Study of Transformational Leadership based on Spiritual Intelligence: A Case Study of Teamwork performance in Indonesia

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ABSTRACT

Building a conceptual model of Transformational Leadership based on spiritual Intelligence to fill the gap between authentic leadership and team performance. Statistical testing in this study uses four variables, namely: authentic leadership, Transformational Leadership based on spiritual Intelligence, Perceived Organizational Support and Teamwork performance. The conceptual model was developed and tested empirically through a survey action. 110 respondents consisting of Heads of Service, heads of Fields, Heads of Service Branches, Heads of Sections, Heads of Subdivisions for developing the performance of educational institutions in Central Java, Indonesia. This research adopts Transformational Leadership theory and spiritual intelligence theory, to mediate authentic leadership with team work performance. Furthermore, by using the Sobel test, Transformational Leadership based on spiritual Intelligence is able to become an authentic leadership mediator with team work performance and is very relevant in becoming a key factor in increasing team work performance. Limitations of this study are, the first is that this study focuses on the role of the mediator and the management of organizational support for employees, without considering other variables. The second limitation how the concept of other mediation in increasing the dependent variable is. The perspective of the relationship between Transformational Leadership based on Spiritual Intelligence, Authentic Leadership and teamwork performance provides guidance on how public organizations such as the Education Office can form authentic leadership to encourage Transformational Leadership based on Spiritual Intelligence which will improve team performance.

Keywords*: Authentic Leadership, Perceived Organization Support, Teamwork performance, Transformational Leadership based on Spiritual Intelligence.*

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1. BACKGROUND

Modern organizations face complex developments about implications for the public, private and non-profit sectors worldwide [1], and public organizations must try to pay attention to many considerations related to ideas, demands, structures and cultural elements [2, 3] one of the reasons is, modern organizations must implement aspects in various modern public sectors in an increasingly fast space. The concept of an effective team in service is a group of people who have complementary skills and are committed to achieving common goals with a collective work process in which they are mutually responsible [4,5]. To realize this, leadership is needed who can influence subordinates who are referred to and contribute to the development of these competencies that are formed, and based on transparency, openness, and trust; guiding meaningful goals and focusing on follower development, this has the potential to increase [6, 7]. Authentic leadership is expected to be able to encourage superior human resources who can produce high levels of competition for companies such as intellectuality, creativity, and critical thinking, so that performance increases [8-10]. Other research results indicate that transactional leadership style has a significant positive effect on performance, while transformational leadership style has a positive but not significant effect on performance [11]. The self-regulatory behaviour inherent in authentic leadership processes serves to collectively shape team behaviour, which manifests in the process of team reflexivity, which, in turn, positively predicts team performance. However, team performance turns out to be at a higher premium in the organization under considerable pressure to carry out cost efficiency [12] but there are still some research gaps related to the non-optimal existence of various factors that try to improve teamwork performance. This study seeks to develop a new conceptual model for improving team performance, by adopting a new concept of Transformational Leadership based on spiritual Intelligence, as well as Perceived organization support [13] to improve performance. mediating Authentic Leadership [14] which is expected to improve teamwork performance.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Authentic Leadership (AL)

Authentic leadership that can create a positive climate and positive psychological capacity is a leader behaviour pattern that can encourage greater self-awareness, internalized moral perspectives, balanced information processing, and build transparent relationships can form leaders who can encourage followers to be themselves to develop positively [7]. Authentic leadership is a human resource that is able to create a spiritual condition that can encourage transformational change which is expected to boost organizational performance [15-16]. Behavioural patterns that are built based on positive psychological competencies, become references and contribute to competency development based on transparency, openness, and trust, so that leadership behaviour can be meaningful and focus on follower development [7, 15-17]. Based on several opinions from some of the above researchers, authentic leadership is the attitude of a leader who is confident in being able to encourage his subordinates in a positive direction and develop it to create a positive and pleasant organizational atmosphere [18].

2.2. Transformational Leadership based on spiritual Intelligence (TLSI).

Resource-Based Theory is an influencing process in determining organizational goals, motivating follower behaviour to achieve goals, influencing leadership processes and outputs [19]. Human Capital in the framework explains how leadership is generated, and with a certain leadership style, it will provide a foundation for developing employee motivation, where the organization, in developing employee motivation to achieve optimal potential, must be managed effectively, because resources are an important asset for the organization [20]. Empowering subordinates to create a climate suitable for innovation, which arises because of transformational leadership patterns as one of the important factors that leadership must identify [21]. Intelligence theory generates the ability of agents to appreciate and utilize their knowledge as information about their environment, to build new knowledge that is changed from his experiential information to pursue his goals effectively and efficiently, strengthened by emotion [22]. Intelligence quotation in a leader has a major role in realizing the intended leadership, namely to create better social behaviour in leadership behaviour [23]. Transformational leaders try to invite subordinates to dare to oppose the tradition of money and ask about old assumptions that hinder thinking patterns, therefore, transformational leaders invite their subordinates to question, research, study, and if necessary replace that belief [24-25]. However, there are concerns about the morality of transformational leadership, distinguishing between authentic transformational leadership and inauthentic or pseudo transformational leadership, so it is necessary to raise the concept of spiritual intelligence as an effort to deal with our behaviour or life in a broader and richer context of meaning, and with spiritual intelligence can assess that one's life is more meaningful when compared to others [25]. Based on this thinking, the researcher proposes the concept of Transformational Leadership based on spiritual Intelligence (TLSI), which is defined as a new concept as a new unit of measure in science (proposition) which is achieved by encouraging subordinates spiritually through idealistic self-awareness, having an inspirational vision, intellectual attitudes, holistic and flexible individual considerations that have the potential to improve team performance.

2.2.1 Idealistic self-awareness

A person's high self-awareness to be able to understand the vision and purpose of his life and a person's ability to criticize himself is an indicator of someone who has spiritual intelligence [26] [27]. Idealized Influence on the behaviour of a transformational leader who has strong self-confidence, is always present in difficult times, adheres to moral values, fosters pride in his followers, has a clear vision, and whose steps always have a definite purpose, and that subordinates want to follow him voluntarily, he positioned himself as a role model for his followers [24]. Self-awareness of a person who can correct himself and uphold moral values fosters pride in his followers and positions himself as an example for his followers.

2.2.2 Have an inspirational vision

A person who is responsible for bringing a higher vision and values to others, can inspire others, is the ability of a leader who has a high enough level of spiritual intelligence [26]. Transformational leadership is a characteristic of leaders who inspire work, inviting them to realize a common goal so that their lives and works become meaningful is a characteristic of Transformational Leadership [28] [29]. The most important role of vision in organization is to focus on human energy, to colour the organization so that they can see more clearly what is in of them, so leaders must have a focus and convey that focus [30], so that it can inspire subordinates and encourage them to focus more on work.

2.2.3. Holistic intellectual attitude

Holistic leadership is a leadership concept that offers a balance of patterns of task execution and decision making, as in the theory that "Holistic leaders can understand and have a concern for the need to develop three aspects which include soul, mind and body" [31]. The holistic leadership model shows that strong and sustainable performance can be achieved when the mind, body and spirit are aligned, developed, and truly integrated [32] resulting in high performance.

2.2.4 Individual flexible preconceptions

Organizational flexibility depends on personnel flexibility, namely the relationship between the number of jobs and the number of workers in the company [33]. The flexibility of personnel will always try to increase the speed of adapting to the company's external environment and the ability to adapt to business difficulties and uncertainties, and always try to generate new expectations in the form of innovation and good attitudes [34]. It was previously stated that authentic leadership positively influences self-awareness and positive behaviour is human resources that can create spiritual conditions that can encourage transformational change which is then expected to encourage increased organizational performance [16]. Therefore, the proposed hypothesis is;

H1. Authentic Leadership (AL) affects the Transformational Leadership based on spiritual Intelligence (TLSI).

2.3. Teamwork Performance (TP)

Team workers or work teams are sporty, sensitive, and sociable people, and can recognize the flow of emotions hidden within the team that results in positive synergy through coordinated efforts resulting in a performance level higher than the amount of individual input [35]. Team processes reflect the types of communication, activities, and interactions that occur in teams that contribute to their ends and goals [36][37]. Teamwork occurs when team members work together to achieve major goals that encourage the use of skills so that the goals that have been set are achieved [38]. Teamwork requires the intelligence of a leader who can make his followers admire, respect and at the same time believe in him so that self-awareness to evaluate himself about other people will form a condition in which the spiritual intelligence of transformational leaders will encourage increased performance [25] [24] and team performance. The concept of Transformational Leadership based on spiritual Intelligence (TLSI) is a condition that can encourage subordinates spiritually through idealistic self-awareness, having an inspirational vision, a holistic intellectual attitude and flexible individual considerations. From the description above it can be proposed the following hypothesis:

H2; Transformational Leadership based on spiritual Intelligence (TLSI), has a positive effect on Teamwork Performance (TP)

2.4. Perceived Organization Support (POS)

Organizations must always be built to support individuals to improve their performance. The value of fairness in communication is needed to get support from the organization, which is a condition where communication satisfaction occurs at the level of individual satisfaction with various aspects of communication within the organization, which will create job satisfaction which can then be interpreted as organizational support. Consistent patterns of agreement shown by employees with statements about whether the organization values their contributions and will treat them well or not well in different circumstances, is interpreted as Perceived organization support [39].

Employees from various occupations and organizations provide evidence for high internal reliability and unidimensional scales. An exploratory and confirmatory factor analysis [39] of the social exchange relationship between employees and superiors. Perceived organization support represents an important part of Perceived organization support, because Perceived organization support implies what the organization has provided to employees. This study emphasizes that the need for organizations to provide support to employees before starting and during initiatives to carry out organizational changes, because support and trust in management and attitudes towards cooperative change are positive impacts of Perceived organization support. Communication satisfaction is a factor that increases employee job satisfaction which can then be interpreted as organizational support. This can be achieved through, concerned with opinions, concerned with well-being, considering goals and values [40].

Transformational Leadership based on spiritual Intelligence (TLSI) is a condition that can encourage subordinates spiritually through idealistic self-awareness, having an inspirational vision, a holistic intellectual attitude and flexible individual considerations that can encourage an increase in employee job satisfaction which can then be interpreted as organizational support for team members. From the description above, the following hypothesis can be proposed:

H3. Transformational Leadership based on spiritual Intelligence (TLSI), influences Perceived Organization Support (POS).

From the previous discussion it has been said that in order to increase the strength of the team a concept is needed that is able to increase the competence of human resources needed by the organization to provide support to employees before starting and during initiatives to carry out organizational changes, because support and trust in management and the attitude of cooperative change is an impact positive from Perceived organization support. With organizational support the team will be able to improve its product/output, which in turn increases Teamwork Performance (TP), so that a hypothesis can be drawn, namely

H4. Perceived organization support (POS), influences Teamwork Performance (TP)

2.5. The mediating role of the Transformational Leadership based on spiritual Intelligence (TLSI)

The role of the Transformational Leadership based on spiritual Intelligence (TLSI) is studied empirically in terms of mediating the relationship between authentic leadership and the performance team. Transformational leadership has been identified as one of the most important factors influencing organizational innovation, namely leadership which can empower subordinates and create an appropriate climate for innovation [41] [42]. Transformational leadership can encourage the efforts made by groups of individuals to produce higher performance than the results obtained if the work is done alone. Teamwork produces positive synergy through coordinated efforts [43] [44]. Teamwork is an activity that is managed and carried out by a group of people who are members of an organization so that they can build solidarity in improving employee performance [45]. Facing and solving problems of meaning and value requires spiritual intelligence that allows a person to recognize the value of a trait in others and himself, within the framework of intelligence to place behavior and life in a broader and richer context of meaning, and that is intelligence to assess how life or actions are more meaningful than others [27] [38]. While the concept of linking spiritual intelligence with transformational leadership to encourage teamwork performance, a concept is needed that can make followers admire, respect and at the same time believe in it and with the self-awareness to evaluate themselves about others [24]. The concept is Transformational Leadership based on spiritual Intelligence (TLSI), which is a condition that can encourage subordinates spiritually through idealistic self-awareness, having an inspirational vision, a holistic intellectual attitude, and flexible individual considerations. From this discussion, a hypothesis can be drawn as follows.

H5. Transformational Leadership based on Spiritual Intelligence (TLSI) can mediate the effect of Authentic Leadership (AL) on Teamwork Performance (TP).
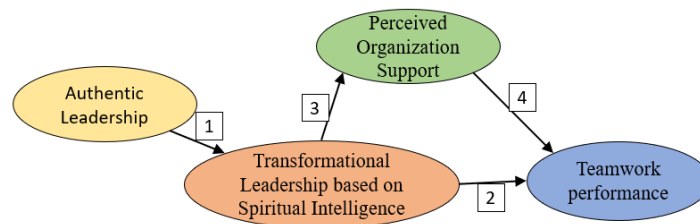
2.6. Model

Figure 1: Conceptual Framework

3. METHODOLOGY

3.1. Population and Sampling Techniques.

The target population as the sample is described as an action team, which are employees with certain criteria, namely leaders and staff who have the opportunity to be promoted to leadership (employees of level III and IV). This personnel is selected because they are responsible for implementing operational policies and work completion and for guiding and directing employee activities to achieve goals. The data were collected using a very structured questionnaire containing measures for authentic leadership, Transformational Leadership based on spiritual Intelligence, knowledge sharing behavior, and teamwork performance. This study proposes five hypotheses using quantitative research methods. The model was tested on 110 respondents who were selected through the purposive sampling method, by selecting employees of Class III and IV with a minimum group work period of 8 years and Leadership Education and Training that had been attended, from the Department Education and Culture of Central Java Province using AMOS 22 as a data analysis tool.

3.2. Sampling and data collection

The research was conducted by distributing questionnaires to 110 leaders at the Education and Culture Office of Central Java Province, Indonesia, using a purported sampling technique. The criteria as respondents are Officials of Echelon II, III, IVa, IVb, and Employees with Groups III and IV. The characteristics of the respondents are:

Table 3.1 Characteristics of the respondents.

Gender		Tenure			
Men	73	< 2 year	-	10<20	28
Women	37	2<10 year	8	20<30	74
Age				Qualification	
30-35	8	46-50	25	Bachelor	51
36-40	12	51-55	23	Master	56

41-45	15	56-60	27	Doctoral		3
Position				Status		
Strategic Tsaf		51		Married		103
Supervisors (esl IV)		43		Single		7
Manager (esl III)		15				
Directors (esl II)		1				

Source: Secondary data processed in this study.

3.3 Validity and Reliability Testing

The questionnaire that is designed in this study is with 11 questions. The scale used as the multi-item measure was adopted from previous studies. Table 3.2. Shows the variables used in the model, as well as the indicators and question items.

AVE acceptance test (Average Variance Estimated) which is often used is 0.50 where the AVE value of at least 0.50 indicates a good convergent validity has the meaning that the indicator in one construct enters another variable is lower (less than 0.50) so that the probability of the indicator converges and enters the construct with the value in its block greater than 50%. The validation test is carried out by using the loading factor or Average Variance Extracted technique for all constructs higher than the cut-off level of the standard 0.50 which is carried out by correlating the value obtained from each question item with the total value.

Reliability Test, Malhotra, 2008)[46], If the Cronbach Alpha value is greater than or equal to 0.6 ", then the instrument is suitable for use. Research instruments and test results are presented in table form.

Table 3.2. Research instruments and test results

No	Variable	Cronbach's Alpha	Indicator	Local loading standards
1	Teamwork performance Buchholz (2000)	0,891	Punctuality.	0,836
			Teamwork	0,874
			Self Confifence	0,831
2	Transformational Leadership based on spiritual Intelligence (new concept)	0,849	have an inspirational vision	0,778
			holistic intellectual attitude	0,886
			Individual flexible preconceptions	0,832
3	Authentic Leadership (Avolio, Gardner, & Walumbwa (2007)	0,921	Specific Work	0,829
			positive psychological capacity	0,831
4.	Perceived organization support (Eisenberger, Fasolo,Davis La Mastro's 1990)	0,774	Care about opinions	0,796
			Care about well-being	0,836

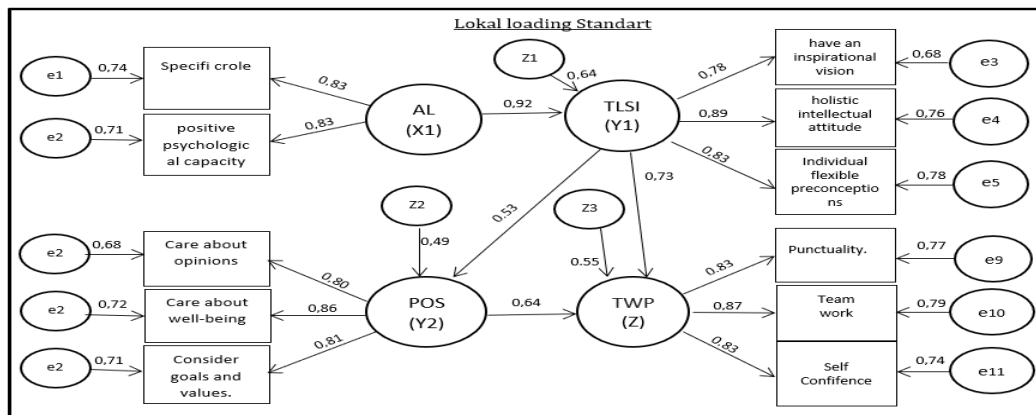|			Consider goals and values	0,814

Source: Secondary data processed in this study.

Figure 3.1. Goodness of fit test results for structural models

Source: Secondary data processed in this study.

Kriteria *Goodness of Fit Model,* χ^2 (Chi-Square) =68,20, *Significant Probability*=0,224, GFI = 0,895, AGFI = 0,819, TLI = 0,926, CFI = 0,889, RMSEA = 0,039.

4. RESULTS AND DISCUSSION

Model Feasibility Testing

Variance-based structural equation (SEM) is modeling used by researchers, namely, partial least-squares SEM, to analyze the data in this study the inclusion of formally measured constructs [47] [48] [49] [50] [51]. By looking at the RMSA figure which is less than 0.039, and even though the GFI, TLKI and CFI figures show a number smaller than 0.9, there is no problem with the preparation of the model.

Hypothesis test

The next step is testing the hypothesis for the causal relationship between variables using the CR-Critical ratio criteria equal to or greater than 2.0 [52] [53]. Then testing the empirical analysis model (output model). The outer model is a model that determines the relationship between latent constructs and their indicators. In other words, the hypothesis defines how each indicator is related to other latent constructs, as described in the Table.

Table 4.1.Hypothesis Testing Results

Hypotheses	Estimate	Critical Ratio	P value ($\leq 0,05$)	Results
H1. The higher the Authentic Leadership, the higher the Transformational Leadership based on spiritual Intelligence	0.921	8,226	0,00	Supported
H2. The higher the Spiritual Intelligence-based Transformational Leadership, the higher the Teamwork Performance.	0,726	8,741	0,00	Supported
H3. The higher the Transformational Leadership based on spiritual Intelligence, the higher the Perceived organization support.	0,529	5,430	0,00	Supported

H4. The higher the Perceived organization support, the higher the Teamwork Performance	0,641	7,699	0,00	Supported
H5. Transformational Leadership based on spiritual Intelligence are able to mediate, the influence of Authentic Leadership on Teamwork Performance.	Z-value = 6,216		0,00	Supported

Source: Secondary data processed in this study.

H1. The role of Authentic Leadership, influencing the Transformational Leadership based on spiritual Intelligence (table 4.1.) Describes a structural relationship model between Authentic Leadership and Transformational Leadership based on spiritual Intelligence (TLSI). The findings of the structural paths indicate that there is a significant relationship between the strategic role of the Navy and TLSI (t = 8,226> 2.0) with a P-Value (0.00 <0.05). Therefore, Hypothesis 1 is accepted.

H2. Transformational Leadership based on spiritual Intelligence (TLSI) affects Teamwork Performance (TP) (table 4.1.) Describes the structural relationship model of Transformational Leadership based on spiritual Intelligence (TLSI) with Teamwork Performance. The findings of the structural paths indicate that there is a significant relationship between the strategic role of TLSI and TP (t = 8.741> 2.0) with a P-Value (0.00 <0.05). Therefore, Hypothesis 2 is accepted.

H3. Transformational Leadership based on Spiritual Intelligence (TLSI) influences Perceived organization support (POS) (table 4.1.) describes the structural relationship model of Transformational Leadership based on Spiritual Intelligence (TLSI) with Perceived organization support (POS). The structural path findings show that there is a significant relationship between the strategic role of TLSI and POS (t = 5.430 > 2.0) and the P-Value (0.00 <0.05). Therefore, Hypothesis 3 is accepted.

H4. Perceived organization support (POS), influences Teamwork Performance (TP) (table 4.1.) describes the structural relationship model of Perceived organization support (POS) with Teamwork Performance. The structural path findings show that there is a significant relationship between the strategic role of POS and TP (t = 7.699> 2.0) and the P-Value (0.00 <0.05). Therefore, Hypothesis 4 is accepted.

H5. Transformational Leadership based on spiritual Intelligence (TLSI), able to mediate Authentic Leadership has an effect on Teamwork Performance (table 4.1.)

5. DISCUSSION

Authentic leadership can show positive psychological capacity in subordinates so that it can develop followers to encourage transformational change which is expected to be able to spiritually encourage subordinates to increase the holistic intellectual attitude, so that subordinates can work extra [6,14,54] to produce teamwork through coordinated efforts resulting in a team performance level higher than the sum of individual inputs [35, 55-57], this has the potential to improve team performance.

The concept of Transformational Leadership based on spiritual Intelligence (TLSI) which is shown by Individual flexible preconceptions can encourage subordinates to improve coordination which can increase the team's ability to quickly adapt to change, using skills to become an increasingly sophisticated team, resulting in higher quality work than the amount of individual input [17, 35, 55-56], this has the potential to improve team performance.

6. CONCLUSION

The success of an organization can be seen from the performance level of its team, the high level of team performance is very dependent on its resources. Resources are essential assets for organizations, optimal use of human resources, able to deliver the organization, to maximize team performance, the concept of Transformational Leadership and spiritual intelligence has been able to make organizations move towards organizational learning related to compensation, careers and so on, and also capable deliver organization on productivity results by maximizing team performance in the organization. The presence of the concept of newness in the organization has been able to lead the organization to achieve optimal results. These findings have answered the formulation of the problem as stated earlier regarding the problem solving of team work performance. This model has contributed several hypotheses that have been accepted as a result of data analysis. One concept of mediation has also succeeded in showing its

mediation to improve team work performance, this shows that this concept has been able to encourage team performance in the organization.

6.1 Implications, limitations and agenda for future research

This research has provided new space for the completion of teamwork performance, that the Transformational Leadership based on spiritual Intelligence and Perceived organization support have made a proactive interaction and its impact in improving team performance. Comprehensively, it can be said that the concept of authentic leadership mediated by the Transformational Leadership based on spiritual Intelligence makes it possible to improve Perceived organization support and teamwork performance. Organizations should be able to pay attention to human resource development as the main reference for increasing performance targets which not only relies on a past resource management concept but is more directed at how to increase institutional productivity results, besides that the leader's side is also a reference for improving innovation and task completion in the organization because this will have a positive impact on improving teamwork performance in the organization.

6.2 Research limitations / implications

There are two limitations in this research. First, the survey was only conducted within the office of the education and culture office in the province of Central Java, Indonesia and its official branches. The second limitation is that although this study focuses on the role of mediators and managing organizational support, it does not consider other variables. Third, how is the concept of other mediation in increasing the dependent variable.

6.3 Upcoming research agenda

This study provides space for other researchers, who furthermore, in the future, are expected to provide a clearer picture of the results to improve team performance in organizations, by adding new concepts as other research variables. In this model, among others, Transformational Leadership based on spiritual Intelligence with Perceived organization support which mediates authentic leadership to improve Teamwork Performance

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