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The Influence of Transformational Leadership and Workplace Spirituality on Employee Performance in Mediated by Organizational Commitments in Village Credit Institutions in Kediri District

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Abstract:

Human resources are an important factor for a company in order to maintain the survival of the company to be able to face competition in an increasingly tight business world. In this literature, it becomes increasingly important to understand the factors that influence employee performance. In social exchange theory we examine a model that proposes that employee performance is influenced by several factors including transformational leadership, workplace spirituality and organizational commitment. This research is motivated by the needs of companies that expect quality human resources, because whether or not the company's goals are achieved is influenced by the performance of human resources themselves. This study applies an explanatory research model (explanatory research) to test the hypothesis that transformational leadership, workplace spirituality, organizational commitment will affect employee performance. We surveyed serious performance problems experienced by managers and employees of 21 LPDs (Lembaga Perkreditasi Desa or Village Credit Institutions) in Kediri District. Structural Equation Model (SEM) shows a reasonable match of the proposed model with survey data. Analysis of latent variables shows that transformational leadership, workplace spirituality influences employee performance, and organizational commitment is able to mediate the relationship between transformational leadership and workplace spirituality on employee performance. This research can be used as input to organizations to pay attention to factors that can improve employee performance such as transformational leadership and workplace spirituality that have been proven to significantly affect employee performance. A leader in a company needs to create positive things for employees when they evaluate their work by increasing transformational leadership, workplace spirituality and organizational commitment so that their performance will also improve.

Keywords: Transformational leadership, workplace spirituality, organizational commitment and employee performance

1. Introduction

Human resource management is very important for organizations in managing, managing, and utilizing employees so that they can function productively for the achievement of company goals. Human resources in the company need to be managed professionally in order to create a balance between the needs of employees with the demands and capabilities of the company. The existence of professional human resource management arrangements is the base of the company's desire to get employees who have good performance.

In the literature related to improving the performance of employees in a company there is a matter about the importance of adopting factors that affect the increase in company performance. As with previous studies (Ullah et al., 2018; Kayode et al., 2016; Sintaasih et al, 2019; Budiono et. Al., 2014) have examined various factors of employee performance. The focus of this research is related to factors that affect employee performance.

This research refers to the important role of HR in a company. This condition causes the organization to pay attention to employee performance appraisal by reviewing aspects that affect employee performance, including transformational leadership, workplace spirituality, organizational commitment and employee performance. The purpose of this study, we surveyed serious performance problems experienced by managers and employees of 21 LPDs (lembagaperkreditandesa or village creditinstitutions) in Kediri District and tested the theoretical models of employee performance using the Structural Equation Model (SEM).

2. Literature Review

Performance is a picture of the results of achieving an organizational activity that has a strong relationship with the organization's strategic objectives. According to Iskandar (2018), performance in organizations and companies has a close relationship with the management of human resources (HR), for organizations that are able to manage and optimize the capabilities of existing HR will be able to produce high employee performance, so achieving these goals will motivate employees to behave properly and take appropriate actions for the company. Knowing the importance of HR's role in an organization, the organization must pay attention to the factors that influence employee performance improvement such as transformational leadership, workplace spirituality and organizational commitment.

3. Theory of Social Exchange

The theory used in this study is the theory of social exchange (Social Exchange Theory). Saqib (2014) social exchange theory states that when organizations take care of employees, there is a social exchange relationship that promises to improve performance. Employees will feel obliged to reciprocate to the company when employees receive emotional social and economic resources from the company. Employees who are empowered and given training then these employees will dedicate their energy, feelings, and positive resources for better performance. A company leader who knows the desires of employees and can explain what will be obtained if the results of his work in accordance with expectations such as providing rewards that are comparable to their performance, then employees will try to show good performance to the fullest.

4. Hypothesis

4.1. *The Effect of Transformational Leadership on Employee Performance*

Several studies of transformational leadership on employee performance, such as those of Walumbwa and Hartnell (2011) state that among many predictors of employee performance improvement one of which is widely reported in the literature is transformational leadership. Ullah et. al. (2018) include those stating performance is influenced by transformational leadership styles, in line with Kayode et. al. (2016) that the role of transformational leadership provides positive impetus that increases employee motivation. Based on the empirical evidence the hypothesis can be formulated as follows:

- H1: Transformational leadership has a positive and significant effect on employee performance.

4.2. *Effect of Workplace Spirituality on Employee Performance*

Some research on workplace spirituality on employee performance, such as Sintaasih et. al. (2019) states that the higher the work spirituality, the better the performance, this proves that there is a positive and significant relationship between Workplace Spirituality on employee performance. Sukmawati and Efendi (2017) stated that the higher the employee work spirituality, the efforts to improve and maintain close relations with the organization will grow. This study is in line with research conducted by Rifqi (2017) in Jurkiewicz (2003) and Fry (2005) stating that the relationship of spirituality at work to performance empirically shows a positive effect whose main goal is to make the spirituality area at work become clearer and more general for organizational studies, this shows that the relationship between workplace spirituality and employee performance is positive and significant. Based on the empirical evidence the hypothesis can be formulated as follows:

- H2: Workplace spirituality has a positive and significant effect on employee performance.

4.3. *The Effect of Transformational Leadership on Organizational Commitment*

Some research on transformational leadership on organizational commitment, such as Walumbwa and Hartnell (2011) states that transformational leadership style has a strong influence on employee commitment to achieving common goals. Dai et. al. (2013) in his research found that transformational leadership is able to produce high organizational commitment for followers. This shared goal commitment arises among followers when a transformational leader gives confidence in achieving the goal, and ultimately increases the intention to stay involved and committed (Abouraiia and Othman, 2017). Research conducted by Mesu et. al. (2015) broadens the literature by providing empirical studies of the relationship between transformational leadership and organizational commitment in SMEs and concludes that transformational leadership behavior produces interesting visions that are able to stimulate employee performance. Based on the empirical evidence the hypothesis can be formulated as follows:

- H3: Transformational leadership influences positively and significantly on organizational commitment.

4.4. *Effect of Workplace Spirituality on Organizational Commitment*

Several studies on workplace spirituality on organizational commitment, such as Yogatama (2015) that there is a positive and significant relationship between Workplace Spirituality on Organizational Commitment. Liwun and Prabowo (2015) in their research stated that good work spirituality must be supported by work attitudes in the form of good individual spirituality so that organizations will have full responsibility for achieving their targets. Haryokusumo (2015) states that there is a positive and significant reciprocal relationship between spirituality in the workplace and organizational commitment. In line with the research of Budiono et. al. (2014), states that organizations that implement spirituality in their workplaces will be able to increase employee organizational commitment. Spirituality at work occurs because individuals desire to maintain the relationship between work and their colleagues. Based on the empirical evidence the hypothesis can be formulated as follows:

- H4: Workplace spirituality has a positive and significant effect on organizational commitment.

4.5. Effect of Organizational Commitment on Employee Performance

Several studies on organizational commitment to employee performance, such as Diamintidis and Chatzoglou (2019), Ribeiro et. al. (2018), Kumar and Jauhari (2016), Anitha (2014), Westover et. al. (2010), Rita et. al. (2018), Nazir and Islam (2017), and Orpen (1997), state that organizational commitment influences employee performance. Organizational commitment is considered to be a major concern for organizations that want to retain talented employees in an economy based on knowledge (Dechawatanapaisal, 2018). Davis (2015) states that the level of loyalty to the organization and the willingness to continue working in organizations are owned by employees who have organizational commitment. Based on the empirical evidence the hypothesis can be formulated as follows:

- H5: Organizational commitment has a positive and significant effect on employee performance.

4.6. Organizational Commitment Mediates the Effect of Transformational Leadership on Employee Performance

Several studies on the role of organizational commitment are able to mediate the relationship between transformational leadership and employee performance, such as Jaramillo (2005) each component of transformational leadership that includes ideal influence, inspirational motivation, intellectual stimulation, and individual considerations influence the level of employee commitment. The leader will have a strong influence on building employee commitment to the organization when subordinates see the leader as an ideal example and deserve to be followed and obeyed. This is supported by Indrayanto's research (2014) which states that organizational commitment mediates the effects of transformational leadership on performance. the results suggest that an individual's relationship with the organization can influence an employee's decision to stay or leave the organization (Allen and Meyer, 1990). Based on the empirical evidence the hypothesis can be formulated as follows:

- H6: Organizational commitment mediates the effect of transformational leadership on employee performance positively and significantly.

4.7. Organizational Commitment Mediates the Effect of Workplace Spirituality on Employee Performance

Several studies on the role of organizational commitment is able to mediate the relationship between Workplace Spirituality on employee performance, such as Sintaasihetal. (2019) entitled 'Work Spirituality; its effect to the organizational commitment and performance of rural credit institution administrators, 'states the finding that work spirituality has proven to have a positive and significant effect on administrator performance and organizational commitment. In line with research by Aditya et. al. (2018) states that employees who have high commitment will positively influence the organization. Good spirituality will guide employees in managing work related problems. Problem solving requires proper thinking, systematic steps, and communication within the group runs smoothly. Spirituality in the workplace, one of which is shown by the depth of relationships that try to always be maintained by individuals with colleagues where they are. Based on the empirical evidence the hypothesis can be formulated as follows:

- H7: Organizational commitment mediates the effect of Workplace Spirituality on employee performance positively and significantly.

4.8. Proposed Conceptual Framework

Human resources (HR) is a determinant of the success or failure of operational activities in the organization. Therefore, human resources must be managed properly and optimally. Companies must be able to change dynamically and be competitive in competition. Employee performance is influenced by several factors including (1) transformational leadership, (2) workplace spirituality and (3) organizational commitment. Social exchange theory has been used successfully in previous research to predict various factors that affect employee performance in a company.

Based on literature review, the conceptual framework in this study is illustrated in Figure 1 and raised 7 hypotheses in this study.

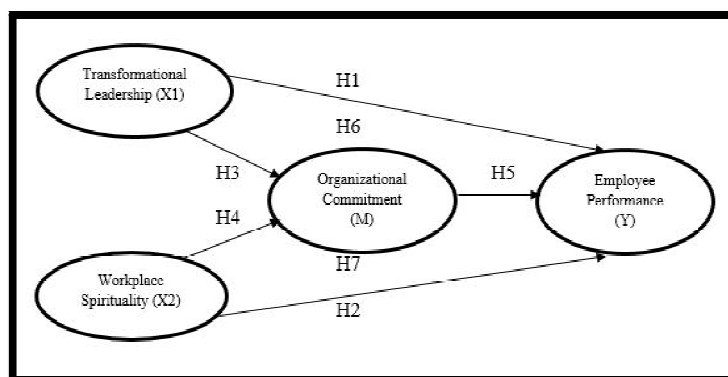


Figure 1: Conceptual Framework

5. Research Methods

5.1. Research Design

This study applies an explanatory research model, namely by applying the testing method to the hypothesis being tested, is expected to be able to explain the causal relationship caused by several variables.

5.2. The Scope of Research

This research was conducted at the *Lembaga Perkreditan Desa* (village credit institutions or LPD) in Kediri District, Tabanan Regency with a total of 21 LPDs with a minimum level of assessment over the past three years at the time of the study. The selection of research locations is based on the assumption that Kediri District has the LPD with the largest asset value, the largest potential population, and the most complicated governance issues so that it could make several LPDs with large assets collapse. The sample in this study was 139 respondents. Regarding age, it was dominated by respondents aged 31-40 years (39.6%). Regarding marital status, 10 respondents (7.2%) and 129 unmarried respondents (92.8%) were married. Associated with gender is dominated by women which is 105 people (75.5%). The last education was dominated by high school, namely 74 people (53.2%). The majority of working periods in LPDs in Kediri Subdistrict are 1-5 years (30.2%).

5.3. Research Instruments

This study uses a questionnaire as a research instrument. The measurement scale used is a Likert Scale 1 to 5, where a value of 1 indicates the size of a strongly disagree statement (STS), a value of 2 indicates the size of a disagreeing statement (TS), a value of 3 indicates a size of a neutral statement (CS), a value of 4 indicates a statement agree (S) and value 5 indicate a statement of strongly agree (SS).

Transformational leadership: in the transformational leadership variable consists of four dimensions, which are measured by eleven items questionnaire statement. Respondents were asked to fill in statement items by choosing answers between scales 1 (strongly disagree) to 5 (strongly agree), this was done in order to find out the extent to which respondents saw the assessment of transformational leadership in LPD. Description of respondents' answers to transformational leadership has a total average value of 4.14 which is relatively high.

Workplace spirituality: in the workplace spirituality variable consists of three dimensions measured by twenty-one items questionnaire statement. Respondents were asked to fill in the statement items by choosing answers between scales 1 (strongly disagree) to 5 (strongly agree), this was done in order to find out the extent to which respondents view a good workplace spirituality in a company. Description of respondents' answers to workplace spirituality has a total average value of 4.17, which is classified as high.

Organizational commitment: in the organizational commitment variable consists of three dimensions measured by twenty-four items questionnaire statement. Respondents were asked to fill in statement items by choosing answers between scales 1 (strongly disagree) to 5 (strongly agree), this was done in order to find out the extent to which respondents looked at the level of organizational commitment in the LPD. Description of respondents' answers to organizational commitment has a total average value of 4.01 which is relatively high.

Employee performance: the employee performance variable consists of three dimensions measured by twenty-three questionnaire statement items. Respondents were asked to fill in the statement items by selecting answers between scales 1 (strongly disagree) to 5 (strongly agree), this was done in order to determine the level of performance of LPD employees throughout Kediri District. Description of respondents' answers to employee performance has a total average value of 3.99 which is classified as high.

5.4. Statistical Analysis

This research uses Structural Equation Modelling (SEM) with the approach in this study using the Partial Least Square (PLS) method with the Smart PLS 3.0 program tool. The data analyzed and processed are primary data obtained from the questionnaire answers to measure all variables. The structural model in this study can be seen in Figure 2.

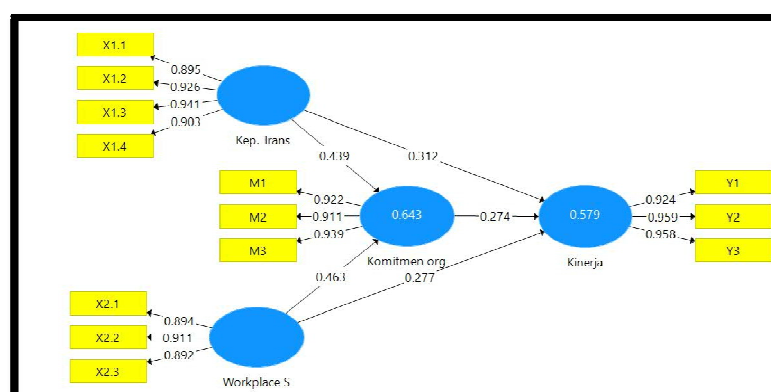


Figure 2: Structural Model

6. Results and Discussion

6.1. Evaluation of Measurement Model or Outer Model

6.1.1. Convergent Validity

Following are the results of convergent validity testing of indicators of transformational leadership, workplace spirituality, organizational commitment and employee performance presented in Table 1.

	Original Sample (O)	T Statistics (O/STDEV)
M1 <- Organizational Commitment	0.922	65.188
M2 <- Organizational Commitment	0.911	42.792
M3 <- Organizational Commitment	0.939	50.448
X1.1 <- Transformational Leadership	0.895	46.566
X1.2 <- Transformational Leadership	0.926	48.711
X1.3 <- Transformational Leadership	0.941	95.115
X1.4 <- Transformational Leadership	0.903	49.211
X2.1 <- Workplace Spirituality	0.894	38.163
X2.2 <- Workplace Spirituality	0.911	48.518
X2.3 <- Workplace Spirituality	0.892	45.245
Y1 <- Employee Performance	0.924	40.847
Y2 <- Employee Performance	0.959	92.659
Y3 <- Employee Performance	0.958	108.989

Table 1: Outer Loading Research Indicator

Source: Data Processed, 2019

Based on Table 1 shows that all indicators already have an outer loading value of more than 0.7, it can be concluded that all of these indicators are valid indicators.

6.1.2. Discriminant Validity

Discriminant validity is considered valid if it has a cross loading of each indicator on the relevant variable has the largest value compared to the cross loading of other latent variables. The results of cross loading of the five variables are presented in Table 2.

	Transformational Leadership	Employee Performance	Organizational Commitment	Workplace Spirituality
M1	0.606	0.656	0.922	0.714
M2	0.566	0.513	0.911	0.602
M3	0.767	0.727	0.939	0.667
X1.1	0.895	0.576	0.603	0.511
X1.2	0.926	0.583	0.649	0.503
X1.3	0.941	0.623	0.688	0.549
X1.4	0.903	0.655	0.65	0.557
X2.1	0.572	0.619	0.597	0.894
X2.2	0.528	0.582	0.71	0.911
X2.3	0.462	0.565	0.626	0.892
Y1	0.598	0.924	0.658	0.598
Y2	0.644	0.959	0.641	0.617
Y3	0.649	0.958	0.67	0.642

Table 2: Cross Loading

Source: Data Processed, 2020

Based on Table 2 it can be seen that the cross loading obtained by each latent variable is higher than the other latent variables so that it can be said that the latent variable has fulfilled discriminant validity.

6.2. Average Variance Extracted (AVE)

Another model for evaluating discriminant validity is to compare the square root of the average variance extracted (AVE) for each variable with the correlation between variables with other variables in the model. The model has a good discriminant if the measurement value of average variance extracted (AVE) is more than 0.50. The results of discriminant validity testing are presented in the model as shown in Table 3.

Research Variable	AVE	Correlations			
		Transformational Leadership (X1)	Employee Performance (Y)	Organizational Commitment (M)	Workplace Spirituality (X2)
Transformational Leadership (X1)	0,840	1,000	0,666	0,708	0,579
Employee Performance (Y)	0,897	0,666	1,000	0,693	0,654
Organizational Commitment (M)	0,854	0,708	0,693	1,000	0,718
Workplace Spirituality(X2)	0,808	0,579	0,654	0,718	1,000

Table 3: Comparison of Average Variance Extracted Square Root and Latent Variable Correlations
Source: Data Processed, 2020

Based on Table 3 it can be explained that all variables have AVE values above 0.50, and the correlation value for each variable is higher than the correlation between variables. These results indicate that the indicator's latent variable itself is better than other indicators of the latent variable.

6.3. Composite Reliability

The construct reliability of the measurement model with reflective indicators can be measured by looking at the value of composite reliability and reinforced by Cronbach's alpha values. Good composite reliability and Cronbach's alpha values if they have values > 0.60 (Ghozali, 2014). Following are the results of the instrument reliability research presented in Table 4.

No.	Variable	Cronbach's Alpha	Composite Reliability	Keterangan
1	Transformational Leadership	0,936	0,954	Reliable
2	Employee Performance	0,942	0,963	Reliable
3	Organizational Commitment	0,915	0,946	Reliable
4	Workplace Spirituality	0,881	0,927	Reliable

Table 4: Composite Reliability
Source: Data Processed, 2020

Based on Table 4 shows that, the value of composite reliability and Cronbach's alpha value for all constructs has a value of more than 0.6. Thus, in the research model, each research construct fulfills good reliability.

6.3.1. R-square

The structural model is evaluated using R-square for the dependent construct and t test as well as the significance of the coefficient of structural path parameters.

Construct	R Square
Employee Performance	0,579
Organizational Commitment	0,643

Table 5: R-square
Source: Data Processed, 2020

Based on Table 5 can be seen if the R-square value of the employee performance variable is 0.579. It can be interpreted that 57.9% of employee performance construct variability is explained by organizational commitment, transformational leadership and workplace spirituality, while the remaining 42.1% employee performance variables are explained by variables outside the model. Likewise, the organizational commitment variable has an R-Square value of 0.643 meaning 64.3% of its variability is explained by transformational leadership, workplace spirituality and employee performance, while the remaining 35.7% organizational commitment variable is explained by variables outside the model.

6.3.2. Hypothesis Test

Hypothesis testing is done using t-statistics and see the p-value. If the t-statistics value \geq t-table value (1.96) or p-value < 0.05, then H_0 is rejected and the research hypothesis is accepted.

- Hypothesis 1: transformational leadership has a correlation coefficient of 0.312 and t statistics of 3.287, the hypothesis is accepted. This shows if there is a positive influence between transformational leadership on employee performance. The better transformational leadership in an organization, the higher the performance of employees in the company.
- Hypothesis 2: workplace spirituality has a correlation coefficient of 0.463 and t statistics of 5.051, the hypothesis is accepted. This shows if there is a positive influence between workplace spirituality on organizational

commitment. The higher the workplace spirituality in an organization, the higher organizational commitment in an organization.

- Hypothesis 3: transformational leadership has a correlation coefficient of 0.439 and t statistics of 4.815, the hypothesis is accepted. This shows if there is a positive influence between transformational leadership on organizational commitment. The better transformational leadership in an organization, the higher the commitment of the organization.
- Hypothesis 4: workplace spirituality has a correlation coefficient of 0.463 and t statistics of 5.051, the hypothesis is accepted. This shows if there is a positive influence between workplace spirituality on organizational commitment. The higher the workplace spirituality in an organization, the higher organizational commitment in an organization.
- Hypothesis 5: organizational commitment has a correlation coefficient of 0.274 and t statistics of 2.304, the hypothesis is accepted. This shows if there is a positive influence between organizational commitment to employee performance. The higher organizational commitment will improve the performance of employees in an organization.
- Hypothesis 6: the coefficient between transformational leadership variables and employee performance is 0.312 with a t-statistics value of 3.287. The addition of organizational commitment variable as a mediating variable gives a different effect on the direct relationship of transformational leadership on employee performance. Based on the data in Table 5.13, it can be explained that the VAF value is 0.278, which means the role of organizational commitment as a mediating variable is 27.8%. These results indicate organizational commitment has a role as a partial mediation or partial mediation in the relationship of transformational leadership to employee performance. This means that the better transformational leadership in an organization, the higher organizational commitment that results in increased employee performance in the organization. This is consistent with the hypothesis that is, organizational commitment mediates the effect of transformational leadership on employee performance, so that the hypothesis is proven.
- Hypothesis 7: the coefficient between workplace spirituality variables on employee performance is 0.277 with a t-statistics value of 2.287. The addition of organizational commitment variable as a mediating variable gives a different effect on the direct relationship of workplace spirituality to employee performance. Based on the data in Table 5.13, it can be explained that the VAF value is 0.314, which means that the role of organizational commitment as a mediating variable is 31.4%. This result shows that organizational commitment has a role as a partial mediation in the relationship of workplace spirituality to employee performance. This means that the higher the workplace spirituality in an organization, the higher organizational commitment that results in increased employee performance in the organization. This is consistent with the hypothesis that is, organizational commitment mediates the effect of workplace spirituality on employee performance, so the hypothesis is proven.

6.4. Research Implication

The research implications are divided into two namely theoretical implications and practical implications.

6.5. Theoretical Implications

The results of this study have shown that transformational leadership has a positive effect on employee performance, workplace spirituality has a positive effect on employee performance, transformational leadership has a positive effect on organizational commitment, workplace spirituality has a positive effect on organizational commitment, organizational commitment has a positive effect on employee performance, organizational commitment as a mediator the influence of transformational leadership has a positive effect on employee performance and organizational commitment as a mediator the effect of workplace spirituality has a positive effect on employee performance.

The results of this study are expected to be empirical evidence for future research and are able to enrich the development of human resource management knowledge related to transformational leadership, workplace spirituality, organizational commitment and employee performance.

6.6. Practical Implications

This research can be used as input to organizations to pay attention to factors that can improve employee performance such as transformational leadership and workplace spirituality that have been proven to significantly affect employee performance. A leader in a company needs to create positive things for employees when they evaluate their work by increasing transformational leadership, workplace spirituality and organizational commitment so that their performance will also improve.

6.7. Research Limitations

The process of writing this research has several limitations that need to be underlined again, especially in subsequent research. Some of these limitations include.

First, the scope of the study only covers the Kediri District area which is an economic centre with a high velocity of money due to the advancement of the tourism and industry sectors, has a LPD distribution with large assets as well as a large work area and a large number of employees. So, the results of the study could also have differences related to how perceptions or levels of interpretation of each respondent in other regions with a narrow distribution of work areas and the number of employees is small. Second, this research is only limited to studying transformational leadership, workplace

spirituality, organizational commitment and employee performance, so that it cannot examine more closely the factors beyond these variables. Researchers can then use other variables such as OCB, emotional intelligence and so on to measure the level of performance in a company.

7. Conclusion

Based on the analysis and discussion that has been put forward, the conclusions and results of the research are as follows: (1) Transformational leadership has a positive effect on employee performance. This means that the better transformational leadership in a company, the higher the employee's performance. (2) Workplace spirituality has a positive effect on employee performance. This means that the higher the workplace spirituality, the higher the performance of employees in a company. (3) Transformational leadership has a positive effect on organizational commitment. This means that the better transformational leadership in a company, the higher organizational commitment the employee has. (4) Workplace spirituality has a positive effect on organizational commitment. This means that the higher the workplace spirituality in a company, the higher the level of organizational commitment of the company. (5) Organizational commitment has a positive effect on employee performance. This means that the higher organizational commitment an employee has, the higher the employee's performance. (6) Organizational commitment as a mediator of the effect of transformational leadership has a positive effect on employee performance. This means that the better transformational leadership of a company, the higher the organizational commitment of these employees so that it will improve the performance of employees in a company. (7) Organizational commitment as a mediator of the effect of workplace spirituality has a positive effect on employee performance. This means that the higher the workplace spirituality of a company, the higher the organizational commitment of these employees so that it will improve the performance of employees in a company.

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