

## Spiritual dimension to organization citizenship behavior: The mediating role of adaptive leadership and quality of work life

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### Abstract

This study aims to determine the relationship of the spiritual attachment dimension to adaptive leadership, QWL, and OCB. In addition, adaptive leadership and QWL are variables mediating the relationship of the spiritual attachment dimension to OCB. This research uses a quantitative approach. The population in this study is the Strawberry generation in Sidoarjo, Surabaya, and Gresik, using purposive sampling techniques in determining the sample. The data in this study were analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) with tools using smartPLS software. The results of this study indicate that the spiritual dimension significantly affects adaptive leadership, the spiritual dimension substantially impacts the quality of work life, and the spiritual size affects organizational citizenship behaviour. In addition, the spiritual dimension also significantly influences organizational citizenship behaviour through adaptive leadership. The spiritual dimension significantly affects organizational citizenship behaviour through the quality of work life in the strawberry generation in Sidoarjo, Surabaya, and Gresik.

Keywords: Spiritual Dimension, Adaptive Leadership, Organizational Citizenship Behavior, Quality of Work Life, Strawberry Generation

### Abstrak

Penelitian bertujuan mengetahui hubungan dimensi keterikatan spiritual terhadap kepemimpinan adaptif, QWL, dan OCB, selain itu kepemimpinan adaptif dan QWL juga digunakan sebagai variabel yang memediasi hubungan dimensi keterikatan spiritual terhadap OCB. Penelitian ini menggunakan pendekatan kuantitatif. Populasi dalam penelitian ini yaitu generasi Strawberry di Sidoarjo, Surabaya, dan Gresik, dengan menggunakan teknik purposive sampling dalam menentukan sampel. Data dalam penelitian ini dianalisis dengan menggunakan Structural Equation Modeling-Partial Least Square (SEM-PLS) dengan alat bantu menggunakan software smartPLS. Hasil penelitian ini menunjukkan bahwa dimensi spiritual berpengaruh signifikan terhadap kepemimpinan adaptif, dimensi spiritual berpengaruh signifikan terhadap kualitas kehidupan kerja, dan dimensi spiritual berpengaruh signifikan terhadap perilaku kewargaan organisasi. Selain itu, dimensi spiritual juga berpengaruh signifikan terhadap organizational citizenship behavior melalui kepemimpinan adaptif. Dimensi spiritual berpengaruh signifikan terhadap organizational citizenship behavior melalui kualitas kehidupan kerja pada generasi strawberry di Sidoarjo, Surabaya, dan Gresik.

Kata kunci: Dimensi Spiritual, Kepemimpinan Adaptif, Perilaku Kewargaan Organisasi, Kualitas Kehidupan Kerja, Generasi Stroberi

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## Introduction

In the current disruptive era, economic growth has undergone enormous changes through various innovations in economic activities carried out by business actors and the community (Hapsari et al., 2022; Wulandari and Ratnawati, 2019). In the era of disruption, business changes are evident, and the way of doing business that used to emphasize owning (ownership) becomes sharing (sharing roles, collaborating resources). The strawberry generation, regarded as a generation that can generate innovation in economic activities and is particularly concerned about this transformation, cannot be isolated from the condition of rapid change (Ahmad, 2020; Zis et al., 2021). The strawberry generation is the generation that currently dominates the Indonesian population, born in 1981-2012, or the age commonly known as Generation Z and the millennial generation (Kasali, 2018).

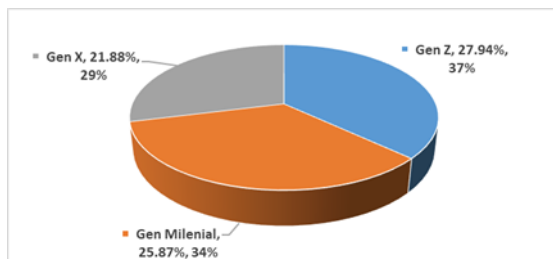


Figure 1. Strawberry Generation Growth

The strawberry generation is considered a creative generation that is easily fragile and lacks a survival spirit, such as easy to give up, despair, low competitiveness, and fighting power, and has a weak physical condition (easily sick) (Claretta et al., 2022; Kasali, 2018). The strawberry generation is recognized as one that frequently overlooks the spiritual dimension's inherent importance. Overprotective, dictatorial, and excessively praising or appreciating children are parenting styles that can potentially create children who become members of the Strawberry Generation. Spiritual values that are also neglected can contribute to this

generation's formation (Garg et al., 2022; Purba, 2020). Generation Strawberry is a generation that can create interesting ideas, and this ability is one of the essential factors in leadership (Hapsari et al., 2022). Saane (2019); Heifetz and Laurie (2009) explain that the adaptive leadership process conceptually combines ideas from four different perspectives: a systems perspective, a biological perspective, a service-oriented perspective, and a psychotherapeutic perspective.

Benawa (2014) explains that the spiritual dimension is often overlooked. In the world of work, the strawberry generation prioritizes work comfort and often objective well-being. As adapted from the research results, Makka (2019); Nullens (2019); Saane (2019) explain that employees want comfort in the environment where they work, get good motivation, and be compensated for the work they do. A strawberry generation has a more voluntary nature to carry out activities to achieve organizational goals.

Pujianto and Evendi (2021) explain that this voluntary nature is also known as organizational citizenship behaviour (OCB). Furthermore, Ahmadi et al. (2014) indicated that Spirituality in the workplace can open up new opportunities for employees facing organizational challenges related to Organizational Citizenship Behavior. Diverse employees include behaviors such as acceptance and taking on additional responsibilities.

OCB is important in organizations because it has behaviours that can increase resources (Pujianto & Evendi, 2021) and reduce formal control mechanisms, and uses little cost in its implementation. OCB can be expressed as the sum of the organization's informal behaviour (Belwalkar et al., 2018). Idris et al. (2021) explain that OCB can control various changes, including quality of life.

OCB is related to QWL, where QWL is a process or mechanism by responding fully to needs and

opportunities in decision-making and planning their respective work lives. An employee with good QWL can grow OCB (Belwalkar et al., 2018; Krovetz and Rogaway, 2021).

Several previous studies have explained the positive relationship between spiritual dimensions on adaptive leadership, QWL, and OCB as conducted by Barentsen (2019); Makka (2019); Nelus Niemandt (2019); Nullens (2019); Saane (2019) explained that spirituality has a positive impact on adaptive leadership. Other studies illustrate that the spiritual dimension has a positive and significant effect on QWL (Jin & Lee, 2020; Pio, 2022; Pio & Lengkong, 2020), besides research conducted by (Hakim & Pristika, 2020; Pattanawit & Charoensukmongkol, 2022; Pio & Lengkong, 2020; Saputri & Husna, 2022) explain that the spiritual dimension has a positive impact on OCB.

Meanwhile, Rana et al. (2021) explained that spirituality does not affect adaptive. Raharjo et al. (2021) found that spirituality does not influence QWL. Some previous research found that QWL mediates the relationship between spiritual dimensions and OCB (Pio & Lengkong, 2020). In addition, we did not find any investigation related to adaptive leadership as a mediating factor in the relationship between spiritual dimensions and OCB. Furthermore, in this study, social exchange theory (Blau, 1964) is used as the leading theory in exploring the relationship between variables in this study.

Furthermore, the description of some of the previous research explains the inconsistency of research related to the relationship of spiritual dimensions to adaptive leadership, QWL, and OCB. In addition, some previous studies did not use adaptive leadership as an intervening variable, while in this study, adaptive leadership is used as an intervening variable. Based on the explanation above, this study has novelty in exploring and analyzing the role of the spiritual dimension's relationship to adaptive leadership, QWL, and OCB. In

addition, adaptive leadership and QWL in this study are used as variables that mediate the relationship between the spiritual attachment dimension and OCB.

### **Social exchange theory**

Social exchange theory (SET) relates to a conceptual framework for understanding social behavior and relationships by emphasizing the principle of exchange or reciprocity (Blau, 1964; Ahmad et al., 2023; Almadana et al., 2022). In addition, this theory explains that individuals take part in social interactions with others with the anticipation of getting rewards. The application of SET spans various disciplines, including psychology, sociology, and organizational behavior (Alqudah et al., 2022; Yeap et al., 2021).

### **Strawberry Generation**

Strawberry Generation is described as a generation that is beautiful on the outside but fragile on the inside (Kasali, 2018). Explains that the Strawberry Generation is likened to a beautiful strawberry fruit that is fragile and crumbles when stepped on. The birth of the Strawberry Generation is influenced by several factors, including parents' parenting style in educating and raising their children. Parents' tendency to raise their children with a more prosperous life makes them quickly spoil them. The term strawberry generation first described the youth in Taiwan as fragile like strawberries, unable to withstand the social pressure and hard work of their parent's generation. The strawberry generation in Taiwan emerged because of the pressure on young people before taking university entrance exams that emphasize rankings, forcing young people to study seven days a night and take night classes.

### **Spiritual dimension effect on adaptive leadership, quality of work life, and organizational citizenship behaviour**

The spiritual dimension is a person's experience of relational flexibility through

divine power (Sitepu et al., 2019). The spiritual aspect of leadership is crucial as it can inspire and motivate workers to work with commitment and to achieve organizational goals (Benawa, 2014; Santoso, 2021). Purba (2020) explains that the spiritual aspect of human nature provides a broad view of how far people can push themselves to overcome their tendency for self-isolation, self-occupation, and self-absorption. The spiritual dimension can be measured by the internal motivation, values, attitudes, and behaviours required to provide reason (Andriyani, 2019; Pujianto & Larasati, 2022). Adaptive leadership takes a systems perspective, in that this approach assumes that many of the problems people face are embedded in complex interactive systems (Uhl-Bien et al., 2007; Hannah S et al., 2009; DeRue, 2011; Anderson et al., 2015; Govindarajan, 2016).

There are six leader behaviors or activities that are important in the adaptive leadership process; these leader behaviors indicate a kind of recipe for becoming an adaptive leader, namely (Northouse, 2021): get on the balcony; identify adaptive challenges; regulate distress; maintain disciplined attention; give the work back to the people; protect leadership voices from below.

Previous research conducted by Barentsen (2019); Makka (2019); Nelus Niemandt (2019); Nullens (2019); and Saane (2019) have found a significant relationship between spirituality and adaptive leadership. However, other research conducted by Rana, et. al. (2021) explained that spirituality does not affect adaptive leadership. Jin and Lee (2020); Pio and Lengkong (2020); and Pio (2022) stated that the spiritual dimension and QWL have a positive and significant relationship. In contrast, research by (Raharjo et al., 2021) found that spirituality does not affect QWL.

Furthermore, the research conducted by Hakim and Pristika (2020); Pio and Lengkong (2020); Pattanawit and Charoensukmongkol (2022); Saputri and Husna (2022) explains that the spiritual

dimension can influence OCB. In contrast, research illustrates that the relationship from the spiritual dimension to OCB has no effect.

- H1: Spiritual dimension has a significant positive effect on adaptive leadership
- H2: Spiritual dimension has a significant positive effect on the quality of work-life
- H3: Spiritual dimension has a significant positive effect on organizational citizenship behavior

### **Spiritual dimension affects organizational citizenship behaviour through adaptive leadership and quality of work life**

Organizational citizenship behaviour (OCB) is a voluntary attitude of employees to carry out various activities and a behavioural attitude to achieve organizational goals without expecting rewards and carried out without a sense of obligation or pressure from anyone (Belwalkar et al., 2018; Krovetz & Rogaway, 2021). OCB in an organization is needed because behaviours can increase resources, reduce formal control mechanisms, and only use a small cost in its implementation (Sultana & Johari, 2022; Pujianto et al., 2022 Meanwhile, 2022). Idris et al. (2021) explained that OCB could be measured through helping behaviour, sportsmanship, organizational loyalty, compliance, individual initiative, civic virtue, and self-development.

Employees' perceptions of their quality of work life (QWL) are based on various well-being needs that promote career advancement (Inarda, 2022). QWL refers to a broad sense that includes adequate and fair compensation and safe and healthy working conditions that allow employees to develop personally and utilize all their skills (Alabduljader, 2022; Iwakiri et al., 2023; Pujianto & Evendi, 2021).

Lira et al. (2021); Leitão et al. (2021); and Srinivasaiah et al. (2021) QWL is a state in which employees can fulfill their

basic needs while working for the company. Factors that can improve the quality of human resources in the QWL concept are a) reward system, b) employee involvement, c) job restructuring, and d) work environment. Previous research has been conducted on the relationship of spirituality to OCB and QWL. Previous research conducted by Barentsen (2019); Makka (2019); Nelus Niemandt (2019); Nullens (2019); Saane (2019) explained that the spiritual dimension influences adaptive leadership, besides that other research conducted by Hakim and Pristika (2020); Pio and Lengkong (2020); Pattanawit and Charoensukmongkol (2022); Saputri and Husna (2022). From some of this research, we did not find research related to adaptive leadership as a mediating factor in the relationship between the spiritual dimension and OCB.

Jin and Lee (2020); Pio and Lengkong (2020); Pio (2022) explains that spirituality influences QWL, besides that Hakim and Pristika, (2020); Pio and Lengkong (2020); Pattanawit and Charoensukmongkol (2022); Saputri and Husna (2022) explains that the spiritual dimension can influence OCB. In addition to several studies on the relationship between the spiritual size to OCB and QWL, Pio and Lengkong (2020) explained that QWL mediates the relationship between the spiritual dimension and OCB.

H<sub>4</sub>: The spiritual dimension significantly positively affects organizational citizenship behaviour through adaptive leadership.

H<sub>5</sub>: Spiritual dimension significantly positively affects organizational citizenship behaviour through the quality of work life.

The theoretical framework and concepts used in data analysis are explained in Figure 1.

## Method

This research was conducted with a quantitative approach. This study's

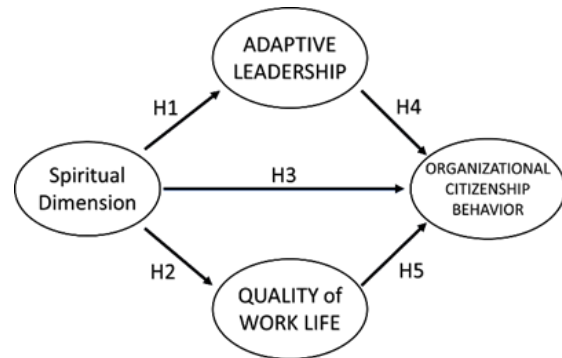


Figure 2. Conceptual Framework

population includes the Strawberry generation in Sidoarjo, Surabaya, and Gresik. The sampling technique in this study used purposive sampling with the following criteria: People born after 1981-2012; Domiciled in Sidoarjo, Surabaya, and Gresik; and Worked for more than three years

Given that the population size is not known with certainty, the minimum sample size in this study refers to the opinion of Hair et al. (2018). where the minimum research sample is ten times the number of indicators. The minimum sample size in this study was  $10 \times 11 = 110$ . This research was conducted from November 2022 to January 2023 by distributing 300 questionnaires offline. In November 2022, 97 questionnaires were returned and completed. Then, we took the initiative to broadcast online, and in January 2023, we received 112 questionnaires. They resulted in 209 respondents.

Furthermore, in this study, the measurement was carried out using a 5-point Likert scale form 1 (strongly disagree) to 5 (strongly agree). Again, the spiritual dimension variable uses four measurement items modified from Andriyani (2019), and Pujianto & Larasati (2022). Organizational citizenship behavior variables use seven measurement items modified from the measurements of Idris et al. (2021). The adaptive leadership variable uses six items modified from Northouse (2021), and the quality of life

variable uses four items modified from Srinivasaiah et al. (2021).

The data analysis technique in this study used Structural Equation Modeling-Partial Least Square (SEM-PLS). The tool for processing data is using smartPLS.4 software. According to (Hair et al., 2018). As an analytical, conceptual framework, SEM-PLS shifts from testing quality models or theories to component-based predictive models. Partial Least Square (PLS) is a data analysis method that is very strong because it is not based on many assumptions. In testing, it needs to go through several tests, namely validity test, reliability test, and hypothesis testing.

### Result

The data processing results of the algorithm model can be used to measure validity and reliability tests. An indicator can be declared valid or acceptable if its value is more significant than 0.7; in research in the scale development stage, a loading value greater than 0.6 is still considered excellent or valid. They are assessing the Outer Model. The Outer model specifies the relationship between the estimated indicators or parameters and latent variables (measurement model). There are three criteria for assessing an outer model: convergent validity, discriminant validity, and composite reliability or Cronbach alpha.

An indicator can be said to meet the requirements of convergent validity in a suitable category if it produces an outer loading value greater than 0.7. However, it can still be considered acceptable if the value is 0.5 to 0.6. The following is the outer loadings value of each indicator in this research variable. Table 2 shows that each reflex construct has a loading value > 0.7 for the overall loading value. Related to this, the model is declared to have met the criteria for good convergent validity.

Average Variance Extracted (AVE) evaluates discriminant validity for each construct and latent variable. Discriminant validity can be done by comparing the

AVE's square root value on each model variable. A model is declared good if it obtains an AVE value more significant than the correlation of other constructs. The basis for decision-making in this study is that the variable is declared good if it gets an AVE value of not less than 0.5 (Hair et al., 2018).

Table 1 shows that the variables of adaptive leadership, organizational citizenship behaviour, quality of work life, and spiritual dimension obtained an AVE value greater than 0.5, so the model can be tested further. Furthermore, Composite reliability is measured to see how much the measuring instrument can be trusted. In a variable model, it is declared reliable if it obtains a composite reliability value of more than 0.60. Table 1 explains that adaptive leadership, organizational citizenship behaviour, quality of work life, and spiritual dimension are known to obtain a composite reliability value greater than 0.60, so it is stated that they are reliable.

Cronbach Alpha can be interpreted as the part used to test the reliability value of the indicators on a construct. This construct can be said to be reliable or has met Cronbach alpha if the Cronbach alpha value is > 0.7 (Hair & Alamer, 2022). Table 1 shows that the adaptive leadership constructs obtained a Cronbach alpha value of 0.848, the organizational citizenship behaviour construct was 0.893, the quality of work-life construct was 0.826, and the spiritual dimension construct was 0.753. Based on the results obtained, it can be concluded that the value of all constructs has good reliability.

R-square is a value that shows how much the independent variable (exogenous) affects the dependent variable (endogenous). The change in the R Square value can be used to determine the effect of the independent variable on the dependent variable. The results of the R Square value in this research are presented in table 2.

Table 1. Research items, factor loadings, composite reliability, AVE, and Cronbach alpha

Variable	Dimensions	Factor Loading (> 0.70)	Composite reliability (> 0,60)	AVE (> 0,50)	Cronbach's alpha (> 0,7)
<b>SD</b>			<b>0.844</b>	<b>0.576</b>	<b>0.753</b>
	Internal Motivation	<b>0.732</b>			
	Values	<b>0.791</b>			
	Attitude	<b>0.718</b>			
	Required Behavior in Providing Motivation	<b>0.791</b>			
<b>OCB</b>			<b>0.916</b>	<b>0.609</b>	<b>0.893</b>
	Helping Behavior	<b>0.772</b>			
	Sportsmanship	<b>0.799</b>			
	Organizational Loyalty	<b>0.775</b>			
	Organizational Compliance	<b>0.786</b>			
	Individual Initiative	<b>0.761</b>			
	Civic Virtue	<b>0.831</b>			
	Self-Development.	<b>0.735</b>			
<b>AL</b>			<b>0.887</b>	<b>0.576</b>	<b>0.848</b>
	Get On The Balcony.	<b>0.717</b>			
	Identify Adaptive Challenges	<b>0.756</b>			
	Regulate Distress	<b>0.757</b>			
	Maintain Disciplined Attention	<b>0.780</b>			
	Give the Work Back to the People	<b>0.748</b>			
	Protect Leadership Voices from Below	<b>0.757</b>			
<b>QWL</b>			<b>0.884</b>	<b>0.657</b>	<b>0.826</b>
	Reward System	<b>0.811</b>			
	Participation	<b>0.777</b>			
	Work Restructuring	<b>0.852</b>			
	Work Environment	<b>0.800</b>			

Source: SmartPLS. 4. (processed by the author).

Based on the table 2, the R-squared value of the adaptive leadership variable is 0.624 or 62.4% in the high category. The spiritual dimension variable can explain the adaptive leadership variable by 62.4%. The quality of the work-life variable obtained an R-squared value of 0.650 or 65%. The spiritual dimension variable can explain the quality of work-life variables by 65%. The organizational citizenship behaviour variable obtained an R-Square value of 0.829 or 82.9% in the very high category. Organizational citizenship behaviour

variables can be explained by the spiritual dimension, adaptive leadership, and quality of work-life variables by 82.9%. The results of testing the structural model obtained the R-Square value in the high category (Hair et al., 2019).

Table 2. R-Square value

Variable	R-Square	Remarks
AL	0.624	Strong
OCB	0.829	Very Strong
QWL	0.650	Strong

Bootstrapping is a process in Smart PLS to assess the significance level or probability of direct, indirect, and total effects. Bootstrapping aims to be used as a resampling method by changing the data from the sample that has been obtained. Hypothesis testing uses a criterion of 1.96, declared influential if it gets a T-statistic value of more than 1.96 (Pan et al., 2018).

The study has an alpha value of 5% = 0.05, so the t-statistic value that can be used is the t-table of the significance of 5% = 1.96 based on the table below; there is a summary of the results of hypothesis testing in this study:

Based on the table 3, it can be explained the spiritual dimension significantly affects adaptive leadership, and H1 is accepted. The spiritual dimension significantly affects the quality of work life, and H2 is accepted. The spiritual dimension significantly affects organizational citizenship behavior, and H3 is accepted. The spiritual dimension significantly affects organizational citizenship behavior through the adaptive leadership variable, H4 is accepted. The spiritual dimension significantly affects organizational citizenship behavior through the quality of work-life variables. H5 is accepted.

The Variance Accounted For (VAF) calculation was employed to assess how much adaptive leadership mediates the relationship between the spiritual dimension on organizational citizenship behavior.

Subsequently, the VAF method was utilized to delve deeper into the mediating effect, as described by (J F Hair et al., 2019). A VAF value below 20% signifies that there is no significant mediating effect, a VAF value ranging from 20% to 80% indicates a partial mediation, and a VAF value exceeding 80% suggests a complete or full mediation. A VAF calculation results show a value of 0.415 or 41.5%. These findings indicate that adaptive leadership partially mediates the effect of spiritual dimension to organizational citizenship behavior. Furthermore, the mediating role of quality of work-life on spiritual dimension on organizational citizenship behaviour. A VAF calculation results show a value of 0.536 or 53.6%. These findings indicate that quality of work-life partially mediates the effect of spiritual dimension to organizational citizenship behavior.

## Discussion

### The Effect of Spiritual Dimension on Adaptive Leadership

Based on the results of the data analysis, it can be explained that the spiritual dimension significantly affects adaptive leadership in the strawberry generation in Sidoarjo, Surabaya, and Gresik. Knowledge and experience related to the power of God Almighty impact leadership adaptation behavior in carrying

Table 3. Hypothesis Testing Results

Effect	Path	T Statistics	P Values	Result
Direct	Spiritual Dimension -> Adaptive Leadership	28.881	0.000	H1: accepted
Direct	Spiritual dimension -> Quality of Work Life	27.326	0.000	H2: accepted
Direct	Spiritual Dimension -> Organizational Citizenship Behavior	3.374	0.001	H3: accepted
Indirect	Spiritual Dimension -> Adaptive Leadership -> Organizational Citizenship Behavior	4.099	0.000	H4: accepted
Indirect	Spiritual dimension -> Quality of Work Life -> Organizational Citizenship Behavior	8.328	0.000	H4: accepted

Source: SmartPLS. 4. (processed by the author, 2023).



out tasks professionally. Sufficient knowledge supported by experience in life on faith makes individuals more careful and able to adapt to the correct teachings. This research is in line with research from several previous studies Barentsen (2019); Makka (2019); Niemandt (2019); Nullens (2019); Saane (2019).

Saane (2019) shows that the attitudes and behaviors of leaders can be influenced by their spiritual level. Individuals with high spirituality will always consider dimensions that can lead them astray. In addition, embedding spiritual values in leaders makes them more careful in making decisions. In addition, leaders also need to pay attention to aspects of material gain and have an orientation toward achieving inner goals (Nelus Niemandt, 2019; Nullens, 2019). One of the shortcomings of organizations or companies creating products is a spiritual foundation for their leaders and employees (Saane, 2019; Heuvel, 2019). One's spirituality can provide positive values and ethical behavior in the workplace so leaders and employees can work better to achieve their goals (Barentsen, 2019; Makka, 2019). Spirituality is one of the critical aspects of a leader that can be seen through meaning and inspiration; in addition, theories and models of spirituality sometimes become invisible amid the dominance of secular leadership and organizational models.

### **The Effect of Spiritual Dimension on Quality of Work Life**

The results of the data analysis explain that the spiritual dimension has significantly affected the strawberry generation in Sidoarjo, Surabaya, and Gresik. This is in line with research conducted by Jin and Lee (2020); Pio and Lengkong (2020); Pio (2022), which also explains the relationship between spirituality in the organization and spirituality in individuals that affect QWL.

Pujianto and Evendi (2021) explain that QWL is considered an organizational response to the needs of employees. The response is then realized by providing opportunities for employees to actively

contribute to the organization and create a decent working life. QWL also includes a sense of security at work, a fair compensation system, a reputable and reasonable salary, and participation in productivity improvement (Farmi et al., 2021; Leitão et al., 2021). In the spiritual dimension, responses to employee needs can be realized through the spiritual behaviour of leaders and employees, in addition to individuals who can provide positive values in working life and are arcane a positive work environment in achieving a goal (Jin and Lee, 2020; Pio, 2022).

### **The Effect of Spiritual Dimensions on Organization Citizenship Behavior**

The results of the data analysis explain that the spiritual dimension significantly affects organizational citizenship behavior in the strawberry generation in Sidoarjo, Sur, abaya, and Gresik. These results are in line with research conducted by Hakim and Pristika (2020); Pio and Lengkong (2020); Pattanawit and Charoensukmongkol (2022); Saputri and Husna (2022).

OCB is defined as a voluntary employee activity that may or may not be appreciated but contributes to the organization so that the quality of all work provided becomes a reference in the workplace (Hakim & Pristika, 2020; Hasibuan & Wahyuni, 2022). OCB is also defined as a type of individual behavior that motivates employees to expect from the organization and its job description, as well as positive benefits that impact the organization and employees (Virgana, 2021; Visano et al., 2020). Spirituality and OCB have a relationship in providing positive benefits for the company, where spirituality provides positraction through positive behavior from each individual.

Pattanawit and Charoensukmongkol (2022); and Tahier et al. (2022) explain that spirituality begins with the recognition that everyone has a personal life (inner) and

outer life (outer). Besides, spirituality also considers the workplace a place where people with mind and spirit are located. So, to create a good work environment, the role of spirituality is significant.

### **The Effect of Spiritual Dimensions on Organization Citizenship Behavior Through Adaptive Leadership**

The spiritual dimension has a slightly effect on citizenship behavior through adaptive leadership variables in the strawberry generation in Sidoarjo, Surabaya, and Gresik. Research conducted by Barense (2019); Makka (2019); Niemandt, 2019); Nullens (2019); Saane (2019) explained that spirituality has a significant relationship with adaptive leadership. Hakim and Pristia (2020); Pio and Lengkon (2020); Pattanawit and Charoensukmongkol (2022); and Saputri and Husna (2022) explained in their research that spirituality has a significant relationship to OCB.

The spiritual dimension in the universal leadership concept is adaptive to answer the challenges of the 21st-century era, which is a condition of change that is not responded to by current organizational leadership. Leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, as well as supporting shared goals.

Spirituality offers many opportunities to make an essential contribution to the need to contribute to leadership. Spirituality can also be rooted in a more secular worldview (Al-mahdy et al., 2022; Barentsen, 2019). Explains that spirituality is a continuous search for meaning from an open attitude and a focus on sustainability and credibility, rooted in self-knowledge and the desire to grow and develop. Spirituality is also related to the search for meaning. It connects the satisfaction of one's needs to the public interest.

In their research, Rana et al. (2021); and Garg et al. (2022) explain that the spiritual dimension can influence OCB. OCB was a sign-in fluence variable on the relationship between spirituality and

organization (Garg et al., 2022). Pio and Lengkong, (2020) explain that in doing work, a person can feel meaning and conn others, resulting in emotional ownership of work, which encourages the person to engage in citizenship behavior continually.

### **The Effect of Spiritual Dimensions on Organization Citizenship Behavior Through Quality of Work Life**

The spiritual dimension significantly influences citizenship behavior through the variable quality of work life in the strawberry generation in Sidoarjo, Surabaya, and Gresik. Support from the organization to employees through a standard work environment will increase OCB, resulting in employee performance that benefits the organization.

Lee (2020); Pio and Lengkong (2020); Pio (2022) showed in their research that the spiritual dimension has a significant influence on the QWL. Hakim and Pristika (2020); Pio and Lengkong (2020); Pattanawit and Charoensukmongkol (2022); Saputri and Husna (2022) explained in their research that spirituality has a significant relationship to OCB. QWL is the philosophy of management to enhance the self-esteem of each employee by introducing changes in organizational culture and improving employees' emotional well-being (Syamsuddin et al., 2021). QWL can be realized when organizational leaders are committed to elevating the dignity of each employee by implementing values that are meaningful to the creation of opportunities for creating products for each member of the organization in their duties and work to achieve the best quality (Inarda, 2022; Pujianto & Evendi, 2021).

QWL is understood as a process in which an institution responds to the needs of employees, especially the need for comfortable and safe facilities at work (Idris et al., 2021). QWL can be seen through the quality of work life, a set of

conditions and practices to achieve organizational goals, such as security, job enrichment, employee participation, and promotion policies. In addition, employee perceptions of safety, satisfaction, and opportunities for appropriate self-development are also included in QWL (Pio, 2022). The spiritual values embedded in the organization should provide satisfaction and motivation for the performance organization's performance as it has a relationship with QWL (Jin & Lee, 2020). This linkage is also believed to have a positive effect on the company.

### **Theoretical implications**

This research has implications for developing and expanding social exchange theory (SET) by exploring the influence of spiritual dimensions on adaptive leadership, QWL, and OCB. This research also has implications for developing SET in the public and business sectors related to spirituality, leadership, and organizational quality. Besides that, in this study, the relationship between each variable (spiritual dimensions, adaptive leadership, quality of life, and organizational citizenship behavior) can expand the literature for other studies. The last few previous studies have shown a relationship between the variables used. However, no research has been found that uses adaptive leadership as an intervening variable, so this research has implications for developing the role of adaptive leadership as an intervening variable.

### **Practical implications**

This research has implications for developing spiritual dimensions in improving employee OCB with the role of leadership and providing quality of life to employees, especially in strawberry generation employees. The results of this study can also be a guideline or rationale for leaders in making decisions related to the application of spiritual dimensions, leadership models, and problems related to employees' quality of life, especially in strawberry generation employees.

### **Conclusion**

The results of this study explain that spiritual dimensions significantly influence adaptive leadership, spiritual dimensions significantly affect the quality of work life, and spiritual dimensions influence organizational citizenship behaviour in the strawberry generation Sidoarjo, Surabaya, and Gresik. In addition, the spiritual dimension also significantly affects organizational citizenship behavior through adaptive leadership variables, and the spiritual dimension affects organizational citizenship behavior through the quality of work-life variables in the strawberry generation in Sidoarjo, Surabaya, and Gresik.

This study has several limitations; first, this study only explores the role of spiritual dimensions on adaptive leadership, QWL, and OCB in strawberry generation employees, so further research can develop the role of spiritual dimensions on other variables in employees in different generations. Second, this study is limited to only spiritual dimensions and OCB variables. In this study, the variables of adaptive leadership and QWL are used as intervening variables, so further research can use other variables in analyzing OCB (e.g., motivation, work-life balance, employee well-being, organizational justice). Finally, this study uses a quantitative method so future researchers can theoretically use mixed methods to deepen the spiritual dimension.

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