How Spiritual Leadership Affects Job Satisfaction and Workplace Deviant Behavior (Study at the Regional Secretariat of the City of Palangkaraya)

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ABSTRACT

Examining the relationship of spiritual leadership to job satisfaction and workplace deviant behavior. This research was survey research. The population was the employee of the government of the city of Palangkaraya, Indonesia with its characteristics as civil servants (PNS) in all regional work units (SKPD) within the secretariat of the regional government of the city of Palangkaraya. The sampling technique used in this study was the stratified random sampling technique. The method and data analysis used SEM. This research contributed to the development of science, especially spiritual leadership. The application of spiritual leadership at the regional government secretariat of the city of Palangkaraya has the effect of creating a spiritual work climate where a leader constantly develops and practices spiritual values in his organization, especially altruistic attitudes.

KEYWORDS

Job Satisfaction, Spiritual Leadership, Workplace Deviant Behavior

1. INTRODUCTION

The growing community spiritual awareness in work sectors influenced top executives, middle managers, and ordinary employees to seek out work spirituality. They attempted to express it in various forms. One of the concrete proofs that the community is “seeking out” spirituality can be observed from the rise of sales of religious and spiritual books compared to other categories (Aburdene, 2007).

Another aspect causing the community to turn into spiritualism is the presence of a problem or a period of increasing uncertainty and complexity. The repeated economic recessions, rising unemployment, employees’ layoffs, and financial losses strengthened spirituality seekers. According to Aburdene (2007), religion and spirituality are taboo in American companies. However, many employees are looking for meaning in their workplaces and business leaders are looking for approaches that socially responsible business. They are looking for new ways to motivate and inspire employees. Many companies are pushing for the development of the new trend because they believe that a humanistic work environment creates a win-win situation for employees and organizations. If the members of the organization are happy, they will be more productive, creative, and satisfied. There are various ways to express a longing for spirituality. There are those who participate in meditation and yoga. Executives become activists of religious rituals such as Tasawuf, Sufism, and the new age.

When many individuals develop their spirit, similar manner occurs to the organizations. It takes longer to absorb spirituality at the organizational level. However, enlightened individuals are able to
change their organization. If in the 1990s, spiritual awareness was generally triggered at the individual level, then in the 2000s they began to translate spirituality into organizations. In other words, the transformation that was at the personal level spread to an institutional level. The search for spirituality is the current megatrend (Aburdene, 2007). Enthusiasm is seen in the number of seminars, training, and workshops related to spirituality both domestic and abroad. Mark Moody, a senior leader of one of the world’s largest oil companies, Shell, called for a spiritualist to provide spiritual training to 550 company executives (Naisbit and Aburdene, 1990). The strengthening of the spirituality paradigm is affecting various business organizations and public organizations in Indonesia. These organizations strive to improve their human resources and performance by equipping employees with various kinds of spiritual motivation training. For example, through Qolbu Management training (MQ), Emotional-spiritual Quotient-ESQ training (Agustian, 2001), TCM Celestial Management Training (Amin, 2009), or Corporate Spiritual Training-CST, (Saleh Akh. M., 2009).

Lagace et al. (2002) stated that during the past decade, spirituality has become a concern in the business or corporate sector. The Harvard Business School (HBS) conducted a leadership seminar entitled ‘Does Spirituality Drive Success?’. The participants discussed how spirituality values helped them to become powerful leaders. From the two-day discussion, the company officials agreed that spirituality was able to produce five things, namely: integrity or honesty; energy or enthusiasm; inspiration or ideas and initiatives; wisdom; courage in making decisions. In short, they agreed that spirituality proved to be able to encourage success.

Spiritual passion in the global business sector continued to strengthen especially after the financial report manipulation scandals conducted by giant companies such as Enron, Merck, Arthur Anderson, Worldcom, Global Crossing, Lehman Brothers, etc. Another factor driving business spirituality is that companies or business organizations in economic innovation era can only survive due to continuous innovations. Creativity and innovation could be realized with observation ability. The best way to do that is through spiritual practices such as meditation, yoga, prayer, worship, etc. (Aburdene, 2007). In addition, the pillar of an effective leadership teacher is self-mastery, and a surefire way to self-mastery is a spiritual practice. The time spent in peace of mind or directed meditation can clear the mind, sharpen intuition, and erode various unhealthy instincts. The lack of self-mastery is the reason why officials/businessmen end up dealing with law enforcement officials or jail (Aburdene, 2007). Growing business companies possessing workplace spirituality are Southwest Airlines, Timberland, Hewlett Packard (HP), Medtronic, The Men’s Warehouse, etc. Alvin Toppler in Wagner-Marsh and Conley (1999) refers to it as “The Fourth Wave: The Spiritually-Based Firm”.

The relevance of workplace spirituality has attracted a number of concerns in various fields such as business management, social work, and health care. For example, spirituality has been correlated with effort, performance, ethics, and job satisfaction in business organizations. Spirituality is considered to be an important foundation for effective business leadership. For social workers, spirituality is the main driver for entering the profession and is a source of support for caregivers. In the health care sector, spirituality is generally recognized as an important component of effective health care, especially in maintaining terminally ill patients and the elderly. Furthermore, health care workers found spiritual training related to job satisfaction, work-related stress reduction, and positive attitudes towards colleagues (Wasner et al. cited in Houston and Cartwright, 2007).

Spirituality has been developed in business organizations, but government bureaucracy has not received attention from organization experts and public sector management (Houston and Cartwright, 2007). Whereas many argue that the main and most fundamental cause of deviant behavior in workplaces such as KKN (corruption, collusion, and nepotism) among bureaucrats is concerning. It erodes bureaucrats’ faith, honesty, morals, and ethics (Alab, 2009; Wanaradja, 2007). In order to alleviate this problem, it is predicted that the only way is to increase understanding and practice (not merely knowledge) of the bureaucratic apparatus spirituality. Bureaucracy training must be set not only as a condition for occupying certain positions. It must be able to provide humanitarian and spiritual factors. The bureaucratic apparatus does not merely require skills, expertise, and emotional
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