

The Influence of Spiritual Leadership, Work Culture, and Competence on Organizational Commitment, Organizational Trust, and Performance of Village Government Officials in East Kalimantan Province

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Abstract:-The object of research is all administrators (Village Head, Secretary and Treasurer). The data collected were 291 respondents. Data analysis in this study was conducted using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS 24. The results of this study are Spiritual Leadership has no significant effect on Organizational Commitment. Spiritual leadership has a significant effect on Organizational Trust. Spiritual leadership has no significant effect on the performance of village government officials. Work Culture has a significant effect on Organizational Commitment, work culture has no significant effect on Organizational Trust and work culture has no significant effect on the performance of village government officials in East Kalimantan province. Competence has a significant effect on Organizational Commitment, Competence has a significant effect on Organizational Trust. Competence has no significant effect on the Performance of Village Government Apparatus. The effect of Organizational Commitment has no significant effect on Performance, and Organizational Trust has a significant effect on the Performance of the Village Government Apparatus. It can be concluded that strengthening the performance of village government officials has a significant influence on village progress.

Keywords: *Spiritual leadership, Work Culture, Competence, Organizational Commitment, Organizational Trust, and Performance*

1. Introduction

According to their abilities to achieve good work results. Without good performance from all village officials, success in achieving goals will be difficult to achieve. "Performance is "The results or overall level of success of a person during a certain period in carrying out tasks are compared with various possibilities, such as standard work results, targets or goals, or criteria that have been determined in advance and have been mutually agreed upon" (Rivai, 2008, p.14)

The context of village autonomy where the need for strong apparatus resources to face changes in village institutions is not only driven by internal factors but also external factors. Village officials are the people responsible for government and development in the village area. "Employee performance is the result of performance in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." (Mangkunegara, 2004, p. 79)

In supporting the development of the performance of village government officials, spiritual leadership is of course one of the supporters, where spiritual leadership is the values, attitudes, and behaviour needed to intrinsically motivate one's self and others so that they have a sense of spiritual well-being (Fry (2003, 2005). Followed by

Culture work, namely a way of thinking that is based on a way of looking at life as values, habits, and also incentives that are cultivated in a group and reflected in attitudes into behavior, ideals, opinions, and views at work (Menur Suparyadi, 2015, p. 8), then competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job (Yuliyanti, 2018). and the desire to maintain their membership in the organization (Robbins and Judge in Ranty Sapitri, 2016) as well as the presence of the organizational trust variable. Trust in an organization can be described into three things, namely: trust in the integrity, character, and abilities of leaders, trust in the reciprocal relationship of behavior carried out, and belief in the integrity, honesty, or fairness that exists with fellow individuals in a company (McCarthy, 2010)

East Kalimantan Province has 930 villages from seven districts. Government support by strengthening synergy to optimize collaboration with various stakeholders to ensure development in villages is effective and aspirational. On the same occasion, the phenomenon of the performance of village government officials in village government management in this context is still weak in village government accountability and transparency. The most striking thing among village governments is the phenomenon that village officials are comprised of civil servants (PNS) who fulfil the condition. Apart from that, the existence of a high school or equivalent limit for an official is also still an issue that is often debated so competence, leadership, and work culture are still considered lacking, and then there are village government officials who do not yet have the technical skills and ability to operate computers that support the implementation of their duties. Their job is to carry out government programs, provide community services, and lead and coordinate development activities in the village. Increasing the capacity of village officials is important because they are responsible for advancing the village and improving the welfare of the community. By increasing their capacity, they will be able to provide better services to the community, accelerate the development process in the village, improve the quality of life of the community, and increase competitiveness in the local economic sector. The combination of spiritual leadership, work culture, competence, organizational commitment, organizational trust, and performance makes village government officials successful in carrying out their mandate by the law regarding village development.

2.Methodology

2.1. Population and Sample

The population in this study were all active Village Officials (Village Head, Secretary, and Treasurer) in the East Kalimantan Province region totaling 2,790 from 930 villages in the East Kalimantan province. Based on calculations from the Slovin formula, the sample size used was 350 respondents.

2.2. Document study

This research data uses primary data, namely research data obtained from respondents' answers via questionnaires given to respondents via Google Forms. Secondary Data, namely research data taken from literature books, monthly and annual reports, and internet services related to research.

3.Data Analysis

Data analysis in this research was carried out using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS 24.

4. Result And Discussion

4.1 CFA Test Results (Confirmatory Factor Analysis)

Spiritual Leadership Variables



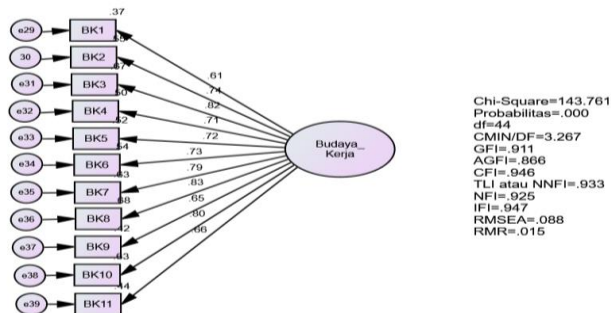
Source: processed by researchers 2024

Standardized Regression Weights: (Default model)

	Estimate
SL19 <--- Spiritual_Leadership	.732
SL18 <--- Spiritual_Leadership	.730
SL17 <--- Spiritual_Leadership	.637
SL16 <--- Spiritual_Leadership	.762
SL15 <--- Spiritual_Leadership	.808
SL14 <--- Spiritual_Leadership	.762
SL13 <--- Spiritual_Leadership	.729
SL10 <--- Spiritual_Leadership	.821
SL9 <--- Spiritual_Leadership	.710
SL3 <--- Spiritual_Leadership	.644
SL4 <--- Spiritual_Leadership	.716
SL6 <--- Spiritual_Leadership	.714
SL7 <--- Spiritual_Leadership	.716

The estimated factor loading values have met the criteria. The results of forming the final CFA model for the Spiritual Leadership variable show that the factor loading value meets the criteria for the estimated value of the CFA model. Where the loading factor is a number that shows the correlation between scores. A question item (indicator). A loading factor (LF) value greater than 0.7 is said to be valid. However, in the research development stage, the loading scale of 0.5 to 0.6 is still acceptable (Ghozali, 2021, p.35).

4.2. Work Culture Variables



Source: processed by researchers 2024

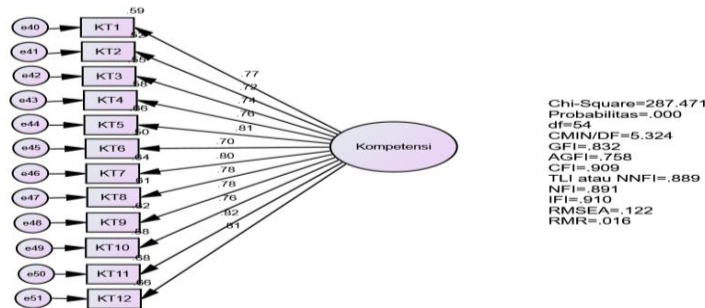
Standardized Regression Weights: (Default model)

	Estimate
BK11 <--- Work_culture	.660
BK10 <--- work_culture	.795
BK9 <--- work_culture	.649
BK8 <--- work_culture	.825
BK1 <--- work_culture	.607
BK2 <--- work_culture	.740
BK3 <--- work_culture	.818
BK4 <--- work_culture	.708
BK5 <--- work_culture	.723
BK6 <--- work_culture	.735
BK7 <--- Work_culture	.791

The estimated factor loading values have met the criteria. The results of the final CFA model for the Work Culture variable in the first iteration showed that the factor loading value met the criteria for the estimated value of the CFA model. Where the loading factor is a number that shows the correlation between the scores of a question

item (indicator). A loading factor (LF) value greater than 0.7 is said to be valid. However, in the research development stage, the loading scale of 0.5 to 0.6 is still acceptable (Ghozali, 2021, p.35).

4.3. Competency Variables

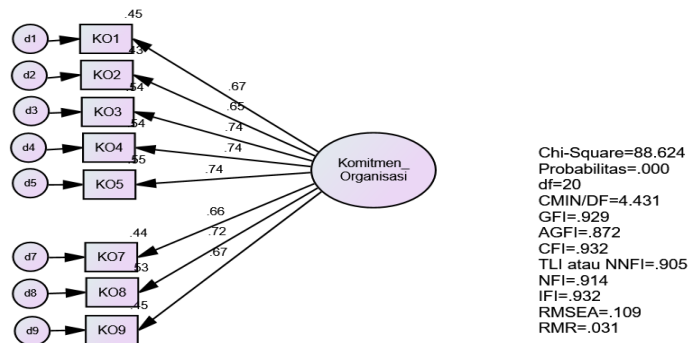


Source: processed by researchers 2024

Standardized Regression Weights: (Default model)

	Estimate
KT11 <--- Competence	.824
KT10 <--- Competence	.764
KT9 <--- Competence	.785
KT8 <--- Competence	.780
KT1 <--- Competence	.769
KT2 <--- Competence	.718
KT3 <--- Competence	.744
KT4 <--- Competence	.763
KT5 <--- Competence	.811
KT6 <--- Competence	.704
KT7 <--- Competence	.797
KT12 <--- Competence	.814

The estimated factor loading values have met the criteria. The results of the final CFA model for the Competency variable showed that the factor loading value met the criteria for the estimated value of the CFA model. Where the loading factor is a number that shows the correlation between the scores of a question item (indicator). A loading factor (LF) value greater than 0.7 is said to be valid. However, in the research development stage, the loading scale of 0.5 to 0.6 is still acceptable (Ghozali, 2021, p.35).



4. Organizational Commitment

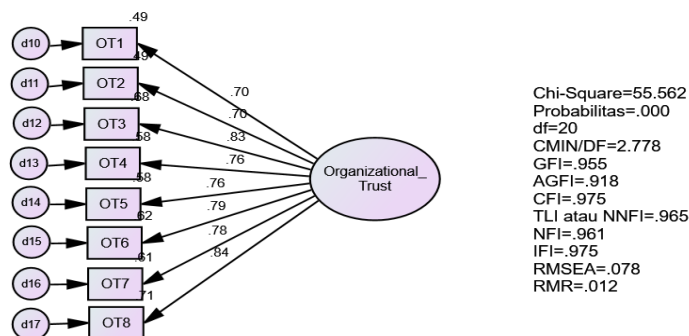
Source: processed by researchers 2024

Standardized Regression Weights

	Estimate
KO9 <--- Organizational_commitmen	-.661
KO8 <--- Organizational_commitmen	-.719
KO1 <--- Organizational_commitmen	-.667
KO2 <--- Organizational_commitmen	-.634
KO3 <--- Organizational_commitmen	-.726
KO4 <--- Organizational_commitmen	-.752
KO5 <--- Organizational_commitmen	-.766
KO7 <--- Organizational_commitmen	-.663

The estimated factor loading values have met the criteria. The results of forming the final CFA model for the Organizational Commitment variable showed that the factor loading value met the criteria for the estimated value of the CFA model. Where the loading factor is a number that shows the correlation between the scores of a question item (indicator). A loading factor (LF) value greater than 0.7 is said to be valid. However, in the research development stage, the loading scale of 0.5 to 0.6 is still acceptable (Ghozali 2021.p.35).

4.5. Organizational Trust



Source: processed by researchers 2024

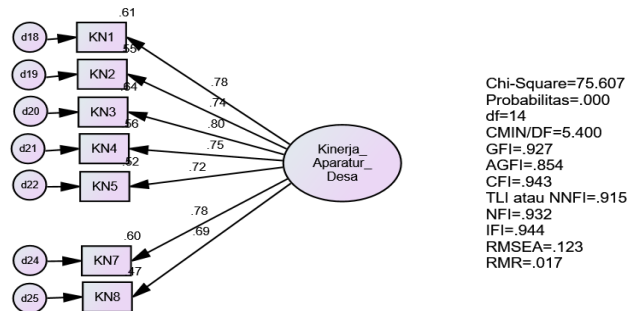
Standardized Regression Weights: (Default model)

	Estimate
OT8 <--- Organizational_Trust	.842

	Estimate
OT1 <--- Organizational_Trust	.701
OT2 <--- Organizational_Trust	.703
OT3 <--- Organizational_Trust	.826
OT4 <--- Organizational_Trust	.759
OT5 <--- Organizational_Trust	.762
OT6 <--- Organizational_Trust	.789
OT7 <--- Organizational_Trust	.780

The estimated factor loading values have met the criteria. The results of forming the final CFA model for the Organizational Trust variable show that the factor loading value meets the criteria for the estimated value of the CFA model. Where the loading factor is a number that shows the correlation between the scores of a question item (indicator). A loading factor (LF) value greater than 0.7 is said to be valid. However, in the research development stage, the loading scale of 0.5 to 0.6 is still acceptable (Ghozali, 2021, p. 35).

4.6 Village Apparatus Performance



Source: processed by researchers 2024

Standardized Regression Weights: (Default model)

	Estimate
KN8 <--- village_Apparatus_Performance	.687
KN1 <--- village_Apparatus_Performance	.781
KN2 <--- village_Apparatus_Performance	.744
KN3 <--- village_Apparatus_Performance	.798
KN4 <--- village_Apparatus_Performance	.750
KN5 <--- village_Apparatus_Performance	.721
KN7 <--- village_Apparatus_Performance	.777

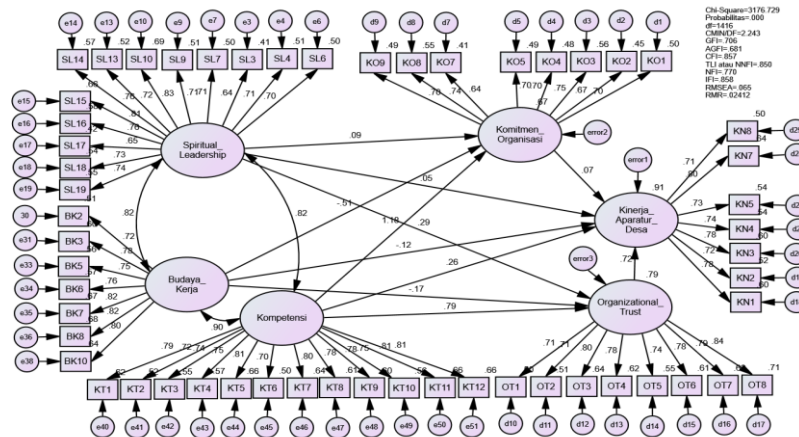
The estimated factor loading values have met the criteria. The results of the final CFA model for the second Village Apparatus Performance variable showed that the factor loading value met the criteria for the estimated value of the CFA model. Where the loading factor is a number that shows the correlation between the scores of a question item (indicator). A loading factor (LF) value greater than 0.7 is said to be valid. However, in the research development stage, the loading scale of 0.5 to 0.6 is still acceptable (Ghozali, 2021, p.35).

5. Structural Measurement

The next analysis is a structural (combined) model analysis, namely creating or combining a CFA model diagram per variable that is fit. This initial full combined model image will be analyzed in the same way as the stages when

analyzing CFA for each research variable, namely by looking again at the loading factor values, and seeing whether the GOF test is in accordance with the requirements. For the full combined (structural) model, up to 1 (one) iteration/stage is carried out to obtain a good/fit model, which is used for research hypothesis analysis. The results of running data for the full combined model (structural) stage are as follows:

Combined Complete Model _Standardized Estimate



Source: processed by researchers 2024

Results of the Iterated Full Model Combined (Structural) Analysis of all indicators or instruments have factor loading (λ) values greater ($>$) than 0.6 and are declared valid. So, according to researchers, the full combined (structural) model can be declared fit/good. Thus, the structural literacy model can be used to test research hypotheses.

GOF Test Full Model Combined Analysis (Structural)

No	Goodness Of Fit Index	Cut-Off Value	Results	Conclusion
1	χ^2 Chi-square (df=1416, p = 0,05)	< 1504,656	3176,729	Not fit yet
2	Sig. Probability	≥ 0.05	0,000	Not fit yet
3	Df	> 0	1416	Fit
4	CMIN/DF	≤ 2.00	2,243	Not fit yet
5	GFI	≥ 0.90	0,706	Not fit yet
6	AGFI	≥ 0.90	0,681	Not fit yet
7	CFI	≥ 0.90	0,857	Marginal fit
8	TLI atau NNFI	≥ 0.90	0,850	Marginal Fit
9	RMSEA	≤ 0.08	0,065	Fit
10	IFI	≥ 0.90	0,858	Marginal fit

Source: Primary data processed by researchers with AMOS version 24.0

Based on the table above, it is known that the resulting GOF coefficient indicates that not all GOF test results criteria meet the requirements. However, measuring the results of the full combined model analysis (Structural Iteration) can be declared feasible. Feasibility is based on opinions from experts, including Latan ,2012) who quotes the opinion of Hair et.al. , 2010) that to assess the suitability of a model, the implementation of 4 - 5 goodness of fit criteria is considered sufficient, if each goodness of fit criterion is represented, namely absolute fit indices, incremental fit indices, and parsimony fit indices. Thus, the resulting SEM model can be used to analyze and test the hypotheses proposed in this research. Thus, the analysis results from the diagram resulting from the full combined model analysis (Structural Iteration) can be used to explain the influence or relationship between latent variables, dimensions, and indicators and to test research hypotheses.

5.1 Path Analysis

The criteria for data normality and goodness of fit have been met for the estimated structural model, then analysis of the model structure relationships (path testing) can be carried out. The relationship between constructs in the hypothesis is shown by the Estimate and p (probability) values. To find out the complete structural equation model consisting of sub-structural and structural equations, the regression coefficients that form it are obtained from the table below (Standardized Regression Weights), and the residual value (error of estimates) can be known from squared Multiple Correlation.

Regression Weights

			Estime	S.E.	C.R.	P	Label
organizational__commitmen	<--	Spritual__leadership	.042	.046	.898	.369	par_37
Organizational__Commitmen	<--	work__Culture	-.243	.076	-3.174	.002	par_38
Organizational__Commitmen	<--	Competence	.565	.081	6.951	***	par_39
Organizational__Trust	<--	Spiritual__Leadership	.111	.029	3.768	***	par_43
Organizational__Trust	<--	Work__Culture	-.064	.045	-1.424	.154	par_62
Organizational__Trust	<--	Competence	.298	.047	6.406	***	par_63
Village__Apparatus_Performance	<--	Spiritual__Leadership	.023	.035	.673	.501	par_40
Village__Apparatus_Performance	<--	Work__Culture	-.061	.055	-1.107	.268	par_41
village__Apparatus_Performance	<--	Competence	.136	.074	1.853	.064	par_42
village__Apparatus_Performance	<--	Organizational__Commitmen	.076	.072	1.048	.295	par_44
Village__Apparatus_Performance	<--	Organizational__Trust	.979	.136	7.216	***	par_45

Source: Primary data processed by researchers with AMOS version 24.0

Squared Multiple Correlations

	Estimate
<i>Organizational__Trust</i>	.789
Organizational__Commitmen	.675
Village__Apparatus__Performance	.913

Source: researchers with AMOS version 24.0

The variables in this research have been analyzed descriptively, model tested, and data analysis then interpreted further by connecting with theory and the results of empirical studies to prove the hypothesis that has been formulated in this research. This discussion will be carried out by conveying the results of the influence between the variables formulated in the hypothesis so that it is known whether the hypothesis is accepted or rejected as well as the verification process between the research results and theory and previous empirical findings. The results of the influence of each variable include the following:

Spiritual Leadership does not have a significant effect on Organizational Commitment and performance but spiritual leadership has a significant effect on Organizational Trust of the Village Government Apparatus of East Kalimantan Province. Work Culture has a significant effect on the Organizational Commitment of East Kalimantan Province Village Government Apparatus but has no significant effect on organizational Trust and Performance of East Kalimantan Province Village Government Apparatus. Competence has a significant effect on Organizational Commitment, Organizational Trust, and competence has no significant effect on the performance of the Provincial Village Government Apparatus. East Kalimantan. Organizational Commitment does not have a significant effect on the Performance of the Village Government Apparatus of East Kalimantan Province and Organizational Trust has a significant effect on the Performance of the Village Government Apparatus of East Kalimantan Province.

6. Conclusions

The East Kalimantan Provincial Government should pay more attention to the level of Spiritual Leadership, Work Culture, Competence, Organizational Commitment, and Organizational Trust, in the management of village apparatus in the East Kalimantan Province region to obtain the best performance of village apparatus

administrators for village organizations. This research provides evidence that through the performance of the apparatus, the Village government can raise the level. A good combination of spiritual leadership, competent work culture, organizational commitment, and organizational trust, has a positive impact on the successful performance of village officials in East Kalimantan Province.

However, in reality, every village official has the ability and strength of spirituality regardless of religion and belief, so empirical proof is needed about the role of spirituality in supporting the performance of village officials. The influence of work culture and competence on the performance of village officials requires a mindset to participate in training and the development of skills. The influence of organizational commitment and organizational trust have the greatest influence on the performance of village officials, so an open-minded mindset is needed to commit to each other and trust each other to carry out their duties and authority.

Suggestion for the next Research

Future research should carry out path tests (hypotheses) using intermediaries such as mediating variables or moderating variables so that the research results have comparisons to obtain more accurate hypotheses and qualitative research can also be carried out to confirm in more detail the problems that exist in the village apparatus of East Kalimantan province.

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