

A Study on Employees Performance: Spiritual Leadership and Work Motivation with Mediation Work Satisfaction at the University of Darul Ulum, Indonesia

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Abstract

The purpose of this research is to examine a work satisfaction with the emphasize on a spiritual leadership and a work motivation in reaching a employees performance. The research was held at University of Darul Ulum, Jombang, East Java. The four research variables measured by applying Likert scale for collecting a employees perception. The amount of population research is 326 people and completed with 180 people for a sample. The method of collecting data is Simple Random Sampling and this research is quantitative. The method for analyzing data for a coefficient model is performing the Structural Equation Modeling and the Path Analysis. Originality of this research is to investigate the work satisfaction of employees as a mediator for the spiritual leadership and work motivation in improving the employees performance in the Structural Equation Modeling. The result of this research suggest that a work motivation can be able to strengthen a employees satisfaction in improving a work performance at University of Darul Ulum implementing a spiritual leadership model.

Keywords: spiritual leadership, work motivation, work satisfaction, employees performance.

1. Introduction

The spiritual leadership at University of Darul Ulum owns important roles. A success of a goal achievement is based on a quality of leadership (Yukl, 2010). The spiritual leadership, as matter of fact, can be able to run and to direct an institution reach the goal of organization. A leadership is an effort to influence the followers using a communication process for a certain destination (Gibson *et al.*, 1992). Spiritual leadership has many followers on the basis of a spiritual call in achieving a goal (Fry, 2003). The spiritual leadership running at the University of Darul Ulum is influenced by the Musta'in Romly's teachings, a trustworthy *kyai* (Nasir, 2010). A spiritual leadership is a kind of leadership having worldly dimension and also Godly dimension, as model of leadership showed by the Prophet Mohammad, namely: true (*siddiq*), trustworthy (*amanah*), smart (*fatamah*) and delivering the truth/intelligent (*tabligh*) (Antonio, 2010). Every institution dreams having the good employees. The performance of employees is an achievement based on the standardized criteria (Robbins, 2003). Also, the performance of employees is the result of qualified jobs inherent with their duty and responsibility (Prabu, 2007). Performance is coherent with the strategic goal of institution.

The satisfaction of work has an important understanding to create a performance of employees encompass competence, carefulness, target, efficient, diligence, initiative, attitude, co-working, skill, discipline (Armstrong and Baron, 1998; Sudarmanto, 2009). A man having a high work satisfaction is exhibiting a positive behavior on his work (Mark, 1999), and vice versa. Employees of University of Darul Ulum has an unique of satisfaction viewed from a spiritual aspect. Based on the empirical facts and theoretical study above, we are showing whether the spiritual leadership can be able to lift the work satisfaction and also move the employees to perform their jobs better at University of Darul Ulum?

Robbins and Timothy (2009) suggests that work satisfaction is measured using wage, promotion, supervision, benefit, contingent, operating procedures, co-workers, nature of work and communication. Work satisfaction is also an attitude or a worker at the work environment (Gibson, *et al.*, 1992). Work satisfaction is a feeling or emotional response of a worker for the jobs and also environment jobs (Wibowo, 2010). It indicates that work satisfaction is not sole concept, but it very depends on jobs environment, like place, time and individual role. On the other hand, motivation is a process relating with intensity, goal and personal diligence for a certain target (Robbins, 2003). Motivating states, motivating behavior and goals or end user behavior are means of measuring motivation (Robbins, 2003). Motivation can be grouped in two categories, content theories and process theories (Gibson *et al.*, 1992). Motivation is a trigger for workers to do a certain activity so that it ends personal satisfaction (Mulyati, 2013). Yousep (1998) and Koesmono (2005) state that a satisfaction has a positive impact on employees performance. (Prabu, 2005; Brahmasari and Suprayitno, 2008; Koesmono, 2005). Referring to this theoretical discussion, we are curious to investigate whether work motivation can satisfy employees and has positive impact on employees performance or not?

Work satisfaction of employees at University of Darul Ulum is really crucial factor for reaching worker performance. We also investigate in this research which the two exogenous variables, spiritual leadership and work motivation, has main role to make employees works successful at University of Darul Ulum.

2. Reference Review

2.1 Spiritual Leadership

Gibson *et al.*, (1992) explains that leadership is an efforts to influence people by means of a communication process for a certain target. In this sense, a leadership needs power or influence. A leader should lead, guide, commit, direct, and precede. A leader takes forward position for both short and long term goals. (Danim, 2012). Fry (2008), suggests that spiritual leadership is a cluster of values, attitudes and behavior to motivate people so that they have survival feeling to involve in it.

Spiritual domain, in the Islamic perspective, is relating with Godly Reality, the Almighty God, Allah, the Oneness. It is very common for human beings and it is also main substances of humanity values. A man covers some components, material, spiritual and physical substances. It actually takes place “push-pull power” for the man’s behaviour, between spiritual and physical dimension or and material power. The spiritual encouragement brings the material dimension of man towards spiritual dimension by means of learning and internalizing the Character and the Nature of Allah, performing the Instructions of Allah, following the Prophet’s Teachings, Muhammad (peace be upon him). The spiritual leadership leads the wordly dimension to godly dimension. The Prophet Muhammad (peace be upon him) has an ability to intensify an ideal leadership and he gets success for it to develop the human dignity. The Prophet Muhammad fulfills his leadership by implementing a concept of *al-uswatun al-hasanah* (good examples) and also concept of *siddiq* (truth), *amanah* (trustworthy), *fatanah* (smart) and *tabligh* (delivering the truth). (Hart,1994). These four concepts (*siddiq*, *amanah*, *fatanah* and *tabligh*) as a spiritual leadership can be prove accepted by the public at the present time.

2.2 Work Motivation

Motivation is a stimulate factor to move the people to do a certain activity. Motivation has two components, internal and external component. Internal component covers a personal change, like unsatisfaction or psychological tension, while external component involves. External component involves something needed, like ideal of life. In short, the internal component is the needed needs, but the external component is wanted goals, so that motivasion is a process showing intensity, direction, and personal diligence for getting goals in the shape of attitude and goals (Gibson *et al.*,1992). Robbins (2003) describes work motivation reflected on motivating states, motivating behavior and goals.

2.3 Work satisfaction

Work satisfaction is positive or negative personal behavior for a work. Wibowo (2007) suggests that work satisfaction is a feeling and a behavior of people as a result of responding something (Wibowo, 2007). Work satisfaction is a workers behavior taken place at the work place (Wresniewski *et al.*, 1997 and Gibson *et al.*, 2000). Some definitions concludes that the work satisfaction is not single concept. On one side, unsatisfied employees never get psychological satisfaction, and even get frustrated or tend to do negative behavior. On the other side, satisfied employees are work enthusiastically and energetically for achievements. Wibowo (2010) explains that it has a reciprocally relations between work satisfaction and performance. On the one side, he suggests that performance the work satisfaction tends to improve performance of working, so that a satisfied worker tends to be more productively and a productive worker, in turn get work satisfaction.

Robbins and Timothy (2009) explains that the work satisfaction is a reflection of wage, promotion, supervision, benefit, contingent, operating procedures co-workers, nature of work and communication. Robbins and Timothy (2009) also give some explanations that work satisfaction can be measured by a proper salary or wage, job challenge, work environment support, colleague encouragement, and personal compatibility of works.

2.4 Performance of employees

Performance of works is a result of work. It can also determines a process of continuously communication between employers and employee (Wibowo, 2007). The performance of employees can be measured by qualitative and quantitative norms based on their jobs description (Prabu, 2007).

Amstrong and Baron (1998) and Sudarmanto (2009) evaluate the performance of employees on the basis of a reflection of understanding and works aptitude. Employee performance through the reflection of understanding and workmanship, jobs carefulness, target, jobs efficiency, work diligence, and discipline. Employees evaluation is necessary taken to find for whom potential to develop employees. It has a significant relationship between the performance of employees and the performance of organization. The better the performance of employees, the better the performance of organization. (Respati and Amin, 2014).

3. Variables and measurement

3.1 Spiritual leadership is cluster of values, attitude, behavior to motivate intrinsic both the self and other self, and in turn, a spiritual feeling of survival can be built among the people. (Antonio, 2010 and Fry, 2003). The spiritual leadership is an attitude and a behaviour to push other people, so that they have a spiritual involvement feeling to get goal, with a reflective indicators: true (*siddiq*), trustworthy (*amanah*), intelligent (*fatanah*), and delivering the truth (*tabligh*).

3.2 Work motivation is a process to explain intensity, direction and deligence of people to reach the goals (Robbins, 2003). Motivation is a trigger factor to stimulate the people to perform an activity to reach the goals, and it be reflected of three types of indicator variables: motivating states, motivating behavior, and motivating goals or end user behavior.

3.3 Work satisfaction is a positive feeling of work, an impact of character evaluation (Robbins and Timothy, 2009). Work satisfaction appears in the form of comfortability in doing a routine jobs by considering: wage, promotion, supervision, benefit, Contingent, operating procedures, co-workers, nature of work and communication.

3.4 Performance of employees is qualitative and quantitative achievement in fulfilling the jobs relating to their duty and responsibility (Amstrong and Baron, 1998). It concerning with a strategic goal of institution. Also, it must take considerations about some aspects, such as understanding and competence of jobs, carefulness, target, efficiency, diligence, initiative, behavior, cooperation, personal autonomy and discipline.

4. Methodology

The explanatory research applied emphasizes on a correlation between exogenous variable, endogenous variable and mediator variable in the structural equation modeling. Spiritual leadership and work motivation is the exogenous variable, work satisfaction posts mediator variable and the performance of work is exogenous variable. An approach applied in this research is mainstream positivism. Research design used is quantitative survey method. Distributed questionnaires to respondents are collected and tabulated using Likert Scale with available five options. Maximum score for it is 5 means very approve (positive perception) and the lowest score is 1 for unapproved (negative perception). Research is taken place at University of Darul Ulum with 326 employees comprising 215 teaching staffs and 111 administrative staffs in 2013. Simple random sampling applied for withdrawing a sample of research, with a formula as below:

$$N/(1+N(\alpha)^2) = 326/(1+326(0.05)^2) = 180$$
 samples. The research takes 180 respondents and also takes 1 month for collecting questionnaire distributed. The analysis on data collected by using correlation method and path analysis supported by statistics program.

5. Research Hypothesis

The success of a goal is very determined by a quality of leadership (Yukl, 2010; Tobroni 2010). Spiritual leadership has a power to move and direct an institution to get expected goals. Work satisfaction has an important understanding to bring the performance of employees in reality (Armstrong and Baron, 1998; Sudarmanto, 2009). It indicates that spiritual leadership and work satisfaction runs hand in hand. A man having a high work satisfaction must show his positive behavior on his jobs (Mark, 1999). Unfortunately, the employees of University of Darul Ulum have an unique satisfaction or work viewed from the spiritual aspects.

H1. Work satisfaction of employees is a mediator of spiritual leadership to improve the performance of employees.

Motivation is a trigger factor to do a certain activity, so it can be able to influence an individual satisfaction (Mulyati, 2013). It is also explained by Yousep (1998) and Koesmono (2005) that a satisfaction can be able to influence the people to do better. Motivation and work satisfaction can also influence the performance of employees (Prabu, 2005; Brahmasari and Suprayitno, 2008; Koesmono, 2005).

H2. Work satisfaction of employees as a mediator of work motivation to improve the performance of employees.

This research is to examine whether spiritual leadership is more important or work motivation relating with the worker's jobs and the performance of employees at University of Darul Ulum.

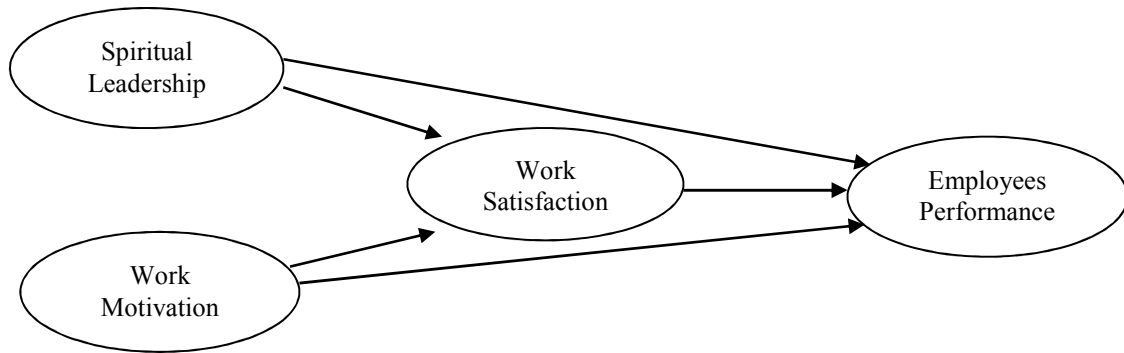
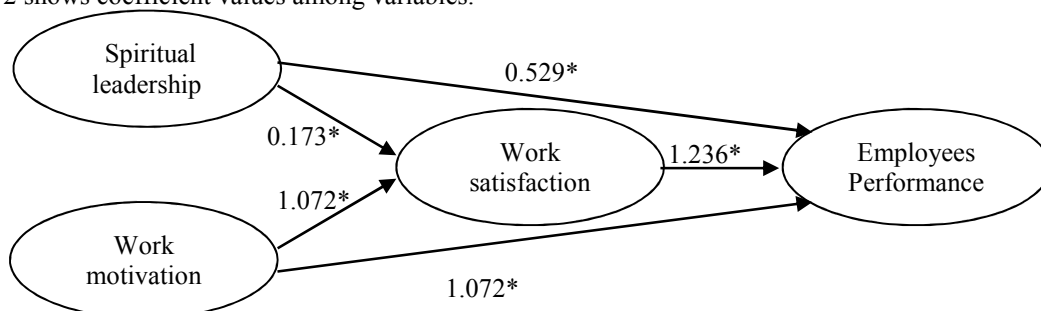


Figure 1. Model of Research Concept

6. Result

6.1 Structural Equation Modeling Evaluation

Data collected is tabulated and measured. Validity test applies correlation product moment, and it shows that the items of questionnaire can measure the research indicators and respondents also take the meaning of questionnaire. Reliability test applies Chronbach Alpha method, and it proves that questionnaire answers have a high consistence degree. Test on the model of structure equality shows that the value of Chi square equals to 233.93 with the probability degree of 0.125. Probability degree up to 0.05 indicates that Structure Equation Modeling presented by the author/researcher have fulfilled the coefficient values and well done examination. Figure 2 shows coefficient values among variables.



Note: *) level p=0.05

Figure 2. Coefficient and Structural Equation Modeling

The influence of research variables are demonstrated on the coefficient of values as showed on figure 2. Having considered the level of probability of 0.05, the analysis proved that it has a significant influence among variables. Direct and indirect influence presented on Table 1.

Table 1. Influence among research variables

| No | Variable | | | Koef. Standardized regression weight | | | Hypothesis | Type of Mediation |
|----|----------------------|-------------------|-----------------------|--------------------------------------|--------------------------|--------------------------|-------------|-------------------|
| | Exogenous | Mediation | Endogenous | Direct | Indirect | Total amount | | |
| 1 | Spiritual leadership | Work Satisfaction | - | 0.173* | - | - | - | - |
| | - | Work Satisfaction | Employees Performance | 1.236* | - | - | - | - |
| | Spiritual leadership | - | Employees Performance | 0.529* | 0.173* X 1.236* = 0.213* | - | - | - |
| | Spiritual leadership | Work Satisfaction | Employees Performance | - | - | 0.529* + 0.213* = 0.742* | H1 Accepted | Partial mediation |
| 2 | Work Motivation | Work Satisfaction | - | 1.072* | - | - | - | - |
| | - | Work Satisfaction | Employees Performance | 1.236* | - | - | - | - |
| | Work Motivation | - | Employees Performance | 0.884* | 1.072* X 1.236* = 1.324* | - | - | - |
| | Work Motivation | Work Satisfaction | Employees Performance | - | - | 0.884* + 1.324* = 2.208* | H2 Accepted | Partial mediation |

Note: *) level p=0.05

The influence among research variables shows the significant influence among research variables. Spiritual leadership has a significant influence on the satisfaction of work, and in turn, the satisfaction of work influences the performance of employees. It means that the satisfaction of employees can be a mediation variable with the standardized coefficient value equals to 0.213. Comparing the direct influence of spiritual leadership to the performance of employees processing standardized coefficient value of 0.529, the satisfaction of employees implies a lower mediation variable for spiritual leadership on the performance of employees.

Motivation of working has a significant influence on satisfaction of work, and satisfaction of work also influences significantly on performance of employees. It indicates that the satisfaction of work can be a mediation variable for the motivation of work on the performance of employees with the standardized coefficient value equals to 1.324. Comparing the direct influence of motivation on the performance of employees having standardized coefficient value of 0,884, it also indicates that the satisfaction of work can be the strong mediation variable for the motivation of work and the performance of employees.

The track of the motivation of work on the satisfaction of work and on the performance of employees owns a supreme role compared with the spiritual leadership on the satisfaction of work and on the performance of employees. It is proven that the influence of motivation, the satisfaction of work, and the performance of employees having a higher value of 2.208, and it is more significant compared with the influence of the spiritual leadership, the satisfaction of work and the performance of employees which shows as 0,742. It is also investigated that the satisfaction of work is more success than to mediate the motivation of work on the performance of employees rather than to mediate the spiritual leadership. Indirect influence of motivation, satisfaction of work and performance of employees noting value of 1.324 has stronger influence of spiritual leadership, satisfaction of work and performance of employees with value of 0.213.

Descriptive analysis applies Likert scale to compute the average value for each indicator. The latent variable test is demonstrated by the values of loading factors for each research variables. The value of loading factor as showed on Table 2. It presents a real evidence that the research indicator can measure the latent variable of research. There is no value of loading factor exceeds the cut-off value as much 0.5.

Table 2. Value of perception and loading factor

| Variables | Indicators | Factor Loading | Value of perception |
|-----------------------|-----------------------------|----------------|---------------------|
| Spiritual leadership | True | 0.884 | 4.00 |
| | Trustworthy | 0.915 | 4.01 |
| | Smart | 0.877 | 4.03 |
| | Intelligent | 0.866 | 3.99 |
| Work motivation | Motivating states | 0.827 | 3.92 |
| | Motivating behavior | 0.799 | 3.90 |
| | Goals or ends user behavior | 0.603 | 3.99 |
| Work satisfaction | Wage | 0.768 | 3.62 |
| | Promotion | 0.760 | 3.60 |
| | Supervision | 0.684 | 3.63 |
| | Benefit | 0.636 | 3.85 |
| | Contingent | 0.682 | 4.01 |
| | Operating procedures | 0.780 | 3.70 |
| | Colleague | 0.606 | 3.99 |
| | Nature of work | 0.705 | 3.95 |
| Employees performance | Communication | 0.834 | 3.79 |
| | Understanding and skill | 0.732 | 3.84 |
| | Carefulness | 0.722 | 3.71 |
| | On target | 0.700 | 3.71 |
| | Efficiency | 0.750 | 3.83 |
| | Diligent | 0.695 | 4.07 |
| | Initiative | 0.452 | 3.89 |
| | Attitude | 0.638 | 4.13 |
| | Cooperative | 0.666 | 4.06 |
| | Self autonomy | 0.622 | 3.90 |
| | Discipline | 0.714 | 3.75 |

7. Discussion

7.1 Spiritual leadership

Spiritual leadership in this study covers: true (*siddiq*), trustworthy (*amanah*), intelligent (*fatanah*) and delivering the truth (*tabligh*). The implementation of the spiritual leadership at University of Darul Ulum shows that the

trustworthy leadership can able to manifest well the spiritual leadership, on the other hand, the delivering leadership (*tabligh*) shows a lower contribution (Table 2) Respondents tend to approve should be posses for every leaders. Trustworthy leader contains: 1). ability to carry out task and duty of the institution 2). ability to maintain the supreme values of the institution 3). ability to build mental and spiritual of employees, 4). ability to grow sense of belonging on the institutions. The trustworthy spiritual leadership can create safety for employees, as Maslow saying (Gibson *et al.*,1992). Building safety feeling among employees means they are fulfilled their basic needs and, in turn, they can do their job better.

7.2 Work Motivation

These three components: *motivating states*, *motivating behavior* and *goals or ends user behavior* can explain well about the motivation of employees at University of Darul Ulum. The research reveals *motivating states* to show the motivation of employees at University of Darul Ulum. The Univesity of Darul Ulum many years ago ever got the stable period and it was appearance of motivating states. Motivating states can give strong spirit for doing the best for the institution and a it also can stimulate the employees to do their jobs well based on the leaders concern. On he other side, *goals or ends user behavior* gives only a lower contribution on the motivation variable.

Motivation of employees are not only for salary or wage as Herzberg saying as external factors (Robby and Timothy 2009:181), but also their leaders always build togetherness and softly concern to them.

7.3 Work Satisfaction

Satisfaction of work is reflected in the form of wage, promotion, supervision, *benefit*, *contingent*, *operating procedures*, *colleague*, *nature of work*, *communication*. From these elements, communication can manifest the satisfaction of employees for the jobs. However, satisfaction of work concern with the colleagues supports the lower contribution on the satisfaction of employees. The institution, therefore, should increase some aspects of communication, because a good institution is depend on how it can build a healthy communication between employers and employees and also communication among colleagues (Hick, 1987). It can be built informal and formal communication or two way communication. It is expected that communication can disappear a kind of information gaps among them. The satisfaction of work should be emphasized on goals and results (Yang and Hwang, 2014). In short, the research suggests that the satisfaction of work can be fulfilled because of good communication among employers, employees and colleagues.

7.4 Employees Performance

Performance of employees is a result of quantitative and qualitative works relating with the responsibility given for them (Amstrong and Baron, 1998). The performance of work at University of Darul Ulum is manifested on the role of *understanding and skill*, *carefulness*, *target*, *efficiency*, *diligence*, *iniciative*, *behavior*, *cooperative*, *self autonomy and discipline*. An analysis on loading factor shows that the efficiency of work can be described better. But some aspects of initiative support a lower contribution on the performance of employees.

7.5 Spiritual leadership, work motivation and work satisfaction

The research shows that the spiritual leadership influences on the satisfaction of work, and the increase of spiritual leadership has positive impacts on the satisfaction of employees. The steady and strong spiritual leadership will strengthen a degree of satisfaction of employees at the University of Darul Ulum. Spiritual leader should be a servant and serves the other people to reach the satisfaction in a work. Being commitment and responsibility to be a servant means the trust which is suitable for the Islamic teaching covering sincerity, trustworthy and compassionate. The spiritual leadership maintaining the supreme values, such as compassionate, sincerity and trustworthy will able to build a positive relationship for the worker's satisfaction.

The trustworthy spiritual leadership reflects a trustworthy and it provides the real fact at the University of Darul Ulum, and conforms with the Prophet Teachings, Muhammad (peace be upon him). Altman (2010) determines the spiritual leadership has some meaning, such as connection with, and experience of, a higher power that provides and enables inner peace and strength, harmony, love, meaning, wisdom, joy and right action.''. Altman's statement (2010) is almost the same as the leaders of Darul Ulum University in practicing a leadership stressing on the trustworthy, honesty, and in turn, to increase the satisfaction and the performance of employees.

Motivation of employees at University of Darul Ulum have been manifested on motivating states, a motivation of employees encouraging to do something good and to be a good conduct. It is Wagner and Hollenbeck stated (2010) that motivation is related with the term of desire and effort for reaching goals by means of a positive interaction in an organization without expecting any excessive reward. Khan and Sheikh (2012) suggests that modern theory of motivation is much more stressing on expecting reward for someone doing. Related with motivation, it is found that motivating states has been appreciated positively by the

employees surrounding the University of Darul Ulum.

The result of the spiritual leadership and the motivation of work on the satisfaction of work shows that they can improve the satisfaction of employees. In this research, it is also found that the trustworthy and honest spiritual leadership can create the satisfaction of employees. Besides, *motivating states* can also grow the satisfaction of employees at University of Darul Ulum. It is also proven that the increasing of motivation of work has a positive impact on empowering the satisfaction of employees. The higher motivation of work will strengthen a degree of satisfaction of work for those whom work at University of Darul Ulum.

The University of Darul Ulum is actually built on the basis of the Islamic norms, and it will create the Islamic environment for the employees implemented in the form of Islamic behavior. The trustworthy and honest spiritual leadership the feeling of satisfaction for employees.

A research relating with motivation and satisfaction of work conducted by Prabu (2005); Brahmasari and Suprayitno (2008) suggests that the motivation of work has a positive and significant influence on the satisfaction of employees. It is actually needed for employees to manifest the higher satisfaction of working. It is not diametrical with a research performed by Prabu (2005); Brahmasari and Suprayitno (2008).

7.6 Spiritual leadership, work motivation and employees performance

Employees at University of Darul Ulum Performance more stressed on the efficiency aspects. Hall and Goodale (1986) is quoted as saying relating performance of work: "*How an employee performs his or her tasks using time, techniques and interactions with others*". University of Darul Ulum employees have a skill ability for doing jobs and they also can build internal interaction among colleagues. This opinion is accordance with Wibowo (2007) explaining about the management of work as a process of sustainable communication relating to communication between coordinators and sub-coordinators, employers and employees.

Test on the spiritual leadership and the motivation of employees on the performance of employees shows that the spiritual leadership and the motivation of work can increase the performance of employees. Is found that the trustworthy and honest spiritual leadership can manifest an efficiency of work. A leader getting much trustworthy will stimulate the employees easily for doing works at University of Darul Ulum. It is proved that an increase of the spiritual leadership gets a positive impact on the performance of employees. And, of course, it is not diametrical with the research conducted by Brahmasari and Suprayitno (2008), Mulyati (2013). They examine a correlation between the leadership and the performance of employees. It concludes that a leadership can stimulate the performance of employees. Brahmasari and Suprayitno (2008) Mulyati (2013) examine non-spiritual leadership and its impact on the performance of employees.

A research conducted by Mulyati (2013) proves that the spiritual leadership at the University of Merdeka at Madiun does not influence on the performance of teaching staffs. The employees or employees consider that the spiritual leadership is a combination of values, attitude and behavior arranging a vertical relationship between god and teaching staffs which are avoiding a religious culture. As a result, the spiritual leadership can not able to influence the teaching staffs to fulfill teaching and learning process (Mulyati, 2013). Fairholm, Sikula and Burns (Crossman, 2010) explain that the spiritual leadership describes a leader having an innovative competence, clear vision, ability to reduce some handicaps, improving moral for employees and others. As a result, the spiritual leadership has a positive impact on the performance of employees.

This research also delivers motivating states, a motivation for doing something, can encourage the worker to execute the works better at University of Darul Ulum. The strong encouragement of motivating states will get a positive impact on the performance of employees. The positive impacts on the performance of employees in third research is not diametrical with the model of Werner and DeSimone (2009) which is presenting "*expectancy theory*". It explains about the relationship and influence motivation and the performance of employees. The research is accordance with a research established by Mulyati (2013). The result of research conducted by Mulyati (2013) states that there is a real influence between motivation and teaching staffs.

7.7 Correlation between work satisfaction and employees performance

The result of the research shows that the satisfaction of work has an influence on the performance of work. The higher the degree of the satisfaction of work, the better the performance of employees at University of Darul Ulum. This research is in accordance with the research conducted by Prabu (2005). He finds positive correlation between the satisfaction of work and the performance of work.

Robbins and Timothy (2009) determine the satisfaction of work as a positive feeling of people about the works. The result of the research indicates the average employees at University of Darul Ulum can be able to convey a good communication. The research carried out by Yang and Hwang (2014) at some banks in Taiwan indicates that the performance of employees has a reciprocal influence on the satisfaction of work when the management of banks takes more emphasize on the conducive work environment. On the other side, the satisfaction of work influences the performance of employees when the supporting of the satisfaction of work exists factors exists. The real fact taken place at the University of Darul Ulum is a communication factor.

Therefore, it is necessary to carry out the further research on the impact of the satisfaction of work to the performance of employees involving the Islamic culture at University of Darul Ulum.

Suwardi (2011) investigates the influence of the motivation of work variable, the satisfaction of work an commitment of organization on the performance of employees in Indonesia. It indicates that motivation, satisfaction, and commitment has a positive and significant on the performance of work. It also implies that the employees processing higher motivation and satisfaction of work tends to have the higher performance on the institution. The research of Suwardi (2011) is almost the same as the research we conduct and we conclude that to obtain a higher performance of work, motivation and satisfaction of work are necessary to increase.

8. Conclusion

The spiritual leadership has an influence on the satisfaction of work. The better the spiritual leadership, the stronger the degree of the satisfaction of employees at University of Darul Ulum. The trustworthy spiritual leadership is a kind of reliable leadership model implementing at University of Darul Ulum. It applies the Islamic norms in accordance with the Prophet Muhammad Teachings (peace be upon him).

Motivation of employees at University of Darul Ulum is reflected on *motivating states*, a motivation of employees to do or to behave better. The trustworthy and honesty spiritual leadership can be able to realize the satisfaction of employees. Besides, motivate states, a motivation of performing activities eagerly, and it can create a satisfaction of employees at Darul Ulum University.

The performance of employees at University of Darul Ulum is more emphasized on the efficiency of work and mastering technical aspects and building positive interaction among the colleagues. The spiritual leadership and the motivation of work can actually improve the performance or employees. The trustworthy spiritual leadership comprising an honesty aspect can create an efficiency of employees for their jobs. The more trustworthy leader, the better employees execute their jobs. The improvement of the satisfaction of work will obtain of positive effects on the performance of employees. And also the improvement of work, in turn, will increase the performance of work at University of Darul Ulum.

9. Future research

It is proved that the research on the motivation of work can be able to strengthen the satisfaction of employees at the Islamic university with the spiritual leadership style. This research is executed at University of Darul Ulum, and of course, it has lower scientific generalization. It is suggested that for those whom interested to develop a further research at some Islamic universities to obtain the higher degree of scientific generalization. And the most important thing for them to apply the different criteria of the spiritual leadership to find a degree of consistency.

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