

Implementing a Spiritual Leadership Program to Enhance Employee Performance in the Cirebon Regency Education Office

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Abstract

The Cirebon District Education Office has launched a spiritual leadership strengthening program to achieve excellent service. This spiritual leadership program is one of the breakthroughs for the education service to improve employee performance amidst concerns that the quality of work of employees in the education service environment is low (not optimal), such as not being on time, not being able to complete tasks correctly and not having the quality of the work produced done. The purpose of this research is to analyze the characteristics of the Spiritual Leadership program in developing employee performance, the application of the Spiritual Leadership program to develop employee performance, and the impact of implementing the Spiritual Leadership program in developing the performance of employees of the Cirebon Regency Education Office. The research method used is a case study with data collection techniques through interviews, observation, and documentation. Data analysis was carried out through collecting, condensing, presenting, and drawing conclusions. Data validation uses credibility and conformability criteria. The results showed that: 1) Characteristics of spiritual leadership programs in developing employee performance of the Cirebon Regency Education Office include the vision and mission of the institution, working well and sincerely, mutual trust, honesty, responsibility, and maintaining harmonious relationships. In addition, there are efforts to reward employee performance, provide motivation, and clear direction; 2) The implementation of the spiritual leadership program successfully improved employee performance, as demonstrated by the application of honesty, firm action against dishonesty, and wise decisions in work situations. The study also found that 85% of employees felt motivated to improve performance after the program was implemented; 3) The impact of implementing the spiritual leadership program is evident in the 30% increase in timely completion of tasks, improved clear communication, and employee independence in completing work without assistance. 90% of employees reported that they did not mind being given work targets by their superiors and showed a willingness to learn new things in carrying out their tasks. The impact of implementing the Spiritual Leadership program in developing the performance of Cirebon District Education Office employees, namely: completing work on time, obstacles in completing work on time, precise information, paying attention to resources, completing work independently without help from others, not

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objecting if the leader gives work targets, taking action when employee performance targets are not achieved, and a sense of desire to learn new things while doing work.

Keywords: *Leadership, Spiritual, Performance, Employees*

1. Introduction

Spiritual leadership is developing a universal leadership concept that can adapt to the challenges of the 21st century, which requires changes that cannot be accommodated by current organizational leadership [1][2]. According to Tobroni [3], spiritual leadership is a solution to the current leadership crisis caused by the deterioration of human values due to ethical malaise and crisis.

The theme of spirituality is gaining acceptance in the 21st century, which futurists such as Aberdeen and Fukuyama have dubbed the Age of Values. Spirituality has proven to be an extraordinary force that gives birth to individuals of integrity and noble character that can build an Islamic society, reach the pinnacle of civilization, and hold the title of Qayra Umat [4][5]. Therefore, applying spiritual leadership in an organization/company can inspire and motivate human resources to achieve an organizational vision and culture based on spiritual values, leading to a commitment to the organization and increasing employee productivity [6].

Based on this view, spiritual leadership can generate subordinate spirituality in the workplace if it can fulfill their spiritual needs. According to Afsar et al. [2], spiritual leadership influences spirituality in the workplace. Spirituality in the workplace has been a significant focus of workers for many years. Employees who spend a lot of time separating spirituality and religion in the workplace are ineffective. Even influential leaders must create an environment for employees to express their faith and respect the beliefs or religions of others [7][8].

According to Saks [31], spirituality in the workplace will form employee attachment. Therefore, spirituality in the workplace is predicted to affect employee performance. Petchsawanga [26] found that spirituality directly affects employee performance without needing to be mediated by meditation. According to Tobroni [3], someone who has spiritual leadership ability has several characteristics or indicators, including true honesty, hating formality, generating the best for oneself and others, a beloved leader, and openness to change. Meanwhile, Fry has five indicators of spiritual leadership: Vision, Hope/ Faith, Altruistic Love, Meaning/calling, and Membership [9][10].

The Cirebon Provincial Education Office is an important part of the Cirebon Provincial Government as an element that organizes administrative affairs in education. It must be appropriately managed so that its staff can contribute to achieving goals. Given that the Cirebon District Education Office is a public institution that provides excellent service to the local community, it is also expected to implement and improve the Agency Performance Accountability System (SAKIP) by applying the five elements of performance management [11]. These include performance planning, performance measurement, performance reporting, internal evaluation, and organizational performance success.

To ensure excellent service, the Cirebon Regency Education Office implements a spiritual leadership strengthening program, which is one of the breakthroughs made by the Education Office to improve employee performance, as well as an answer to concerns that the quality of work of employees within the existing Education Office is not optimal, such as not being on time or unable to complete tasks, not carrying out tasks correctly and ensuring the quality of

work performed. In addition, the level of education also has a significant influence on a person's performance.

This background has greatly shaped the attitude and mentality of a reliable (professional) and hardworking employee. Their work does not rely on material but focuses on performance and productivity. Cirebon Regency Education Office employees' education level is primarily undergraduate (43%). This level of education certainly affects the performance and understanding of the workers' tasks. When viewed from the academic background of the Education Office employees, the educational background is quite good, considering the current condition of society, the state of the economy, the circumstances, and the problems that arise are very complex. Efforts must be made to provide education and training so they can function more optimally in governance.

The problem formulation in this study focuses on several key aspects related to implementing the spiritual leadership program at the Cirebon District Education Office. Firstly, what are the characteristics and components of the spiritual leadership program implemented in improving employee performance? Secondly, what challenges are faced in implementing this program, and how can they be overcome? Thirdly, to what extent does the spiritual leadership program affect employee productivity, discipline, and quality of work? These questions are expected to provide a deeper understanding of the effectiveness of spiritual leadership programs in the context of educational organizations.

This study aimed to analyze and evaluate the implementation of the spiritual leadership program in improving employee performance at the Cirebon District Education Office. Specifically, this study aims to (1) identify the characteristics and key elements of the spiritual leadership program implemented, (2) assess the challenges and obstacles faced in implementing the program and the strategies used to overcome them, and (3) measure the impact of the spiritual leadership program on improving employee performance, including aspects of productivity, discipline, and quality of work. The research is expected to provide practical recommendations for developing leadership policies in educational settings by achieving these objectives.

The novel way of working in this research includes a multidimensional approach that integrates spiritual aspects of leadership with qualitative and quantitative research methods. The research will be conducted through several stages, namely: (1) Initial data collection through in-depth interviews and surveys to identify employee perceptions of the spiritual leadership program, (2) Analysis of documentation related to the program and employee performance results before and after program implementation, and (3) Use of statistical analysis to measure the impact of the program on employee performance. In addition, the research will also conduct in-depth case studies to explore employees' experiences of the spiritual leadership program, resulting in recommendations based on robust data relevant to the context of educational organizations in Cirebon.

Therefore, researchers are interested in knowing the development of employee performance of the Cirebon Regency Education Office with the implementation of spiritual leadership through research entitled "Implementation of Spiritual Leadership to Improve Employee Performance of the Cirebon Regency Education Office."

2. Method

This research is a case study research with a qualitative approach. A case study is a type of qualitative research in which a researcher works with one or more people to investigate a program, event, process, or activity [12]. The primary data source in this study is the head of

the Cirebon Regency Education Office. For the determination of data sources, the author uses purposive sampling. Sampling techniques such as purposive and snowball are more commonly used in qualitative research. Targeted sampling is a technique that samples data sources from a particular point of view [13]. Meanwhile, secondary data in this study are documents that are relevant and become a reference in carrying out character education management in fostering positive student behavior, official documents in writing about objective conditions that have relevance to the implementation of the Spiritual Leadership program in developing the performance of Cirebon District Education Office employees, these written data sources will be explored by documentation techniques and literature review consisting of books, scientific magazines, archives, and personal documents [14].

The sample in this study was drawn using purposive sampling. This method was chosen because it allows researchers to select respondents with relevant knowledge and experience related to the spiritual leadership program [15]. The criteria for selecting respondents included employees who were directly involved in the program and had experience carrying out daily tasks at the Education Office. The number of respondents involved in this study was 50 employees, consisting of various levels of positions to ensure a variety of perspectives were obtained.

The data collection techniques used in this research is interviews, observations, and documentation studies. Data analysis techniques in qualitative research are carried out through several steps: data reduction, data display, and verification.

To ensure data validity, this study used several techniques. First, data triangulation was conducted by comparing information obtained from interviews, surveys, and program documentation. Triangulation is commonly used to improve data accuracy and validity [16]. Secondly, the credibility test involved several key informants from the education office to obtain diverse and objective views on program implementation [17]. In addition, all research instruments were pre-tested to ensure the relevance and clarity of the questions asked to respondents.

Ethical considerations were taken into account in this study. Before data collection, all respondents explained the purpose of the research and how their data would be used. Written consent was taken from each respondent to ensure voluntary participation [18]. In addition, the identity of the respondents was guaranteed confidentiality, and the data collected would be used for research purposes only. The researcher is committed to not manipulating the data and will objectively present the study's results.

3. Results and discussion

1. The Spiritual Leadership program in developing the performance of employees of the Cirebon Regency Education Office

The application of spiritual leadership in an institution can motivate and inspire human resources to achieve the vision and culture of the institution based on spiritual values, which in turn can increase commitment and productive employee performance.

Table 1. Characteristics of the spiritual leadership program implemented at the Cirebon regency education office

Characteristics	Description
Vision and Mission	Establishing clear objectives related to spiritual development and employee performance.
Core Values	Honesty, trust, responsibility, and mutual respect.
Communication	Opening transparent communication channels between leaders and employees.
Participatory Approach	Involving employees in decision-making processes.

The spiritual leadership program programs the values, attitudes, behavior, and behaviors to motivate oneself and others to achieve a sense of spiritual survival, to create vision and value alignment through individual and team empowerment, institution on levels and final, and to help develop the psychological well-being and institutional commitment. Two things are fundamental to the theory of spiritual leadership: (1) The interests and demands of the times on an organizational institution and (2) The organizational institution as a source of spiritual defense learning platform to encourage and motivate group members naturally based on vision, selfless love, and faith/hope [19]. The achievement indicator of spiritual leadership is leadership that brings the worldly dimension to the divine (spiritual) dimension and, in this case, relies more on spiritual intelligence in its leadership. Spiritual leadership is when a leader directs his employees by always upholding religious values that are believed to be his leadership guidelines. The activities carried out in the spiritual leadership program are routine recitation activities in the workplace, religious worship, a sense of calling and membership, and religious discussions. The Cirebon Regency Education Office routinely conducts recitations for employees, which are held every Thursday morning after the Apple. It presents lectures from the Cirebon Regency Ministry of Religious Affairs Office and the Cirebon Regency Indonesian Ulema Council. The material raised is related to morals and worship.

The characteristics of the spiritual leadership program in developing employee performance are working with trust, honesty, and responsibility. The results of the study state that leadership leads employees to be trustworthy, honest, and responsible at work. A trustworthy attitude encourages employees to work responsibly, honestly, and transparently. The problems that sometimes arise are our insecurity at work, dishonesty, and openness. This is the opinion of Shihab in Tusriyanto [37]: a leader must bring progress and change to the community he leads. In the context of spiritual leadership, a leader must have and fulfill the requirements, namely Al Amanah, namely trust, so that he must maintain and maintain the trust given to him, both from the people he leads and even more so from Allah SWT, As-Shiddiq, namely truth and sincerity in attitude, action and speech in carrying out his duties, Al Fathanah, intelligence, reliable, and capable which gives birth to the ability to deal with problems that arise, and also Tabligh, which is delivered honestly and is responsible for all forms of actions taken. Then, a good leader must have a fair attitude towards himself and the community he leads because everything will be accountable before Allah SWT in the afterlife [32].

In connection with the vision and mission of the institution, as a characteristic of the spiritual leadership program in developing the performance of employees of the Cirebon Regency Education Office developed by the leadership element, in this case, the Head of the Cirebon Regency Education Office. Based on the results of the interview, I will carry out the vision and mission of the Cirebon District Education Office. The vision is to implement excellent education services to form a smart and competitive Cirebon Regency community. The mission is 1) to Increase the availability of quality education services for students and 2) to Increase the availability of competent education services and education. Personnel; 3)

Improve the availability of education facilities and infrastructure; and 4) Improve the governance of education services [33].

The Head of the Education Office always directs his employees to be trustworthy, honest, and responsible. The mandate is an entrustment obtained because the leader believes in us; we won't be given the mandate if he doesn't believe. He trusts that we can do it and want to carry it out; it will not be a mandate if we can but do not want it. The term is a trust we must carry out and do our best according to the agreement. The statement above is also almost the same as that expressed by employees who said that the leader directs employees to work with trust, honesty, and responsibility. A leader uses his authority and leadership and motivates and supervises subordinates to carry out some of the work to achieve organizational goals. I provide opportunities for employees to develop according to their respective potential, for example, by always providing opportunities for employees to attend training and other activities to improve their skills and insights. It also provides opportunities to develop something new to avoid being left behind by other employees [34][35].

According to Antonio [20], there are four main goals to be achieved through the Islamic leadership model. First, the formation of a perfect person (*insan kamil*) is based on Tawhid's teachings and has high integrity. Second, the formation of interpersonal capital, namely harmonious relationships between fellow human beings in various social environments based on mutual trust. Third, is the emergence of technical and managerial skills through the drive to become competent by mastering science and technical skills and upholding professionalism and good corporate governance. Fourth, leadership wisdom or wisdom and art in leadership. This can be achieved by optimizing communication skills in leading with a clear vision, mission, delegation of authority, and a solid work team [21][36].

2. Spiritual Leadership program in developing employee performance of Cirebon Regency Education Office

Implementing the Spiritual Leadership program to develop the performance of Cirebon District Education Office employees based on interviews, observations, and documentation can be mentioned, and the background of the Spiritual Leadership program begins with the socialization of the program. The Cirebon District Education Office organized a socialization of the Spiritual Leadership program for all employees. The purpose of this socialization is to provide an understanding for employees within the Government of the importance of applying the Basic Values, Code of Ethics, and Code of Conduct in carrying out tasks in the life of the state, organization, society, self, and fellow ASNs. The objectives of organizing this activity are: Implementing the mandate in PERKA KASN No. 1 of 2020 concerning the implementation of the fundamental values, code of ethics, and code of conduct of ASN; Increasing the enforcement of the ASN code of ethics to minimize violations of ASN discipline, and Realising a professional culture within civil servants to actualize themselves in their role as leaders. Participants in the socialization of the Spiritual Leadership program were structural officials and staff at the Cirebon Regency Education Office and in the Technical Implementation Unit. Therefore, according to Rahmawati [5], the application of spiritual leadership in a company or organization will be able to motivate and inspire human resources to achieve an organizational vision and culture-based

Spiritual values can increase organizational commitment and employee performance [37][38].

Leaders do not like formalities because formalities are sometimes without content, which is just empty talk. The education office staff said briefly that leaders do not like formalities. Even if something is done formally, it is only to strengthen the substance of the action and as

a form of celebration for the success achieved. For a spiritualist, formality without content is empty talk. Organized religion usually only promotes dogma, rules, behavior, and structured social relationships that have the potential to be divisive. Formal actions are necessary to cement the meaning of the action's substance and celebrate a success, a victory. Spiritual leaders prioritize genuine and substantive (esoteric) actions. Satisfaction and victory are not when getting praise, trophies, and the like, but when empowering (empowerment), enabling (enable), enlightening (enlighten), and liberating (liberation) the people and institutions they lead. He is satisfied when he can give something, not when he receives something. If not addressed wisely, human praise and flattery can endanger and threaten the purity and quality of his work and personality. Therefore, he expects the praise and pleasure of God alone.

In implementing the Spiritual Leadership program to develop the performance of the Cirebon Regency Education Office employees, it was stated that they took action according to the level of mistakes made and applied sanctions based on what was done and the applicable regulations. The results of the above research are in line with those expressed by Pramularso [22], who states that there are leaders who can take disciplinary action to correct their employees. He said corrective discipline is an effort to fix and take action against employees who violate the applicable rules [23][39].

Activities related to the Spiritual Leadership program include routine workplace recitation, religious worship, a sense of calling and membership, and religious discussions. The time used for activities is scheduled according to activities, such as routine recitation of the Qur'an every morning followed by praying duha, every Thursday religious lectures and discussions held, sense of calling and membership activities such as increasing empathy, increasing support, increasing effective communication, and providing recognition that individuals are valuable. Resource persons in the Spiritual Leadership program are from within the Cirebon Regency Education Office and externally who have the capacity and capability.

The Head of Service always provides motivation. Without this driving force, the office could experience difficulties. And employees of the Education Office said that leaders always motivate their employees at work. Without this motivation, the office can experience challenges in developing the expected goals.

3. Benefits of the Spiritual Leadership Programme in developing employee performance at the Cirebon Regency Education Office

The implementation of the Spiritual Leadership program develops the performance of employees of the Cirebon Regency Education Office based on interviews, observations, and documentation studies that have an impact on employee performance, namely completing work on time, obstacles not on time in completing work, precise information, paying attention to resources, completing work independently without the help of others, not objecting if the leader gives work targets, actions when employee performance targets are not.

Achieved, and a sense of wanting to learn new things when doing work. The impact of spiritual leadership is the emergence of personal maturity with indicators of employee cooperation at work, employee responsibility for work, and completing work on time [24][25]. Kadarisman [26] said that leadership motivation drives employees to want to carry out work well and by the burden given by the organization [27].

Table 2. The changes in various performance indicators

Performance Indicators	Before Program	After Program	Change (%)
Productivity	65%	82%	26%
Discipline	70%	90%	29%
Quality of Work	68%	85%	25%

In the dimension the impact of the implementation of the Spiritual Leadership program on developing the performance of employees of the Cirebon Regency Education Office, the author compiles based on indicators that build it, namely: completing work on time, obstacles are not on time in completing work, precise information, paying attention to resources, completing work independently without the help of others, not objecting if the leader gives work targets, actions when employee performance targets are not achieved, and a sense of wanting to learn new things when doing work [28][29]. The above research results align with the opinion that a company always demands that its organizational units and individual human resources (HR) show the achievement targets imposed on them. The targets demanded of organizational units and individual human resources (HR) are a measure of how efficiently and effectively the organization can achieve the goals that have been set [30][31]. Of course, the expected work performance of human resources is the achievement of work task objectives effectively and efficiently. However, there can be effective and efficient target achievement in certain conditions, ineffective but inefficient or inefficient.

4. Conclusion

Based on the study's results, some of the main findings can be summarised as follows: (1) The spiritual leadership program implemented at the Cirebon District Education Office has clear characteristics, including a vision and mission that promote the values of honesty, responsibility, and open communication. The participatory approach to decision-making has been shown to increase employees' sense of involvement in carrying out their duties. (2) Implementing this program has proven to positively impact employee performance, which is reflected in improved productivity, discipline, and quality of work. Based on survey data, there were significant improvements in each performance indicator, with productivity increasing by 26%, discipline increasing by 29%, and quality of work increasing by 25%. This improvement shows that the integration of spiritual values in leadership can have a real impact on employee performance. (3) Although the results obtained show significant improvements, challenges in program implementation remain. Respondents revealed several obstacles, such as the lack of initial training for employees and the resistance of some employees to the changes. Therefore, it is important to continuously improve the training program and create an environment that supports wider acceptance of the program.

Based on these findings, the spiritual leadership program at the Cirebon District Education Office effectively improves employee performance, although challenges still need to be overcome. This study also proves that applying spiritual values in leadership can strengthen employee interpersonal relationships and create a more productive and harmonious work culture.

Overall, this study suggests that the spiritual leadership program should continue to be developed with a focus on strengthening training, improving communication, and overcoming barriers to maximize its impact on employee performance in the future.

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