



Wellbeing: As a Mediator of the Influence of Spiritual Leadership on Employee Creativity

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Abstract—This study aims to examine wellbeing as a mediator of the influence of spiritual leadership on the creativity of employees at Village Credit Institutions (LPD). The study was conducted on LPDs in Tabanan district which had the highest number of healthy LPDs. Determination of the number of research samples obtained by a number of 75 LPD employees, using the slovin formula with a precision of 10 percent. Respondents were determined by simple random sampling from a number of LPDs in Tabanan district. Analysis of research data using smartPLS 3.2.9. The results of this study indicate that spiritual leadership and wellbeing have a significant positive effect on the creativity of LPD employees, spiritual leadership has a significant positive effect on wellbeing, and wellbeing plays a role as a mediating influence of spiritual leadership on the creativity of LPD employees.

Keywords: employee creativity; spiritual leadership; well-being

I. INTRODUCTION

Village Credit Institutions (LPD) are microfinance institutions spread across Bali and carry out their functions based on customary ties. This financial institution has a role in improving the economy of Pakraman village communities and strengthening socio-cultural, customary and religious structures in rural areas (Widyani et al., 2020). However, the condition of the Covid-19 pandemic has had an impact on all sectors of life, especially the existence of a restriction policy which has an impact on decreasing business and business activities in Bali. This also affects the LPD as a financial institution belonging to Pakraman Village because the community experiences difficulties in repaying loans and the need to withdraw savings to meet their daily needs. The condition of the number and soundness level of LPDs from 2017 to 2020 shows that the number of LPDs operating in 2021 has decreased by 1% from 2020. The number of LPDs with health conditions in 2021 has

decreased by 2% from 2020. As well as the overall profit rate, the general public experienced a decrease of around 25% from the previous year IDR 398,637,027 (2020) and IDR 300,317,573 (2021).

The current condition is the decline in the level of health of the LPD in several districts. Based on LPLPD data for 2020, it shows that out of all LPDs in Bali, 28% are in an unhealthy condition, and even 9% of the total are no longer operating. The data shows that around 35% are in poor condition and underdeveloped, so it is important for us to pay attention to this.

Empirically, one of the factors that can lead to the underdevelopment of a business is the lack of employee creativity (Yamin, 2020; Achi & Maamari, 2021). So, employee creativity is very important in supporting the development of an organization, including the Village Credit Institution.

Employee creativity can be a company asset if properly directed, especially the ability

to generate new ideas when there are work problems (Erdem & Adiguzel, 2019). A number of references state that employee creativity can be influenced by several factors including leadership style (Henker et al, 2015), motivation (Liu et al., 2016), teamwork climate (Zhu et al., 2018), employee commitment (Semedo et al., 2016), well-being (Luqman et al., 2021) and spiritual leadership (Jeon & Choi, 2020).

Another similar study was also conducted by Astuti & Haryani (2021) that showed a result study that spiritual leadership positively and significantly affected workplace spirituality. Meanwhile, the results study conducted by Fiori et al. (2022) revealed that creativity fostered more positive emotions, which lowered perceived stress, which then led to a more positive COVID-19 experience. Findings add to the literature showing the beneficial effects of creativity on well-being and point to the utility of introducing interventions that would promote creative thinking to improve quality of life and resilience to life adversities.

From the previous studies and a number of factors that influence employee creativity, this study aims to examine well-being as a mediator of the influence of spiritual leadership on the creativity of employees at Village Credit Institutions (LPD).

II. CONCEPT AND HYPOTHESIS

Employee Creativity

Creativity is the ability to create products in the form of goods, services and services original as well as adaptive. According to (Hondzel & Hansen, 2015), creativity must be applicable and able to solve the problems encountered. This opinion is in line with Joo et al., (2014) that creativity is the creation of new things, both in terms of ideas, ideas, and products that provide benefits to the company. Creativity involves a thought that aims to produce an idea or product that is relatively new and has some interesting things (Sternberg, 2012). Meanwhile, according to Woodman, et al. (1993), employee creativity refers to the creation of a valuable, useful, new product, service, idea, procedure or process by individuals working together in a complex social system. Creativity is reflected by 5 indicators, namely achieving work standards, being responsive in carrying out work, valuable and useful new procedures or processes, following LPD regulations, and overcoming work constraints (Tierney and

Farmer, 2002). A number of references state that employee creativity can be influenced by several factors. In this study, researchers focused on spiritual leadership, well-being, and its influence on employee creativity.

Spiritual leadership

Spiritual leadership is the art in mobilizing other people to want to join in achieving common aspirations, requiring motivation to create a vision and mission, by developing a culture with values that influence others (Fry, 2003). Spiritual leadership values, attitudes, and behaviours can motivate others and oneself (Rafsanjani et al., 2017).

In an era full of uncertainties like today, spiritual leaders are needed who have self-quality shown by perseverance, having high aspirations, integrity, giving hope, empathy, honesty, patience, trustworthiness, loyalty to the company and humility. Spiritual leadership is reflected through five indicators, namely vision, faith, altruistic love, calling and membership (Fry et al., 2005). Statements that have been agreed upon by all stakeholders (stakeholders) of the company are a reflection of the vision. Faith/hope is the belief and hope that is owned by the leadership of the company as a basis for implementing and achieving the vision and mission. Altruistic love is the attitude and behaviour of the leadership that places company interests above personal interests. The attitude and behaviour of the leadership voluntarily to carry out the company's goals is the calling attitude of a leader. Membership is the attitude and behaviour of leaders who always feel like part of the company. According to Jeon & Choi (2020)

Spiritual leadership is a significant predictor of increasing employee creativity. Likewise, the results of Hunsaker's research (2020) show that employee creative behaviour can be increased through spiritual leadership. Robbins (2005) also stated that the spirituality of a leader can shape positive behaviour towards employee creativity (Egel & Fry, 2017). Based on some of these studies, the research hypothesis can be formulated as follows.

Hypothesis 1: Spiritual leadership has a significant positive effect on employee creativity

Wellbeing

Well-being is a broad definition of one's life satisfaction (Ryan and Deci, 2001). According to Chraif & Dumitru (2015),

welfare orwell is the overall quality of life and life satisfaction concerning individual value systems. According to Khan & Abbas (2022), well-being is part of happiness which can affect creativity. The theory of componential creativity shows that creativity is closely related to the intrinsic motivation of employees (Amabile, 1983). Feelings of happiness and well-being are indications of intrinsic motivation that can lead to creative actions. This opinion was also expressed by Wright & Walton (2003) regarding the motivational attribution model that to build employee creativity it is necessary to pay attention to their welfare. A high level of welfare tends to affect employee creativity compared to employees who feel low welfare. According to Miao & Cao (2019), this will also have an impact on employee initiative in problem-solving, which will increase if their welfare is high and will expand information processing strategies and explore the cognitive potential. Well-being can be reflected in physical, social and mental well-being. Welfare refers to the extent to which an individual assesses the overall quality of his life, which relates to assessments of satisfaction with the physical, mental and surrounding environment (Baik et al., 2019). Physical well-being is a lifestyle behaviour to ensure health, eat healthy food, and do healthy physical activity. Social well-being is the behaviour of fostering positive relationships with other people in order to be able to master their environment, modify their environment to suit their wishes, and have a good relationship with their surroundings. Mental well-being is the full realization and achievement of individual potential through a positive attitude towards oneself, self-potential development, and self-improvement. Based on several studies, the following hypothesis can be formulated

Hypothesis 2: Wellbeing has a significant positive effect on employee creativity

Several references state that well-being can be influenced by spiritual leadership. Spiritual leadership is the values, attitudes and behaviours needed to motivate a person and others so that they have self-confidence and well-being (Fry et al., 2017). This can be interpreted that improving the quality of a leader can further the welfare of his employees. This is in line with several research results by Arshad & Abbasi (2014); Fry et al., (2005) which stated that spiritual leadership has a positive effect on well-being. Based on this argument, a hypothesis can then

be formulated

Hypothesis 3: Spiritual leadership has a significant positive effect on well-being.

As previously explained, employee creativity can be influenced by well-being (Khan et al., 2019). This is in line with the opinion of Miao & Cao, (2019) that there is a positive influence between well-being and leadership style on employee creativity. A number of research results also show that well-being can be influenced by spiritual leadership. Based on this, the hypothesis can be built as follows:

Hypothesis 4: Well-being mediates the influence of spiritual leadership on employee creativity

III. METHODS

This research is designed by correlating the variables of spiritual leadership, well-being, and employee creativity. The research was conducted at Village Credit Institutions in the healthy category in Tabanan district, totalling 307 LPDs. The number of Village Credit Institutions used as research samples are determined based on the Slovin formula with a precision of 10%. Based on the calculation results, a total sample of 75 employees at Village Credit Institutions in Bali was obtained. Research data collection was carried out by distributing questionnaires to Village Credit Institution employees in the Tabanan district who were the research samples. Furthermore, after the data was collected, data analysis was carried out with the SmartPLS 3.2.9 application program. Data analysis was carried out in three stages, namely validity and reliability testing, model accuracy testing, and research hypothesis testing. Validity testing was carried out through convergent validity tests, while reliability testing was carried out with Cronbach's alpha and composite reliability. Model accuracy testing was carried out through R-Square (R²), Q-Square Predictive Relevance (Q²), and Goodness of Fit (GoF). Testing the acceptance/rejection of the research hypothesis is based on the p-value coefficient, where if the p-value <0.05 then the hypothesis is accepted, otherwise if the p-value > 0.05 the hypothesis is rejected.

IV. RESULTS AND DISCUSSION

Research Data Reliability and Validity Test Results

Validity testing in this study was carried out through convergent validity and

discriminant validity. While the reliability test was carried out through Cronbach's alpha and composite reliability. The results of testing the validity and reliability of research data indicate that all data is valid and reliable. The results of testing the validity and reliability are shown in Table 1.

Based on Table 1 it can be explained that the research has met the criteria of validity and reliability. Validity is shown through the outer loading coefficient which is greater than 0.50 and significant, while reliability is shown through the Cronbach alpha coefficient which is greater than 0.70. Because the data is stated to be valid and reliable, it can be continued to test the accuracy of the research model.

Table 1. Validity and Reliability test results

Variabel	Cronbach Alpha	Reliabilitas		Dimensi	Indikator	Validitas		
		Composite Reliability	Keterangan			Outer loading	p-value	Keterangan
Spiritual Leadership	0,883	0,874	Reliabel		Visi	0,824	0,000	valid
					Misi	0,876	0,000	valid
					Altruistic love	0,742	0,000	valid
					Calling	0,751	0,000	valid
					Membership	0,679	0,000	valid
					Kesehatan fisik	0,891	0,000	valid
Well-Being	0,929	0,945	Reliabel	Physical Well-Being	Makanan sehat	0,815	0,000	valid
					Aktivitas sehat	0,896	0,000	valid
					Membina hubungan dengan orang lain	0,838	0,000	valid
				Social Well-Being	Adaptasi dengan lingkungan	0,818	0,000	valid
					Mengalin hubungan	0,742	0,000	valid
					Merespon diri	0,773	0,000	valid
				Mental Well-Being	Membilik tujuan hidup	0,832	0,000	valid
					Ekspresi kemampuan	0,896	0,000	valid
					Standar kerja	0,763	0,000	valid
					Sikap tanggap	0,796	0,000	valid
Kreativitas karyawan	0,886	0,874	Reliabel		Motivasi diri	0,742	0,000	valid
					Taat aturan	0,824	0,000	valid
					Problem solving	0,834	0,000	valid

Source: processed data (2022)

Research Model Accuracy Test Results

Model accuracy testing was carried out through R-Square (R2), Q-Square Predictive Relevance (Q2), and Goodness of Fit (GoF). Testing the accuracy of the research model through the R2 coefficient is shown in Table 2.

Table 2. R-square coefficient (R2)

Variable	Koef R2	Information
Well-Being	0.292	currently
Employee Creativity	0.672	strong

Source: processed data (2022)

The results of testing the accuracy of the research model based on the R2 coefficient as in Table 2 show that the overall research model has strong accuracy, this is shown where the creativity of employees is 67.2% influenced by well-being.

The accuracy test of the research model is based on Q Square predictive relevance (Q2), calculated with the formulation $Q2 = 1 - (1 - R21) (1 - R22)$. Based on this formulation, a Q2 value of 0.7678 is obtained, which means that the research model is able to provide very high prediction accuracy, namely 76.78%, while 23.22% is another factor outside the research model.

The accuracy test of the research model based on the Goodness of Fit is calculated with the formulation: $GoF = \sqrt{\text{average } R^2 \times \text{average AVE}}$. Based on this formula, a GoF value of 0.5416 is obtained (this value is high). Based on the three approaches to assessing the accuracy of the research model, all three produce strong scores, so it can be concluded that the research model has high accuracy.

Research Hypothesis Testing Results

Testing the hypothesis in this study is based on the path value and p-value from the results of the analysis using the SmartPLS 3.2.9 application program. The results of the analysis of direct and indirect effects are shown in Figure 1, Table 3 and Table 4 as follows

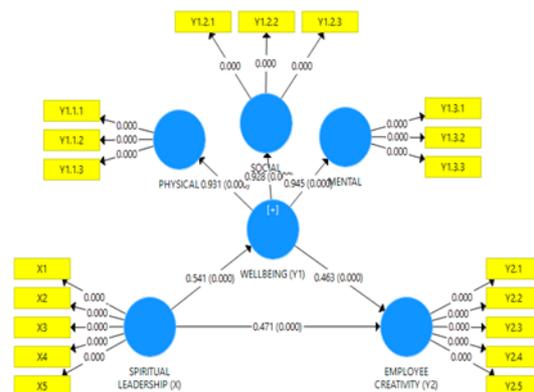


Figure 1. Results of Data Analysis (2022)

Table 3. Results of the Direct Effect Test

Variable	Path-Coef	p-values	Information
Spiritual Leadership -> Well-Being	0.541	0.000	Significant
Spiritual Leadership -> Employee Creativity	0.471	0.000	Significant
Well-Being -> Employee Creativity	0.463	0.000	Significant

Source: processed data (2022)

Observing Table 3, it can be stated that spiritual leadership shows a significant positive effect on well-being and employee creativity. This is shown by the path value from spiritual leadership to well-being of 0.541 with a p-value of 0.000 (<0.05). These results mean that better spiritual leadership (vision, faith, altruistic love, calling, membership) can encourage the level of well-being of LPD employees to increase. Good spiritual leadership qualities can improve the well-being of LPD employees. The results of this study are in line with the research of Arshad & Abbasi (2014); Fried (2005). A leader who in his activities always prioritizes persistence in motivating his employees to achieve organizational goals can improve well-being.

Meanwhile, from spiritual leadership to employing creativity, it shows a value of 0.471 with a p-value of 0.000 (0.05). The meaning of the results of this study is that improving the spiritual quality of a leader in LPD can increase employee creativity. This is in line with the results of Joon & Choi's research (2020); Yang et al., (2020) who conducted research on internet companies and manufacturing companies in China found that the quality of spiritual leadership can increase the creative behaviour of employees, especially leaders who are persistent in directing their employees in achieving institutional goals.

On the other hand, well-being also has a significant effect on employee creativity, this is indicated by a path value of 0.463 with a p-value of 0.000 (<0.05). This indicates that increasing well-being can increase employee creativity (Miao & Cao, 2019). Of the three dimensions that reflect well-being, mental well-being has the highest contribution compared to the other dimensions. The results of this study are in line with the results of Abas et al., (2021). Furthermore, from the 3 indicators used as a reflection of the dimensions of mental well-being, it turns out that expressing one's ability occupies a dominant position over other indicators. This gives the meaning that employees who implement their abilities to the fullest can increase their creativity in completing institutional tasks. This statement is supported by the results of research by Hassan et al., (2013), that ability can increase employee creativity.

Table 4. Indirect Influence Test Results

Variable			Path Coef	p-values	Information
Independent	Mediation	dependent	0.250	0.000	Significant
Spiritual Leadership	Well-Being	Employee Creativity			

Source: processed data (2022)

The results of the indirect effect test are shown in Table 4, where well-being acts as a mediator in the relationship between spiritual leadership and employee creativity. This result is indicated by a path value of 0.250 with a p-value of 0.000 (<0.05).

V. CONCLUSIONS

Based on the results of the analysis and discussion as described above, several research conclusions can be put forward, namely: spiritual leadership has a significant positive effect on employee creativity and well-being. This means that improving the spiritual quality of a leader (spiritual leadership) can increase the creativity and welfare of LPD employees. The persistence of the employees, one of the most dominant indicators reflecting spiritual leadership, can affect the increase in creativity and welfare of LPD employees. Well-being has a significant positive effect on employee creativity, an increase in well-being can increase the creativity of LPD employees. Mental well-being is one of the important factors in reflecting well-being, especially the ability of employees to express themselves and complete the tasks they are responsible for. Well-being has a role as a mediator in the influence of spiritual leadership on employee creativity. Well-being is able to increase/enlarge the influence that occurs between spiritual leadership on the creativity of LPD employees. Of the two factors used to predict employee creativity, spiritual leadership has a stronger role than that well-being. Therefore, in an effort to increase the creativity of employees, especially in LPDs, efforts should be made to improve the spiritual leadership quality of LPD leaders.

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