

The Influence of Spiritual Leadership on Sense of Calling with Motivation as an Intervening Variable at Amanah Ummah Hospital

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Abstract: This study aims to analyze the variables of spiritual leadership and motivation that affect the sense of calling variable. The population in this study were non-structural medical personnel at Amanah Ummah Hospital, Purworejo. The number of samples in this study were 75 samples derived from primary data, which was obtained directly from the first source using questionnaire data collection techniques. The variables used in this study are spiritual leadership and motivation as independent variables, while the dependent variable is sense of calling.

The data quality test used is a test of validity and reliability. Classical assumption test includes normality test, multicollinearity and heteroscedasticity test. The hypothesis test used is t statistical test, f statistical test, path analysis. Research results 1) Spiritual leadership has a significant effect on motivation. 2) Spiritual leadership has a significant positive effect on sense of calling. 3) Motivation has a significant positive effect on sense of calling. 4) Spiritual Leadership has a significant positive effect on Sense of Calling through Motivation.

Keywords: Spiritual Leadership, Motivation, Excellent Service, Sense of Calling.

Introduction

Leadership is an attempt to influence other individuals or groups. A leader must be able to combine elements of self-strength, authority, personality and social abilities to influence the behavior of others. An organizational leader must be able to establish relationships between fellow officials and staff regardless of the position and circumstances of the staff or subordinates, Cahyono in (DEWI, 2016). Leaders are individuals who become the main driving force that coordinates other individuals so that their activities and goals are in sync with the plan. A leader must have high integrity and can encourage employee performance. Louis Fry W (2005) in (Sureskiarti et al.,2017) explains that one of the things related to the effectiveness of a leadership in the workplace, can't be separated from spiritual values. Therefore, it is important to apply spiritual moral values to employees or employees. Spiritual needs in the workplace will have a positive impact on human and psychological health and can be used as the foundation of spiritual leadership. According to Tobroni(2005) in (Rahmawaty,2016), the concept of spiritual leadership is a solution to the leadership crisis caused by the decline in human values as a result of ethical malaise and ethical crisis.

Motivation is the most decisive factor for an employee at work. Motivation is an employee's response to statements about effort that arise from oneself as an encouragement to work and achieve goals. Motivation is a process that describes the intensity, direction, and persistence of an individual to achieve his goals. In organizations, employee motivation is very important because it will make the productivity of the organization or company run smoothly. Maslow in (Robbins & Judge, 2015) hypothesized that in every human being there is a hierarchy of five needs, physiological, security, social, esteem, self-actualization. Based on the description above, it can be concluded that motivation is an activity that can influence, lead to, and encourage individual behavior. A leader must be able to understand individual behavior in order to influence it in working in accordance with the flow of the organization.

Sense of calling is an urge to serve consumers or patients. In the opinion of Wrzesniewski, McCauley, Rozin and Schwartz (1997) in (Lee, 2014), sense of calling is related to a person's motivation to perform their duties, especially in social work such as teaching. Sense of calling is a sense of being called to do a job or serve consumers. This sense of calling is needed, especially for organizations or companies engaged in the field of public health. Indeed, the meaning of "vocation" has deep spiritual roots and is conceptualized as being called by a higher authority or God doing a morally and socially significant work, Wrzesniewski et al., (1997) in (Lee, 2014).

From spiritual leadership, motivation, and sense of calling, an organization or company will achieve its goals as planned if these three things are in sync and can be controlled. The actions of a leader affect the disciplinary behavior of his employees through the motivation of the employee and the leader who motivates his employees. This will create effective and good working conditions. Lack of employee motivation causes organizational or company productivity to decline. In addition, the lack of employees' spiritual moral values will

also have a negative influence. Obstacles like that need to be considered and resolved appropriately. So that the feedback from consumers received by the company or organization will be positive. Based on Fry's theory in (Rahmawaty, 2016), spiritual leadership theory may be a leadership theory designed to form intrinsic motivation. Spiritual leadership consists of values, attitudes and behaviors to motivate oneself and others to have a sense of spiritual life through calling and membership, to have meaning in their lives, to feel understood and valued.

Hospitals are places that really need a sense of calling in patient care (sense of calling) wholeheartedly so that patients remain comfortable. The Purworejo Community Trust Hospital is a hospital that is quite large and easily accessible by people who come from Purworejo Regency, especially the city area. This hospital was founded in early 2018 which previously had a vacuum for more than half a year. Amanah Ummah Hospital is the reincarnation of PKU Muhammadiyah which was previously involved in a dispute over ownership between PD Muhammadiyah and investors, but the problem has been resolved amicably. Many people in Purworejo choose Amanah Ummah Hospital because there are not many queues so that the treatment is faster. The more patients who enter the Amanah Ummah Hospital, the nurses are required to be more optimal in serving the community. Nurses are required to make patients and also the families of patients who are hospitalized or who are just taking medication feel comfortable. In this case the role of a leader is very influential for nurses. Leaders are also required to provide education and motivation so that nurses become more sensitive in handling and serving patients and can also foster a sense of calling for nurses.

Research Methods

This research includes quantitative research, because it examines the relationship between variables. The population used is non-structural employees of Amanah Ummah Hospital in Purworejo. The number of samples used is 75 employees. Collecting data using a questionnaire method that has been tested using validity and reliability tests. The data analysis technique used multiple linear regression analysis, t statistic test, f statistic test and mediation test and classical assumption test.

Research Results and Discussion

Stage 1 Regression Analysis

To test the influence of spiritual leadership on motivation, simple linear regression analysis was used. In the simple linear regression analysis model will be tested partially (t test). The provisions of the t-test significance test are as follows:

Accept H_a : if probability (p) 0.05, it means that spiritual leadership partially has a significant effect on motivation.

The summary of the results of the multiple linear regression analysis that has been carried out is as follows:

Table 1
Multiple Linear Regression Test Results

Variable	B	Std. Error	Beta	t test	probability
(Constant)	21,090				
Spiritual Leadership	1,248	0,148	0,702	8,431	0,000
R Square	0,493				

Source: 2021 primary data

Based on the table above, the calculation results are as follows:

$M = 0,702$ SL

Spiritual leadership (SL) regression coefficient of 0.702 of all the factors studied. It can be concluded that the spiritual leadership variable has a positive relationship with job satisfaction. This states that with increasing spiritual leadership will be able to increase motivation (M).

The influence of spiritual leadership on motivation is indicated by the R Square value of 0.493. That is, 49.3% of motivation is influenced by spiritual leadership.

The influence of spiritual leadership on motivation. Based on the partial regression test, the t-count value is 8.431, the regression coefficient (Beta) is 0.702 with probability (p) = 0.000. Based on the results of data processing where the probability value (p) <0.05, it can be concluded that spiritual leadership has a significant effect on motivation. This shows that increasing spiritual leadership is able to significantly affect motivation.

Stage 2 Regression Analysis

To examine the effect of spiritual leadership and motivation on sense of calling, multiple linear regression analysis was used. In the multiple linear regression analysis model will be tested simultaneously (F test) or partially (t test). The provisions of the significance test of the F test and t test are as follows:

Ha: if probability (p) 0.05, it means that spiritual leadership and motivation simultaneously or partially have a significant effect on sense of calling.

The summary of the results of the multiple linear regression analysis that has been carried out is as follows:

Table 2
Multiple Linear Regression Test Results

Variable	B	Std. Error	Beta	t test	Probability
(Constant)	4,719				
Spiritual Leadership	0,128	0,060	0,210	2,130	0,037
Motivation	0,221	0,034	0,642	6,521	0,000
F Test	65,703				
Sig F	0,000				
Adjusted R Square	0,636				

Source: 2021 primary data

Based on the table above, the calculation results are as follows:

$$SC = 0,210 SL + 0,642M + e$$

- a. The regression coefficient for SL (spiritual leadership) is 0.210 from all the factors studied. It can be concluded that the spiritual leadership variable has a positive relationship with a sense of calling. This suggests that by increasing spiritual leadership, the sense of calling (SC) will increase.
- b. The regression coefficient M (motivation) is 0.642 of all the factors studied. It can be concluded that the motivation variable has a positive relationship with a sense of calling. This means that with increasing motivation, the sense of calling (SC) will increase.

Based on Simultaneous Regression, the F-count value is 65.703 with probability (p) = 0.000. Based on the provisions of the F test where the probability value (p) 0.05, spiritual leadership and motivation simultaneously affect the sense of calling.

The influence of spiritual leadership and motivation simultaneously on the sense of calling is indicated by the Adjusted R Square value of 0.636. That is, 63.6% sense of calling is influenced by spiritual leadership and motivation.

The influence of spiritual leadership on the sense of calling.

Based on the partial regression test, the t-count value is 2.130, the regression coefficient (Beta) is 0.210 with probability (p) = 0.037. Based on the results of data processing where the probability value (p) <0.05, it can be concluded that spiritual leadership has a significant effect on the sense of calling. This shows that increasing spiritual leadership can significantly affect the sense of calling.

The effect of motivation on sense of calling.

Based on the partial regression test, the t-count value is 6.521, the regression coefficient (Beta) is 0.642 with probability (p) = 0.000. Based on the results of data processing where the probability value (p) <0.05, it can be concluded that motivation has a significant effect on the sense of calling. This shows that increasing motivation can significantly affect the sense of calling.

Mediation Test

- a. The influence of spiritual leadership on sense of calling through motivation

Testing the mediating role of the intervening variable from the dependent variable to the independent variable was carried out by calculating path analysis.

The results of the calculation of the path analysis of the influence of spiritual leadership (SL) on the sense of calling (SC) mediated by motivation (M) show an indirect and total effect. The following is the calculation of the indirect effect and the total effect.

Table 3

Direct Effect, Indirect Effect and Total Effect of Spiritual Leadership on Sense of Calling Mediated by Motivation

Direct Effect	
SL → SC	
(p ₁)	= 0,210
Indirect Effect	
SL → M → SC	
(p ₂ x p ₃)= 0,702 x 0,642	= 0,450684
Total Effect	
(Direct Effect + Indirect Effect = 0,210 + 0,450684 = 0,660684	

Source: Processed primary data, 2021

Based on the table above, it can be seen that spiritual leadership has an indirect effect on the sense of calling through motivation of 0.450684. The direct effect is 0.210 so the total effect is 0.210 + 0.450684 = 0.660684.

Testing the significance of the indirect effect of spiritual leadership on the sense of calling through motivation with the statistic t (tcount). Significant or not can be tested with Sobel test as follows:

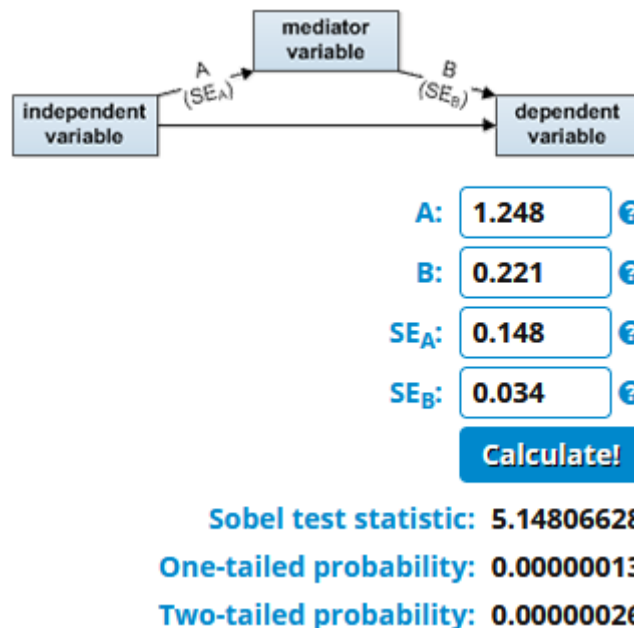


Figure 1

Mediation Test Results with Sobel Test

Because the value of t count = 5.148 > 1.96 (t table) and the sig value of 0.000 means that it is significant at a significance level of 0.05. So it can be concluded that there is an influence of spiritual leadership on the sense of calling through motivation.

Spiritual leadership affects motivation

The regression coefficient of X1 (spiritual leadership) is 0.702 of all the factors studied. It can be concluded that the spiritual leadership variable has a positive relationship with job satisfaction

Based on the partial regression test, the t-count value is 8.431, the regression coefficient (Beta) is 0.702 with probability (p) = 0.000. Based on the results of data processing where the probability value (p) < 0.05, it can

be concluded that spiritual leadership has a significant effect on motivation. This shows that increasing spiritual leadership is able to significantly affect motivation.

This states that with increasing spiritual leadership will be able to increase motivation. This is in accordance with the results of research (Potu, 2013) which states that leadership and motivation influence each other. And according to Fry's theory statement in (Rahmawaty, 2016) spiritual leadership theory is a leadership theory designed to form intrinsic motivation.

Spiritual leadership affects the sense of calling.

The regression coefficient of X (spiritual leadership) is 0.210 of all the factors studied. It can be concluded that the spiritual leadership variable has a positive relationship with a sense of calling.

Based on Simultaneous Regression, the F-count value is 65.703 with probability (p) = 0.000. Based on the provisions of the F test where the probability value (p) 0.05, spiritual leadership and motivation simultaneously affect the sense of calling. Adjusted R Square value is 0.636. That is, 63.6% sense of calling is influenced by spiritual leadership and motivation.

Based on the partial regression test, the t-count value is 2.130, the regression coefficient (Beta) is 0.210 with probability (p) = 0.037. Based on the results of data processing where the probability value (p) <0.05, it can be concluded that spiritual leadership has a significant effect on the sense of calling.

This is in accordance with the statement of research results from (Lee, 2014), which states that sense of calling has an influence on performance and research from (Asmaningrum et al., 2011) which states that spiritual leadership influences nurse commitment.

Sense of calling affects motivation

Based on the partial regression test, the t-count value is 6.521, the regression coefficient (Beta) is 0.642 with probability (p) = 0.000. Based on the results of data processing where the probability value (p) <0.05, it can be concluded that motivation has a significant effect on the sense of calling. This shows that increasing motivation can significantly affect the sense of calling.

This is in accordance with the results of research from (Reski, 2018) which states that the values of public service motivation have an influence on employee performance. And according to Maslow's statement in (Robbins & Judge, 2015) there is a hierarchy of five needs:

1. Physiological, Includes hunger, thirst, shelter, sex, and other physical needs.
2. A sense of security, security and protection from physical and emotional harm
3. Social, affection, belonging, acceptance and friendship
4. Appreciation, Internal factors such as status, recognition, and attention
5. Self-actualization, the drive that can shape a person to become what he is including growth, achieving our potential, and self-fulfillment.

Spiritual leadership affects the sense of calling through motivation

Based on the results of the analysis, the value of t count = 5.148 > 1.96 (t table) and the sig value of 0.000 means that it is significant at a significance level of 0.05. So it can be concluded that there is an influence of spiritual leadership on the sense of calling through motivation.

This is in accordance with research from (Lee, 2014) that sense of calling has a positive and significant influence on career satisfaction of hotel employees and employee relationships mediated by active participation in sharing knowledge with supervisors and coworkers and (Rahmawaty, 2016) which states that spiritual leadership significant positive effect on organizational culture, organizational commitment, job satisfaction and employee performance and organizational culture has no significant effect on employee performance.

Conclusion

Spiritual leadership has a significant positive effect on motivation. These results indicate that increasing spiritual leadership can significantly affect motivation.

Spiritual leadership has a significant positive effect on sense of calling. These results indicate that increasing spiritual leadership will increase the sense of calling.

Motivation has a significant positive effect on sense of calling. The result states that with increasing motivation, the sense of calling will be increased.

Spiritual leadership has a significant positive effect on sense of calling through motivation.

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