

## Statistical Analysis a Spiritual-Based Leadership Model Model (KBS)

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### Abstract:

**Purpose:** The aims of the research was to determine the goodness of fit of statistical model based on test data generated by the instrument developed to measure the dimensions (construct) of self-awareness, ethical, visionary, altruism, and collaborative teamwork of the Model KBS

**Design/metodology/approach:** Questionnaire BSLM was administered to 133 ward's head nurse and team leader of type B and type C hospital in Kalimantan Barat. Data were analyzed by Structural Equation Modeling to identified goodness of fit, and effect of self-awareness dimension to another four dimension of the model.

**Findings:** A **Spiritual-Based Leadership Model** was fit to ward head nurses. The effect of self-awareness to ethical, vision, altruism and team work and collaboration behaviour were positive strong.

**Research Limitation:** the number of participants were lowered than the amount of parameters, the further researches need to do this with a large number of participants.

**Practical Implication:** The model need to apply in the real situation to prove the ability of the model increasing organizational commitment and the right choice on conflict handling style.

**Originality/value:** this model develop from intrapersonal and dyadic level leadership.

**Keywords**—self-leadership, spiritual, self-awareness, vision, ethics, altruism, teamwork collaboration

**Paper type**—research paper

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### I. Introduction

A Spiritual-Based Leadership Model (Model KBS) is designed to solve the problem of nurses' low organizational commitment and encourage the choice of the right conflict handling style by the head nurses of the ward in Dr. R. Soedarso General Hospital of Kalimantan Barat Province. KBS models (Model Kepemimpinan Berbasis Spiritual-Indonesian) developed from the concepts and theories of leadership that is predicted to resolve both of these issues. Before the model is applied to real situations where the problem occurs, there should be a trial to determine the goodness of fit of statistical models. Model tested in populations that have similar characteristics with the target application of the model. Statistical tests conducted on data obtained by measuring instrument developed for this model

Measuring tool models derived from the dimensions/constructs a model forming. Good measuring tool must meet the criteria of reliability and validity or meet the minimum requirements as a measure to describe the construct based on the analysis and synthesis of concept / theory underlying it. If this measure meets the minimum requirements according to applicable regulations, the measurement results of this tool further analyzed to see whether the model predicted based on the concepts and theories have in common with the results of field measurements (fit).

The aims of the research was to determine the goodness of fit of statistical models based on test data generated by the instrument developed to measure the dimensions (construct) of self-awareness, ethical, visionary, altruism, and collaborative teamwork of the draft Model KBS. The specific objectives of this study were:

1.1 Identification goodness of fit KBS Model based on an analysis of data on population.

1.2 Identification the effect of self-awareness on ethical, visionary, altruism, and teamwork collaboration.

## II. A Spiritual-Based Leadership Model

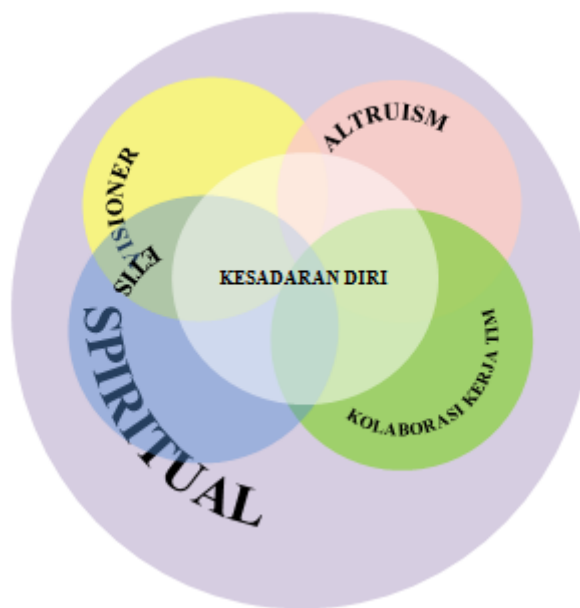
### 2.1 Model Definition

A Spiritual-Based Leadership Model (Model KBS) is an approach in the process of relational between individuals effective based on the values, attitudes, and behaviors necessary to motivate self and others in order to set self up for a positive effect on the change in organization. The positive effects are felt in the organization is the feeling of being part of the organization and make the job as a call for its members.

A Spiritual-Based Leadership Model ( Model KBS) developed from two levels of different theories, namely the level of intrapersonal (self-leadership) with dyadic level (spiritual leadership). According Yukl (2010) theory on the intrapersonal level is more focused on influencing self-behavior. While the level of dyadic involving the influence of a leader to his followers. Blend these two theories is projected to be a model of leadership that can be applied in a real and measurable within an organization.

the results of concepts/theorie synthesis obtained five Dimension common behavioral characteristics of a leader by Model-Based Leadership Spiritual Self. The fifth such behavior are: Self Awareness, Ethical, Visionary, Altruism, Build Collaboration and Teamwork.

Figure 2.1 Model-Based Self Spiritual Leadership (KBS)



### 2.2 Model Dimensional

Researchers conducted a consultation with an expert for leadership in developing the model. Input from experts used to improve and refine that KBS models can be applied as a pattern of solving the problems within the leadership. To facilitate understanding of the model KBS illustrated schematically (Figure 2.1).

The main key to leadership is the ability to lead yourself. This ability evolved from a leader appreciation of the values of spirituality as an incarnation of the character of God in human beings as His creatures. There are five dimensions of leadership behavior contained in the model KBS. The fifth dimension is self-consciousness, ethical, altruism, visionary, as well as collaboration and teamwork. Self-awareness becomes the basis for the development of ethical behavior, altruism, visionary, and collaborative teamwork. In other words, self-awareness becomes the spirit of the behavior of the four dimensions of the other models. Each dimension is built with some of the criteria contained in the image depicted in the implementation of further explanation

#### 2.2.1 Dimensions of Self-Awareness

Self-awareness in the dictionary is defined as the ability for self-control in this case thoughts and feelings. Self-awareness is the key to self-acceptance is necessary to understand others in social relations and relations in the organization (Huber, 2010). The result of the synthesis of several leadership theories suggest that the behavior seen from people who have self-awareness are: adaptable, have initiative, are able to control themselves and the environment, are able to develop an award nature of the tasks assigned, has a pattern of constructive thinking, and perform rituals to strengthen self-awareness in accordance with the beliefs held.

The essence of self-awareness is the ability to understand and control the negative emotions that cause someone to be unproductive Antonio, 2008). Emotion is part of the intelligence of humans that can be

developed from both a spiritual appreciation of spirituality associated with religious or connected with the universal values of human (Thobroni 2010; Antonio, 2008; and Fry & Matherlys 2006). Antonio (2008) and the Neck & Manz (2010) identify strategies on physical and mental level to control negative emotions.

The strategy carried out at the level of direct physical effect on the mental. Similarly, the strategy is done on a mental level also affect the physical level. Neck and Manz (2010) describe specific self-control strategies on the physical level such as reducing negative cues and positive cues from the environment, using focusing attention and reminders. This strategy is carried on a physical level and provide a stimulus on a mental level to feel the impact of the use of such a strategy, so that this behavior will be maintained to obtain a positive effect on the achievement of optimal performance.

Fostering a sense of reluctant self is a strategy that has largely focused on a strategy on mental level observing yourself, set goals for yourself, look for the purpose of human existence in this world, punishing yourself, and set a reward to themselves as natural rewards. Exercise strategies before implementing an activity that is important, this can be implemented on a physical and mental level. Repetition activities foster self-confidence because it fosters a sense of competence in carrying out the action.

Redesigning the world of mental activities are within the mental level such as talk to yourself, improve confidence by eliminating/controlling dysfunction mind, speak positive things to yourself, imagine a successful experience, think constructively look at the various unfavorable situation as a challenge rather than a hindrance.

Implementation of ritual activities to increase self-awareness of Antonio (2008), done physically to deepen the mental world. This activity is undertaken to control negative emotions by looking into ourselves about the nature (mean) the creation of man and his task on earth. Strategies undertaken to control the desires that are not useful or even negative impact on personal and environmental physical restraints that can assist in growing awareness of self and environment.

### **2.2.2 Ethical Dimensions**

Ethical behavior in the sense of the dictionary is defined as behavior that is acceptable according to the standards. The standard in question is the standard of social and moral standards. Thobroni (2010) states that the human ethical behavior toward others is also known as social ethics. This behavior is the emission of two ethical behavior is the ethical behavior of God toward His creatures and ethical behavior of man against God.

Man's ethical behavior related to personal traits, attitudes toward fellow human beings, and the attitude in the work (Thobroni, 2010). This attitude is seen in trustworthy behavior, modeling, transparency, integrity, gratitude, steadfast, diligent, fair, honest, true, sacred intention, daring, the spirit of good deeds, disciplined but flexible, doing the right things, encourages the hope / belief, wealthy and shepered are based on the egalitarian (looking at the same man is no higher and lower as the most objective assessor is God).

Understanding of the nature of the (mean) the creation of man (Neck & Manz, 2010) and rituals to develop self-awareness (Antonio 2008), the basis for the development of ethical behavior. The basic assumption of ethical behavior is the spirit of respecting human values as a gift given by God

### **2.2.3 Visionary Dimensions**

The word visionary is basically word vision or sight / ideals in the Indonesian language is called visi. Put simply Meyer (2008) states its vision as a statement to show everyone where someone will step. This statement indicates the formulation of the future and translated into forms that can be applied to real conditions. Visionary show adjective someone who has a formula for the future.

A visionary leader has characteristics in setting a vision-oriented, capable of managing institution, acting as a reformer, always provide inspirational motivation, to have hope for the awards, in setting broad objectives touch to a key customer, define the end goal and the way to it, flexible objectives, reflecting the high ideals, setting standards of excellence, entrepreneurs, communicators and inspiring purification, quality culture, and openness to change.

The basic assumption of the behavior of the visionary is beliefs about the future growth of their hopes for their awards from both inside and outside the self (Neck and Manz, 2010). Optimal performance resulting from the ability to control our desires and negative emotions that come from within self (Antonio, 2010).

### **2.2.4 The dimensions of Altruism**

Altruism according to the dictionary definition is putting pleasure and reduce the suffering of others than self-indulgence. Fry and Matherly (2005) extends this definition by adding that the attention not only to others but also himself. Antonio (2008) and Thobroni (2010) emphasized that putting the pleasure of the pleasure itself is the result of the appreciation of the nature of the Godhead and the nature of the understanding that there is in him.

Some of the characteristics of people who behave altruism include: influence, spreading compassion, empathy, respect for others, giving recognition, influence, forgiving, friendly, patient, loyal, humble, leader of a

loved one, evokes the best for themselves and others hated formality and dogmatic religion, a bit of talk, a lot of work and relaxing (Fry & Matherly-, 2003; Thobroni, 2010).

**2.2.5 Dimensions of Collaboration and Teamwork**

Collaboration is the synergy that occurs in a process of the activities of the various elements that exist in an organization which has a duty, styles and work patterns remedy achieve the same goal (Thobroni, 2010). Teamwork is defined in the dictionary is defined as an activity undertaken by some association with each doing a part but all subordinating personal excellence for overall efficiency. Of the two concepts are in an organization, there are several different elements that work together to achieve goals.

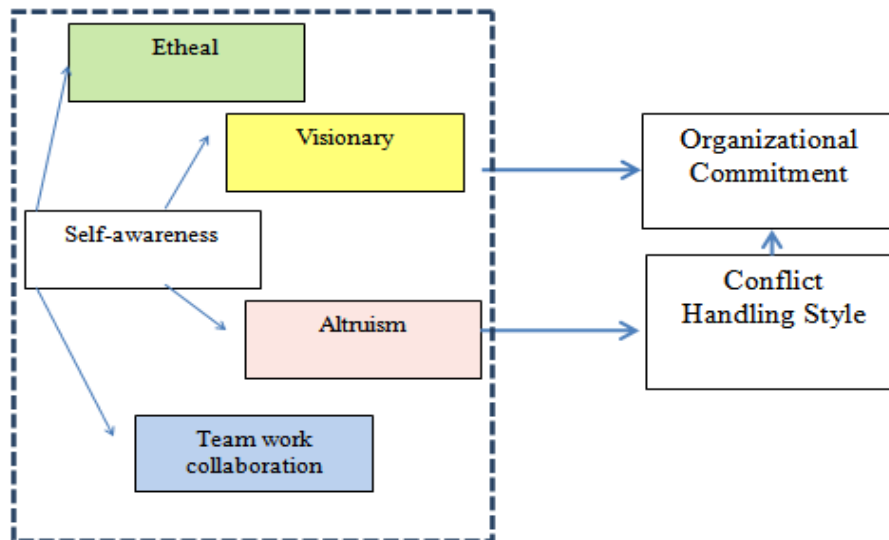
Behavior leader in developing collaboration and teamwork shown effective in managing conflict, empowering, be a good coach for employees, and develop brotherhood. The difference of each element is the basis of the development of this behavior. Effective conflict management applied in the preparation of procedures for handling conflicts that frequently occur in nursing services based on the results of studies conducted together with the leader of the staff. Empowering behavior implemented by delegating some authority to the staff leader to consider the type of tasks and capabilities of staff.

**III. Method**

**3.1 Framework Research Concepts**

A model requires a measure to ensure the statistical relationship between the dimensions in the model. Dimensions in the model is a construct built by several behavioral indicators that can be measured / observed. The basic assumption of the relationship between the dimensions of the Model KBS is the dimension of self-awareness has positive effect on ethical, visionary, altruism, and collaborative teamwork dimension (Figure 3.1). This is in line with the basic principles of self-leadership as proposed by Antonio (2009) which states that "a man will only successfully lead others if he is able to lead themselves". The main runway in leading yourself is self-awareness that emphasizes the meaning of self identity .

**Figure 3.1 Conceptual Framework of A Spiritual-Based Leadership Model (KBS)**



**3.2 Research Hypothesis**

- 3.2.1 dimension of self-awareness has a positive effect on the ethical dimension
- 3.2.2 dimension of self-awareness has a positive effect on the visionary dimension
- 3.2.3 dimension of self-awareness has a positive effect on the dimensions of altruism
- 3.2.4 dimension of self-awareness has a positive effect on the dimensions of collaborative teamwork

**3.3 Population and Sample**

The Instrument of KBStested to 133 head nurses ward and team leader who has the responsibility for managing a group of nurses from the hospital type B and type C spread over an area of West Kalimantan. The hospitals qualification is both public hospitals and private hospitals. Terms of respondents by work experience into the head nurse and leader of the team, more than one year. Minimum educational qualification of respondents are graduates of Diploma III of Nursing.

**3.4 Instrument of the research**

KBS Questionnaire is a measure of the scale of Lickert (1-6) made to identify behaviors associated with the managers of the five dimensional in the Model KBS. Picks scale ranges in the range 1 = STS (Very Mismatch), 2 = TS (Not Available), 3 = ATS (Somewhat Not Match), 4 = AS (Somewhat Under), 5 = S (Match), and 6 = SS (A Great Fit). The lowest score is 1 (Very Mismatch) and the highest 6 (A Great Fit), thus the participants test scores will range between 120-720.

Test items totaling 120-point declaration was positive. Dimensions of self-consciousness consists of a 58-point declaration (1-58), the ethical dimension is composed of 18-point declaration (59-76), the visionary dimensions consisting of 16-point declaration (92-107), the dimensions of altruism consists of 15-point declaration (77- 91), and collaborative work team consisting of 13-point declaration (108-120).

Statistical analysis showed that the reliability of the whole dimension has Chronbach Alpha value is high (> 0.7), which is in the range from 0.878 to 0.949. The reliability of instruments Model Alpha Chronbach KBS has a value of 0,974. This indicates that the instrument Model KBS reliable at both the overall model. The validity of each item in instrument ranging from 0.308 to 0.741. All item meet the value  $r > 0.3$ .

**3.5 Data Analysis**

Factor analysis was conducted to examine the relationships among several variables and explain these variables in a state generally based on the dimensions or factors (Yamin & Kurniawan, 2009). Analysis Strucutural approach followed by Equation Modelling (SEM) to clarify the support of each indicator (item statement) to construct (dimension) KBS. The analysis is confirmatory of fact or analysis. The significance of the analysis described an indicator of a construct expressed support if it has a loading factor of at least 0.5 (Haryono & Ward, 2013). Indicators that have loading factor of less than 0.5 were excluded from the analysis.

The analysis was conducted to see the goodness of fit and the relationship between the constructs (dimensions) contained in the model. Tests performed are complex correlation and model goodness of fit with Structural Equation Modeling (SEM) . Criteria for the goodness of fit of the model determined by the value of DF (degrees of freedom), CMIN / DF (noncentrality parameter), Chi-Square, Sig. Probability, GFI (Goodness of fit indexes), AGFI (Adjusted Goodness of fit indexes), CFI (Comparative fit indexes), TLI (Tucker Lewis Indexes), and RMSEA (Root Mean Square Error of Approximation) (Table. 5.5)

**Table 3.1 Goodness of Fit Criteria Model**

No.	Goodness of Fit Index	Cut off value	Criteria of Goodness of Fit
1.	DF	>0	Over Identified
2.	CMIN/DF	≤2	Goodfit
3.	Chi-Square	<chi-square tabel	Goodfit
4.	Sig. Probability	≥0,05	Goodfit
5.	GFI	≥0,90	Goodfit
6.	AGFI	≥0,90	Goodfit
7.	CFI	≥0,95	Goodfit
8.	TLI	≥0,95	Goodfit
9.	RMSEA	<0,08	Goodfit

**IV. Results**

The model developed in this study is quite complex with an indicator that a lot while the number of samples is less than required. To overcome this, the model estimates the SEM with a single indicator composite (Haryono & Ward, 2012). The methods used are simplifying the latent variables with multi indicators into a composite indicator of just one. In this study, researcher used a single composite indicator considering the estimated value and the reliability and measurement error.

**Table 4.1 Single Composite Indicator Reliability**

Construct	$\Sigma(\text{Loading factor} \times \text{factor score weight})$	$\Sigma(\text{composite loading factor})^2$	Total error varians	Composite construct reliability (pC)
Self-awareness	15,206	231,2224	9,342	0,9608
Ethic	7,362	54,199	2,563	0,9548
Visionay	9,552	91,2	3,46	0,9635
Altruism	7,021	49,294	2,541	0,9505
Team work collaboration	6,916	47,8316	2,716	0,9463

Reliability construct with a single composite indicator, resulting from the calculation of the total sum of the square of the multiplication of the score with regression weight divided by the total sum of multiplying the score with regression weight plus the total error variances. Based on this calculation results obtained composite construct reliability between 0.9463 to 0.9608. According Ghozali (2005) constructs a minimum value of the reliability of 0.70. It can be concluded that a single composite indicator of the measuring instrument KBS qualify reliability (Table 4.1).

**Table 4.2 Single Composite Indicator Validity**

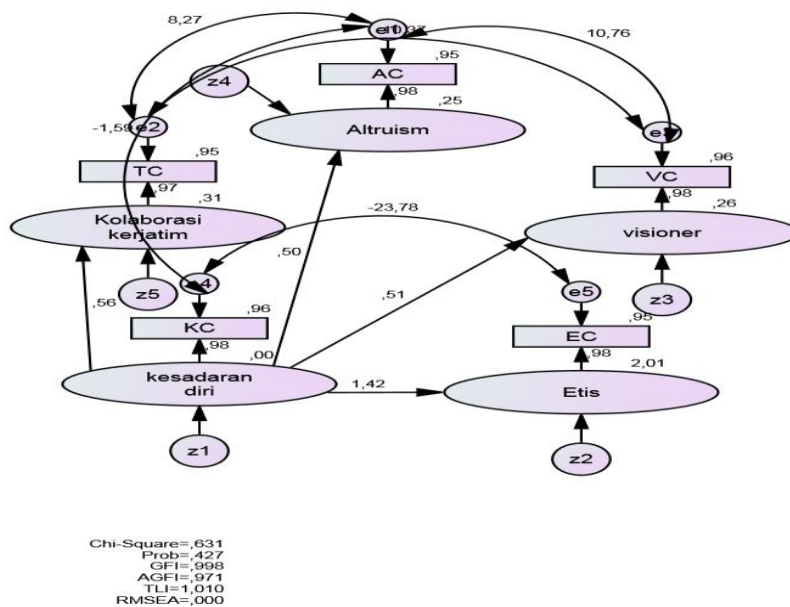
	Single composite indicator validity
Self-awareness < -- KBS	0,819
Ethical < -- KBS	0,862
Visionary < -- KBS	0,908
Altruism < -- KBS	0,584
Team work collaboration < -- KBS	0,863

The validity of the measuring instrument with a single composite indicator to five dimensions (construct) KBS, is determined by the value of the loading factor resulting from modeling. Ghozali (2005) indicates that the value of the lowest valid criteria a measuring instrument amounted to 0.500. Based on the analysis of the validity of a single composite indicator measuring devices KBS ranged from 0.584 to 0.908 (Table 4.2). Thus KBS measuring instrument with a single composite indicator qualify validity.

**4.1 Goodness of Fit of the Model**

The results of the analysis of the goodness of fit test is done in two stages. In the early stages showed that eight of the nine criteria are met, only one unmet ie noncentrality criteria parameters (CMIN / DF) > 2. Based on the modification indices seen that the covariance e4 <-> e5 showed the highest index thus be modified to reduce the value of Chi-Square which directly influence the impairment noncentrality parameters (Figure 4.1).

**Figure 4.1 Structural Equation Model for A Spiritual-Based Leadership Model**



The final model shows the fulfillment of all the criteria of goodness of fit. Based on Table 4.2 showed that the Chi-square value of 0.631 (p = 0.427), which showed no difference in the predicted models with observational data. This may imply that the model predicted eligible for accuracy in accordance with the observed data.

**Tabel 4.2 Goodness of Fit Criteria**

No.	Goodness of Fit Index	Cut off value	Result	Criteria
1.	DF	>0	1	Good Fit
2.	CMIN/DF	≤2	0,631	Good Fit
3.	Chi-Square	<122,089	0,631	Good Fit
4.	Sig. Probability	≥0,05	0,427	Good Fit
5.	GFI	≥0,90	0,998	Good Fit
6.	AGFI	≥0,90	0,971	Good Fit
7.	CFI	≥0,95	1,000	Good Fit
8.	TLI	≥0,95	1,010	Good Fit
9.	RMSEA	<0,08	0,000	Good Fit

Analysis using SEM must meet four assumptions, namely normality, outliers and multicollinearity and singularity. The assumption of normality using the criteria value of  $\pm 2.58$  at the 0.01 level. If the value of Z is greater than the critical value, it can be presumed that the data distribution is not normal. Based on the results of data analysis shows that the value of skewness univariate normality qualify for the Z value  $< \pm 2.58$ . While the curtosis one constructs (VC) has a Z value of 2.940 ( $> 2.58$ ). In univariate normality relatively acceptable. Multivariate normality of the data in the study (9.389) greater than  $\pm 2.58$ . Studies conducted Hair et al. (1996) in Suliyanto (2011) states that the data are normal multivariate univariate normal surely, and vice versa if the overall univariate normal data will not guarantee multivariate normal. Thus in this study, the data can be said to be relatively normal distribution

**4.2 Hypothesis Research Testing**

KBS developed models that theoretically predicted a dimension of self-awareness affect the other four dimensions. To determine the compatibility between models that predicted by the empirical data to test the correlation using SEM analysis (Figure 5.4). SEM assumptions can be met as outlined in the accuracy of test data for model building.

This study was conducted to prove the hypothesis of the influence of self-consciousness four against four other dimensions in the model KBS. Based on the pictures 5.4 and Table 5:14 seen that the model qualifies goodness of fit criteria, where the Chi-square value is smaller than the value table at 0.01 confidence level (122.086) in the amount of 0.631 and  $p = 0.427$ . Meanwhile, seven other goodness of fit criteria meet the requirements (fit). table 4.3

**Tabel 4.3 Results of Regression Weights Analysis Structural Equation Modeling**

			Estimate	S.E.	C.R.	P	Ket
Team work collaboration	<---	Self-awareness	,556	,076	7,350	***	Valid
Altruism	<---	Self-awareness	,502	,075	6,737	***	Valid
Visionary	<---	Self-awareness	,513	,072	7,097	***	Valid
Ethical	<---	Self-awareness	1,420	,225	6,316	***	Valid

Proving the hypothesis be viewed from the analysis of SEM for regression weight which is to be the benchmark is the estimated value, the critical ratio (CR) and the level of significance. From 5:20 table shows that the whole dimension (construct) meet the requirements of the analysis where the estimated value  $> 0.5$ ; CR.1,96 value; and  $p < 0.05$ . This indicates that the dimension of self-awareness positive and significant effect on the ethical dimension, visionary, altruism, as well as collaboration and teamwork.

The first hypothesis in this study is the dimension of self-awareness affect the ethical dimension. Based on the statistical test with SEM obtained estimated values of 1.420 ( $> 0.5$ ),  $CR = 6.316 (> 1.96)$  and the significance of  $p = 0.000 (< 0.05)$ . It can be concluded that the first hypothesis is accepted, or in other words that the behavior of self-awareness positive effect on ethical behavior.

The second hypothesis in this study is the dimension of self-awareness affect the visionary dimensions. Based on the statistical test with SEM obtained estimated values of 0.513 ( $> 0.5$ ),  $CR = 7.97 (> 1.96)$  and the significance of  $p = 0.000 (< 0.05)$ . It can be concluded that the second hypothesis is accepted, or in other words that the behavior of self-awareness positive influence on the behavior of a visionary.

The third hypothesis in this study is the dimension of self-awareness affect the dimensions of altruism. Based on the statistical test with SEM obtained estimated values of 0.502 ( $> 0.5$ ),  $CR = 6.737 (> 1.96)$  and the significance of  $p = 0.000 (< 0.05)$ . It can be concluded that the third hypothesis is accepted, or in other words that the behavior of self-awareness positive influence on the behavior of altruism.

The fourth hypothesis in this study is the dimension of self-awareness affect the dimensions of collaboration and teamwork. Based on the statistical test with SEM obtained estimated value amounting to 0,556 ( $> 0.5$ ),  $CR = 7.350 (> 1.96)$  and the significance of  $p = 0.000 (< 0.05)$ . It can be concluded that the fourth

hypothesis is accepted, or in other words that the behavior of self-awareness positive effect on the behavior of collaboration and teamwork.

## **V. Discussion**

This section describes the discussion of the results of the study to test the accuracy of the model KBS start of reliability and validity of measuring instruments, the accuracy of the model, and the research hypothesis. Results of statistical analysis using Structural Equation Modeling, Model KBS have level goodness of fit were good. The model was analyzed using a single composite indicator because when all the items are analyzed lead to the identification of the model. Model complex to be analyzed as well as their data. Haryono and Wardoyo (2013) declared the results of the analysis either with single or composite indicators with the overall data generating goodness of fit criteria are relatively the same. Based on these explanations, we conclude that the model predicted KBS and developed based on the synthesis of some theories of leadership have similarities with the results obtained from the field.

### **5.1 The Effect of Self-Awareness on Ethical Behavior**

Ethical behavior in the sense of the dictionary is defined as behavior that is unacceptable according to the standards. The standard in question is the standard of social and moral standards. Thobroni (2010) states that the human ethical behavior toward others is also known as social ethics. This behavior is the emission of two ethical behavior is the ethical behavior of God toward His creatures and ethical behavior of man against God.

Understanding of the nature of the (mean) the creation of man (Neck & Manz, 2010) and rituals to develop self-awareness (Antonio 2008), the basis for the development of ethical behavior. The basic assumption of ethical behavior is the spirit of respecting human values as a gift given by God.

### **5.2 the effect of Self-Awareness on Visionary Behaviour**

The word visionary is basically word vision or sight / ideals. Put simply Meyer (2008) states its vision as a statement to show everyone where someone will step. This statement indicates the formulation of the future and translated into forms that can be applied to real conditions. Visionary show adjective someone who has a formula for the future.

The basic assumption of visionary behavior is their beliefs about the future growth of their hopes for their awards from both inside and outside the self (Neck and Manz, 2010). Optimal performance resulting from the ability to control our desires and negative emotions that come from within (Antonio, 2010).

### **5.3 The Effect of self-awareness on Altruism Behaviour**

The third hypothesis in this study is the dimension of self-awareness affect the dimensions of altruism. Based on the statistical test with SEM obtained estimated values of 0.502 ( $> 0.5$ ), CR = 6.737 ( $> 1.96$ ) and the significance of  $p = 0.000$  ( $< 0.05$ ). It can be concluded that the third hypothesis is accepted, or in other words that the behavior of self-awareness positive influence on the behavior of altruism.

Altruism according to the dictionary definition is putting pleasure and reduce the suffering of others than self-indulgence. Fry and Matherly (2005) extends this definition by adding that the attention not only to others but also yourself. Antonio (2008) and Thobroni (2010) emphasized that putting the pleasure of the pleasure itself is the result of the appreciation of the nature of the Godhead and the nature of the understanding that there is in him.

### **5.4 The effect of Self-Awareness to Conduct Collaborative Teamwork**

Leader's behaviour in developing collaboration and teamwork shown effective in managing conflict, empowering, be a good coach for employees, and develop brotherhood. Conflict born of misunderstanding between two or more people, or between the group with another. Conflict could be perceived badly and cause negative emotions. In this process, self-control becomes important to change destructive thinking patterns become constructive or change the way of thinking that considers something bad as a barrier to the challenge (Neck & Manz, 2010). In delegate some authority and empower staff needed personal readiness leaders to accept that if one day the staff have the same ability with her. In this case also apply constructive thinking patterns where the threat is seen as a challenge. Naturally growing appreciation when what is given to the leader of his staff provide benefits for themselves (job becomes lighter), find themselves more competent because it can improve the competence of subordinates.



## VI. Conclusion and Suggestion

### 6.1 Conclusion

The research of statistical analysis on A Spiritual-Based Leadership Model has proven, that:

- 6.1.1 A Spiritual-Based Leadership Model is positively supportive by self-awareness, ethical, visionary, altruism, and team work collaboration dimension.
- 6.1.2 Self-awareness dimension has positive effect on ethical, visionary, altruism, and team work collaboration dimension.

### 6.2 Suggestions

- 6.2.1 Model-Based Self Spiritual Leadership (KBS) -as one of the models approach to solving the lack of organizational commitment and the choice of conflict handling styles need to be proven through the application of the model in the order of nursing services.
- 6.2.2 The result of the application of gradually and continuously evaluated to test the effectiveness and improvement of the model in order to deserve to be the standard of behavioral competencies of leadership in enhancing organizational commitment nurses and encourage conflict resolution style selection with the level of assertiveness and a high level of cooperation.
- 6.2.3 Competent nurse is the result of education provided by institutions of nursing education and field experience both in status as learners as well as the perpetrators of service. Model-Based Self Spiritual Leadership (KBS) can be applied starting from the educational process of the nurses. Nursing educational institutions can consider this model a cornerstone in developing the values of the institution so that every working person can become a role model in the learners.
- 6.2.4 Each dimension in the model behavior KBS lead to achievement of personal objectives with some of strategy offers. Model KBS assist learners in adapting to the learning process is complex and addressing the complexity of the tasks assigned during the lecture. This model also illustrates the ideal behaviors in interpersonal relations and relations within the framework of a larger organization.

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