

# The Influence of Spiritual Leadership, Organizational Culture on Employee Engagement, and Organizational Commitment, Organizational Culture as a Mediation Variable

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## Abstract

*This study aims to develop a conception of the direct influence of spiritual leadership and organizational culture on employee engagement with organizational commitment as an intervening variable in Islamic microfinance institutions. This study uses the Partial Least Square-Structural Equation Modeling (PLS-SEM) approach as a data analysis technique. Partial Least Square (PLS) is an alternative data analysis technique from Structural Equation Modeling (SEM). The objects in this study were 174 employees from KSPPS BMT UGT Nusantara which is the largest sharia microfinance institution in Indonesia. The result of this research is that there is no direct positive and significant effect of spiritual leadership on employee engagement. There is no direct positive and significant effect between organizational culture on employee engagement. There is a positive and significant direct effect between organizational commitment on employee engagement. There is a direct positive and significant influence between spiritual leadership on organizational commitment. There is a direct positive and significant influence between organizational culture on organizational commitment. There is a direct positive and significant influence between spiritual leadership on organizational culture. There is an indirect positive and significant influence between spiritual leadership on employee engagement through organizational commitment mediation. There is an indirect positive and significant influence between organizational culture on employee engagement through organizational commitment mediation. There is no positive and significant indirect effect between spiritual leadership on employee engagement through organizational culture partial mediation.*

**Keywords:** *employee engagement, spiritual leadership, organizational culture, organizational commitment*

## Introduction

Organization defined as a group of people who work together to achieve a common goal (Schermerhorn et al. 2010). By specifically, the organization is integration of goal-directed social entities specific, designed as a structured and coordinated system of activities, and related to the external environment (Daft 2008). Element from organization no represented from exists a building or set policy or procedure certain, but rather element organization consists of people, and correlation between these people one each other. Currently, organizations sued for can reach growth with fast, accompanied continuous improvement, improvement profitability, and maturity preparation for the future.

One organizations operating in the sector finance micro in Indonesia is cooperative. At the moment role institution finance micro in Indonesia's economy is becoming the more important. Reported from report Financial Services Authority (2019), index inclusion Indonesian finances reached 76.19%. This is what comes next encouraging Bank Indonesia to become the central bank for increase inclusion finance with put forward synergy between institution bank finance, institutions finance micro, and institutional non-bank

finance for reach stability finance (S. Ahmad and Harahap 2020). Plus again, resurrection Islamic finance in the 1990s in Indonesia has make sharia banks and institutions finance micro sharia as preferred alternative (Suseno, 2020). Suseno (2020) also stated that institution finance micro sharia, which is later known as *Baitul Maal wat Tamwil* (BMT), is growing fast so that has stand more of the 3,000 BMTs that are developing in time not enough from one decade. In the same source, at least there are two main market players who operate in finance micro sharia in Indonesia, namely Sharia People's Financing Banks (BPRS) and Cooperatives Save Sharia Borrowing and Financing (KSPPS or also known as BMT). In 2017, it is estimated that the total financing provided by all institution finance micro sharia reached IDR 37.34 trillion, of which KSPPS or BMT provided contribution largest, that is amounting to 61.88 percent (Suseno, 2020).

KSPPS is a cooperative whose business activities include savings, loans and financing in accordance with sharia principles, including managing zakat, infaq/almms and waqf. And institutionally BMT/KSPSS is a sharia microfinance institution, which operates based on Sharia principles, because its characteristics are in accordance with the definition of a Microfinance Institution or LKM issued by the Financial Services Authority (2017): "Microfinance Institutions (LKM) are special financial *institutions was established to provide business development and community empowerment services, either through loans or financing in micro-scale businesses to members and the community, managing savings, as well as providing business development consulting services that are not solely for profit*" (Financial Services Authority, 2017 (Otoritas Jasa Keuangan 2017)).

One of the most prominent KSPPS in Indonesia is KSPPS BMT UGT Nusantara which in 2017 won performance occupy ranking 4th of 100 large cooperatives in Indonesia, has assets of IDR 2.2 trillion and business volume of IDR 2.05 trillion. So that for category specifically KSPPS, then KSPPS BMT UGT Nusantara occupies ranking first (Bakhri 2017). KSPPS BMT UGT Sidogiri later changed his name to become KSPPS BMT UGT Nusantara, carried out through change articles of association on 31 December 2020 with legal entity no. AHU.0002288.AH.01.28.YEAR 2020 with Name Cooperative Save *Baitul Mal Sharia borrow wat Tamwil* Joint Venture Terpadu Nusantara which is abbreviated became KSPPS BMT UGT Nusantara.

The presence of KSPPS BMT UGT Nusantara is interesting phenomenon because his presence institution this is from background behind all of its founder background behind cottage Islamic boarding schools, in particular boarding school Sidogiri, Pasuruan, East Java. The founders were not at all an alma mater of a pre-existing sharia financial institution, then armed with the cultural values they had acquired at the Islamic boarding school, with effort and hard work, on 5 Rabiul Awal 1421 H, which coincided with 06 June 2000 the BMT UGT Nusantara Cooperative was founded (Bakhri 2015).

Leadership is one factor essential in organization. Literature about leadership in organization lots develop pursuing concepts and theories to one side leadership like behavior, skills, traits, abilities, and factors contextual (Samul 2020). This thing then show to trend will lack of emphasis on aspects emotional, ethical and authenticity in concepts and theories leadership (Thompson 2004). Issue about spirituality alone lots discussed by researchers (Isaacson 2002). Spiritual leadership theory begins with development issue spirituality in religious context, then develop until to realm knowledge management and organization (Samul 2020). Mostly manager in organization focus on creation vision clear organization,

culture profitable, inspiring organization employee for increase superiority competitive organization (Chen and Li 2013). Spiritual leadership is one representative approach pattern management the with combine vision, hope/belief, and altruism for self Alone nor anyone else. Simply put, spiritual leadership is a leadership style that is oriented towards a person's adjustment to motivate themselves and others through an intrinsic approach based on certain values, attitudes and behaviors to achieve meaningfulness in organizational life (Fry et al., 2005). The author also added dimensions leadership prophetic personal in variable spiritual leadership. This thing done for add at a time strengthen element based religiosity method the leadership of the Prophet Muhammad SAW, which is also relevant with background behind object study that is circles institutions based on Islam. Study about influencing spiritual leadership development and transformation organization relatively lots found (Wang et al. 2019). So that approach through influence spiritual leadership towards individual, in matter this employee, be interesting for done.

Influencing factors employee in organization is culture organization. There is lots defining literature culture organization from various view, but in a way general, overall can accepted (Nikpour 2017). Culture organization is integration from acquired values, beliefs, and norms with the later influence method employee think, feel, and behave to one each other (George and Jones 2012). Abdullahi et al. (2021) put forward that culture organization arranged on pattern behavior, beliefs, and ideology. Culture organization control method employee in matter look and respond surrounding situation them and the way Specific For use information for base taking decision (George and Jones 2012). Commitment organization is one many variables used in study regarding with organization for 4 decades final (Nikpour 2017; Shrestha 2016). By simple, commitment organization can defined as connection psychological between employees and organizations that have implications for decision continuation membership in organization (Meyer and Allen 1991). Issue about commitment organization also becomes very important, esp for party management and owners organization (Dargahi, Abdochalli, and Rahmani 2017). Commitment organization in organization become essential because can contribute to the results useful organization (Ahakwa et al. 2021). Sabtohadhi (2020) state that commitment represented organization in form internal regulations of the organization become factor pusher separately for increase performance employee in organization. Commitment organization in organization become essential because can contribute to the results useful organization (Ahakwa et al. 2021).

Next, Sunny & Joshua (2016) state that involvement employee is focus study in knowledge source Power many people and organizations discussed. Involvement in a way consistent showed as something given useful employees for organization with integration from commitment, dedication, advocacy, effort discretion, and use potency in a way maximum as well as support goals and values organization (Robertson-smith and Markwick 2009). Employees who show level involvement high employees, feel attachment to organization. They endow self they no only in their role live it, but also deep organization in a way whole (Woodka 2014). Involvement employee become more aspects strong rather than satisfaction employee as predictor success organization (Robertson-smith and Markwick 2009). This thing because two way reciprocal relationship from involvement. Involvement employee can represent element cognitive and emotional which also describes relation between employees and superiors in two directions.

Novelty in study this located on the object research. As for objects in study this in the form of a financial institution the largest sharia micro in Indonesia, namely Cooperative Save Sharia Loans and Financing (KSPPS) BMT UGT Nusantara. Management source power man in this KSPPS BMT UGT Nusantara can said *bondho* reckless, where the majority member organization the relatively homogeneous in a way background behind education, who are alumni of the boarding school boarding schools that don't once touching the same very with activities managing company finance micro according to sharia. According to Bakhri (2018) that the initiators and founders of BMT in the environment Boarding school Sidogiri this at first they the same very no choose provisions experience whatever related management institution economic form this sharia cooperative. How values organization or corporation that takes place at KSPPS BMT UGT Nusantara intersects direct with background behind values individual groups colored by background behind Islamic boarding school education.

Study about involvement employee (*Employee Engagement*) has researched by several studies previously, including in institutions finance. Like research conducted by Ahakwa et al. (2021), Aktar (2018), Aktar & Pangil, (2017), Alb दौर & Altarawneh (2014), Berry & Morris (2008), Dajani (2015), Esmaelinezhad et al. (2015), Hussain et al. (2021), Obuobisa -Darko (2020), S. Dayrit & Lacap (2020), Shams et al. (2020), Shaukat & Asadullah (2014), Sunny & Joshua (2016), Uddin et al. (2019). Although already relative lots research that uses involvement employee industry finances, however study about influencing factors variable in financial institutions micro type cooperative, still difficult discovered, moreover again at sharia cooperatives.

## Literature Review

### Employee Engagement

Schaufeli et al. (2006) define involvement employee as "*A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption*". Involvement employee is circumstances thoughts that are positive, satisfying, and relatable with work characterized by passion, dedication, and absorption. In line with Harter et al. (2002) who define involvement employee as "*The individual's involvement and satisfaction with as well as enthusiasm for work*". Involvement employee is engagement and satisfaction individual with enthusiasm for working. Be equipped with Maslach et al. (2001) "*The opposites of three features of burnout: energy, participation, and effectiveness*". Involvement employee as the opposite from three characteristic burnout: energy, participation, and effectiveness. involvement employee be measured with using 3 dimensions namely, dimensions spirit (*vigor*), dedication (*dedication*), absorption.

### Spiritual Leadership

Spiritual leadership has dimensions extensive discussion. This thing because of the researchers define spiritual leadership of various perspective. Fry (2003) said that spiritual leadership requires formulation the vision within member organization that is leaders and members, can feel calling (*calling*) in life that brings meaning, purpose, and differences in life. Then formulation culture an organization based on prioritizing values interests of others (*altruistic love*), where leaders and members feel a sense of membership (*membership*), having a sense of caring, feeling understood, appreciated and rewarded Good for self alone nor anyone else. Theories leadership previously tend take perspective from one or more lots aspect from mental elements, interactions, and physique without heed element spirituality. Spiritual leadership theory is response to explanation more leadership comprehensive with integration

from body (*physical*), thought or sense rational (*mind*), heart or emotions and feelings (*heart*) (Fry, 2003). Fry (2003, 2005) explain that quality spiritual leadership is formed on dimensions vision, altruism, and hope/belief. More continued, writer add dimensions leadership prophetic personal which is based to the theory put forward Maktumah & Minhaji (2020), and Syam (2017), and Antonio (2007) in variable spiritual leadership.

### **Organizational Culture**

Culture organization have variation broad definition. This thing background draft culture organization which is also adaptation from theoretical discipline knowledge anthropology. So that diversity understanding related culture anthropology influence understanding culture organization. Schein (2004) define culture is "*A pattern of basic assumption, invented, discovered, or developed by a given group as it learns to cope with the problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems*". Culture is a basic assumption discovered and developed by a certain group to be used as a lesson in overcoming organizational problems, both internal and external problems. This definition shows that culture involves assumptions, adaptation, perception and learning. Culture plays an important role with the concepts of norms, values, behavior patterns, rituals and traditions. Temporary definition organization according to George & Jones (2012) is "*A collection of people who work together and coordinates their actions to achieve and organizational goal*". It can be interpreted that, an organization is a collection of people who work together and coordinate their actions to achieve individual or organizational goals. When combined, the organizational culture is "*As the shared social knowledge within an organization regarding the rules, norms and values that shape the attitudes and behaviour of its employess*" (Colquitt, Lepine, and Wesson 2009). Organizational culture is the attitudes and behavior of employees which are part of social knowledge. Contains the norms and values that all employees in the organization must follow. Organizational culture has norms and values that are different for each organization.

Ahmad et al. (2019) revealed that organizational culture can be measured in terms of its level of success. With the model used in study This is adaptation from study Denison (1993), Denison et al. (2014) and Fey & Denison (2003) who measure culture organization through 4 dimensions namely: (1) Involvement dimensions, involvement assesses the extent to which employees or members of the organization are involved in the process of activities within the organization. This dimension is measured by three supporting indicators, namely, empowerment (*empowerment*), team orientation (*team orientation*), and development of abilities (*capability development*). (2) Consistency dimension, this dimension consists of *core values value*, agreement (*agreement*), and coordination (*coordination*). (3) Adaptability dimension, adaptability consists of 3 factors, namely, organizational learning (*learning*), customer orientation (*customer focus*), and change orientation (*creating change*). (4) Mission dimension, this dimension consists of three indicators, namely, direction strategic, goals, and vision long term.

### **Organizational Commitment**

In his book entitled "*Organizational Behavior: Improving Performance and Commitment in the Workplace*", Colquitt et al. (2015) define commitment organization with "*Organizational commitment is the desire on the part of an employee to remain a member of the organization.*" Meyer & Allen (1991) commitment organization is "*Commitment is a psychological state that (1) characterizes the employee's relationship with the organization, and (2) has implications for the decision*

to continue or discontinue membership in the organization.” Commitment organization is connection psychological between employees and organizations that have implications for decision continuation membership in organization. Commitment organization consists from dimentions commitment affective, commitment sustainability, and normative commitment.

**Hypothesis Study**

- H1: spiritual leadership has a positive direct effect on employee engagement
- H2: organizational culture has a direct positive effect on employee engagement
- H3: commitment organizations have a direct positive effect on engagement employees
- H4: spiritual leadership has a direct positive effect on organizational commitment
- H5: organizational culture has a direct positive effect on organizational commitment
- H6: spiritual leadership is influential direct positive to culture organization
- H7: commitment organization mediate spiritual leadership and involvement employees
- H8: commitment organization mediate organizational culture and engagement employees
- H9: organizational culture mediates spiritual leadership and involvement employees

**Research Method**

Study this is targeted research for look for influence between variable. Study this using secondary data with questionnaire as method data collection and *the Partial Least Square - Structural Equation Modeling* (PLS-SEM) approach as method analysis statistics. Following is framework that will used in this study:

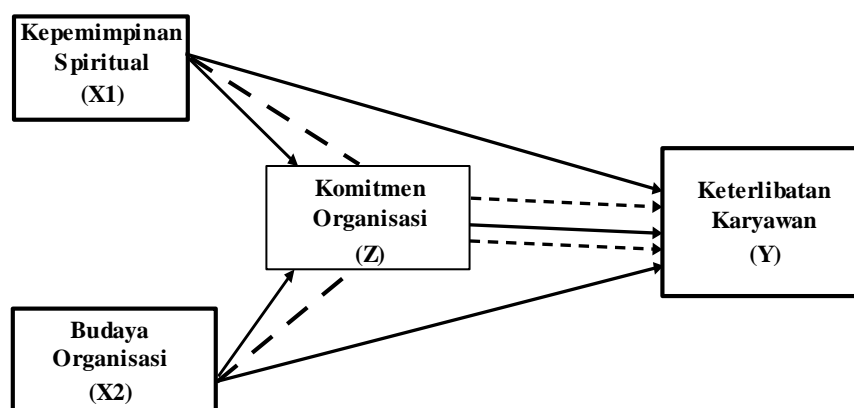


Figure 1. Research Framework

**Sampling**

Population in this research is employees who work at the Cooperative Office Save Sharia Loans and Financing (KSPPS) BMT UGT Nusantara. Amount population employee Cooperative Save Sharia Loans and Financing (KSPPS) BMT UGT Nusantara numbering 1595 employees. The ideal sample size used in research uses SEM (*Structural Equation Modeling*) is a minimum of 100 samples (Ferdinand 2005). This is in line with expert opinion where 100-400 samples are recommended as the recommended sample size because to avoid statistical tests that become insensitive to the data obtained by the researcher if the sample size is smaller, the opposite also applies, if it is larger it can be too sensitive (Hair et al. 2010, 2014; Sarstedt, Ringle, and Hair 2020). Arikunto (2012) recommend if amount its population not enough of 100 individuals, then amount the sample taken in a way overall, but when its

population more big of 100 individuals, then recommended for take 10-15% or 20-25% of amount its population. So based on the calculation results, the amount is obtained the sample was rounded up to 160 people. The sampling technique used is the proportional technique random sampling.

**Measures**

Variable in this study consists from culture organization, commitment organization and engagement employees. Every variable used be measured based on work study before. Spiritual leadership is measured using: vision (*vision*), belief/hope (*faith/hope*), altruism (*altruism*), leadership prophetic personal (*personal prophetic leadership*). Culture organization be measured with paying attention to: (1) involvement dimensions, (2) consistency dimensions, (3) adaptability dimensions, (4) mission dimention. Commitment organization be measured with use indicator following: commitment affective, commitment sustainability, and commitment normative (Colquitt, LePine, and Wesson 2015; Meyer 2016). Attachment employee be measured with use indicator following: dimensions spirit (*vigor*), dedication (*dedication*), absorption (Armstrong 2012; Gustomo 2015). Entire questionnaire be measured with use likert scale 1-5 (Never=1 to with Always=5) and (Strongly Disagree=1 to Strongly Agree =5).

**Result and Discussion**

**Measurement Models**

**Validity Convergent**

Table 1 Outer Loading

	EE	OCM	OCL	SL
OCM1	0.698			
OCM2	0.563			
OCM3	0.702			
OCM4	0.597			
OCM5	0.613			
OCM6	0.576			
OCM7	0.797			
OCM8	0.749			
OCM9	0.796			
EE1		0.775		
EE10		0.516		
EE2		0.617		
EE3		0.735		
EE4		0.773		
EE5		0.785		
EE6		0.780		
EE7		0.447		
EE8		0.577		
EE9		0.740		
OCL1			0.650	
OCL10			0.715	
OCL11			0.636	
OCL12			0.726	
OCL2			0.662	
OCL3			0.533	
OCL4			0.753	

OCL5	0.648
OCL6	0.661
OCL7	0.720
OCL8	0.724
OCL9	0.806
SL10	0.601
SL11	0.769
SL12	0.687
SL13	0.713
SL14	0.529
SL2	0.567
SL3	0.622
SL4	0.662
SL5	0.746
SL6	0.671
SL7	0.674
SL8	0.705
SL9	0.630
SL1	0.634

Size factor *outer loading* is one attention main. If validity convergent high, high load on a factor will show that every construct converge at the same point. At least, everyone factor mark must significant in a way statistics when standard has exceeded. For mark *outer loading* 0.5 can considered can accepted provided there is a number of other factors in the same construct (Chin 1998; Hair et al. 2014; Keil et al. 2000; Vinzi et al. 2010). Next item with mark not enough of 0.4 should issued, in meaning results *outer loading* which is below 0.5 however still above 0.4 still can entered in construct study (Hulland 1999; Vinzi et al. 2010). On construct study majority has surpass minimum value 0.5 so can said majority indicator construct study this is convergently valid. Can seen that the EE7 indicator is below the minimum value is 0.5, however because value still above 0.4 then still can entered in construct research. With thus, from analysis factor loading outside, you can concluded that whole indicator in construct study own validity adequate convergence, appropriate with established standards.

**Validity Discriminant**

Table 2Fornell, C., & Larcker Criterion/Discriminant Validity

	EE	OCM	OCL	SL
EE	<b>0.682</b>			
OCM	0.703	<b>0.685</b>		
OCL	0.545	0.664	<b>0.689</b>	
SL	0.584	0.760	0.727	<b>0.661</b>

Validity discriminant is method for measure extent of construction truly different from others (Hair et al. 2014). With thus, validity high discriminant describe something the condition in which a construct including in a unique and at the same time construct catch a number of a phenomenon that is not can captured by other (Hair et al. 2018). Through *discriminant validity* can proven that every indicators on the latent variables are considered no confusing respondents who answered questionnaire based on indicators on other variables especially in matter meaning.



Validity discriminant considered fulfilled if the average of the variances extracted or *Average Variance Extracted (AVE)* from the extracted mean variance must more tall than involving correlation latent variable with criteria Fornell, C., & Larcker (1981) applied in measurement this (Hair et al. 2014; Kock and Lynn 2012). On research this, the root AVE value square every construct own mark more correlation big compared to with construct other as attached in table 2. With thus, based on analysis validity discriminant use AVE method, can concluded that constructs in study this fulfil criteria validity applied discriminant.

**Cronbach's Alpha**

Table 3. Cronbach's Alpha and Composite Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
EE	0.859	0.885
OCM	0.869	0.895
OCL	0.898	0.915
SL	0.899	0.915

Measurement *cronbach's alpha* intended for determine instrument items study about suitability instrument if used twice for measure the same symptoms will produce consistent measurements (Hair et al., 2011). In case this, usage cronbach's alpha included in category enough in testing reliability can accepted If value more of 0.6 (Dahlan 2014). Ideally, the cronbach's alpha value should be exceeds 0.7, however a value of 0.6 can be obtained tolerated for study exploration (Hair et al., 2014). In table 3 values *Cronbach's alpha* the EE variable is 0.859, the OCM variable is 0.869, the OCL variable is 0.898, and the SL is 0.899. This thing explain that every variable in construct this reliable because fulfil criteria the minimum cronbach's alpha is 0.6. With thus, based on results cronbach's alpha measurement, can concluded that all variable in construct the can reliable or reliable in measurement same symptoms, appropriate with minimum criteria for cronbach's alpha reliability.

**Composite Reliability**

In the composite reliability test or reliability composite, indicators on latent variables are tested for show internal consistency (Hair et al., 2017). The composite reliability value tends to be more big from cronbach's alpha (Sarstedt et al., 2020). Something indicator said reliable If composite reliability value is more big of 0.7 (Hair et al., 2017). Attached in table 4.10, the composite reliability value of the EE variable is 0.885, OCM is 0.895, OCL is 0.915, and SL is 0.915. This also explains that each variable categorized as reliability composite because has beyond the limits of reliability minimum composite of 0.7. With so, you can concluded that each variable in construct the can reliable or reliable in measurement internal consistency based results measurement reliability composite.

**Inner Model**

**R-Square**

Table 4. R Square Value

	<i>R Square</i>	<i>R Square Adjusted</i>
EE	0.507	0.497
OCM	0.604	0.599
OCL	0.529	0.526

*R-Square* is size proportion variation mark influenced (endogenous) variables that can explained by the variables that influence it (exogenous) (Hair et al., 2014; Vinzi et al., 2010). This thing done for predict level proportional or good from the model (Lin et al., 2020). According to Chin (1998), value *R square* more of 0.67 classified stronger, more of 0.33 classified medium, and more from 0.19 to behind classified weak. If variable exogenous more from one, then recommended use *R-square adjusted* (Vinzi et al., 2010).

From table 4 you can see the *adjusted R-square* model for path I, engagement employees (EE) are influenced by culture organization (OCL). On path II, commitment organization (OCM) influenced by culture organization (OCL). With thus, based on adjusted R-Square results, the model can explain part variations that occur in connection between observed variables.

**F-Square**

Table 5. F square value

	EE	OCM	OCL	SL
EE				
OCM	0.273			
OCL	0.012	0.066		
SL	0.002	0.412	1,123	

F-square is size used for evaluate impact relatively from variables (exogenous) that influence to (endogenous) variables are affected (Vinzi et al., 2010). Change R-square value when variable exogenous certain issued from the model can used for evaluate is omitted variables own impact substantive to endogenous construct (Vinzi et al., 2010). Criteria f-square values are compiled based on Cohen (1988), where an f-square value of 0.02 is classified as influence small, the f-square value of 0.15 is classified as influence moderate, and an f-square value of 0.35 is classified as influence big variable exogenous against endogenous.

From table 5 you can concluded that The OCM f-square value for EE is 0.273 which is classified as influence moderate, the f-square value of OCL against EE is 0.012 which is classified as influence small, the f-square value of SL against EE is 0.002 which is classified as influence small, the f-square value of OCL against OCM is 0.06 which is classified as influence small, the f-square value of SL against OCM is 0.412 which is classified as has a large influence, the f-square value of SL on OCL is 1.123 which is classified as influence big . Based on the F-Square values, can be concluded that a number of variable exogenous own significant impact to endogenous variables in the model.

**Q-Square**

Table 6. Q-square value

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
EE	1476,000	1172,849	0.205
OCM	1640,000	1193,836	0.272
OCL	1968,000	1490,477	0.243
SL	2296,000	2296,000	

Relevance predictions (*Q-square*) is also known as Stone-Geisser's test this done for know ability predictions with procedure closing eyes (Vinzi et al., 2010). If the value obtained is 0.02 classified small, 0.15 is classified classification medium, and 0.35 is classified

classification big. Based on table 6, can concluded that variable EE has Q-Square value is 0.205, which is classified as influence predictions medium. OCM variables have Q-Square value is 2.272, which is also classified as influence predictions medium. Whereas OCL variables have Q-Square value is 0.243, which is also classified influence predictions medium. With so, results this show that the model has sufficient ability good in predict EE, OCM, and OCL based variables Q-Square criteria.

**Direct Effects**

Table 7. Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H1 SL -> EE	0.055	0.050	0.117	0.470	0.638
H2 OCL -> EE	0.118	0.124	0.086	1,368	0.172
H3 OCM -> EE	0.583	0.590	0.106	5,511	0,000
H4 SL -> OCM	0.589	0.591	0.075	7,836	0,000
H5 OCL -> OCM	0.236	0.238	0.086	2,727	0.007
H6 SL -> OCL	0.727	0.729	0.052	14,027	0,000

Analysis influence direct or *direct effects* addressed for test hypothesis influence direct something variables that influence (exogenous) the influenced (endogenous) variables. Study this proposed 9 hypotheses. Testing hypothesis use technique analysis tested *bootstrapping* through coefficient path and *P-value*.

According to Sarstedt et al. (2020), value *path coefficient* or coefficient marked path positive show that influence something variable to variable other nature in one direction. If value something variable exogenous increases, then mark Endogenous variables also increase (Vinzi et al., 2010). *Path coefficient* value or coefficient track negative show that influence something variable to variable other opposite direction (Sarstedt et al., 2020). *The path coefficient* value itself can seen in the table part *original sample*. If value variable exogenous increases, then mark endogenous variables decrease (Vinzi et al., 2010). If the P- Values < 0.05 then considered significant. If the P-Values value is > 0.05 then categorized as no significant (Vinzi et al., 2010). Then if t-statistical value > 1.967 (=TINV (0.05; 300-3) (t-table significance 5%) as addition indicator decider significance (Vinzi et al., 2010).

**Indirect Effects**

Table 8. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H7 SL -> OCM -> EE	0.343	0.348	0.075	4,597	0,000
H8 OCL -> OCM -> EE	0.137	0.141	0.060	2,278	0.023
H9 SL -> OCL -> EE	0.086	0.092	0.066	1,307	0.192

Analysis influence no direct or *indirect effects* addressed for test hypothesis influence no direct something variables that influence (exogenous) the variables that are influenced (endogenous) that are intermediated / mediated by something variable mediation (mediator variable). Referring to Vinzi et al. (2010), in analysis influence no straight away, when P-values < 0.05 , then considered significant. This thing can interpreted that variable role as mediator, with mediate influence variable exogenous to endogenous variables. In other

words, its influence is no straight away. Temporary when P-values > 0.05, then considered no significant. This thing can interpreted that variable no role as a mediator, no mediate influence something variable exogenous to something endogenous variables. In other words, its influence is influence direct (Vinzi et al. 2010). Then If t- statistical value >1.967 (=TINV (0.05; 300-3) (t-table significance 5%) as addition indicator decider significance (Vinzi et al., 2010).

**Total Effect**

Regarding with exists influence direct or not straight away, then total influence becomes essential. *Total Effect* is results summation between *direct effects* and *indirect effects*.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
SL -> EE	0.584	0.593	0.058	10,064	0,000
OCL->EE	0.255	0.266	0.098	2,611	0.009
OCM-> EE	0.583	0.590	0.106	5,511	0,000
SL -> OCM	0.760	0.764	0.031	24,456	0,000
OCL-> OCM	0.236	0.238	0.086	2,727	0.007
SL -> OCL	0.727	0.729	0.052	14,027	0,000

Based on results measurement that, you can is known that variables that have greatest total influence is connection spiritual leadership towards commitment with 0.760. The total influence is smallest lies in influence culture organization to commitment organization that owns influence of 0.236.

**Discussion**

**Testing Hypothesis 1**

Estimation parameters for testing influence spiritual leadership (*spiritual leadership*) to involvement employee (*employee engagement*) show mark *path coefficient* of 0.055. This value show influence nature unidirectional, Result of the P-values show 0.172. This value signifies goes beyond 0.05, then considered no significant. Then t-statistic value is 0.470, which is below 1.967, p this signifies influence no significant. Third mark this fulfil condition acceptance of H0, rejection of H1. With thereby can with drawn conclusion that H0 is accepted, no there is influence positive and significant in a way direct between *spiritual leadership* towards *employee engagement*. The more tall *spiritual leadership*, increasingly low *employee engagement* BMT UGT Nusantara employees.

**Testing Hypothesis 2**

Estimation parameters for testing influence culture organization to involvement employee show mark *path coefficient* of 0.118, this value show influence nature unidirectional, result of P-values show 0.172, value This signifies goes beyond 0.05, then considered no significant. Then t-statistic value is 1.368, which is below 1.967, p this signifies influence no significant. Third mark this fulfil condition acceptance of H0, rejection of H1. With thereby can with drawn conclusion that H0 is accepted, ie no there is influence positive and significant in a way direct between direct between organizational culture towards employee engagement. The more tall organizational culture, then the more low employee engagement BMT UGT Nusantara employees.

**Testing Hypothesis 3**

Estimation parameters for testing influence commitment organization to involvement employee show mark path coefficient of 0.583. This value show influence nature in one direction. The result of P-values show 0.000, value this signifies goes beyond 0.05, then considered significant. Then t-statistic value is 5.511, which is below 1.967, p this signifies influence significant. Third mark this fulfil condition rejection of H0, acceptance of H1. With thereby can with drawn conclusion that H0 is rejected, there is influence positive and significant in a way direct between organizational commitment to employee engagement. The more tall organizational commitment, increasingly tall employee engagement BMT UGT Nusantara employees.

#### **Testing Hypothesis 4**

Estimation parameters for testing influence spiritual leadership to commitment organization shows mark path coefficient of 0.589. This value show influence nature in one direction. The result of P-values show 0.000, value this signifies goes beyond 0.05, then considered significant. Then t-statistic value is 7.836, which is below 1.967, p this signifies influence significant. Third mark this fulfil condition rejection of H0, acceptance of H1. With thereby can with drawn conclusion that H0 is rejected, there is influence positive and significant in a way direct between spiritual leadership towards organizational commitment, increasingly tall spiritual leadership, increasingly tall organizational commitment of BMT UGT Nusantara employees.

#### **Testing Hypothesis 5**

Estimation parameters for testing influence culture organization to commitment organization shows mark path coefficient of 0.236. This value show influence nature in one direction. The result of P-values show 0.007, value this signifies goes beyond 0.05, then considered significant. Then the t-statistic value is 2.727, which is below 1.967. This thing signifies influence significant. Third mark this fulfil condition rejection of H0, acceptance of H1. With thereby can with drawn conclusion that H0 is rejected, ie there is influence positive and significant in a way direct between organizational culture to organizational commitment.

#### **Testing Hypothesis 6**

Estimation parameters for testing influence spiritual leadership to culture organization shows mark path coefficient of 0.727. This value show influence nature in one direction. The result of P-values show 0.000, value this signifies goes beyond 0.05, then considered significant. Then t-statistic value is 14.027, which is below 1.967, p this signifies influence significant. Third mark this fulfil condition rejection of H0, acceptance of H1. With thereby can with drawn conclusion that H0 is rejected, there is influence positive and significant in a way direct between spiritual leadership towards organizational culture.

#### **Testing Hypothesis 7**

Estimation parameters for testing influence spiritual leadership to involvement employee through mediation commitment organization shows the t-statistic value is 2.278, value this surpassed 1.96. With P-values 0.023 or is below 0.05. Second mark this fulfil condition rejection of H0, acceptance of H1. With thereby can with drawn conclusion that H0 is rejected, there is influence positive and significant in a way no direct between spiritual leadership to employee engagement through mediation organizational commitment or construct organizational commitment plays a role positive in mediate connection between spiritual leadership and employee engagement.

### Testing Hypothesis 8

Estimation parameters for testing influence culture organization to involvement employee through mediation commitment organization shows t-statistic value is 4.597, value This Not yet surpassed 1.96. With P-values 0.000 or is below 0.05, Second mark This fulfil condition rejection of H<sub>0</sub>, acceptance of H<sub>1</sub>. With thereby can with drawn conclusion that H<sub>1</sub> is accepted, ie there is influence positive and significant in a way no direct between organizational culture to employee engagement through mediation organizational commitment.

### Testing Hypothesis 9

Estimation parameters for testing influence influence spiritual leadership to involvement employee through mediation culture organization show t-statistic value is 1.307, value this not yet surpassed 1.96. With P-values 0.192 or is below 0.05, Second mark this fulfil condition acceptance of H<sub>0</sub>, rejection of H<sub>1</sub>. With thereby can with drawn conclusion that H<sub>0</sub> is accepted, no there is influence positive and significant in a way no direct between spiritual leadership to employee engagement through mediation organizational culture. In other words, influence in relation this is influence straight away.

### Conclusion

Spiritual leadership has a negative and insignificant influence on employee engagement. The higher the level of spiritual leadership, the lower the level of employee engagement. This can be explained by several factors which suggest that other factors in the work environment may have a greater influence on employee engagement. For example, organizational policies, work structures, and work climates that do not support employee involvement can be more dominant factors in influencing employee motivation and participation.

Organizational culture has a negative and insignificant influence on employee engagement. The higher the level of organizational culture, the lower the level of employee engagement. Organizational culture has a crucial role in shaping the work climate, norms and values adopted by employees in the organization. However, interpretation of the impact of organizational culture on employee engagement may be complex and requires more in-depth analysis. This can be explained by the assumption that the organizational culture that arises from the background of the majority of employees from Islamic boarding schools can provide its own unique characteristics. Values inherited from the Islamic boarding school environment and brought into the professional environment can create unique dynamics that influence employee engagement.

Organizational commitment has a positive and significant influence on employee engagement. The higher the level of organizational commitment, the higher the level of employee engagement. Spiritual leadership has a positive and significant influence on organizational commitment. The higher the level of spiritual leadership, the higher the level of organizational commitment. Organizational culture has a positive and significant influence on organizational commitment. The higher the level of organizational culture, the higher the level of organizational commitment. Spiritual leadership has a positive and significant influence on organizational culture. the higher the level of spiritual leadership, the higher the level of organizational culture. Organizational commitment mediates the relationship between spiritual leadership and employee engagement positively and significantly. Organizational

commitment mediates the relationship between organizational culture and employee engagement positively and significantly. Organizational culture mediates the relationship between spiritual leadership and employee engagement negatively and significantly.

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