THE INFLUENCE OF SPIRITUAL LEADERSHIP STYLE, MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN EMPLOYEES OF THE REGIONAL INSPECTORATE OF BANTUL DISTRICT

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Abstrak

Organizational citizenship behavior (OCB) merupakan perilaku positif dalam organisasi yang menjadi tujuan utama banyak organisasi, OCB dapat ditingkatkan dengan berbagai faktor seperti peran kepemimpinan spiritual, selalu memotivasi karyawan dan meningkatkan budaya organisasi. Tujuan dari penelitian ini untuk menganalisis pengaruh kepemimpinan spiritual, motivasi, budaya organisasi dan OCB. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik sampel jenuh sebanyak 46 responden sebagai data primer, dengan menggunakan kuesioner dan diolah menggunakan SPSS versi 26. Hasil temuan dalam penelitian ini menunjukkan bahwa kepemimpinan spiritual berpengaruh positif dan signifikan terhadap OCB, namun motivasi dan budaya organisasi tidak terdapat pengaruh positif signifikan terhadap OCB.

Kata kunci : *Kepemimpinan Spiritual, Motivasi, Budaya Organisasi, Organizational Citizenship Behavior (OCB)*

Abstract

Organizational citizenship behavior (OCB) is a positive behavior in organizations that is the main goal of many organizations, OCB can be improved by various factors such as the role of spiritual leadership, always motivating employees and improving organizational culture. The purpose of this study was to analyze the influence of spiritual leadership, motivation, organizational culture and OCB. This study uses a quantitative approach with a saturated sample technique of 46 respondents as primary data, using a questionnaire and processed using SPSS version 26. The findings in this study indicate that spiritual leadership has a positive and significant effect on OCB, but motivation and organizational culture have no significant positive effect on OCB.

Keywords*: Spiritual Leadership, Motivation, Organizational Culture, Organizational Citizenship Behavior (OCB)*

A. Introduction

Organizational citizenship behavior (OCB) is a positive action or behavior that is part of the job, it can also support in improving organizational activities properly. Organizational citizenship behavior (OCB) is an individual's contribution or action to go beyond the demands of the workplace role in voluntarily and sincerely helping other colleagues without reward (Yang, 2021). Organizational citizenship behavior is individual behavior outside of their main job or duties outside of their mandatory work, which is directly recognized by the formal reward system (Zufrijen and Nasution, 2021). Spiritual leadership, motivation and organizational culture that encourage employees to bring creativity and innovation in achieving organizational goals, then quality human resources are needed so that with spiritual leadership, motivation and organizational culture, OCB behavior can occur.

Factors that can influence OCB are spiritual leadership, motivation and organizational culture towards workers in the organization. Spiritual leadership is a solution for organizations because it is shaped by situational dynamics such as religious values, beliefs and inner self (Ahmet, 2015). Research that has been conducted by (Johnly, 2018) with the results of the study show that spiritual leadership style has no significant effect on organizational citizenship behavior (OCB). This is not in line (Quisty, 2018) with research conducted with the results of spiritual leadership affecting OCB.

Apart from spiritual leadership, motivation is also an important factor that can influence OCB behavior. Motivation is a concept of activity that is influenced by the perception of one's behavior, therefore management needs to change an unsatisfactory situation for the better so that employees can make a positive contribution to the desired goals and achievements of the organization (Ena, 2021). The results (Patiwael, et.al, 2021) showed that motivation has no effect on organizational citizenship behavior (OCB). This is inversely proportional to the research conducted (Rafael, 2019) that motivation has a direct positive effect on OCB.

Factors that can influence OCB behavior are organizational culture, "The strength of organizational culture can actually support the goals of an agency. Organizational culture has an important role in managing the agency because it is the same goal about the essential meaning of agency life" (Agus, 2020). The results of (Agus, 2022) organizational culture research have no effect on organizational citizenship behavior (OCB).

Meanwhile (Winarsih, 2020) organizational culture research has a significant effect on organizational citizenship behavior (OCB).

The regional inspectorate of bantul district is a supervisory element of local government administration which is tasked with organizing internal supervision. The regional inspectorate of bantul district has the task of assisting the regent of bantul district in fostering and supervising the implementation of regional government affairs.

The importance of spiritual leadership style, motivation and organizational culture on OCB in organizations in increasing employee productivity. Human resources in the State Civil Apparatus (ASN) are of course important because of their high integrity towards the state and providing responsible public servants. researchers are interested in conducting research at the regional inspectorate of bantul district by conducting retesting as a data update.

B. Research Methods

This study uses quantitative research, in this study using the data source used is primary data in the form of a survey by distributing questionnaires to employees in the regional inspectorate of bantul district totaling 46 respondents. This study uses a saturated sample method, namely non probability sampling. The instrument measurement scale uses a Likert scale consisting of 5 categories, namely strongly agree value 5, agree value 4, neutral value 3, disagree 2, strongly disagree 1. Data analysis uses validity and reliability tests. The classic assumption test uses normality test, multicolonierity test and heteroscedasticity test. To test the hypothesis using multiple linear regression tests, t tests, f tests and coefficient of determination tests.

C. Results and Discussion

Validity test

The validity test is carried out to measure how valid the item score is with the total item score. A valid instrument is an absolute requirement to get valid research results. The test criteria in this study are if Rhitung> Rtabel then the statement is declared valid, whereas if Rhitung < Rtabel then the statement is declared invalid. Testing the validity in this study using the correted item-total correlation formula using a formula that compares rtabel for degree of freedom (df = n-2). In this study, it can be calculated (df = 46-2; df = 44) so that rtable can be obtained, namely 0.2907 with a significant 5% or (0.05).

Reliability test

The reliability test is used to measure measuring instruments that have consistency if done repeatedly in the same study. The instrument can be said to be reliable if the Cronchbach's alpha value is> 0.60. Based on the results of testing spiritual leadership, the results obtained were 0.914 with 14 statement instruments. Motivation in this study resulted in a Cronchbach's alpha value of 0.870 with 10 statement instruments. while organizational culture gets a Cronchbach's alpha value of 0.915 with 8 statement instruments, and for organizational citizenship behavior it produces a Cronchbach's alpha value of 0.917 with 10 statement instruments. from the results of the reliability test it can be concluded that all Cronchbach's alpha values have a value above 0.60, meaning that the instruments of the research variables are reliable and can be used for research instruments.

Classical assumption test

This study uses the one sample kolomogorof smirnov normality test using a significance level of 0.05. Data can be declared normal if the sig value. > 0,05. Based on the basic assumption test, the value of asymp. Sig. (2-tailed) of 0.200 is greater than 0.05. Based on the results of the one sample kolomogorof smirnov normality test, it can be concluded that the data is normal and can be continued.

The multicolonierity test is used to test whether there are deviations and linear relationships between variables. Multicolonierity can be seen from the tolerance value and variance inflation factor (VIF), if the tolerance value> 0.10 and VIF <10 means that multicolonierity does not exist or is free from multicolonierity according to ariesa et al. (2020). From the results of the multicolonierity test, the tolerance value of spiritual leadership is 0.215 and the VIF value is 4.655. For motivation tolerance value of 0.272 and VIF value of 3.677. While the tolerance value of organizational culture is 0.277 and the VIF value is 3.605. This means that each tolerance value> 0.10 and VIF value <10, it can be concluded that there are no symptoms of multicollinearity in the data.

Hypothesis testing

The multiple linear regression method is used to test the hypothesis with the help of the IBM SPSS 26 program. Based on the results of multiple linear regression tests, the results are obtained:

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.545	3.744		.947	.349
	total kepemimpinan spiritual	.635	.136	.829	4.676	.000
	total motivasi	.225	.177	.200	1.269	.212
	total budaya organisasi	-.220	.180	-.191	-1.225	.227

a. Dependent Variable: total organizational citizenship behavior

Hypothesis testing shows that H1 is accepted because t count 4,676 is greater than t table 2,018 and sig value 0.000 <0.05. H2 is rejected because t count 1.269 < 2.018 and sig value 0.212>0.05 and H3 is rejected because t count (-1.225) < 2.018 and sig value 0.227>0.05.

Discussion

Spiritual leadership is a solution for organizations because it is shaped by situational dynamics such as religious values, beliefs and inner self (Kaya). Testing the first hypothesis shows a significant effect of spiritual leadership on OCB in employees of the regional inspectorate of bantul district or the hypothesis is accepted. the level of trust of an employee in the regional inspectorate of bantul district and feeling himself part of the organization can increase OCB this is evidenced by the high percentage obtained of 71.7%. The research conducted is supported by (Jufrizen and Nasution) previous researchers where research conducted by which shows that there is a positive influence of spiritual leadership on OCB. In the research conducted, it is said that spiritual leadership can shape OCB behavior among employees.

Motivation is a concept of activity that is influenced by the perception of a person's behavior, therefore management needs to change an unsatisfactory situation for the better so that employees can make a positive contribution to the desired goals and achievements of the organization (Ena and Djami). Testing the second hypothesis shows that there is no significant effect of motivation on OCB in employees of the regional inspectorate of bantul district or the hypothesis is rejected. From the data that has been analyzed, 69.6% of employees prefer to establish good communication with other employees and be able to accept suggestions and input between employees. This research is supported by (Patewael, et.al) researchers from who show that motivation has no effect on organizational citizenship behavior (OCB).

If the organization can uphold and make cultural guidelines, then the culture can be said to be strong and employees are more committed (Dina, 2017). The third test shows that organizational culture has no significant effect on OCB or the hypothesis is rejected. From the results of distributing questionnaires, it can be seen that there is an agreement between individuals and the organization about how employees do their jobs which can increase the consistency of the existing organizational culture, this is evidenced by the high percentage obtained, namely 76.1%. This research is supported by previous research, research that has been conducted by (Widarko and Brotosuharto) showing that organizational culture has no effect on organizational citizenship behavior (OCB).

The fourth hypothesis shows that together spiritual leadership, motivation and organizational culture have a positive effect on OCB in employees of the

regional inspectorate of bantul district. This can be seen from the results of the analysis that has been done, with the results of t count of 35.392> 2.82 and known sig value. 0.000 <0.05, it is proven that the variables of spiritual leadership (X1), motivation (X2) and organizational culture (X3) together have a significant effect on organizational citizenship behavior (y) in employees of the regional inspectorate of bantul district.

D. Conclusion

Based on research that has been conducted on employees at the regional inspectorate of bantul district, the following conclusions can be drawn:

1. Based on the research conducted on the spiritual leadership variable on OCB has a positive and significant influence, this is evidenced by the results in the t test with a tcount value of 4.676 greater than t table 2, 0180 (4.676>2.0180) and sig value. 0,000<0,05. So it is proven that spiritual leadership has a positive and significant effect on OCB at the regional inspectorate of bantul district.
2. The results of the research on the motivation variable on OCB do not have a positive and significant effect, this is evidenced by the results of the research that has been done. The results of the study where for the t value on the motivation variable has a value of 1.269 less than the t table 2.0180 (1.269 <2.0180) and the sig value. 0.212>0.05. So it is proven that in this study the motivation variable has no effect on OCB in employees of the regional inspectorate of bantul district.
3. Research that has been conducted on organizational culture variables on OCB in regional inspectorate employees of bantul district does not have a positive and significant influence. This can be proven by the results of research that has been done with a t value of -1.225 less than t table 2.0180 (-1.225 <2.0180) while the sig value. 0.227>0.05. So the organizational culture variable has no influence on OCB in the regional inspectorate of bantul district.
4. Based on research that has been conducted using IBM SPSS 26, it can be concluded that the variables of spiritual leadership, motivation and organizational culture together have a positive and significant effect on OCB. This is evidenced by the results of the analysis that has been carried out with a t value of 35.392 greater than t table 2.81 (35.392> 2.81) and sig value. 0.000 <0.05. So from the results of the analysis that has been carried out together the variables of spiritual leadership, motivation and organizational culture have a positive

and significant effect on OCB papa employees of the regional inspectorate of bantul district.

Research limitations

Based on research that has been conducted on employees of the regional inspectorate of bantul district, there are several limitations, namely:

1. The research conducted still uses the distribution of questionnaires using paper distributed to the regional inspectorate of bantul district. For the number of respondents' answers received less than the number of questionnaires distributed.
2. The researcher did not accompany the respondent in filling in the answers so that it did not guarantee that the questionnaire had been filled in according to the expected target.
3. In this study, researchers only distributed questionnaires in one place.

Suggestion

The results of the research that has been done have suggestions for future researchers, namely:

1. Based on the results of the questionnaire that has been analyzed, 39.1% of employees feel that the organization is less loyal to its employees. From these results, it is hoped that the next researcher can conduct a more in-depth analysis related to organizational loyalty to employees.
2. The regional inspectorate of bantul district can increase employee OCB behavior by providing material rewards to employees who excel, so that the motivation for OCB in the regional inspectorate of bantul district will also increase.
3. Criticism and suggestions from the community do not increase significant changes, this shows a value of 37%. From these results, the next researcher is expected to conduct an analysis related to adaptation in the regional inspectorate of bantul district.
4. Employees at the regional inspectorate of bantul district tend to lack courage in taking risks related to belief in themselves. This is evidenced by the value in the statement of 43.5%.

Suggestions for future researchers are expected to conduct research related to variable indicators that have low percentage values.

Suggestions for agencies can increase the percentage values that are still low to increase the value of OCB in the work of employees of the regional inspectorate of bantul district.

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