

SPIRITUAL LEADERSHIP AND JOB SATISFACTION

Suppriyadi

Master Program of Islamic Education Management
KH. Mukhtar Syafaat University Blokagung Banyuwangi
Email: yadisuppri1@gmail.com

Abstract

Spiritual leadership in this era is very much needed for educational institutions, especially Islamic tertiary institutions, it cannot be denied that spiritual leadership is the key to organizational change and improvement, from these educational institutions it is inseparable from the presence of lecturers as a leader to guide students to become someone who better, but there are still many lecturers who act inappropriately as leaders or leaders, therefore this research examines spiritual leadership to change the awareness of lecturers and staff employees and provide inspiration and motivation for them to achieve maximum performance voluntarily beyond the target and formal standards without being forced by leaders. The author contributes to further researching and understanding the performance of lecturers and staff at educational institutions Agama Islam Darussalam Blokagung University by using a qualitative methodology to obtain information by decrypting, analyzing, and further surveying an Islamic educational institution to improve the performance of an institution. The type of qualitative approach used is a qualitative approach to the phenomenological method, the subject lies mostly with lecturers and staff employees because informants play an important role in improving the performance of an educational institution. After conducting research, researchers can conclude that the results of spiritual leadership in accordance with theories such as vision, Expectational confidence, promotion, salary, work group, there are only two theories that are not appropriate, namely the theory of altruism and supervisors.

Keywords: *Spiritual Leadership, Job Satisfaction, Islamic Tertiary Institutions*

A. Introduction

Spiritual leadership is combination from attitudes , behavior and values ,which has objective For fulfil personal spiritual needs yourself and people other based on calling and membership through motivation inner . Spiritual leadership covers three aspects : calling / vision , hope / faith , And Love altruistic . With exists soul spiritual leadership that is grown in institution education can influence performance . Perceived leadership

Volume: 1, No.1 (November 2023)

Good that's it Can innovation , creativity honesty , transparency , and role model will give rise to good effect to behavior all lecturers and staff . Leadership spiritual showed by ability leader For change awareness lecturers and staff , for inspiring staff , and for motivating they reach performance according to target volunteer off target And standard formal without There is element coercion para leader (Yuliyanti , n.d.).

Studies previously Which in do by Moazzam Ali that results connection No direct between spiritual leadership and commitment alienative significant for employee Which own Skills political tall compared to with employee Which own Skills political low (Ali & Usman, 2021).

No only That just results study about spirituality And leadership has also performed by Omar Riaz in his book *Spirituality and Transformational Leadership in Educaonti* . Omar said Forconsider theory spiritual entered in theory leadership transformational . If the leader school incorporate the spiritual within practice education , so will create leader the good (Riaz, 2013). Atjo Revelation in his research say that's it Leadership spiritual Also influential to performance worker part production . PT. Makassar Tene . With results Which explain that influential spiritual leadership significant to performance (Wahyu et al., 2020).

Spiritual leadership in this era it is very necessary for institutions education special his college tall Islam , no can be denied that *spiritual leadership* become key from A change And repair organization . Therefore that , factor main happen change That started from organization education , including universities or level bachelor . Change and adjustments institution education become factor key in the knowledge era moment This . From institution education the No free with exists lecturer as a *leader* for guide student become someone who is in need in

Volume: 1, No.1 (November 2023)

performance something company or development Indonesia , Still Lots lecturer Which No put on the place .

Results connection No direct between leadership spiritual And commitment competitiveness significant for employees who have Skills , compared to with employee Which No own Skills . Findings researcher show that skilled employees tall showability Which more Good For Study from spiritual leadership Which strengthen ability they For build And tie connection quality tall with person other And reduce commitment competitiveness they with organization . With thereby , study This put forward role important However ignored from Skills employee in commitment leadership spiritual- alienative And explain When leadership more spiritual effective in weaken commitment competitiveness and with thereby contribute on literature Which There is about Skills employee (Ali & Usman, 2021) .

Study about spirituality and leadership have also done by Omar Riaz in his book *Spirituality and Transformational Leadership in Educaonti* . Omar said For consider spiritual theory is included in theory leadership transformational . If leader school combine theory spiritual in practice education , so will create leader Which Good , Because spiritual is theory important on existence man in system school general (Riaz, 2013).

Nur Gazali Also say that's it spiritual leadership Also influential significant to performance worker part production . PT. Makassar Tene . With results Which explain that leadership spiritual influential significant to performance . *Spiritual leadership* is rooted in theory motivation intrinsic , consisting from values , attitudes and behavior required For motivating worker For reach destination in place work , motivate worker For do something appropriate like more performance Good , add knowledge and apply an idea new (Revelation et al., 2020).

Based on explanation above researcher interested For review return studies study about inner spiritual leadership context institution education with election location study Which in consider appropriate For held study with title the role of spiritual leadership in institutions education To use increase satisfaction Work lecturers and staff A studies phenomenology change view lecturer And employee To use increase performance A institution education . Objective from study This is For research And understand more carry on performance institution education lecturers and staff To use reach performance Which more Good For development and progress of the country Indonesia with embed soul *spiritual leadership* on lecturer And employee in Institute Religion Islam Darussalam Blokagung . Researcher choose place this is because Darussalam Islamic Institute Blokagung insightful global, character Islamic And Still in room scope boarding school Which incidentally own spiritual soul . Researcher choose A studies *phenomenology* in because study *phenomenology* is A study Which refer on the phenomenon that has been happen so that attached in mind lecturers and staff Good from facet experience or Which other , so that researcher Can minimize .

B. Methodology Study

Study This aim For describe A methodology development institution education Which based to religious or development *spiritual leadership* use increase performance something institution education in college tall Islam with hope can produce cadre formation competent students Good from field knowledge nor in field spiritual.

Methodology Which in apply in study This is methodology qualitative For get information with method describe , analyze , and survey more carry on related something institution education Islam To use increase performance something institution the .

Volume: 1, No.1 (November 2023)

Type approach qualitative Which used is qualitative phenomenology with analyze phenomenon Which has happen , study phenomenology is effortful approach For uncover , learn as well as understand something phenomenon along with its context is distinctive and unique experienced by every individual on something institution education . Researcher use method phenomenology with method direct analyze to location institution education For gather data.

Subject part big located on lecturer And staff employee Because informant the role important in enhancement performance A institution education . At stage First research , researcher contact party rector institution education And explain more carry on about study about purpose and objectives held study to get it permission study or support from institution education . Then , if Already get permission and support researcher give questionnaire in form google from on time permitted by the party rector education . After that lecturer And staff employee For please fill in questionnaire google from And on part beginning questionnaire researcher has include purpose and objectives study This held so that lecturer And staff employee know Meaning And objective study This .

In section furthermore lecturers and staff employee fill in question which are already prepared in Google from the provided content question the covers about spiritual leadership And performance .

C. Results And Discussion

After do survey writer do analysis with compare theory spiritual leadership with results study as following :

1. Vision

Vision is something statement about description circumstances and characteristics what someone wants to achieve institutions at a distance in

Volume: 1, No.1 (November 2023)

the future come . Many interpretations are possible go out from statement desired ideal state achieved institution the . Statement Vision the must always applies on all possibility change Which Possible happen so that something Vision should have nature / flexibility .

The research results obtained through survey is Mostly informant stated that's it become personal lecturer Which independent And productive through tridharma college tall like teaching , research And devotion society is his vision , besides from That as informant Which state his vision that is For succeed vision mission university And develop self as Teacher big or professor .

Other informants also had opinions in his vision focus on the field education that is build student become superior and quality. As understanding vision and results study above so writer can analyze and retrieve conclusion that is Vision from lecturers/ employees Already in accordance with theory vision Which Already There is Because vision lecturers / employees own possible interpretation go out from statement desired ideal state achieved institution that , one vision the is For succeed vision university mission and develop self as a professor or professor , that is where This is vision For succeed period front university.

2. Altruism

Altruism or Love altruistic , yes said Love sincere , without selfless Because individual feel noticed organization . There are 7 indicators , including ; attention organization to individual , attention leader , organization applies Good to his employees , organization value error honest , leader prioritize honesty , and willingness sacrifice leader for his subordinates . If somebody own Love altruistic Because exists award or empathy provided organization to himself tall , he will in a way sincere give Which best for organization . On the contrary If Love altruistic low ,

Volume: 1, No.1 (November 2023)

he Work only just operate routine normal , Can said Work without meaning .

The research results obtained through survey is Mostly informant state that Environment Work Which conducive warm And comfort , benefits appropriate performance , facilities more work adequate as well Superior Which support And protect . And There is Also informant Which state that develop self so No depending on the institution Work hard , enthusiastic and disciplined, as well get internal motivation as well as external from leader

As understanding altruism And results study above so writer can analyze And take conclusion that is Altruism from lecturers / employees No in accordance with theory Love altruistic Because in results study lecturers / employees state that Environment conducive work warm and comfortable , allowance performance appropriate , facility Work Which more adequate As well as Superior Which support And protect , from explanation the Can in conclude that lack of attention leader to lecturers / employees and lack thereof facility Which adequate For lecturers / staff , so that Can said not enough his attention superiors and lecturers / employees Still expect facility Which adequate so that Still expect something or selfless .

3. Expectational confidence

Expectational confidence or *Hope* you can interpreted as hope will achievement objective organization , there are 5 indicators including : flavor believe and willingness For do whatever For organization , ready muster all business order organization successful , set it objective challenging and confident will successful, and Certain will success organization . Someone who has hope achieved objective organization

Volume: 1, No.1 (November 2023)

high , will become source motivation for achieved objective organization .
On the contrary If hope low , so he Work without Spirit .

The research results obtained through survey is part big informant opinion that desired hope is give instruction Sharing information / ideas / suggestions / knowledge . Each other support And support , cooperate active in all duties / obligations study program / university. Give help power , nor financial in accordance ability . There is Also informant Which opinion For follow as well as in succeed performance as well as do collaboration between fellow lecturer .

As understanding *expectational confidence* And results study above so writer can analyze And take conclusion that is Hope lecturers / employees For achievement objective organization Already in accordance with theory *expectational confidence* or *hope* Because flavor believe And willingness lecturers / employees For do whatever For organization , Ready muster all organizational efforts successful , one opinion in results study on is Each other support and support , cooperate active in all duties / obligations study program / university. Give help power , nor financial in accordance ability follow as well as in succeed performance , as well as do collaboration between fellow lecturer . With explanation hope This can reach objective university.

4. Salary

Referring on suitability between amount payment (salary / bisyaroh / wages) received with demands work results research obtained through survey is informant part big opinion that performance Because salary / bisyaroh is Work in a way discipline , exceeding achievement targets standard lecturer specifically in matter publication scientific . Because of that part from enthusiasm and motivation when carry out something so that what was done That valued as form appreciation performance , There

Volume: 1, No.1 (November 2023)

is Also informant Which opinion If salary / bisyaroh No become benchmark , as well salary / bisyaroh principal as right has carry out duties , allowances head of study program as form addition exists task addition . Entire informant opinion about salary / bisyaroh can raise performance his as following :

- 14.7% said that's it salary / bisyaroh That influential A little For increase performance
- 55.9% say salary / bisyaroh currently For increase performance
- 29.4% say salary / bisyaroh big in influence enhancement performance

As understanding salary And results study above so writer can analyze and retrieve conclusion that is Conformity between salary / bisyaroh or wages to lecturers / employees Already in accordance with theory salary / bisyaroh or wages Because salary / bisyaroh or wages in accordance with demands work , Wrong One opinion in results study Which in accordance with statement as following , performance Because salary / bisyaroh is Work in a way discipline , exceeding achievement targets standard lecturer specifically in matter publication scientific , And whole informant opinion about salary / bisyaroh can raise performance 55.9% said salary / bisyaroh medium at most , Deep statement This Already in make sure that salary / bisyaroh Already in accordance with demands work

5. Promotion

Promotion is Refer on chance For get promotion to position Which more tall .

Results study Which obtained through survey is informant opinion that the target is to be promoted or more positions tall there is a number of response in among them as following :

- 38.3% target small For in promote or position Which more tall
- 47% target currently For in promote or position Which more tall

Volume: 1, No.1 (November 2023)

- 14.7% target big For in promote or position Which more tall .

Informants also have opinions For raise position or promotion must complete condition rank lecturer , There is Also informant Which say do all over task academic as well as non- academic / civil service with Good . Finish Doctoral lectures , publications journal , compile books scientific in accordance field Which handled , teaching Which active & maximum For get position or promotion even too some have an opinion that No please For go on position or promoted in form position anything and more Good become acting normal work and go home without being burdened not quite enough answer whatever .

As understanding promotion and results study above so writer can analyze and retrieve conclusion that is chance For raise position or promotion Already in accordance with theory promotion Because increase position or promotion must pass condition Which Already in determine , as Which Already stated in on that explanation results study lecturers / employees state For raise position or promotion must complete condition rank lecturer , Do all over task academic as well as non-academic / civil service with Good . With explanation This can be in conclude promotion or position Already in accordance with theory promotion or position .

6. Work group

Work groups is group Work, Ability For interact with colleague Work. Relationship level with colleague work and level support colleague Work in Work. The research results obtained through survey is part big informant opinion that's it form team work assistance provided is Explain stages and procedures rank lecturer to lecturer new and helpful other lecturers in matter rank when of course needed. And there are also informants who have opinions do division of team work so can resolved

Volume: 1, No.1 (November 2023)

with Good in accordance with tasks assigned to each each as well provide support and work The same. Other informants Also state necessity coordinate together With head of study program in escort management system manage study program And faculty. All informants thought that the team worked well capable increase performance is as following :

- 1 team work 20.6%
- 2 team work 11.8%
- 3 team work 11.8%
- 4 team work 8.8%
- 5 team work 20.6%
- More from 5 team work 17.6%

As understanding work groups and results study above so writer can analyze And take conclusion that is group Work lecturers / employees or work group already in accordance with theory Because Ability For interact with colleague work , level connection with colleague work and level support colleague Work in Work Already appropriate , as whichever listed above about explanation results research is one of them is do distribution team work so that can resolved with Good in accordance with task Which given each as well as provide support And Work The same . In exposure This Already clear that work groups lecturers / employees Already realized .

7. Supervisor

Supervisor is give help And support technical , ability interact with superior , support superior Which felt to employee in Work .

The results of the research obtained through survey is to entirely informant think superior which able give help technician , motivation and able increase performance be found some level :

- 1. Level 1 (11.8%)
- 2. Level 2 (17.6%)

Volume: 1, No.1 (November 2023)

3. Level 3 (20.6%)
4. Level 4 (26.5%)
5. Level 5 (17.6%)
6. More from (5.9%)

Part big informant opinion that's it form business leader For increase performance his is Give rewards If capable surpass standard achievement . Motivating For always productive and independent , there are also those who argue that's it Try For give welfare on lecturers / employees as well as motivation in work, give chance For produce works² which in accordance with tridharma as well as Provide good facilities . Informants also have opinions that's it For raise salary / bisyaroh For increase performance his .

As understanding supervisor And results research above so writer can analyze and retrieve conclusion that is leadership or supervisor yet in accordance with supervisor theory because leader not enough in support to lecturers / employees in Work . As already stated in results study above that state that Try For give well-being on lecturers / employees as well as motivation in work, give chance For produce works appropriate with tridharma as well as Provide facility Which Good And There is Also Which say For raise salary / bisyaroh For increase its performance . In exposure This can in conclude that leadership or supervisor yet in accordance with what do you want lecturers / employees in support technician nor in Work .

D. Conclusion

Based on results research and discussions that have been carried out stated previously so can taken conclusion from study regarding Spirituality leadership and performance (study phenomenology in college tall Islam), that spiritual leadership must own ability For change

Volume: 1, No.1 (November 2023)

awareness lecturer and employees For inspiring staff and for motivating they with use theory calling / vision , hope / faith , Love altruistic and theories which has been explained above For reach something more performance efficient .

As results study This Which state that theory spiritual influential leadership significant in increase performance lecturers and staff employee in among them that is One , vision Already in accordance with theory spiritual leadership because vision lecturers / employees own possible interpretation go out from statement desired ideal state achieved institution that , one vision the is For succeed vision university mission and develop self as Teacher big or professor , Which where This is vision For make the future of the university a success. Two , Expectations of lecturers / employees For achievement objective organization Already in accordance with theory *expected confidence* or *hope* because of trust and willingness lecturers / employees For do whatever For organization , Ready muster all organizational efforts succeed . Three , Conformity between salary / *bisyaroh* or wages to lecturers / employees Already in accordance with theory salary / *bisyaroh* or wages Because salary / *bisyaroh* or wages in accordance with demands work . Four , opportunity For raise position or promotion Already in accordance with theory promotion Because increase position or promotion must pass condition Which Already in determine . Five, group Work lecturers / employees or work group already in accordance with theory Because Ability For interact with colleague work , level connection with colleague work and level support colleague Work in Work Already in accordance .

After conclude theory theory spiritual leadership yeah Already appropriate , some are not in accordance with spiritual theory of ladership among them that is altruism And supervisor. Altruism No in accordance

with theory Because lack of attention leader to lecturers / employees and lack thereof facility Which adequate For lecturers / staff , so that Can said not enough his attention superior And lecturers / employees Still expect facility Which adequate so that Still expect something or selfless whereas supervisors don't in accordance with theory Because leader not enough in support to lecturers / employees in Work .

BIBLIOGRAPHY

- Ali, M., & Usman, M. 2021. *Undermining alienative commitment through spiritual leadership : a moderated mediation model of social capital and political skill*. <https://doi.org/10.1108/JABES-09-2021-0155>
- Anis, M. Z. A., Hadi, S., & Rajiani, I. 2021. *THE MANAGERIAL EFFECTS OF LEADERSHIP, KNOWLEDGE*. 23 (1), 59–73. <https://doi.org/10.17512/pjms.2021.23.1.04>
- Riaz, O. 2013. Spirituality and transformational leadership in education. *Dissertation Abstracts International Section A: Humanities and Social Sciences*, 74 (2-A(E)), No-Specified. <https://doi.org/10.25148/etd.FI12071108>
- Wahyu, A., Rivai, F., Muis, M., & Naiem, M. F. 2020. *The Effect of Spirituality in the Workplace and Spiritual Leadership on the Performance of Workers in the Production Part of PT . Makassar Tene*. 1 (1), 46–51.
- Wang, J., Oh, J., & Wang, J. 2020. Spiritual leadership : Current status and Agenda for future research and practice Spiritual leadership : current status and Agenda for future research and practice. *Journal of Management, Spirituality & Religion*, 00(00), 1–26. <https://doi.org/10.1080/14766086.2020.1728568>
- Yuliyanti , E. R. (nd). *EFFORT LEADERSHIP SPIRITUAL IN DEVELOP* . 7 , 128–151.