

## Job Satisfaction As Mediator To Islamic Spiritual Leadership, Work Environment, and Motivation Towards Performance In Islamic College

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**Abstract:** This study analyzes Job Satisfaction as a mediator of the influence of Islamic Spiritual Leadership, Work Environment, and Motivation on the Performance of lecturers in private Islamic college in boarding schools environment in the north coast region of East Java. The sample in this study were 142 lecturers. Descriptive analysis techniques are used to describe variables in research, and SEM analysis to test causality between research variables. The findings reveal that Islamic Spiritual Leadership, Work Environment, and Motivation influence Job Satisfaction. In addition, Islamic Spiritual Leadership, Work Environment, and Motivation also influence Performance. This study also resulted in the influence of Job Satisfaction, and the results of this study also revealed that Job Satisfaction as a mediator of Islamic Spiritual Leadership, Work Environment, and Motivation on Performance. The implications from the results of this research for the manager of private Islamic college in boarding school environment are in the form of suggestions that these parties should consider the characteristic of Islamic spiritual leadership by increasing the character of Amanah, which in form of leader that can be trust, capable of carrying the trust, leader who is able to preserve noble values, leaders who are able to provide optimum services, and leaders who are able to provide comfortable services, so that they will increase satisfaction with the quality of performance.

**Keywords:** Islamic spiritual leadership, Work environment, motivation, performance

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### I. Introduction

Private Islamic colleges in Islamic boarding schools in the north coast region of East Java are universities that have different competitive advantages compared to other universities. One of the advantages of this higher education institutions is excellence in the fields of religion, quality, and quantity of students and lecturers. For the sake of the success of the management of universities so that the vision and mission that are planned can be realized in accordance with the expectations desired by all elements of higher education, one of the factors is the performance of lecturers. Lecturer's performance as one of the indicators in the organization of higher education is influenced by several factors, one of which is job satisfaction. Job satisfaction is an important dimension for the organization. The absence of job satisfaction for organizational members will affect the achievement of personal performance carried out by each individual, group performance, and also organizational performance.

Job satisfaction is a very close factor in relation to performance. Satisfied workers will tend to have high performance. Job satisfaction is an individual's general attitude towards his work. Work requires interaction with colleagues, supervisors, organization's rules and policies, performance standards, working conditions, and so on. A person with a high level of job satisfaction shows a positive attitude towards his performance. Conversely, someone who is not satisfied with his job shows a negative attitude towards his performance (Robbins, 2015; 54). Job satisfaction is influenced by many factors, including leadership, work environment, and motivation. The relationship is all very close, where job satisfaction as a mediator has an influence on Islamic spiritual leadership, work environment, and motivation. If Islamic spiritual leadership, work environment, and motivation are high, then job satisfaction and performance will also be high.

This study aims to describe Islamic spiritual leadership, work environment, motivation, job satisfaction, and performance. In addition, this study also analyzed the influence of Islamic spiritual leadership, work environment, and motivation on job satisfaction, and analyzed the influence of Islamic spiritual leadership, work environment, and motivation on performance. This study also analyzed job satisfaction as mediator to the influence of Islamic spiritual leadership, work environment, and work motivation on performance.

## II. Literature Review

Job satisfaction is a general attitude towards work done by someone. It is the difference between the number of rewards received by a worker and the amount believed to be accepted. Job satisfaction is a result that is fulfilled by several desires and needs through work activities (Robbins 2015; 96). The quality of human resources in the organization becomes a measure of the success of the organization in achieving its goals and realizing its vision and mission. According to Luthans (2006; 243), there are several indicators in job satisfaction, including; The job itself, Salary (rewards received as things that are deemed appropriate for the work done), promotion (giving someone the opportunity to advance in the organization), supervision, colleagues, and overall satisfaction.

Performance is a measure of how much someone contributes to the organization, which includes work results (output quantity), work results (quality of output), length of work (time period), workplace attendance, and cooperative attitude (Harry, 2013; 12). Performance is the result of work achieved by someone in carrying out the tasks assigned to him, which are based on skills, experience, and sincerity as well as the time specified.

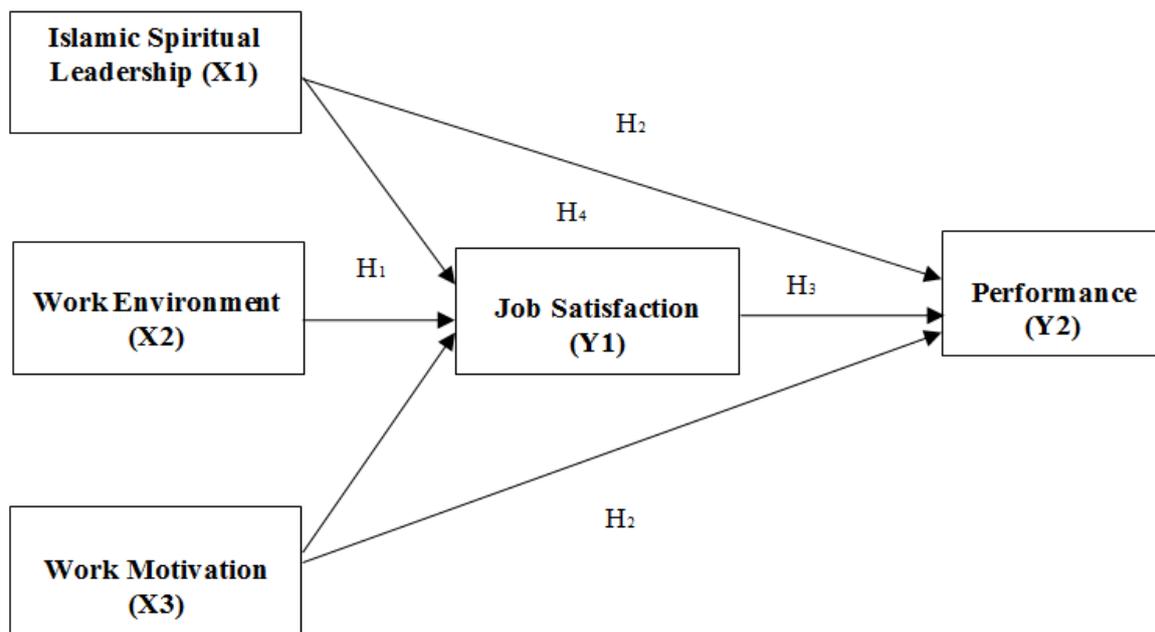
Performance indicators according to Armstrong and Baron (1998; 11) are as follows; expected work, understanding and skills on the job, thorough to the work, targets produced, work efficiency, work diligence, initiative, attitude towards the job, ability to individual work, and the punctuality of attendance.

Leadership is one of the dominant factors in the organization. Practiced leadership always maintains, implements, and considers the balance between *ikhthiyar* (loyalty) and *tawakkal* (resignation). The leadership must be in accordance with the provisions inherited from the prophet Muhammad SallallaahuAlaihiWassalam as an example of the leader who became the figure of the example of world leadership. The leadership of the Prophet always emphasizes the character of Siddiq, the character of Amanah, the character of Tabligh, and the character of fathonah (Rivai, 2013; 8). The spiritual leadership indicators described by the Prophet are as follows; the character of siddiq, the character of Amanah, smart and alert in thinking, and it is impossible for the apostle to be negligent and not intelligent (Qardhawy, 2016; 32).

Work environment is everything that exists around workers who can have an influence on someone in carrying out the ordered activities, for example the means of facilities, music, clean environment, coworkers, etc. (Widyanto, 2014; 83). Work environment also means the entire work infrastructure around employees who are carrying out work and can affect the work itself (Saydam, 2000: 226). Even though work environment is an important factor and can affect the performance of employees, there are still many people who are not paying enough attention to the conditions of the surrounding work environment. A person can work well if he has a high morale so that he can produce good performance. The high quality of performance possessed by each member of the organization is highly expected so that organizational goals can be achieved. Conversely, if the employee's performance has a low quality, then he will get low results.

Indicators of work environment according to Tyssen (2003; 253) include; Work facilities, salaries and benefits, work relations, and encouragement that becomes the basis for someone in doing some activities or working. Motivation is an element that determines the achievement of organizational goals. Basically everyone has hope where between work motivation and achievement shows the individual perception that the amount of motivation implemented will affect the achievement of work performance. In line with this, motivation is the willingness to issue a high level of effort towards achieving company goals and meeting their individual needs (Robbins, 2015, 155).

Motivational indicators according to Robbins (2015; 131) are as follows; Needs for Achievement, Needs for Power, and Needs for Affiliation, the desire for a relationship that is full of friendship, and close interpersonal interaction to each other.



**Fig. 1** Conceptual Framework of the Study

Hypothesis

1. Islamic spiritual leadership, work environment, and motivation have a significant effect on job satisfaction.
2. Islamic spiritual leadership, work environment, and motivation have a significant effect on the performance of lecturers.
3. Job satisfaction has a significant effect on the performance of lecturers
4. Job satisfaction as the mediator of Islamic spiritual leadership, work environment, and motivation has a significant effect on performance.

**III. Research Method**

Respondents in this study were lecturers of private Islamic colleges in boarding school environment in the northern coastal region in East Java, which amounted to 142 people. The instrument in this study is a questionnaire using Likert scale answer choices that have met the criteria of validity and reliability. Descriptive analysis techniques are used to describe variables in the study, and SEM (Structural Equation Model) analysis is used to test causality between research variables.

This research instrument works by means of data collected using a list of statements consisting of statements about the characteristics of respondents and questions about the variables under study. Questions are presented in the form of statements and scales to express the respondent's response. The statements contained in the list of statements relate to the respondent's responses to the performance of the lecturer, lecturer job satisfaction, Islamic spiritual leadership, work motivation, and work environment, all of which correspond to the object of research.

**IV. Result And Discussion**

From the results of the validity test based on the table, the value of all the statement items in all variables were more than 0.05, which means that all of the items were valid statements, and the results of the instrument reliability test showed that the Alpha Cronbach value produced in each study variable was more than 0.6. The results of the comparison of Alpha Cronbach values from the calculation results with a reference value of 0.6, means that the used instruments are reliable.

Islamic spiritual leadership variables are formed by four indicators, namely: Sidiq character, with score 0.77; Amanah character, with score 0.84; Fathonah character, with score 0.65; and Tabligh character, with score 0.80. The table of test results shows that the factor loading value for the indicator of Amanah character is greater than that of the indicators in Sidiq, Tabligh, and Fathonah characters. This shows that Amanah character is more dominant in reflecting the variables of Islamic spiritual leadership.

Work Environment variable is formed by two indicators, namely Work Facilities, with a value of 0.86, and Work Relationship, with a value of 0.97. The table of test results shows that the factor loading value of Work Relationship indicator is greater than the indicator of Work Facilities. This shows that Work Relationship is

more dominant in reflecting the variable of Work Environment. Work Motivation variable is formed by three indicators, namely Needs for Achievement, with a value of 0.65, Needs for Power, with a value of 0.81, and Needs for Affiliation, with a value of 0.88. The table of test results shows that the value of factor loading indicator for the Needs for Affiliation is greater than the indicators of Needs for Power and Needs for Achievement. It shows that the Needs for Affiliation is more dominant in reflecting the variable of Work Motivation.

The results of the Goodness of fit results generated by the Structural Equation Model in the calculation of Structural Equation Model show that the Chi-Square value does not meet the requirements according to the proposed criteria, where the Chi-Square count < Chi-Square table, while in this study, the Chi-Square count is 446,723 and the Chi-Square table is 274.23. The probability value almost meets the required criteria, namely probability  $\geq 0.05$ . The calculation results show that the probability value achieved is equal to 0,000, which means less than 0.05. The values of CMIN/DF, RMSMEA, GFI, and TLI showed that they met the requirements, with details values as follow: CMIN/DF ( $1,846 \leq 2,00$ ), RMSMEA ( $0,077 \leq 0,08$ ), GFI ( $0,839 \leq 0,90$ ), and TLI ( $0.902 \leq 0.95$ ). Thus, the built-in structural model can be accepted, and then it can be used to analyze the influence between this research's variables that aimed at proving the hypothesis in this study.

**Table 1:** Test Result of the First Hypothesis

Exogenous Variables	Endogenous Variable	Standardized Coefficient	Probability
Islamic Spiritual Leadership	Job Satisfaction	0,23	0,000*
Work Environment	Job Satisfaction	0,35	0,000*
Motivation	Job Satisfaction	0,37	0,000*

\*) Probability value  $\leq 0,05$

The first hypothesis is Islamic Spiritual Leadership, Work Environment, and Motivation have a significant effect on Job Satisfaction, where Islamic Spiritual Leadership has a coefficient of 0.23 with a probability of 0,000, less than 0.005. The results of this test show that Islamic Spiritual Leadership has a significant influence on Job Satisfaction. Next, the coefficient of Work Environment is equal to 0.35 with a probability of 0,000, less than 0.05. The results of this test indicate that Work Environment has a significant influence on Job Satisfaction. While Motivation has a coefficient of 0.37 with a probability of 0,000, less than 0.05. The results of this test indicate that Motivation has a significant influence on Job Satisfaction.

Based on the acquisition of the probability values of the three exogenous variables towards the endogenous variables in table 1, information was obtained that Islamic Spiritual Leadership, Work Environment, and Motivation had a significant effect on Job Satisfaction. Thus, the first hypothesis in this study, that is Islamic Spiritual Leadership, Work Environment, and Motivation have a significant effect on Job Satisfaction, can be tested.

**Table 2:** Test Result of the Second Hypothesis

Exogenous Variables	Endogenous Variable	Standardized Coefficient	Probability
Islamic Spiritual Leadership	Performance	0,18	0,000*
Work Environment	Performance	0,29	0,000*
Motivation	Performance	0,23	0,000*

\*) Probability value  $\leq 0,05$

In the Second Hypothesis, namely Islamic Spiritual Leadership, Work Environment, and Motivation have a significant effect on Performance, Islamic Spiritual Leadership variable have a coefficient of 0.18 with a probability of 0,000, less than 0.005. The results of this test show that Islamic Spiritual Leadership has a significant influence on Performance. Then, the coefficient of Work Environment variable is 0.29 with a probability of 0,000, less than 0.05. The results of this test indicate that Work Environment has a significant influence on Performance. While Motivation variable has a coefficient of 0.23 with a probability of 0,000, less than 0.05. The results of this test indicate that Motivation has a significant influence on Performance. Based on the acquisition of the probability values of the three exogenous variables on endogenous variable in the table, information was obtained that Islamic Spiritual Leadership, Work Environment, and Motivation had a significant effect on Performance. Thus, the second hypothesis in this study, that is Islamic Spiritual Leadership, Work Environment, and Motivation have a significant effect on Performance, can be tested.

**Table 3: Test Result of the Third Hypothesis**

Exogenous Variable	Endogenous Variable	Standardized Coefficient	Probability
Job Satisfaction	Performance	0,22	0,000*

\*) Probability value  $\leq 0,05$

In the third hypothesis, Job Satisfaction has a coefficient of 0.22 with a probability of 0,000, less than 0.005. The results of this test indicate that Job Satisfaction has a significant influence on Performance. Based on the acquisition of probability values of Job Satisfaction variables on Performance variables in the table 3, information is obtained that Job Satisfaction has a positive and significant effect on Performance. Thus, the third hypothesis in this study, namely Job Satisfaction has a significant effect on Performance, can be tested.

The Fourth Hypothesis is Islamic Spiritual Leadership, Work Environment, and Motivation have a significant effect on Performance through Job Satisfaction.

**Table 4: Test Result of the Third Hypothesis**

Exogenous Variables	Mediator Variable	Endogenous Variable	Standardized Coefficient	Probability
Islamic Spiritual Leadership	Job Satisfaction	Performance	0,23	0,000*
Work Environment	Job Satisfaction	Performance	0,37	0,000*
Motivation	Job Satisfaction	Performance	0,31	0,000*

\*) Probability value  $\leq 0,05$

This fourth hypothesis can be tested by comparing the value of each exogenous variables parameter to endogenous variable directly with the total value. Table 4 illustrates that Islamic Spiritual Leadership, Work Environment, and Motivation influence Performance through Job Satisfaction, have been proven to have a significant influence. The results of testing on the fourth hypothesis indicate that the Standardized Coefficient value of the total influence of Islamic Spiritual Leadership to Performance is 0.23, Work Environment to Performance is 0.37, and Motivation to Performance is 0.3.

The results of the four hypotheses above can be accepted, and thus, it can be concluded that Amanah character is the main form of Islamic Spiritual Leadership in the private Islamic college in boarding schools environment in the north coast region of East Java. Amanah character is implemented with manifestations, namely the leader can be trusted, the leader is able to carry out the mandate of the university, the leader is able to preserve noble values, the leader is able to provide optimal services, and the leader is able to provide comfortable services.

Work Relationship is the main constituent in Work Environment at private Islamic college in boarding schools environment in the northern coastal region of East Java. Work Relationship is implemented by creating a harmonious relationship between lecturers, where good cooperation between lecturers can encourage harmonious performance. The Need for Affiliation is the main form of work motivation at the Islamic private college in boarding school environment in the north coastal of East Java. The need for affiliation is implemented with a feeling of satisfaction when being able to finish a job, and feeling of satisfaction when the work done gets an award from the organization. Satisfaction of coworkers is the main form of Job Satisfaction in a private Islamic college in boarding school environment in the north coastal of East Java.

The satisfaction of coworkers is implemented with a sense of pleasure towards colleagues who want to be invited to work together to complete tasks, and help each other in carrying out tasks on the basis of a high spirit of the corps. Achieved target is the main formation of Performance at a private Islamic college in Islamic boarding schools environment in the north coastal of East Java. Achieved target is implemented with the division of labor in accordance to the target of each employee, and the performance of the lecturer is in accordance with the target set. (2) Islamic Spiritual Leadership, Work Environment, and Motivation have been proven to influence lecturer's Job Satisfaction. This means that lecturers in private Islamic college in boarding school environments will feel Job Satisfaction when implementing Islamic Spiritual Leadership which consists of the characteristics of Sidiq, Amanah, Fathonah, and Tabligh, and the Work Environment which includes work facilities and work relations, and lecturers have motivations that covering the needs for achievement, needs for power, and needs for affiliation. (3) Islamic Spiritual Leadership, Work Environment, and Motivation are proven to influence the performance of lecturers. That is, Islamic Spiritual Leadership, Work Environment, and Motivation of private Islamic college lecturers in the north coast region of East Java will improve the performance of lecturers, when implementing Islamic Spiritual Leadership which consists of the characters of Sidiq, Amanah, Fathonah, and Tabligh, and the Work Environment includes work facilities and work relations, and lecturers have motivation which includes the needs for achievement, needs for power, and needs for affiliation.

Thus, Islamic Spiritual Leadership, Work Environment, and Motivation have an influence on Performance.(4) Job Satisfaction has been proven to influence employee performance. This shows that Job Satisfaction can improve the performance of lecturers. This means that Job Satisfaction which includes job satisfaction, salary satisfaction, promotion satisfaction, employee satisfaction, coworker satisfaction, and overall satisfaction, can improve the performance of lecturers of private Islamic college in boarding school environment in the north coast of East Java. (5) Job Satisfaction has been tested as a mediator of the influence of Islamic Spiritual Leadership, Work Environment, and Motivation on lecturer Performance. This shows that Islamic Spiritual Leadership which consists of the characters of Sidiq, Amanah, Fathonah, and Tabligh, and the Work Environment which includes work facilities and work relationship, and lecturer's Motivation which includes the needs for achievement, needs for power, and needs for affiliation, can provide stimulus to Job Satisfaction in work, so the lecturer in a private Islamic college in boarding school environment in the north coast of East Java has the potential to improve the performance that become his responsibility.

The implications of the results of this study for the Managers of private Islamic college in boarding schools environment is to pay attention to the characters of Islamic spiritual leadership by increasing the character of Amanah: (1) Leaders can be trusted; (2) Leaders are able to carry out the mandate of the college; (3) The leadership is able to preserve noble values; (4) Leaders provide optimal service; and (5) The leadership provides comfortable services, so that it will increase the satisfaction of the lecturers and the quality of the performance of the lecturers will also increase, and also improve the work environment by improving work relationship by: (1) creating harmonious performance relationships; and (2) Good cooperation between lecturers will encourage harmonious performance. With efforts to improve the work environment, the lecturers will feel satisfied and the quality of performance will also increase.

The implication for future researchers is that this research is still lacking, so that future researchers conducting research with the same topics and variables in other universities, and with a larger sample than this research, can consider other variables in order to improve performance, for example organizational culture, emotional intelligence, physical environment, and work facilities, so that research will further sharpen and expand scientific knowledge in the discussion of Human Resources.

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