators of each variable. So the most important indicator are altruistic love (spiritual leadership), satisfaction with supervision (job satisfaction), and the activities of work is personally meaningful (calling).

Table. 4
Confirmatory Factor Analysis and mean

	Loading factor	mean	Standard deviation	T-Statistic
Spiritual Leadership				
vision	0.578	4.28	0.188	3.084
hope	0.766	4.32	0.133	5.775
Altruistic love	0.823	4.32	0.070	11.688
Job Satisfaction				
Satisfaction with promotion	0.787	3.40	0.085	9.246
Satisfaction with supervision	0.846	3.94	0.061	13.844
Satisfaction with colleague	0.823	4.20	0.064	12.903
Calling				
Call.01	0.810	4.00	0.080	10.104
Call.02	0.891	3.90	0.083	10.735
Call.03	0.759	4.29	0.162	4.685
Call.04	0.513	3.56	0.160	3.209

5.6 The Result of Testing Hypothesis

In this study, hypothesis the effect between spiritual leadership on job satisfaction and the effect of spiritual leadership on calling were verified. Table 5, showed that the result of the relationship. The job satisfaction ($\beta = 0.537, t = 4.307, p = 0.005$) and calling ($\beta = 0.410, t = 3.557, p = 0.005$) in village credit institution (VCI). However, calling ($\beta = 0.016, t = 0.127, p = 0.005$) has not significant

effect on job satisfaction in village credit institution (VCI). The result also show that spiritual leadership has a significant effect on calling and job satisfaction, but calling has not significant effect on job satisfaction. Finally, calling has unmediated on the effect of spiritual leadership on job satisfaction [40]. It means that, from four hypothesis are propose in this study, two hypothesis are verified and two hypothesis are rejected shown as Table 5.

Table. 5
Relationship between variable using Smart PLS

	original sample	mean of subsamples	Standard deviation	T-Stat	remark
SL -> Job Satisfact	0.537	0.551	0.125	4.307	Sig
Calling -> Job Satis	0.016	0.064	0.123	0.127	Non sig
Sp Lead -> Calling	0.410	0.479	0.115	3.557	sig

6. Conclusion and Discussion

The main purpose of this study is to examine the mediating effect of calling on spiritual leadership and job satisfaction. Performance of an organization depend upon the employee job satisfaction. Spiritual leadership, an approach of enhanced interpersonal relationship between supervisor and subordinate is a way to create higher level of job satisfaction of employees. Spiritual leadership plays a crucial role in enhancing followers' meaning in life and subjective well-being. The following conclusions were made as follow. There is positive and significant influence of spiritual leadership on job satisfaction. Similarly there is a significant influence of spiritual leadership on calling. This means that if leaders have beliefs and expectations as

a basis for implementing the mission to achieve its vision, and leader who have behaviour attitudes that put the board interests above personal interests, it will increase employee job satisfaction and calling.

There is a positive and not significant influence of calling on job satisfaction. This study also found that calling as unmediated on the relationship between spiritual leadership to job satisfaction. In this study it was found that a strong spiritual leadership able to bring employees satisfied without calling. Calling also proven job satisfaction, but the effect is not significant. Therefore, to improve employee job satisfaction, the role of spiritual leadership is very strategic. The results of this study also explained that the managers who adopt spiritual leadership behaviour can get better satisfied employees.

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