



Original Article

# The Relationship of Leadership Style, Spiritual Motivation and Compensation on Employee Performance: Mediating Role of Employee Loyalty

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**Abstract:** Leadership style is considered good in certain times may not be appropriate for other times. Every leader is born with a distinctive typology, according to the demands of the times. The results of temporary observations indicate that the political leadership of the regional head of the Riau Islands Province has not been able to move employees to be close to the community and prioritize the public interest towards prosperity through power. Research object 350 respondents Riau Islands Provincial Government Employees. Slovin formula is qualified to be used as samples are 187 respondents. Data analysis was performed using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS \* version 24. The results of the study indicate that spiritual motivation, leadership style and compensation have a significant positive effect on employee loyalty. Also, spiritual motivation, leadership style and employee loyalty have a significant positive effect on employee performance. Besides that, compensation does not significant effect on employee performance. This study proves that there is indeed a problem with the determination of the organizational commitment variable on the performance variable, therefore it is necessary to increase the organizational commitment for employees in the BP2RD environment of the Riau Islands Provincial Government.

**Keywords:** leadership style; spiritual motivation; compensation; loyalty; employee performance.



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## 1. Introduction

In leading an organization and region, strong leadership is needed so that the goals set by a leader can be achieved. A leader, when leading a region, always has a goal, one of which is the welfare of the people. In order to achieve this goal successfully, all elements in the organization must be moved in accordance with the political leadership of the leader. Leadership and leadership style in organizations play a very important role in influencing employee performance. How leaders build relationships with employees, how they reward employees who excel, how they develop and empower their employees, greatly affects the performance of human resources who are their subordinates.

Riau Islands Province is Indonesia's foremost gateway that borders neighbouring countries. To the east, it is bordered by Malaysia and Brunei; to the north, bordered by Vietnam and Cambodia; and to the west, bordered by Singapore and Malaysia. Geographically, the Riau Archipelago Province covers 2,408 large and small islands where 40% of the islands are unnamed and uninhabited<sup>2</sup> and administratively has 7 regencies/cities (two cities and five regencies) with an area of 252,601 km<sup>2</sup>, of which 95% is ocean. and only 5% is land area. Riau Islands Province as a maritime province cannot be separated from dynamic and competitive inter-regional competition. regional competitiveness, especially at the provincial level, it becomes more important when regions in Indonesia compete to strengthen the competitiveness of their own regions in terms of economy, social, governance, and business climate. Competition for investment, trade in goods and services, as well as other economic factors will also encourage a region to increase its competitiveness compared to other regions.

The geographical location of the Riau Archipelago which is close to neighbouring countries and is on the ASEAN and global trade route is also a major factor in the need to increase competitiveness. This geographical location can be leveraged in attracting foreign and domestic investors. However, this strategic geographical location will not provide benefits if the Riau Islands Province does not have competitiveness. This is because skilled workers and investors are more interested in areas that have competitiveness than regions that are not. Therefore, increasing competitiveness is a must to attract investors, both foreign and domestic, to invest for economic development towards prosperity for the people of the Riau Archipelago. The leadership style that is considered good in certain times, not necessarily in accordance with other times. Every leader is born with a distinctive typology, according to the demands of the times. The results of temporary observations indicate that the political leadership of the regional head of the Riau Islands Province has not been able to move employees to be close to the community and prioritize the public interest towards prosperity through power. For this reason, it is necessary to conduct a research entitled Determination of Leadership Style, Spiritual Motivation, and Compensation on Performance through Loyalty of BP2RD Employees in the Digital Era of Riau Islands Province, Indonesia. have not been able to move employees to be close to the community and prioritize the public interest towards prosperity through power.

For this reason, it is necessary to conduct a research entitled Determination of Leadership Style, Spiritual Motivation, and Compensation on Performance through Loyalty of BP2RD Employees in the Digital Era of Riau Islands Province, Indonesia. have not been able to move employees to be close to the community and prioritize the public interest towards prosperity through power. For this reason, it is necessary to conduct a research entitled Determination of Leadership Style, Spiritual Motivation, and Compensation on Performance through Loyalty of BP2RD Employees in the Digital Era of Riau Islands Province, Indonesia.

## **2. Literature Review**

### **2.1. Leadership Style**

Leadership is the desire to achieve a communication that has an impact and results in influencing the actions of others. Leadership is the activity of persuading people to work together to achieve a goal. Leadership comes from the word of leader which shows the qualities of the leader. The word leader implies directing, fostering or regulating, and showing or influencing. So, the word lead contains two main elements, namely the subject as the leader element and the object as the element being led. In relation to an organization or a business activity, the word leader refers to the position of a person who formally has a certain status through election, appointment, descent, revolution or other means. It can be concluded that leadership is the ability, process, or function used in influencing others to do something in order to achieve certain goals. In an activity, leadership is an effort to help oneself or others achieve a goal. Based on the above, the function of the leader is to direct, foster, regulate, and show the people being led so that they are happy, aligned, and nurtured and in accordance with the will and goals of the leader.

The failure of a leader in carrying out his duties shows the failure of the leader himself, considering that a leader who is able to foster, direct, show, and regulate those he leads, then all the work tasks he leads will run effectively and directed towards the target. (Wibisono 2002) Made a list of leadership qualities as follows: 1. Enthusiastic, immediately adjust everything and Communicate to other people/employees. 2. Confident namely own abilities and the confidence extended to the rest of his men (but should not be too sure, Because It tends to be arrogant). 3. True to heart, tenacious, resilient, demanding high standards, supporting respect still is not mere popularity. To be honest, that is faithful to Themselves, purity yourself, trustworthiness and honesty that breeds trust. 5. Warm, warmth in interpersonal relationships, caring for others and attentive. 6. Humility items, namely willing to listen and bear the guilt, not arrogant and overbearing / force (Wibisono 2002).

### **2.2. Spiritual Motivation**

The concept of spiritual motivation by (Chapra 2000) soul with raised by Max Weber develops that the western world is not driven by the motive of the consumer value, but by the motivation of the original value called the work ethic. Remember, only the remembrance of Allah in their hearts find satisfaction.(Warni 2017). As Max Weber was a

Protestant, the work ethic is Referred to as the Protestant ethic, that religious ethos (Kurniasari et al 2019). The philosophy of the religion in question is the spiritual ethos that has been advancing the economy in the western world, where economic progress is driven by the power of the Protestant religious motivation. Franck (2015) Islam emphasized that the purpose of life is to worship Allah, meanwhile, motivation is the crucial factor in interpretation and gave birth to human actions. In the Islamic concept, the role of motivation is called with the intention and worship. The plan is a crucial driver of man to do or charity, while prayer is the goal of human acts or deeds. (Wibowo 2010) argues that motivation is a series of processes that generate (arouse), direct (direct), and keep (maintain) human behavior toward the achievement of goals, while According to (Wibisono 2002) motivation is a term used to indicate the number of impulses, desire, needs and strengths. Companies that are motivating to employees, it means that the company is doing something to give satisfaction to the motives, needs, and desires of the employee so that the employee will do something to be desired and objective and keep (maintain) human behavior toward the achievement of goals, while According to (Wibisono 2002) motivation is a term used to indicate the number of impulses, desire, needs and strengths. Companies that are motivating to employees, it means that the company is doing something to give satisfaction to the motives, needs, and desires of the employee so that the employee will do something to be desired and objective and keep (maintain) human behavior toward the achievement of goals, while According to (Wibisono 2002) motivation is a term used to indicate the number of impulses, desire, needs and strengths. Companies that are motivating to employees, it means that the company is doing something to give satisfaction to the motives, needs, and desires of the employee so that the employee will do something to be desired and objective.

### **2.3. Organizational Commitment**

Organizational commitment is a feeling of psychological and physical attachment or attachment to the organization where he works or the organization of which he is a member. Psychological connection means that employees feel happy and proud to work for or become members of the organization. The linkage or attachment has three forms of complying with organizational norms, values and regulations, identifying with the organization and internalizing organizational norms, values and regulations (Wirawan 2013). In other words, it is an attitude that reflects employee loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress. (Robbins & Judge 2008) states organizational commitment, defined as an employee identifies an organization, its goals and expectations to remain a member. Most research has focused on emotional engagement in organizations and belief in their values as the 'gold standard' for employee commitment. (M. K. Wibowo 2016) define organizational commitment as the desire of some workers to remain members of the organization.

### **2.4. Loyalty**

According to Griffin (2005), Loyalty is a consumer being said to be loyal or loyal if the consumer shows a buying behavior regularly, or there is a condition where it requires the consumer to buy at least twice in specified time interval. Loyalty is one thing that cannot be purchased with money. Reliability can only be obtained but cannot be bought. Gaining Loyalty from the personnel is not an easy job to do. Inversely proportional to the difficulty of getting it, eliminating the Loyalty of staff becomes a straightforward thing. Employee loyalty in a company is shown by the commitment of employees within the company, commitment to the organization can occur because there are factors, namely from oneself and the organization (Suhendi & Anggara, 2010). Improper placement of employees can result in hampered employee productivity, especially for those who have high job satisfaction and productivity. This results in employees tending to choose to quit at the beginning of the working month (Veithzal Rivai Zainal, 2011). Good employee work placement is done by the company seen from the employee's work experience. The key to work performance in the company is work experience. Work experience is related to the placement of employees in accordance with the requirements of the position that will affect work performance (Ardana 2012).

### **2.5. Employee Performance**

Performance is an organizational behavior directly related to the production of goods or the delivery of services. Information about organizational performance is an essential thing used to evaluate whether the performance process carried out by the organization has been in line with the expected goals or not. However, in reality, many organizations that actually lack or even rarely have information about performance in their organizations. Employee performance is defined as the ability of employees to perform certain skills. Employee performance is essential because with this performance, how far the employees' ability to carry out the tasks assigned to them will be known. Hence, it is necessary to determine clear and measurable criteria and establish them together as a reference (Sinambela, 2012).

The factors that influence the achievement of performance are the ability and motivation factors. Psychologically, abilities consist of potential abilities (IQ) and ability abilities (skills). This means that an employee who has an IQ above

the average with adequate education for his position and skilled in doing daily work will more easily achieve the expected performance. Therefore, the workforce needs to be placed in jobs that are by their expertise. While motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that drives employees who are directed to achieve organizational goals (work goals). A mental attitude also pushes employees to try to achieve maximum performance (Bernardin & Russell, 2013). Performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties by the responsibilities given to him. which is a benchmark of performance, namely Quantity, Quality, and Timeliness (Prabu, 2012).

### 2.6. Conceptual framework

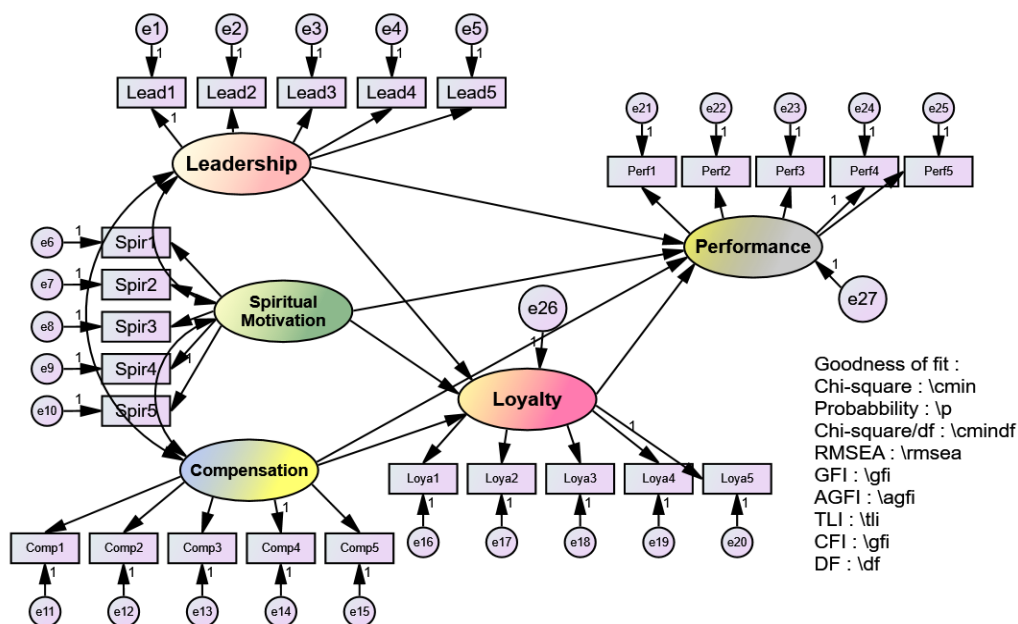


Figure 1. Conceptual Framework

## 3. Materials and Methods

### 3.1. Research Design

The combined research model (Mixed Method) consists of a sequential explanatory model, a sequential exploratory model, a concurrent triangulation design, a concurrent embedded model. The sequential explanatory model is a combination of quantitative and qualitative research sequentially, firstly done quantitative research, then conducted qualitative research. The results of quantitative and qualitative data after analysis will be entered into the matrix to see the comparison obtained. The sequential 26 exploratory model is a combination of the two research methods sequentially starting with qualitative research and the second stage is quantitative research. The design of concurrent triangulation is a balanced combination of two research methods using both quantitative methods and qualitative methods. These methods are used together, at the same time, but independently to answer research problems. The concurrent embedded model is a merger of quantitative and qualitative research methods (Hanif et al 2019).

The method used is an explanatory qualitative approach that is explanatory to the topic of research methods (Zaluchu 2020). Research procedures are the steps carried out in research in the form of research methods, population and sample (quantitative) or sample data sources (qualitative), research instruments, data collection techniques, and data analysis techniques (Sugiyono 2013). The qualitative data analysis procedures are: 1) collecting data sourced from books, and research journals that are focused on the topic of research methods; 2) Grouping the data into types of research (quantitative, qualitative, R&D); 3) Discussion of the type of research method, and its suitability with the idea / title of the research to be discussed accompanied by examples of methods;

### 3.2. Population

The population is a collection of the whole object to be measured in a study (Cooper 2003). The population of this study were all employees in the Riau Islands Province totaling 350 employees. The sampling technique is used in the category of non-probability sampling (Diener et al 1992), (Black & Champion, 2001), (Cooper 2003). Following the specific sample, the characteristics are required, namely the features of the entire worker. The sampling technique

selected is a non-probability technique that is judgmental (purposive). This is an example of a fact that has been established by those who will be taken as samples (Black & Champion 2001).

### 3.3. Sample

The sample is an element of the population selected to represent the population in the research (Cooper 2003) In this research, the sample size is adapted to the analysis model used is the Structural Equation Model (SEM). In this regard, the sample size for SEM is used the model estimating the maximum likelihood estimation (MLE) 100-200 samples (Ghozali, 2018; Hair et al., 1998), or as much as 5 to 10 times of the number of parameters estimated (Ferdinand 2014). In this research, the number of respondents obtained was 326 respondents Riau Islands Provincial Government Employees. Slovin used formula got names qualified to be used as samples are 180 respondents. The data used in the procedure of collecting data in this research consists of primary data and secondary data. Primary data is data obtained directly from the object of research, namely by sending questionnaires directly to potential respondents. Data score of respondents' answers to any further processed with statistical indicators Full Structural Equation Modeling (SEM) using AMOS software for Windows version 24.0 was Obtained display like the image processing results Structural Equation Modeling (SEM) following (Wibisono 2002).

### 3.4. Data Analysis

Data analysis was performed using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS \* version 24 (Arifin & Salam 2019), namely: Development of a theory-based model, Making flowcharts (path diagrams), Convert flowcharts into a series of structural equations, Selection of input matrices and estimation techniques models built, Assess the possibility of identification problems, Evaluate the criteria for the goodness of fit and Model interpretation and modification.

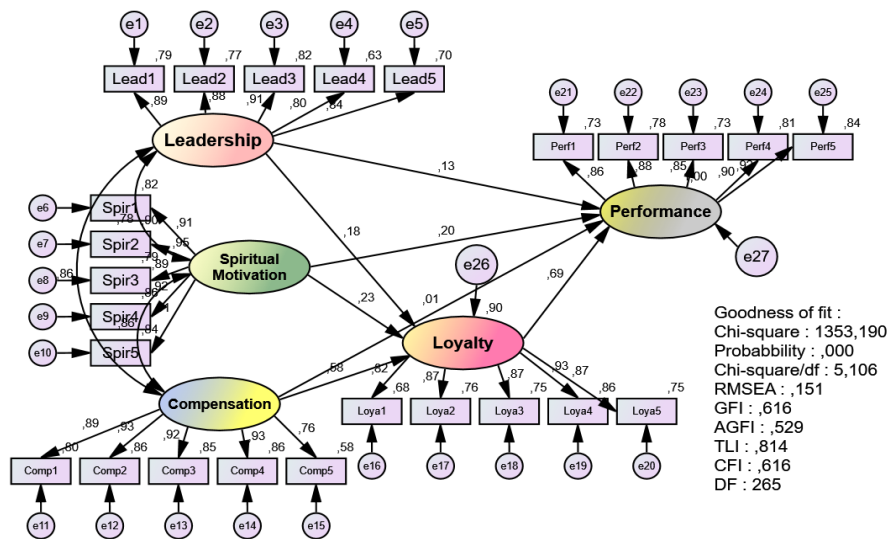


Figure 2. Full SEM Model

## 4. Results

Table 1. Result of Regression Weights

			Estimate	SE	CR	P
LOYAL	<---	SPIR	0.239	0.076	3.151	0.002
LOYAL	<---	LEAD	0.213	0.083	2.561	0.010
LOYAL	<---	COMP	0.572	0.092	6.246	***
PERF	<---	SPIR	0.200	0.051	3.945	***
PERF	<---	LEAD	0.146	0.054	2.676	0.007
PERF	<---	COMP	0.013	0.078	0.171	0.864
PERF	<---	LOYAL	0.641	0.092	6.951	***

Table 2. Result of Standardized Regression Weights

			Estimate
LOYAL	<---	SPIR	0.226
LOYAL	<---	LEAD	0.183
LOYAL	<---	COMP	0.583
PERF	<---	SPIR	0.203
PERF	<---	LEAD	0.135
PERF	<---	COMP	0.015
PERF	<---	LOYAL	0.687

Table 1 displays the result of regression weights and Table 2 captures the result of standardized regression weights. The result indicates that the relationship between spiritual motivation and Loyalty has a standardized estimate (regression weight) of 0,226 with Cr (Critical ratio = identical to the value of t-count) of 3,151 at probability = 0,002 CR Value 3,151 2.00 and Probability = 0,0020.05 indicates that the Determination of the Leadership Style variable on the Loyalty variable is significantly positive. This finding is in accordance with the theory which states that leadership is the desire to achieve a communication that has an impact and results in influencing the actions of others. Leadership is the activity of persuading people to work together to achieve a goal. The word leader implies directing, fostering or regulating, and showing or influencing. So, the word leader contains two main elements, namely the subject as the leader element and the object as the element being led.

Also, the leadership style variable on the Loyalty variable has a standardized estimate (regression weight) of 0,183 with Cr (Critical ratio = identical to the value of t-count) of 2,561 at probability = 0.010 CR Value 2,561 2.00 and Probability = 0.0100.05 indicates that the Determination of the Leadership Style variable on the Loyalty variable is significantly positive. This research is in accordance with the theory "If you do not help him (Muhammad) then lo! Allah had helped him (that) when the infidels (polytheists of Mecca) take it out (of Mecca) he was one of two people when they were in the cave when he said to his friends: "Do not grieve, for Allah is with us." So Allah sent down His tranquility to (Muhammad) and reinforced him with troops you could not see, and God made the call for the disbelievers that low. And the word of Allah that high. Allah is Mighty, Wise." (Majid 2016)

The compensation variable for the Loyalty variable has a standardized estimate (regression weight) of,583 with Cr (Critical ratio = identical to the value of t-count) of CR 6,246 at probability = \*\*\* Value of CR 6,246 2.00 and Probability = \*\*\* 0.05 indicates that the Determination of the Organizational Commitment variable on the Loyalty variable is positively significant. The results of this study are in accordance with Organizational commitment is a feeling of psychological and physical attachment or attachment to the organization where he works or the organization of which he is a member. Psychological connection means that employees feel happy and proud to work for or become members of the organization. The linkage or attachment has three forms of complying with organizational norms, values and regulations, identifying with the organization and internalizing organizational norms, values and regulations (Wirawan 2013).

In addition, spiritual motivation variable on the Performance variable has a standardized estimate (regression weight) of 0,203 with Cr (Critical ratio = identical to the value of t-count) of 3,945 at probability = \*\*\* Value of CR 3,945 2.00 and Probability = \*\*\* 0.05 indicates that the Determination of the Leadership Style variable on the Performance variable is positively significant. This finding is in accordance with the theory which states (They are) Those who believe and whose hearts have rest in the remembrance of Allah. Remember, only the remembrance of Allah in their hearts find satisfaction. (Warni 2017) The concept of spiritual motivation by (Chapra 2000) soul with raised by Max Weber develops that the western world is not driven by the motive of the consumer value, but by the motivation of the original value called the work ethic. As Max Weber was a Protestant, the work ethic is Referred to as the Protestant ethic, that religious ethos (Kurniasari et al 2019).

Leadership Style variable on the Performance variable has a standardized estimate (regression weight) of,135 with Cr (Critical ratio = identical to the value of t-count) of 2,676 at probability = 0,007 CR Value 2,676 2.00 and Probability = 0,0070.05 indicates that the Determination of the Leadership Style variable on the Performance variable is significantly positive. The results of this study are in accordance with leadership theory, namely the ability, process, or function used to influence others to do something in order to achieve certain goals. In an activity, leadership is an effort to help oneself or others achieve a goal. Based on the above, the function of the leader is to direct, foster, regulate, and show the people being led so that they are happy, aligned, and nurtured and in accordance with the will and goals of the leader.

Also, compensation variable on the Performance variable has a standardized estimate (regression weight) of 00.015 with Cr (Critical ratio = identical to the value of t-count) of 0,171 at probability = 0,824 CR value 0,171 2.00 and Probability = 0,8230.05 indicates that the Determination of the Organizational Commitment variable on the Performance variable is positive and not significant. This finding is not in accordance with the theory of (Robbins & Judge 2008) which states organizational commitment, meaning that a worker identifies an organization, its goals and expectations to remain

a member. Most research has focused on emotional engagement in organizations and belief in their values as the 'gold standard' for employee commitment. (M. K. Wibowo 2016) define organizational commitment as the desire of some workers to remain members of the organization.

Besides that, Loyalty variable to the Performance variable has a standardized estimate (regression weight) of 0,687 with Cr (Critical ratio = identical to the value of t-count) of 6,951 at probability = \*\*\*CR Value 6,9512.00 and Probability = \*\*\*0.05 indicates that the Determination of the Loyalty variable on the Performance variable is significantly positive. The results of this study are in accordance with the theory that According to (Griffin 2005), Loyalty is a consumer being said to be loyal or loyal if the consumer shows a buying behavior regularly, or there is a condition where it requires the consumer to buy at least twice in specified time interval. Loyalty is one thing that cannot be purchased with money. Reliability can only be obtained but cannot be bought. Gaining Loyalty from the personnel is not an easy job to do. Inversely proportional to the difficulty of getting it, eliminating the Loyalty of staff becomes a straightforward thing.

Table 3. Squared Multiple Correlations

	Estimate
LOYAL	0.899
PERFORMANCE	1.005

Square Multiple Correlation for Loyalty = 0,889, for Performance = 1,000 According to (Ferdinand 2014) the value of Square Multiple Correlation for the Compensation variable  $R^2 = 0,889$  identical to  $R^2$  on SPSS by 0,889 then the magnitude of Determination is the value of Square Multiple Correlation for the Loyalty variable =  $0,889 \times 100\% = 88.90\%$ . Thus, it can be stated that the change in Loyalty is given Determination by Leadership Style, Spiritual Motivation, Compensation of 88.90%, the rest of  $100\% - 88.90\% = 11.10\%$  are other variables that are not included in this study. For Performance  $R^2 = 1.00$  then the magnitude of Determination =  $1.00 \times 100\% = 100\%$ .

Table 4. Result of Goodness of Fit

Criteria	Cut-Off Value	Model Results	Decision
Chi-square ( $\chi^2$ )	Expected to be Small	1353,190	Good
Relative Chi-square ( $\chi^2/df$ )	3:00	5,106	No Good
Probability	> 0.05	0.000	Marginal
RMSEA	0:08	0.151	Marginal
GFI	0.90	0.616	Marginal
AGFI	0.90	0.529	Marginal
CFI	0.95	0.616	Marginal
TLI	0.95	0.814	Marginal

Table 4 captures result of Goodness of fits the proposed model.

## 5. Conclusions

In conclusion, this study identified that employee performance is determined by Leadership Style, Spiritual Motivation, Compensation and Loyalty. This research reinforces the theory of Performance is an organizational behavior directly related to the production of goods or the delivery of services. Information about organizational performance is an essential thing used to evaluate whether the performance process carried out by the organization has been in line with the expected goals or not. However, many organizations that actually lack or even rarely have information about performance in their organizations. Employee performance is defined as the ability of employees to perform certain skills. Employee performance is essential because with this performance, how far the employees' ability to carry out the tasks assigned to them will be known. Hence, it is necessary to determine clear and measurable criteria and establish them together as a reference (Sinambela, 2012).

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