Increasing Organizational Commitment through Spiritual Intelligence, Transformational Leadership, and Self-Efficacy

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ABSTRACT: This study aims to determine the effect of spiritual intelligence and transformational leadership on self-efficacy and its impact on organizational commitment (Study on Employees of Kompas Gramedia Xpress Yogyakarta Company). This research is classified as explanatory research. The research sample consisted of 120 permanent employees at the freight forwarding service company Kompas Gramedia Xpress Yogyakarta—data collection with a questionnaire. The sampling technique used is simple random sampling. The data analysis technique uses partial least squares with the SEM-PLS application. The results showed that spiritual intelligence has a significant effect on self-efficacy, spiritual intelligence is having a significant impact on organizational commitment, transformational leadership has a significant effect on self-efficacy, transformational leadership has a significant effect on organizational commitment, spiritual intelligence is having a significant impact on organizational commitment through self-efficacy, transformational leadership has a significant effect on organizational commitment through self-efficacy. Based on the research results, Kompas Gramedia Xpress Yogyakarta must be able to increase spiritual intelligence and transformational leadership so that employees can have a sense of self-efficacy at work which will have an impact on improving organizational commitment to employees in the company.

KEYWORDS: spiritual intelligence, transformational leadership, self-efficacy, organizational commitment.

I. INTRODUCTION

The goods delivery service industry has developed rapidly in Indonesia, mainly triggered by the increasing needs of the community during the Covid 19 pandemic. Restrictions on community activities have pushed the flow of goods delivery to increase dramatically. Based on data obtained from the Indonesian Logistics Association, the flow of goods shipments in Indonesia during the pandemic grew by up to 40%. Every logistics company tries to compete for consumers with various services and prices.

Kompas Gramedia Xpress is a business unit engaged in providing delivery services and meeting logistics needs based on a distribution network that is widespread in Indonesia. During the Covid-19 pandemic there were many layoffs (PHK) in various companies affected by Covid-19. Layoffs did not occur at Kompas Gramedia Xpress because management managed to manage employees so that they have a strong commitment to the organization. After the Covid-19 pandemic era passed, company problems arose due to an organizational restructuring policy in 2022 which resulted in the departure of 12% of employees from the company. The problem of leaving employees from the company is an indication of low organizational commitment. The researcher is interested in examining the problem of decreasing organizational commitment from the perspective of the variables of self-efficacy, employee spiritual intelligence, and transformational leadership

II. LITERATURE REVIEW

Spiritual Intelligence

Spiritual intelligence is an ability that describes the true meaning of various life issues, namely the ability to convey one's behavior and life in a context that is more meaningful to oneself and also to others (Zohar and Marshall, 2000). Spiritual intelligence is the foundation needed to function intellectual intelligence and emotional intelligence effectively. Spiritual intelligence is a holistic approach to life: usefulness, self-awareness, compassion, creativity, thinking skills, and the ability to forgive others (Krisnanda and Surya, 2019). Employees with high spiritual intelligence will usually recover faster from an illness,

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both physical and mental, easier to rise from falls or suffering, more resistant to stress, and easier to see opportunities because they have a positive mental attitude, happy and satisfied in carrying out their work. life (Krisnanda and Surya, 2019).\

Transformational leadership

Transformational leadership according to Colquitt et al., (2017: 456) is leadership that involves inspiring followers (members) to commit to a shared vision that gives meaning to their work and also serves as a role model that helps followers develop their potential and see problems from the perspective of new. Team-focused transformational leadership emphasizes group goals, shared values and beliefs, and shared efforts. It was further explained that transformational leaders can increase the self-efficacy of followers (members), and provide encouragement to the group (Warlizasusi et. al., 2018).

Self-efficacy

Self-efficacy according to Colquitt et al., (2017: 167) is a belief that a person has the ability needed to carry out the behavior required for the success of a task. Robbin and Judge's statement (2017: 139) explains that the higher the self-efficacy, the more confidence in the ability to succeed. When in a difficult situation, individuals with low self-efficacy will probably improve their efforts or give up together, while individuals with high self-efficacy will try harder to master challenges (Warlizasusi et al., 2018). Self-Efficacy is influenced by Transformational Leadership (Warlizasusi et al., 2018); Wardhani and Kurniawan (2017), and Spiritual Intelligence (Dev et al. 2018); Fesharaki (2019).

Organizational Commitment

Organizational commitment according to Colquitt, LePine, and Wesson (2017) is defined as the employee's desire to remain a member of the organization. If an organization member has good work skills or expertise but is not accompanied by high work commitment, then the organization cannot run well (Yulan and Bernarto, 2017). Several studies related to organizational commitment will broadly have implications for job satisfaction, absenteeism, disloyalty, employee turnover, and the willingness to gain organizational achievement and success (Thamrin, 2012). Organizational commitment is influenced by transformational leadership (Thamrin, 2012; Dewi (2013); Udin (2020), self-efficacy (Fung et al., 2020); Yulan and Bernarto, (2017), and spiritual intelligence (Utomo et al. 2016).

Research conducted by Fung et al., (2020) shows that there is a significant and positive effect between self-efficacy and organizational commitment. The results of research conducted by Yulan and Bernarto (2017) show that there is a positive influence between self-efficacy and organizational commitment. Research findings stating that there is no effect between self-efficacy and organizational commitment is research conducted by Benna, Brahmasari, and Nugroho (2017). Based on the differences in research findings regarding the effect of self-efficacy on organizational commitment, it is deemed necessary to carry out further research to answer or confirm these differences.

Based on the description above, it can be concluded that organizational commitment is influenced by self-efficacy (Fung et al., 2020; Yulan and Bernarto, 2017; Maria et al., 2021), spiritual intelligence (Utomo et al. 2016) and transformational leadership (Thamrin, 2012; Dewi, 2013; Udin, 2020). The relationship between these variables forms a new model to be studied. In addition, based on previous research studies, the indirect effect has not been studied, namely the influence of spiritual intelligence on organizational commitment through self-efficacy and the effect of transformational leadership on organizational commitment through self-efficacy. This research model and study of indirect effects is the novelty of this study.

HYPOTHESIS

Based on the description of the concept and empirical findings, the research hypothesis can be formulated as follows:

H1: Spiritual intelligence has a significant effect on self-efficacy

H2: Spiritual intelligence has a significant effect on organizational commitment

H3: Transformational leadership has a significant effect on self-efficacy

H4: Transformational leadership has a significant effect on organizational commitment

H5: Self-efficacy has a significant effect on organizational commitment

H6: Spiritual intelligence has a significant effect on organizational commitment through self-efficacy

H7: Transformational leadership has a significant effect on organizational commitment through self-efficacy

III. RESEARCH METHOD

This research belongs to the type of explanatory research, with a quantitative approach. The population in this study were all 120 employees of Kompas Gramedia Xpress Yogyakarta. The sampling technique used is simple random sampling. Data was

collected by distributing questionnaires and direct interviews with respondents. Measurement of respondents' answers using a Likert scale of 1-5.

Spiritual intelligence. The measurement of this variable refers to research by Utomo et al., (2016), namely: ability to be flexible, quality of life inspired by vision and values, ability to face and respond to existing suffering, ability to face and go through pain, aversion to harmful behavior.

Transformational leadership. The measurement of this variable refers to Udin's research (2020), namely: idealized influence or charisma, inspirational motivation, intellectual stimulation, and individual attention.

Self-efficacy. The measurement of this variable refers to research by Warlizasusi et al., (2018), namely: motivation, cognitive resources, and level of work difficulty.

Organizational commitment. The measurement of this variable refers to research by Utomo et al., (2016), namely: affective commitment, continuing commitment, and normative commitment

Data analysis in this study uses Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) technique that can analyze latent variables, indicator variables, and measurement errors directly (Ghozali: 2015)

IV. RESULT AND DISCUSSION

Table 1. Respondent Characteristics

Characteristic	Frequency (N = 120)	Precentage (%)
Gender		
Male	96	80 %
Female	24	20 %
Education		
Senior high school	78	65 %
Diploma	24	20 %
Bachelor degree	18	15 %
Age (years)		
25 - 29	12	10 %
30 - 34	36	30 %
35 - 39	27	22,5 %
40 - 44	30	25 %
45 - 49	12	10 %
50– 53	3	2,5 %

Source: Primary data that has been processed, 2023

Table 1. Shows that there are more male employees than female employees. The majority of employees have a high school education. Most of the employees are between 30 – 34 years old.

Hypothesis Test

This research model already has a Goodness of Fit in the large category, this means that the overall value of the model, both the measurement model and the resulting structural model, is strong so that hypothesis testing can be carried out. The research hypothesis can be tested by testing the significance of the influence between constructs by looking at the path coefficient (p-value) obtained.

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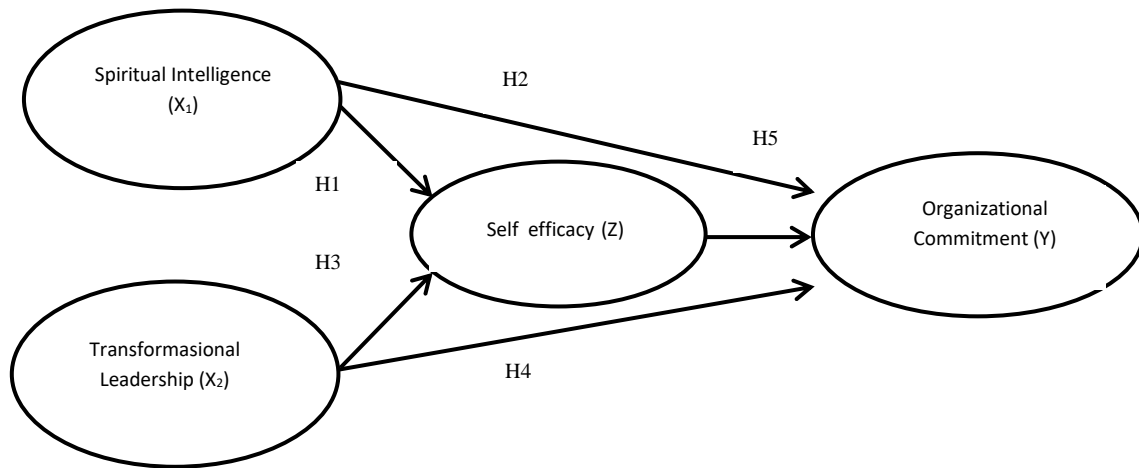

Figure 1. Hypothesis Model

Table 2. Hypothesis Testing Using PLS Analysis

Hypothesis	Relation between variable	Coefficient	p-values	Description
H1	Spiritual Intelligence (X1) ➜ Self-efficacy (X2)	0,613	0,000	significant
H2	Spiritual Intelligence (X1) ➜ Organizational Commitment (Y1)	0,335	0,004	significant
H3	Transformasional Leadership (X2)➜ Self-efficacy (Z1)	0,495	0,005	significant
H4	Transformasional Leadership (X2) ➜ Organizational Commitment (Y1)	0,472	0,048	significant
H5	Self-efficacy (Z1) ➜ Organizational Commitment (Y1)	0,641	0,000	significant
H6	Spiritual Intelligence (X1) ➜ Self-efficacy (X2) ➜ Organizational Commitment (Y1)	0,335	0,005	significant
H7	Transformasional Leadership (X2)➜ Self-efficacy (Z1) ➜ Organizational Commitment (Y1)	0,495	0,005	significant

Based on the table it can be seen that each hypothesis can be accepted because it has fulfilled the statistical test requirements, namely the p-value is smaller than the alpha of 5%.

The Effect of Spiritual Intelligence on Self-Efficacy

Based on the results of hypothesis testing, proves that Spiritual Intelligence has a positive and significant effect on Self-Efficacy. The results of this study support the theory put forward by Colquitt et al., (2017) which states that spiritual intelligence is believed to mean that individuals can think to solve a problem and take responsibility. If an individual can complete a responsibility, then the individual has the ability and confidence in himself which has an impact on a high level of self-efficacy (Kreitner and Kinicki, 2014). The results of this study also support the results of previous research conducted by Dev et al., (2018) which said that the higher a person's spiritual intelligence tends to have a high level of self-efficacy. Similar research was also put forward by Fesharaki (2019) saying that spiritual intelligence affects a person's self-efficacy.

Spiritual intelligence is an intelligence and spiritual concept that is combined and believed in employees to be used to improve employees' abilities at work (Fesharaki, 2019). Good spiritual intelligence will make employees not easily give up on difficulties and understand how capable they are. A good level of spiritual intelligence of employees will make employees think that they can complete a task and responsibility in their work. If employees have confidence in being able to complete tasks and responsibilities properly, it will have an impact on increasing employee confidence. This self-confidence will make employees have confidence that they can complete tasks so that their level of self-efficacy of employees will increase.

The Effect of Spiritual Intelligence on Organizational Commitment

Based on the results of hypothesis testing, proves that Spiritual Intelligence has a positive and significant effect on Self-Efficacy. The results of this study support the theory put forward by Colquitt et al., (2017) which states that employees with good spiritual intelligence at work will increase employee self-esteem. Spiritual intelligence believed by employees will enable

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employees to be able to complete tasks and responsibilities optimally for the sake of company goals this will increase organizational commitment. This research is also supported by previous research by Utomo et al., (2016) which stated that organizational values and work that are spiritually meaningful will increase employee self-esteem, hope, health, happiness, and personal growth. As a result, employees will give their best (both physically and mentally) for the organization, and they will regard work as a mission, not just a job, which in turn makes their commitment to the organization increase.

Employees who have good spiritual intelligence will feel happy in doing their work so that employees will feel able to do all their work to the fullest (Utomo et al., 2016). Employees will see the work done as a form of responsibility and dedication to the company. As a form of responsibility and dedication to the company, employees will provide the best for the company. This will increase employee organizational commitment to the company.

The Effect of Transformational Leadership on Self-Efficacy

Based on the results of hypothesis testing, proves that Spiritual Intelligence has a positive and significant effect on Self-Efficacy. The results of this study support the theory put forward by Colquitt et al., (2017) which says that the behavior of transformational leaders has an impact on self-efficacy because transformational leaders prioritize effectiveness and are considered creative to be able to encourage their employees to be creative as well. This is supported by the statement of Robbins and Judge (2017: 263) who say that transformational leaders can increase the effectiveness of their followers and can provide the spirit of "certainly can do" so that employees tend to be ambitious in pursuing organizational goals. The existence of a leader can influence his employees to have self-efficacy in carrying out their duties. The results of this study are also supported by the results of previous research conducted by Warlizasusi et al., (2018) that good transformational leadership will lead to increased self-efficacy. Transformational leadership focuses on the team and emphasizes group goals, shared values and beliefs, and shared efforts. The same research was also conducted by Wardhani and Kurniawan (2017) that the teacher's transformational leadership style influences students' entrepreneurial self-efficacy.

Transformational leadership is capable of influencing employees to act according to the direction of the leader to achieve the goals and vision and mission of the organization. Effective and creative transformational leaders are able to encourage employees to be enthusiastic in the belief that they are able to complete tasks and responsibilities properly. Employees who are able to complete tasks well will feel more motivated to perform successfully in completing the same task in the future. This motivation will increase employee confidence. The employee's self-confidence in the belief in the success of a high task will make self-efficacy increase.

The Influence of Transformational Leadership on Organizational Commitment

Based on the results of testing the hypothesis to prove that Transformational Leadership has a positive and significant effect on Organizational Commitment. The results of this study support the theory put forward by Colquitt et al., (2017) stating that transformational leaders involve behavior by helping their employees achieve their goals through coaching, development, and mentoring so that in the end it will increase their commitment to the organization. The results of this study are supported by the results of previous research conducted by Thamrin (2012) which states that in order to foster organizational commitment in organizational members to change, the application of a transformational leadership model is deemed necessary, especially with behaviors that articulate a vision, provide the right model, foster group goals, and individual support. Similar research was also conducted by Dewi (2013) who stated that transformational leadership influences organizational satisfaction and commitment because transformational leadership will make employees work satisfactorily and will increase employee commitment. Another study by Udin (2020) says that transformational leaders also have charm and are able to incorporate employee beliefs and attitudes, enabling employees to be passionate about embracing and dedicating themselves to the goals and objectives of the organization.

Transformational leaders will try to get to know the potential and abilities of their employees and will involve employees in achieving organizational change (Thamrin, 2012). Leaders will embrace employees more by providing assistance and encouragement to their employees so they can develop more within the company. Support from transformational leaders at work will affect the ability of employees so it can help employees achieve company goals. If employees feel embraced and given encouragement by the leadership, it will lead to a positive attitude and feel comfortable at work. Employees who feel comfortable and have an emotional bond with the company will result in increased organizational commitment to the company.

The Effect of Self-Efficacy on Organizational Commitment

Based on the results of hypothesis testing proves that Self-Efficacy has a positive and significant effect on Organizational Commitment. The results of this study support the theory put forward by Colquitt et al. (2017) which states that when employee

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self-efficacy is higher, employees will be more confident in their ability to succeed. This statement is supported by Bandura in Robbins and Judge (2017: 140) that if employees can complete tasks in the past, employees will be confident that they can perform the same tasks again in the future so that employees will feel satisfied with themselves and committed to the organization.

This research is supported by previous research by Yulan and Bernardo (2017); Fung et al., (2020); Maria et al., (2021) that self-efficacy increases, and employee commitment to the organization also increases. One of the reasons why an individual still wants to survive is because of his confidence that he is still capable of carrying out the tasks entrusted to him and because there are responsibilities that must be fulfilled. This self-confidence has an impact on employees who will continue to do their work and choose to remain in the organization (Yulan and Bernarto, 2017). However, this research does not support previous research conducted by Benna et al., (2017) that self-efficacy has no significant effect on organizational commitment.

Self-efficacy is a belief that arises because employees have confidence in their ability to carry out a job. This belief is related to the motivation that employees must be more confident and have confidence in their abilities (Maria et al., 2021). Self-efficacy is needed in employees by increasing their ability to do the tasks assigned so that the organization runs optimally. Employees who have high self-efficacy will feel confident in completing all tasks. If the employee feels capable of completing the task, it will lead to a positive attitude and satisfaction with his abilities so that in the future the employee will be sure that he can complete the same task again. This positive attitude will automatically increase employee organizational commitment.

The Effect of Spiritual Intelligence on Organizational Commitment Through Self-Efficacy

Based on the results of testing the hypothesis to prove that Spiritual Intelligence has a positive and significant effect on Organizational Commitment through Self-Efficacy. The results of this study are novelty because previous studies have not been studied. Good spiritual intelligence will make employees not easily give up on difficulties and understand how capable they are. A good level of spiritual intelligence of employees makes employees believe that they can complete a task and responsibility in their work. Employees who believe in their success in carrying out their duties will increase employee confidence. This self-confidence will increase employee self-efficacy. If the employee feels capable of completing the task, it will lead to a positive attitude and satisfaction with his abilities so that in the future the employee will be sure that he can complete the same task again. Employees who have high self-efficacy feel able to do all tasks well so employees will feel they have an emotional bond with the company and this will increase commitment to the organization.

The Influence of Transformational Leadership on Organizational Commitment Through Self-Efficacy

Based on the results of testing the hypothesis to prove that Transformational Leadership has a positive and significant effect on Organizational Commitment through Self-Efficacy. The results of this study are novelty because previous studies have not been studied. Transformational leaders realize that every employee has different potential and abilities so leaders will help employees achieve organizational goals. Leaders encourage employees with the spirit that employees can definitely do their job supported by training and capacity development. If employees can complete their work well then employees will feel motivated to continue to succeed in their duties in the future. This motivation will increase employee confidence in the success of a task. Employees who have high self-confidence will increase employee self-efficacy. Increased employee self-efficacy will make employees feel satisfied with the company and feel they have an obligation to remain in the company. Employees who are satisfied with the company will have an impact on increasing levels of organizational commitment.

V. IMPLICATION

From various previous empirical studies, there has been no study on the indirect effect of spiritual intelligence on organizational commitment through self-efficacy. In addition, there has also been no study of the effect of transformational leadership on organizational commitment through self-efficacy. Therefore, the findings of this indirect influence are novelties in this study.

VI. CONCLUSION

Organizational commitment is the outcome of company policies in managing employees. Organizational commitment does not appear automatically but needs to be pursued comprehensively by company management. Under certain conditions, organizational commitment can fluctuate up or down. When organizational commitment decreases, the potential for the intention to leave will increase. Therefore, a decrease in organizational commitment needs to be anticipated by increasing employee spiritual intelligence, implementing transformational leadership, and increasing employee self-efficacy. so that organizational commitment will remain high.

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