# Spiritual Leadership and Organizational Citizenship Behavior as Factors Influencing Employee Performance:A Literature Review

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A R T I C L E I N F O

A B S T R A C T

Employee performance has many factors that can influence it. This study aims to find out and analyze spiritual leadership and organizational citizenship behavior as factors that affect employee performance. This research method is qualitative through a literature review related to spiritual leadership, organizational citizenship behavior, and employee performance. The study results show that spiritual leadership is a leadership style that can be a factor in determining employee performance. Research findings related to organizational citizenship behavior also impact employee performance because of a sense of belonging to the organization or company where employees work, and spiritual leadership can also influence performance through organizational citizenship behavior. This research contributes to opportunities to improve employee performance by applying spiritual leadership styles and organizational citizenship behavior so that future researchers can use and develop research models

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## INTRODUCTION

Human resources play an essential role and greatly determine the success of an organization (Darmawan et al., 2021). The effectiveness of the organization is reflected in the results of employee work, which is often referred to as employee performance (Umam & Auliya, 2018). Moving an organization that focuses on improving employee performance requires leaders who influence the people they lead (Ratnasari & Sutjahjo, 2021) because leaders are one of the critical factors that determine an organization's or company's success (Fortuna, 2020). It is also known that an employee's performance in carrying out duties does not stand alone but is related to his leadership role (Nafidzi, 2020); it is also supported by Fadude et al.. His research shows that leadership has a significant influence on employee performance. Improving employee performance means achieving individual or employee work results to achieve organizational goals (Yuliana, 2022).

The leadership leaders will vary depending on their needs to encourage their subordinates to make a maximum contribution to the company because effective leadership improves employee performance (Sumadi et al., 2019). Each leadership style is unique in terms of collaboration, communication, motivation, goal-setting, and decision-making (Pranogyo & Hendro, 2022), and traits or characters as part of a person's personality are thought to affect his leadership style directly. Leadership is also one of the determinants of the organization's direction and goals, which must be able to respond to the times (Sumadi et al., 2019). Today, a spiritual leadership model meets the criteria for creating a great organization or organization and can be applied even in the millennial era. Therefore, companies need corporate spiritual leadership that creates personal spiritual and spiritual culture. Spiritual leadership is crucial in overcoming corporate challenges (Rosyid et al., 2021).

The concept of universal and flexible leadership with spiritual guidance has emerged as one of the main factors of corporate success (Nafidzi, 2020). Good leadership in Islamic standards should be an example and role model (Efrina, 2022). Spiritual leadership is also based on religious ethics (Fortuna, 2020). Furthermore, spiritual leadership refers to the style and behavior of the leader who leads the organization, while leader spirituality refers to the mental characteristics and circumstances of the leader. Spiritual leadership is considered a solution to the current leadership crisis. Spiritual leadership is an evolutionary model of leadership style because it starts from the paradigm of humans as rational, emotional, and spiritual beings (Nurcholiq, 2013). Then there is the role of spiritual intelligence (SQ), where the part of SQ is a necessary foundation for the effective functioning of intellectual intelligence (IQ) and emotional intelligence (EQ) (Septiarini & Gorda, 2018).

Related to the above, given the importance of spiritual intelligence in the world of work, some organizations strive to improve the work behavior of their employees to meet spiritual needs and enable each employee to work optimally. A good leader is said to have good spiritual intelligence and can bring spiritual values to his leadership (Yogatama, 2018). The spiritual leadership style blends IQ, EQ, and SQ. Therefore, a leader has intellectual abilities and can control

emotions wrapped in spirituality that bring the worldly dimension to a spiritual extent (Pratama & Muhammad, 2020). In an accelerating era of evolution, modern leadership must recognize the importance of spiritual values accompanying business activity, such as integrity in decision-making and action, passion and optimism, and wisdom and courage (Sugiyardi, 2019). Today, many companies practice religious values such as integrity, humility, upholding human dignity, providing benefits for everyone, and sacrificing for others (Novalia et al., 2021). Leadership requires extensive knowledge and consistent self-improvement on the part of the leader because it is not an easy task to carry the burden of the entire company or organization alone. After all, leadership has a weighty responsibility and mission that needs to be carried out correctly (Supriyanto & Ekowati, 2019). Therefore, the presence of spiritual leadership can play a role in increasing employee motivation and meeting psychological needs. This form of spirituality is necessary to enable employees to complete tasks faster, meaningfully, and efficiently (Chua et al., 2022).

Based on the description that has been explained about the phenomenon of spiritual leadership being one of the current leadership styles that will affect performance, we also want to know from the side of employee Organizational Citizenship Behavior (OCB) because OCB is also one of the factors that play an essential role in determining employee performance (Supriyanto & Ekowati, 2019).

## THEORETICAL REVIEW
### Spiritual Leadership

According to Hasibuan and Wahyuni (2022), spiritual leadership makes spiritual beliefs, core values, and philosophies in leadership behavior. According to Permana et al. (2021), spiritual leadership is leadership that can inspire, awaken, influence, and mobilize through example, service, compassion, and implementation of values and other divine traits in leadership's goals, cultural processes, and behavior. Then, according to Vicky and Asj'ari (2021), spiritual leadership means leading with conscience and always being honest, trusted by others, and intelligent to form a character or character of a leader that can be imitated or exemplified. As for other definitions by Nafidzi (2020), spiritual leadership is interpreted as the incorporation of essential points in humans that include attitudes and behaviors to be intrinsically motivated so that a sense of spiritual defense arises through the soul's vocation. Furthermore, according to Arinnandya and Hukama (2018), spiritual leadership is leadership that applies spirituality in the workplace—following the definition by Supriyanto and Ekowati (2019) that spiritual leadership according to the Islamic perspective is leadership based on the concept of the Prophet SAW. This leadership offers a leadership model that seeks to strategize achieving success in a balanced manner, including business, family, social, and spiritual, based on leadership examples. Almost the same thing was also expressed by Puspitasari (2019), who states that spiritual leadership passes worldliness to the spiritual dimension (divinity) and prioritizes the value of spirituality in leadership activities. Also, according to Sarkowi (2020), spiritual leadership brings the worldly dimension to the spiritual dimension (divinity). Leadership is believed to be a mandate from Allah SWT.

Based on several definitions of spiritual leadership that have been described, it can be concluded that spiritual leadership is a leadership style that applies spiritual values in running an organization or company to achieve the desired goals without losing spiritual values because it prioritizes the worldly dimension only.

**Organizational Citizenship Behavior**

According to Abrar and Isyanto in Madona et al., (2023), OCB or Organizational Citizenship Behaviour is an individual's contribution that exceeds the demands of the role in the workplace. Individual grants will create the quality of personal employee productivity, affecting the performance improvement built in an organization. Another definition is according to Agustin et al. (2023), that Organizational Citizenship Behavior is a state in which employees are willing to perform tasks that are not contained in their job description. According to Ardella and Suhana (2023), organizational citizenship behavior (OCB) is behavior that helps make formal organizations a little more relaxed and cooperative initially. Following the definition by Astaginy et al., (2022), OCB is a behavior that arises due to a feeling of belonging as a member of the organization and feeling happy or satisfied if it can contribute more to the organization. Then, according to Safrida et al. (2023), OCB is a preferred behavior that is not a formal employee work obligation but can support the effective functioning of the organization. Almost the same thing was also expressed by Surya et al., (2022) that OCB (Organizational Citizenship Behavior) is a voluntary behavior of a person to want to perform duties or work outside of his responsibilities and obligations for the progress or benefit of the organization or company. Furthermore, according to Said et al., (2021), OCB has a personality that exceeds the Company's standards which of course, OCB can increase the company's efficiency in reaching the company's targets.

Based on several definitions of OCB that have been described, it can be concluded that OCB or Organizational Citizenship Behavior is behavior that arises because of a feeling of belonging as a member of an organization or company so that it is willing to do work outside of responsibility and is ready to exceed the expectations of the organization or company.

**Employee Performance**

According to Ratnasari et al. (2020), Employee performance is the result of the work that a person has done responsibilities, which can be measured by apparent aspects and indicators in the process of achieving so that the results can be measured whether the results increase or decrease from the work behavior he has done within a certain period or the effects of work achieved by individuals who are aligned with their role in the organization which is associated with a standard and value that must be completed in an organization or his work. Furthermore, according to Arifqi (2020), Employee performance is a process of establishing what employees must achieve and how to approach them to achieve the desired goals. According to Muizu et al. (2019), the other definition is that employee performance is an achievement earned by employees based on predetermined standards and measures. The reports of Mariani and Gorda (2019) reinforce that employee performance is all the results of accomplishments achieved by someone in carrying out their work within a certain period by

predetermined standards and criteria to contribute to achieving organizational goals. Then, according to Efrina (2022), Employee performance is a combination of behavior with the accomplishment of what is expected and its choices or part of the task requirements that exist in each employee to achieve organizational goals. So, job performance generally refers to how well a person can do his job.

Based on several definitions that have been described, it can be concluded that employee performance is the result of work or achievements obtained by employees during the appointment that is by the standards and expectations of the place where they work so that they can help achieve the goals of the organization or a company.

## METHODOLOGY

This study uses qualitative methods to know and analyze spiritual leadership styles and Organizational Citizenship Behavior (OCB) as factors that can determine the performance of employees in an organization or company through data collection with literature surveys, namely reviewing books, scientific articles, and other sources relevant to specific problems, fields of research, or theories that aim to provide descriptions, summary, or it can be a critical evaluation of the literature (Pradana et al., 2021). From several sources used about spiritual leadership, organizational citizenship behavior, and employee performance, analysis was carried out and further explained.

## RESULTS AND DISCUSSIONS

Spiritual leadership is not about religion but about adopting the essence of a human relationship with the Creator that is applied in the practice of his organization (Sarumaha et al., 2022). The dimensions of spiritual leadership, according to Masharyono (2018) are as follows:
1. Vision: That is what you dream of, the state you aspire to, and what you want to achieve in the future. Vision in the context of spiritual leadership shows the results that all organization members wish to achieve. Therefore, it takes effort and effort and strategy to complete it.
2. Hope/Belief: It is defined as the ability to recognize current external circumstances and explain the strength of one's beliefs.
3. Altruistic love: Putting others before oneself is a true characteristic of many cultures and is at the core of many religions. Altruistic behavior is not just an act; attitudes and actions manifest altruistic morality. Altruistic morality involves more than generosity and compassion. Altruistic love, in the context of this theory, is a sense of wholeness and harmony that makes us more productive through attention, compassion, and respect for ourselves and others. A typical relationship between spirituality and religion is the value of altruistic love, or gratitude and loyalty to the interests of others.
4. Meaning: The feeling that one's life has meaning and energy is fulfilled. Efforts to increase relevance can be achieved through a four-step approach. First, create an atmosphere that encourages creativity and activity and makes employees happy with their work so they don't feel like wasting their time. Second, create a situation where employees feel they have their own day. Third, it is also essential to acknowledge the work done by creating feelings

of gratitude, willingness to serve, and a positive attitude. Fourth, an atmosphere of mutual care and support between leaders and followers, both towards customers and towards others, creates conditions for effective communication.

5. Membership: This is the feeling that employees feel understood, understood, and valued. This attitude allows employees to feel valuable in the eyes of others. Organizational membership can be increased when clear and meaningful standards are established for all members. When focusing on the needs of members or employees, it's important to show each other the importance of empathy for others. In addition, the organization cares about the environment, provides support, and exchanges information. Finally, leaders must set an example for all employees by demonstrating harmony between words and actions.

Then, spiritual leadership in Islam there are four dimensions (Arifqi, 2020):

1. Shidiq (honesty): The character of honesty can give the identity of a leader to his subordinates.
2. Amanah (trust): Having a sense of responsibility for the leader's duties.
3. Fathonah (intelligent): A leader must have extensive leadership knowledge. Able to provide concepts, solve problems, and have many innovations.
4. Tablig: The ability of a leader to provide information and action on what should be done for the organization's progress.

In addition, Organizational Citizenship Behavior also affects company performance. Although Organizational Citizenship Behavior is not widely understood, employees of a company or organization may have implemented organizational citizenship behavior in the workplace. One of the strategic efforts to develop employees is the existence of Organizational Citizenship Behavior in the organization (Safrida et al., 2023).

**The Influence of Spiritual Leadership on Employee Performance**

In the research of Ikromuddin et al. (2019), the independent variable is spiritual leadership, and the dependent variable is employee performance. This study aims to determine the role of spiritual leadership in improving employee performance at PT. POS (Persero) Lumajang Regency. The method used in this study is a quantitative method using simple linear analysis techniques. The population in this study is all employees at PT. POS (Persero) Lumajang totaled 68 people, consisting of 55 fixed employees, 5 TAD employees, 2 TKI employees, 2 Partner employees, and 4 oranger employees. In this study, the sampling technique is non-probability sampling, namely saturated sampling, where all population members are used as respondents. So, the sample in this study is employees of PT. POS (Persero) Lumajang Regency totaling 68 people. The hypothesis testing results significantly influence spiritual leadership (SL) variables and employee performance at PT. POS (Persero) Lumajang Regency.

Other research by Nafidzi (2020) leads to an analysis of the influence of spiritual leadership on the performance of bank employees. The type of research is descriptive quantitative, with a total sample of 88 employees of Bank Syariah Mandiri through convenience sampling techniques (nonprobability sampling).

Research data were collected using closed questionnaires and interviews. The SPSS program assisted data analysis through simple linear regression with t-tests. The research found that 59.1% (52 people) rated their leaders as having high spiritual leadership, and more than half of 62 (70.5%) employees had high-performance levels. The t-test analysis obtained a significance value of 0.000 < α = 0.05 and an R-value = 0.595, which means that leadership has a spiritual influence on bank employees' performance by 59.5%, as for research by Azlimin and Juslan (2021) who researched to determine the impact of spiritual leadership on improving the performance of human resources and puskesmas organizations in Kendari City. Observation, interviews, and secondary data collection carry out data collection techniques. The data were analyzed using quantitative methods. The study's respondents were Puskesmas employees determined by proportional random sampling. Respondents in this study totaled 61 samples, and data analysis was done using the SEM method with SmartPLS 3.0 software. The data collection technique uses a questionnaire with a Likert scale. The results showed that spiritual leadership positively affects human resource performance.

Further research by Permana et al. (2021) Aims to determine whether or not spiritual leadership influences performance through affective commitment and job satisfaction. This type of research is descriptive and associative quantitative research. The population in this study is Islamic banking employees who are banking subsidiaries of State-Owned Enterprises in Pontianak, namely Bank Syariah Mandiri, Bank Rakyat Indonesia Syariah, and Bank Negara Indonesia Syariah. The questionnaire in the study used a Google form and was distributed to 120 respondents with a proportion of 40 Islamic banking samples each through the WhatsApp application link and email. This research method uses path analysis using the SPSS 26.0 analysis tool. The results showed that spiritual leadership partially affected affective commitment and job satisfaction, and spiritual leadership, affective commitment, and job satisfaction partially impacted employee performance.

Sugiyardi's (2019) research aims to analyze the influence of spiritual leadership and work motivation on employee performance. This explanatory research uses SPSS to process sample data of 100 Bank Rakyat Indonesia employees in Madura. The results showed that spiritual leadership positively and significantly affected employee performance. Then Astriati (2022), in his research, aims to find out how the leadership style is applied in the Mangrove printing company. This research uses qualitative studies. Data collection in this study used interview methods, direct observation, and documentation from the company. The results showed that Mangrove's leadership style is spiritual-based leadership. The results show that spiritual-based leadership styles are appropriate to be applied in predominantly Muslim companies. It is proven that this leadership has a positive impact on employee performance.

Research by Ayunda and Rahayu (2020) used the primary data collection method, namely by distributing questionnaires, where the population in this study is Waroeng Special Sambal Karanganyar employees. Sampling in this study used census techniques with a sample of 50 respondents. Validity and reliability testing results show that all question items asked are proven valid and

reliable. The results of the t-test show that spiritual leadership has a significant effect on employee performance.

*Proposition 1: There is a positive influence of spiritual leadership on employee performance*

**The Effect of Organizational Citizenship Behavior on Employee Performance**

Based on research conducted by (2023) to analyze the influence of Human Relations, Organizational Citizenship Behavior (OCB), and Work Discipline on Employee Performance at PT Sukses Mitra Sejahtera. This research was conducted using quantitative research methods by presenting a numerical assessment of several instruments through questionnaires on a research sample of 40 respondents, namely employees as permanent daily at PT Sukses Mitra Sejahtera. The research sampling technique used a proportional random sampling technique. Analysis of research data was calculated using classical assumption tests, determination measurements, partial tests, and simultaneous tests with SPSS ver. 25. The results of this study show that Organizational Citizenship Behavior (OCB) has a positive and significant effect on the Performance of PT Sukses Mitra Sejahtera Employees.

Other research by Agustin et al. (2023) This study aims to determine the influence of Organizational Citizenship Behavior (OCB) variables and organizational commitment on the performance of Perumda Pasar Joyoboyo employees in Kediri City. This study used quantitative methods and sampling techniques, including purposive sampling techniques that used predetermined criteria. The criteria are all permanent Perumda Pasar Joyoboyo Kediri City employees, totaling 12 people. The primary data collected will be processed using the SPSS application. In the analysis that has been carried out, it was found that the variable Organizational Citizenship Behavior (OCB) has a significant effect on the performance of Perumda Pasar Joyoboyo employees in Kediri City. Then, research from Ardella and Suhana (2023) aims to find empirical evidence of the influence of organizational culture, work ethic, and Organizational Citizenship Behavior (OCB) on employee performance at the Semarang City Land Office. The sample in this study was 91 employees, and a saturated sampling technique was used, where all populations were sampled. The results proved that OCB has a sig value of $0.033 < 0.05$. Based on the study's results, it can be concluded that OCB positively and significantly affects employee performance.

Subsequently, (2023) was conducted at the Medan City Manpower Office using a quantitative approach with path analysis techniques. The results of this study show that organizational citizenship behavior influences employee performance. Then, research by Surya et al., (2022) aims to determine how much influence Organizational Citizenship Behavior and work environment have on the performance of lecturers at Amir Hamzah University. The population in this study is all permanent lecturers of the Tengku Amir Hamzah University Foundation, faculty of law and business, totaling 38 lecturers in sampling using probability sampling techniques. The sampling technique used is a questionnaire using the Likert Summated Rating method. Data analysis techniques in this study use data description, classical assumption test, multiple linear regression, t-test (partial test), F test (simultaneous test), and coefficient of determination. The

results showed that partial Organizational Citizenship Behavior also influences performance.

Other research by Said et al., (2021) aimed to determine the effect of organizational commitment and organizational citizenship behavior on employee performance. The method used is a descriptive method with a quantitative approach. The population in this study is employees of the Indonesian Tempe Kuningan tofu cooperative which amounted to 37 people. The sampling technique was saturated sampling so that the samples obtained were all Indonesian Tempe Kuningan tofu cooperative employees, totaling 37 people. The data processing techniques used are multiple linear regression and hypothesis testing. This study's result is that organizational commitment and citizenship behavior have a positive and significant effect on employee performance. Further research by Syah (2020) is conducted with a quantitative approach by conducting a survey of 131 respondents of Bank SUMUT Syariah employees in Medan City using the random sampling method. The analysis tool used in this study is Path Analysis. The results of this study show that Organizational Citizenship Behavior has a positive and significant influence on the performance of Bank SUMUT Syariah employees in Medan City.

*Proposition 2: There is a positive influence of organizational citizenship behavior on employee performance*

**Spiritual Leadership Influences Employee Performance Through Organizational Citizenship Behavior**

Research conducted by Arinnandya and Hukama (2018) shows that the population in the study is employees of PT MNC Sky Vision Tbk, with a total of 40 people. The data analysis used is validity, reliability test, regression, t-test, and coefficient of determination. The results showed that spiritual leadership positively and significantly influences Organizational Citizenship Behavior. Further research by Pio and Lengkong (2020) aims to analyze the relationship between spiritual leadership, quality of working life (QWL), ethical behavior, and its implications for organizational citizenship behavior (OCB). Research design is a quantitative method of explanatory research to explain phenomena or correlation patterns between concepts. The focus of this research is employees in three private hospitals managed by faith-based foundations or institutions as research areas, namely (1) Adventist Hospital, (2) Radiance of Love Hospital, and (3) Siti Maryam Hospital, Manado, Indonesia. The population in this study was all employees, and the sample size was 150 respondents (using the Slovin Formula), with simple random sampling. The analytical method used to test the research hypothesis is covariance-based structural equation modeling (SEM) called partial least squares (PLS). Spiritual leadership indirectly affects OCB, with QWL and ethical behavior as mediating variables. The research conducted by Idawati and Mahadun (2022) aims to examine the influence of spiritual leadership on organizational citizenship (OCB) behavior, investigating the effect of spiritual leadership on employee performance, investigating the impact of work commitment on employee performance, investigating the influence of spiritual leadership on work commitment, investigating the effect of work commitment on OCB, and examining the effect of OCB on the performance of Islamic banking employees. Related to the purpose of research, the type of

research is explanatory research. The sampling technique is saturated sampling. The research sample was 102 Islamic banking employees in Malang. The questionnaire collected data and analyzed it using structural equations modeling (SEM). The results suggest that spiritual leadership influences OCB.

*Proposition 3: There is a positive influence of spiritual leadership on employee performance through organizational citizenship behavior*
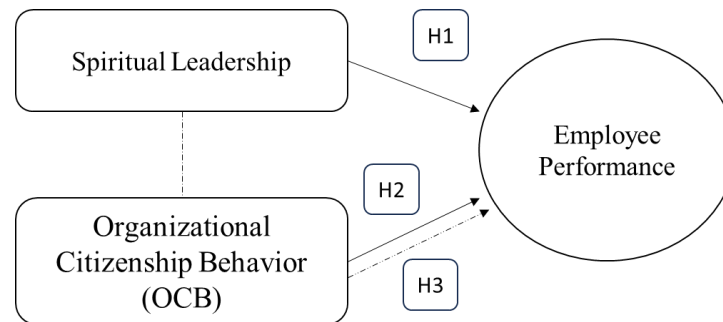


Figure 1. Research Model Proposal

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of a literature review that has been conducted on spiritual leadership and Organizational Citizenship Behavior (OCB) which is a determining factor of employee performance, this study explains that spiritual leadership is leadership that can be used, especially in facing rapid changes from various fields of life or organizational dynamics in the current era and based on the literature that has been analyzed, It was found that spiritual leadership plays a role as a factor influencing employee performance. Then, the terms of Organizational Citizenship Behavior (OCB), known as behavior that feels like belonging as a member of the organization today, is very useful because, based on the literature that has been analyzed, the existence of Organizational Citizenship Behavior (OCB) can affect the performance of the employees themselves. Then, based on other literature analyses, it was found that spiritual leadership can affect employee performance through organizational citizenship behavior as a mediating variable. Furthermore, of the three theories discussed in this study, namely spiritual leadership, Organizational Citizenship Behavior (OCB), and employee performance, it is hoped that future researchers can broadly examine these three variables in terms of research models, research areas, and with the addition of other variables.

## FURTHER STUDY

Research is limited to a literature review on two factors that can affect the performance of employees, namely spiritual leadership style and organizational citizenship behavior. Therefore, future research can examine other factors or variables affecting employee performance.

## ACKNOWLEDGMENT

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