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The Role of Lecturers in Leadership, Spirituality in the
Workplace and Organizational Commitment in the Context of
Organizational Citizenship Behavior in Islamic Universities

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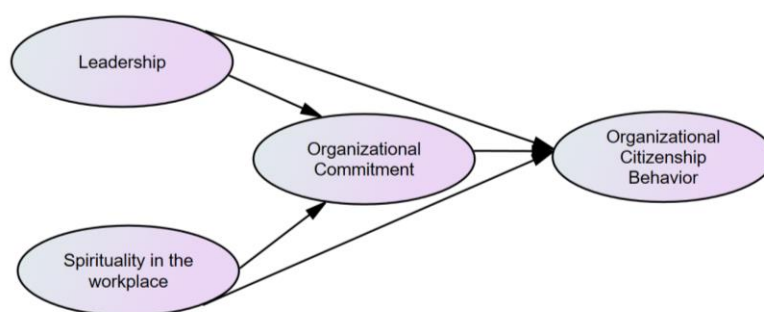




Research Highlights

The purpose of this research was to analyze the role of lecturers in leadership, spirituality in the workplace and organizational commitment in the context of Organizational Citizenship Behavior (OCB) at Islamic University in Pekanbaru. The respondents of this research were permanent lecturers at the Islamic University in Pekanbaru with probability sampling method with the Random Sampling technique of 318 respondents. This research analyzed used Structural Equation Modeling. The results of this study indicate that leadership has a direct positive and significant direct effect on organizational commitment, spirituality in the workplace has a direct positive and significant direct effect on organizational commitment, leadership has a direct positive and significant direct effect on organizational citizenship behavior, Organizational commitment has a positive direct and significant effect on organizational citizenship behavior, and Spirituality in the workplace has a positive and significant direct positive effect on organizational citizenship behavior at Islamic University lecturers in Pekanbaru.

Graphical Abstract



Research Objectives

The purposes of this study:





1. To find out and analyze positively and significantly the direct effect of leadership on organizational commitment.
2. To find out and analyze positively and significantly the direct effect of spirituality in the workplace and organizational commitment.
3. To find out and analyze positively and significantly the direct effect of leadership on organizational citizenship behavior.
4. To find out and analyze positively and significantly the direct effect of spirituality in the workplace on organizational citizenship behavior.
5. To find out and analyze positively and significantly the direct effect of organizational commitments to organizational citizenship behavior.

Methodology

Research Design

This study used a quantitative approach that used a verification, namely an approach based on existing theories and then compared with the reality that occurs in the community. Verification was to know the role of spirituality in the workplace and organizational commitment of citizenship behavior.

Sample of Research

The Sample in this study was permanent lecturers at Islamic University in Pekanbaru, there are State of Islamic University Sultan Syarif Kasim Riau, Muhammadiyah University of Riau, and the Islamic University of Riau. The sample selection used probability sampling method with the Random Sampling technique. The sample size was determined proportionally based on the lecturer population of each Islamic University in Pekanbaru as many as 318 respondents.

Data Analysis

This study involved four variables, the variables of Leadership, Spirituality in the Workplace, Organizational Commitment, and Organizational Citizenship Behavior where each variable has a dimensions and indicators. Each indicator instrument will be tested for validity and reliability. The research hypothesis was analyzed by Structural Equation Modeling.





Results

The results of this study indicate that:

H1. Leadership has a significant and positive direct effect on organizational commitment. Meaning that, the leadership role of a leader greatly determines the commitment of a lecturer to achieve university goals. The better the leadership role in a university, the commitment of a lecturer will be higher in achieving university goals.

H2. Spirituality in the workplace has a positive direct effect and significant on organizational commitment. That is, to increase the commitment of lecturers who are high in conducting “Tridarma Higher education” that spirituality in the workplace is required (feeling own the organization)

H3. Leadership has a positive direct effect and significant on OCB. Meaning that, a lecturer will do additional work when the leadership role of a leader can create comfortable working conditions for lecturers and employees.

H4. Spirituality in the workplace has a positive direct effect and significant on OCB. Meaning that, a lecturer at the university considers that his work is very meaningful for himself or their family; the lecturer will shape the behavior that can achieve the goals of the university, such as wanting to do additional work outside of the “tridarma” duties of the college.

H5. Organizational commitment has a positive direct effect and significant on OCB. Meaning that, to increase OCB, a lecturer at the university needed a high organizational commitment such as be anxious to stay at the university.

Findings

The findings show that leadership was in a good category that reflects into leadership that has been well implemented. This proved that university leaders are able to influence their subordinates positively which results in achieving university goals.

Spirituality at work was in a high category. This shows that the work as a lecturer is a meaningful work for them, has a sense of belonging to fellow colleagues, and understands the vision and mission of the university.





Based on respondents' responses, organizational commitment was categorized as high. Meaning that, a lecturer who feels he has been bound by a university will not leave the university.

In addition, OCB was also in the high category. This was supported by responses from respondents who agreed when they voluntarily spent their time in the institution.

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