

# THE EFFECT OF SPIRITUAL LEADERSHIP AND NURSE PERFORMANCE THROUGH QUALITY OF WORK LIFE AND JOB SATISFACTION (Study in RSUD dr. Doris Sylvanus Palangka Raya)

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**Abstract**— *Job satisfaction and quality of work life as mediating variable in this research. This study aims to examine and assess the connection between spiritual leadership and the performance of nurses. The 152 nurses that participated in this study were millennial nurses with the status of Civil Servant ranging in age from 27 to 42 in dr. Doris Sylvanus Hospital Palangka Raya, Smart PLS 4.0 was used for data analysis. The research results indicate that spiritual leadership does not significantly impact nurse performance, Meanwhile, the quality of work life affects the performance of nurses. In addition, spiritual leadership has a significant influence on the job satisfaction and quality of work life, there was a significant influence between job satisfaction on nurse performance and quality of working life does not have a significant influence on nurse performance. The mediating role of quality of work life on the relationship between spiritual leadership and nurse performance had no significant effect. However, nurse performance is strongly influenced by spiritual leadership mediated by job satisfaction.*

**Keywords** — *Spiritual leadership, Job satisfaction, Quality of work life, Nurse Performance.*

## 1. Introduction

Nurses have a huge role and should not be neglected in hospital service. A nurse, as per the definition set forth by Article 1 of Act No. 38 of 2014, is an individual who has undergone formal nursing education and government approval. Nursing services are ruled by laws, ethical codes, and professional standards, emphasizing the crucial aspect of their contributions. The comprehensive success of any organization is not only dependent on its human resources, but also on elements like leadership styles, the quality of work life, and job satisfaction. Leadership styles wield a considerable influence on organizational management, wherein the leadership's ability to motivate, guide, and drive subordinates plays a pivotal role. This study looks into nursing performance, focusing on General Hospital Dr. Doris Sylvanus in Central Kalimantan Province. Recognized for its significance in healthcare, this hospital seeks to provide efficient services. However, challenges, including suboptimal nurse performance, hinder their goals. With patient complaints and nurse satisfaction surveys highlighting the discrepancies, the study aims to explore how spiritual leadership affects nurse performance, with a focus on its mediation through the quality of work life. Previous studies have illuminated the interplay between spiritual leadership and performance, emphasizing the holistic approach to leadership. From the information provided, the researchers can assess and examine whether there exists a mediating influence between nurse performance at Hospital Dr. Doris Sylvanus Palangka Raya and the relationship between the quality of nurses' working lives and spiritual leadership.

## **2. Literature Review**

### **2.1 Previous Research**

Leadership styles have a substantial impact on organizational effectiveness and employee satisfaction (Purwanto, Rezeki, 2018). Performance, influenced by individual, psychological, and organizational factors, reflects the success of an organization (Gunawan et al., 2021). Organizational performance improves when employees are content and engaged (Prawirosentono, 2019). Research conducted by R. J. Pio (2022) examined the effects of spiritual leadership on the performance of individuals working in hospitals with a religious affiliation. The outcomes indicated that when combined with the work-life balance, spiritual leadership had a favorable influence on impression. In opposition to Sayuti et al.'s 2021 study, which established that proficient spiritual leadership had the potential, so that the work-life balance can be improved and employees in their organizations can be specifically encouraged to engage in civic behavior.. As a result, spiritual leadership, either directly or indirectly, will improve the performance of the worker.

## **3. Research Methods**

This research was conducted from June to July 2023 at RSUD Dr. Doris Sylvanus Palangka Raya. Research belongs to the category of quantitative research. Data collection is through questionnaire methods, documentation, and interviews. This is done to obtain data on working life standards and job satisfaction as well as spiritual leadership. In addition, the author collected information from existing archives, including information on the number of staff, organizational structure, and nursing duties. Five Likert scales are used to evaluate respondents' response to the questionnaire. The research population is all nurses at RSUD Dr. Doris Sylvanus Palangka Raya, which is nurses with Civil Servant and Millennial Gen status. According to the Central Statistics Agency, a millennial generation is a person with a birth range of 1981-1996 or age 27-42. 152 nurses are the whole respondents of this research. Data analysis in this study uses Smart PLS 4.0.

### **3.1. Hypothesis**

**H1:** Spiritual leadership impacts the quality of life of nurses at the study site.

**H2:** Spiritual leadership affects the job satisfaction of nurses at the study site.

**H3:** Spiritual leadership impacts the performance of nurses at the study site.

**H4:** The quality of working life has an impact on the performance of nurses at the study site.

**H5:** Job satisfaction has an impact on the performance of nurses at the study site.

**H6:** Spiritual leadership affects nurses' performance by way of their quality of nurses at the study site.

**H7:** Spiritual leadership impacts nurses' performance by way of their job satisfaction at the study site.

### 3.2. Conceptual Framework

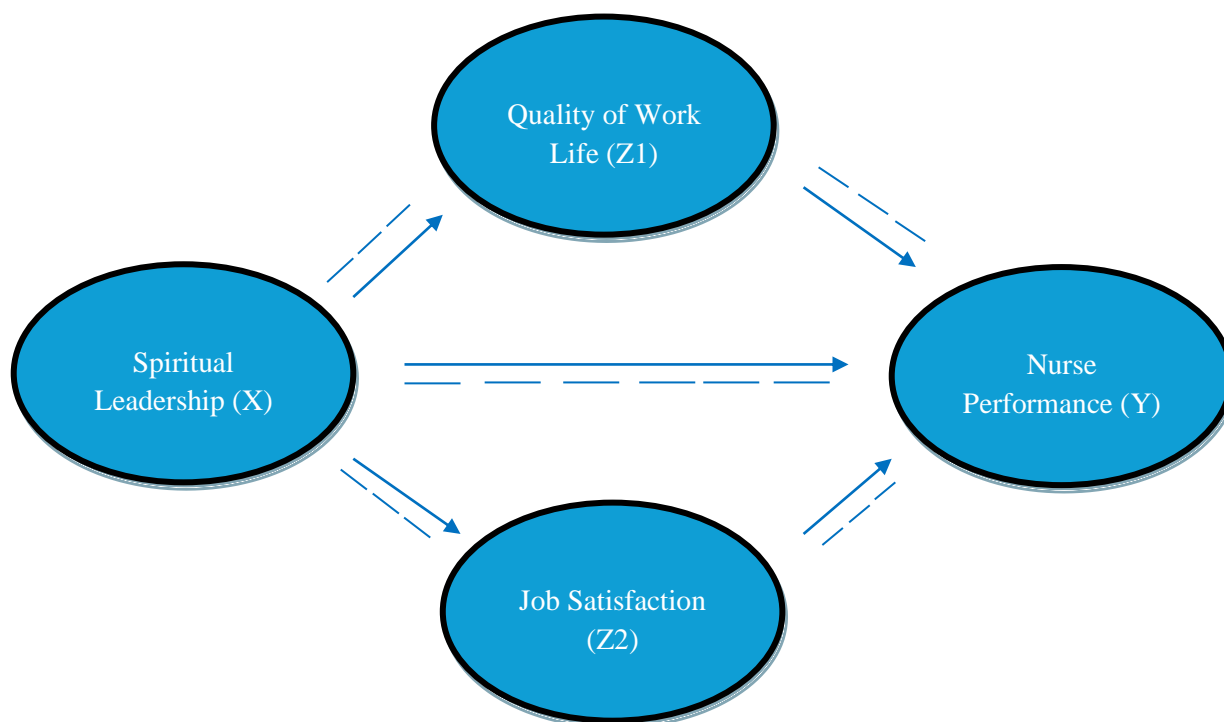


Figure 1 Conceptual Framework

## 4. Results and Discussion

### 4.2.1 Participant Profile

Table 1 Participant Profile

	Characteristics	Frequency	Percentage (%)
Gender	Man	30	20
	Woman	122	80
Marital Status	Married	129	85
	Single	23	15
Education	D3	75	51
	S1	71	48
	S2	2	1
Department	In patient	110	72
	Out patient	42	28
Age Range	20-30 years	41	27
	31-39 years	80	54
	41-50 years	28	19
Work Experience	1-5 years	43	4
	6-10 years	29	21
	11-15 years	46	33
	16-20 years	11	8
	21-25 years	6	31
	26-30 years	3	21
	31-40 years	2	34

Source : Data processing 2023

## 4.2.2 Validity Instrument Test

**Table 2 Result of Validity Instrument Test**

Variable	Statement Item	Loading Factor I	Loading Factor II	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Keterangan
Spiritual Leadership Vision	X1		0.880	0.950	0.955	0.754	Valid
	X2		0.881				
Altruistic love	X3		0.929				
	X4		0.750				
Harapan	X5		0.845				
	X6		0.876				
	X7		0.905				
Nurse Performance Quality	Y1		0.901	0.979	0.980	0.805	Valid
	Y2		0.937				
	Y7		0.938				
	Y10		0.881				
	Y11		0.945				
	Y12		0.933				
Quantity	Y3		0.945				
	Y4		0.843				
Time accuracy	Y5		0.901				
	Y8		0.929				
Presence	Y6		0.849				
	Y9		0.745				
Quality of Work Life Participation in decision making	Z1.1	0,676		0.967	0.968	0.641	Valid
	Z1.2		0.719				
Pride in work	Z1.5		0.884				
	Z1.6		0.827				
	Z1.8		0.726				
Opportunity to Improving Skil	Z1.9		0.847				
	Z1.10		0.880				
	Z1.11		0.880				
	Z1.12		0.899				
	Z1.13		0.810				
Work Environment	Z1.3		0.807	0.799	0.972	0.974	Valid
	Z1.4		0.761				
	Z1.7	0,615					
	Z1.14		0.758				
	Z1.15		0.760				
	Z1.16		0.735				
	Z1.17		0.740				
	Z1.18		0.777				
	Z1.19	0,686					
	Z1.20		0.764				
Job Satisfaction Salary	Z2.1			0.799	0.972	0.974	Valid
	Z2.2						
	Z2.3	0,625					
	Z2.4	0,623					

Job Itself	Z2.5	0.904
	Z2.6	0.858
Surveillance	Z2.7	0.843
	Z2.8	0.900
Co-Workers	Z2.9	0.893
	Z2.10	0.898
	Z2.11	0.882
	Z2.12	0.838
	Z2.13	0.865
Promotion	Z2.14	0.877
	Z2.15	0.770
	Z2.16	0.778

Source : Data processing 2023

Based on the table displaying the results of the validity tests above, the loading factor value of each statement item for the spiritual leadership variable (X) is greater than 0.7 Moreover, the load factor value for the nurse performance variable (Y) exceeds 0.7. In addition, the overall value of the statement variable "working life quality and job satisfaction" is larger than  $> 0,7$ .

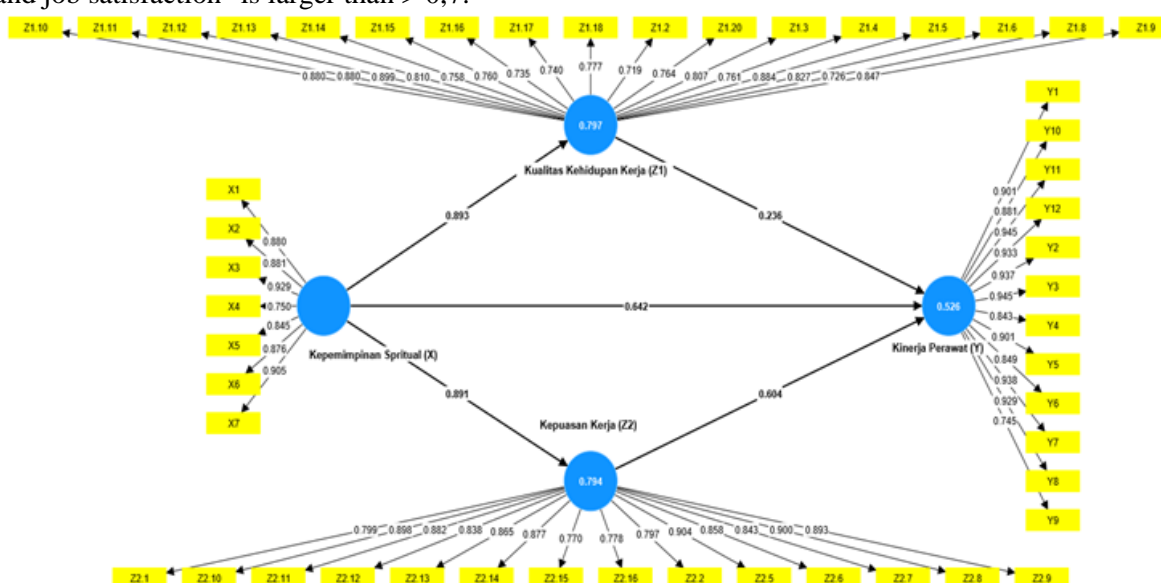


Figure 2 Outer Model

### 4.2.3 Bootstrapping

The significance test assesses the importance of a value, and if it is  $< 0.05$ , it is deemed important. The spiritual leadership variable (X) negatively affects nurse performance (Y) based on statistical test results with a value of 0.501. The spiritual leadership variable (X) had a positive correlation with quality of work life (Z1) and job satisfaction (Z2), based on statistical test results with a value of 0.000 in both treatments.

Table 3 Partial Test

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Spiritual Leadership (X) -> Nurse Performance(Y)	-0.107	-0.101	0.159	0.673	0.501
Spiritual Leadership (X)-> Quality of Work Life (Y)	0.893	0.895	0.020	44.708	0.000
Spiritual Leadership (X) -> Job Satisfaction (Y)	0.891	0.893	0.021	41.693	0.000

Quality of Work Life (X) -> Nurse Performance (Y)	0.236	0.243	0.153	1.539	0.124
Job Satisfaction (X) -> Nurse Performance (Y)	0.604	0.595	0.148	4.075	0.000

Source : Data Processing 2023

If the p-value is less than 0.05, then H0 is rejected, and H1 is accepted,.

If the t-statistic is greater than 1.96, then H0 is accepted, and H1 is rejected.

The t-statistic values offer insights into the impacts of variables. The spiritual leadership variable (X) negatively impacts nurse performance (Y) with a total of 0.673, as its value is less than 1.96. Conversely, both spiritual leadership (X) and quality of work life (Z1) variables exhibit positive effects, with t-statistic values exceeding 1.96, totaling 44.708 and 41.693 respectively. The quality of work life variable (Z1) has a negative influence on nurse performance (Y) with a t-statistic value of 1.539, whereas the job satisfaction variable (Z2) positively affects nurse performance (Y) with a t-statistic value of 4.075.

#### 4.2.4 Spesific Indirect Effects

The specific indirect effects test showed a relationship between the quality of working life and job satisfaction to the performance of nurses.

**Table 4 Spesific Indirect Effects**

	P-Value	Jenis Mediasi
Spiritual Leadership (X) -> Quality of Work Life (Z1) -> Nurse Performance (Y)	0.125	Non-Mediation
Spiritual Leadership (X) -> Job Satisfaction (Z2) -> Nurse Performance (Y)	0,000	Full Mediation

Source: Data Processing 2023

In the table shows the specific indirect effects test. Spiritual leadership (X) through the quality of work life variable (Z1) have impact but not significantly to nurse performance (Y). Through the job satisfaction variable (Z2), spiritual leadership (X) has a positive effect on nurse performance (Y). In the previous discussion, the testing of Z1 and Z2 for their direct impact on each relationship pathway shows that the Z1 result is not significant, whereas the Z2 result significantly influences nurse work. Based on the findings of the mediation test t is established that is have not significant effect the quality of work life with nurses' performance. mediation plays a role of complete mediation, while work satisfaction does not. As a result, spiritual leadership through the mediation variable of work contentment has a significant effect on nurse performance in RSUD dr. Doris Sylvanus.

## 5. Conclusions and Practical Implication

The author can conclude that spiritual leadership significantly and positively impacts the quality of work life for nurses at dr. Doris Sylvanus Palangka Raya hospital. This suggests that a higher quality of spiritual leadership corresponds to an improved work life for nurses. Similarly, spiritual leadership significantly and positively influences job satisfaction, indicating that a more effective spiritual leadership style leads to greater job satisfaction among nurses. However, it is important to note spiritual leadership not significantly influence the nurse performance at RSUD dr. Doris Sylvanus Palangka Raya. In addition, the quality of working life does not significantly affect the performance of nurses. In contrast, a significant positive impact was obtained between job satisfaction and nurse performance at the same hospital, highlighting that increased job satisfaction can improve nurses' work. Interestingly, as a mediator, the performance of nurses is not influence significantly about the quality of work life in the same hospital, while the mediating factor that is job satisfaction did have a significant impact on the performance of nurses in hospitals.

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