



# THE INFLUENCE OF SPIRITUAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOR THROUGH EMPLOYEE INTERPERSONAL JUSTICE

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**Abstract.** *This research falls under the category of Human Resources, which includes planning, organizing, managing, and controlling individuals who are considered valuable assets by companies. The goal is to achieve the goals that the company has set. The focus of the research to be carried out is to test how spiritual leadership influences innovative work behavior, by paying attention to the role of employee interpersonal justice at PT. Multi Spunindo Jaya, Tbk which is located in Sidoarjo. The type is quantitative with data analysis techniques collected through statements in the form of questionnaires and analyzed using SEM\_PLS techniques with the SmartPLS 4.0 tool. This population is 780 employees taken from PT. Multi Spunindo Jaya, Tbk in Sidoarjo. The sample in this study was taken from 62 employees through the Issac and Michael formula with purposive sampling technique. The research aims to analyze how spiritual leadership and interpersonal justice play a role in optimizing the innovative work behavior of employees of PT. Multi Spunindo Jaya, Tbk in Sidoarjo. This research is useful for developing knowledge about MSDM. The results of the research that has been conducted show that spiritual leadership and interpersonal justice have a significant and positive effect on innovative work behavior, and also spiritual leadership has a significant and positive effect on interpersonal justice.*

**Keywords:** *Spiritual Leadership, Interpersonal Justice, Innovative Work Behavior*

## INTRODUCTION

In the current era, there are many causes for the increase in very tight competition. Human resources (HR) play an important role in companies to help business competition. Human resources, often abbreviated as HR, refer to individuals who have the abilities or potential needed to carry out various activities in a company or organization. In this context, HR management becomes very crucial, because the success of a company depends heavily on the maximum contribution that these human resources can make (Asj'ari dkk., 2023).

One of the performance strategy planning in the Ministry of Manpower's 2022 performance report is that increasing quality and competitive human resources is an important step in creating healthy, intelligent, adaptive, innovative, skilled, and integrity

individuals. These efforts are based on the understanding that people are a key asset in national development, aiming to achieve inclusive and equitable progress across the region (KEMNAKER, 2022).

The main driver of organizational innovation and sustainable competitive advantage is Innovative Work Behavior (Usmanova et al., 2023). However, engaging in innovative work behaviors is a risky endeavor, as success may not be guaranteed even if employees suggest new changes or approaches. Employees can become overly stressed and less enthusiastic at work, affecting their motivation and making it difficult to demonstrate innovative behaviors. Companies and leaders need to motivate their employees well to overcome challenges, thereby improving their ability to innovate. (Tang, 2023).

Spiritual Leadership, which is a leadership style that is guided by conscience, honesty, and trust from others, and supported by intelligence, will form an inspiring and exemplary leader. Spiritual leaders strive to bring meaning and purpose to work, which can increase the intrinsic motivation of employees. Spiritual leadership aims to meet the spiritual needs of its followers by encouraging them to do meaningful and engaging work and creating a sense of community among them. (Alif et al., 2021).

Another factor that is suspected to affect innovative work behavior is interpersonal justice. Interpersonal justice refers to the way individuals view the extent to which employees are treated with dignity, attention, and respect by leaders or companies. If an employee is treated fairly, cared for, and given respect, then the employee will feel more motivated and feel safe at work. This will create innovation and be able to provide creative ideas to the Company. This research, in relation to the influence of (Novalinda et al., 2024) spiritual leadership on innovative work behavior, is not directly. However, the relationship between these two variables is mediated by interpersonal justice. PT Multi Spunindo Jaya Tbk (MSJA) is a manufacturer of non-woven sheets that serve a wide range of industries, including healthcare (such as diapers, sanitary napkins, and masks), construction, and agriculture. The company applies various advanced technologies in the manufacturing process of non-woven materials, such as spun bond, spun melt, meltblown, and needlepunch. PT. Multi Spunindo Jaya Tbk considers its

human resources as the key to success. The company emphasizes flexibility, excellence, competitiveness, and equality.

This research will focus on the relationship between spiritual leadership and innovative work behavior directly and indirectly with interpersonal justice as an intervening variable in the relationship between the two main variables. Therefore, the research has a specific purpose, namely:

1. Analyzing how spiritual leadership has a positive and significant effect on the innovative work behavior of PT. Multi Spunindo Jaya, Tbk in Sidoarjo.
2. Analyzing how spiritual leadership has a significant and positive effect on the interpersonal justice of employees of PT. Multi Spunindo Jaya, Tbk in Sidoarjo
3. Analyzing how interpersonal justice significantly and positively affects the innovative work behavior of employees of PT. Multi Spunindo Jaya, Tbk in Sidoarjo

## **LITERATURE REVIEW**

### **Spiritual Leadership**

Spiritual leadership is a form of leadership that integrates the worldly aspect with the dimension of spirituality. In this case, God plays the role of a true leader who inspires, influences, serves, and encourages the consciences of His followers with profound wisdom. The approach used is ethical and exemplary, creating a positive impact in their lives. In the historical context, the Prophet Muhammad PBUH has provided an example of perfect spiritual leadership. With extraordinary integrity and nicknamed al-amin (the trusted), he succeeded in building the most ideal and effective leadership model in the history of civilization. His main traits, namely honesty, trust, intelligence, and transparency, are able to influence others in an inspiring way. He can instill awareness without hurting, arouse enthusiasm without coercion, and invite without instructing (Haqiqi Rafsanjani, 2017).

Spiritual leadership refers to a leadership style that is based on a person's conscience that is able to form the exemplary attitude and character of a leader. In an Islamic perspective, spiritual leadership refers to the example set by the Prophet Muhammad, which reflects traits such as honesty, trustworthiness, intelligence, and the ability to convey messages well (tabligh) (Alif et al., 2021).

According to the research written, the indicators of spiritual leadership are defined from the following values: (Alif et al., 2021)

1. Vision: A spirit to transform that will support the achievement of the expected goals.
2. Hope/Belief: A strong desire to have something, accompanied by the belief that what is desired will be achieved.
3. Value of Altruism: An attitude of sympathy towards others is shown by sincere concern for them.
4. Meaning / Calling: A belief in the task undertaken, which aims to create a positive impact for the people around it.
5. Membership, which gives employees the freedom to be directly involved in their work, will make them feel appreciated and recognized for the contributions they make.

### **Interpersonal Justice**

Interpersonal justice refers to a personal view of the extent to which an employee is treated with dignity, care, and respect by his or her peers in the organization. It is also a form of justice as employees' expectations in their work environment (Flaviani & Azizah, 2022). Interpersonal justice is a form of justice that employees expect in the company. This form of justice reflects the extent to which individuals feel they are treated equally by their peers in the organizational environment. (Paramaatha, 2018). According to the indicators of interpersonal justice, it is explained that there are two types, namely : (Paramaatha, 2018)

1. Open explanation: Emphasizes the aspect of procedural fairness that justifies the decision.
2. Social sensitivity: Treat the person with dignity and respect.
3. Consideration: Listen to the person's concerns.
4. Empathy: Identify the person's feelings.

### **Innovative Work Behavior**

Innovative behavior refers to individual actions that focus on the company's interests. In this context, employees strive to introduce and implement their new ideas for the benefit of the company. Innovative work behavior can be interpreted as creative employee behavior so that it can give rise to new ideas related to the

development of the Company or to realize the achievement of expected goals. (Hadi et al., 2020) According to the indicators in innovative work behavior, namely: (Hadi et al., 2020)

1. Idea Exploration: Employees have the ability to identify existing opportunities and challenges.
2. Idea Development: Employees are able to formulate innovative ideas by creating and proposing concepts for new processes.
3. Idea Supporters: Employees are expected to be more motivated in seeking support to realize the innovations they have created.
4. Implementation of Ideas: Employees dare to integrate new ideas into existing work processes..

## **HYPOTHESIS FORMULATION**

Spiritual leadership also has a factor in bringing about interpersonal justice for the people. Spiritual leadership has the character of caring for others, this can also make employees feel fair in themselves (Aboobaker & K.A, 2024).

**H1 : Spiritual Leadership has a significant and positive effect on Interpersonal Justice employees of PT. Multi Spunindo Jaya, Tbk in Sidoarjo**

Spiritual leadership is an important factor to develop innovative work behaviors in employees. Spiritual leadership is one of the leadership styles that can cause employee comfort, because spiritual leadership emphasizes the sense of concern for employees. By highlighting the sense of attention and comfort in employees, employees will be easier and will automatically issue innovative KER ( Usmanova et al ., 2023).

**H2 : Spiritual Leadership has a significant and positive effect on the Innovative Work Behavior of PT. Multi Spunindo Jaya, Tbk in Sidoarjo**

Interpersonal justice is one of the factors that can give rise to innovative work behavior in employees. Interpersonal integrity is justice that increases employee dignity and gives respect to employees. Therefore, when employees have dignity and respect in the work environment, it can cause a sense of comfort and calm so that the employee has the courage to come up with innovative work behaviors (Daboussi Ayadi et al., 2020).

**H3 : Interpersonal Justice has a significant and positive effect on the Innovative Work behavior of employees of PT. Multi Spunindo Jaya, Tbk in Sidoarjo**

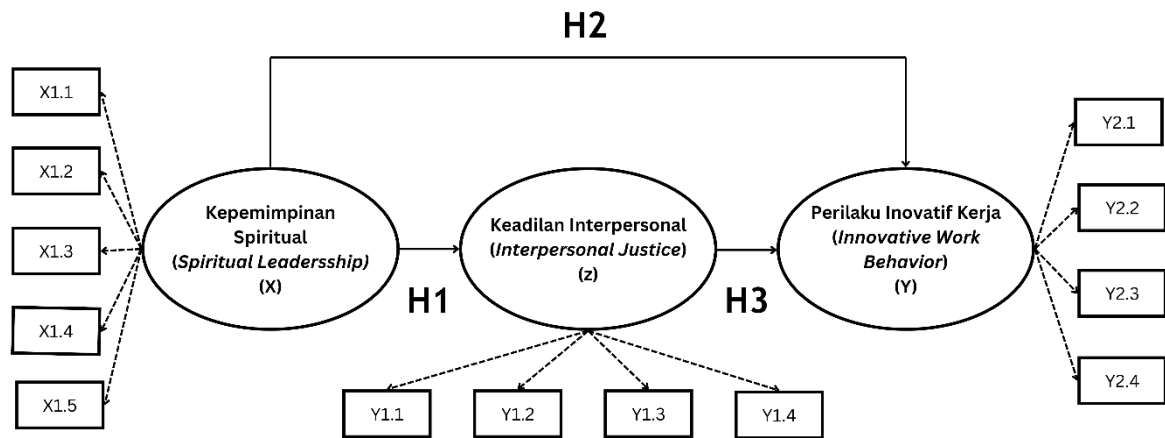


Figure 1. Conceptual Framework

**Keterangan:**

- : Variabel  
 □ : Indikator  
 → : Pengaruh Parsial  
 .....→ : Indikator

**METHODS**

The research was conducted using a quantitative method with the aim of testing the influence of spiritual leadership on innovative work behavior through interpersonal justice of employees of PT. Multi Spunindo Jaya, Tbk in Sidoarjo. The population of this study amounted to 780 employees taken from employees of PT. Multi Spunindo Jaya, Tbk in Sidoarjo. The determination in sampling was calculated using the Issac and Michael formula. Issac and Michael's formula is a formula to make it easier to determine samples whose population numbers are known. The error rate used is 10%. It should be noted that the higher the error rate applied, the smaller the number of samples required. The following is Isaac and Michael's formula: ( Sugiyono , 2024)

$$S = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2(N - 1) + \lambda^2 \cdot P \cdot Q}$$

$$S = \frac{2,706 \cdot 780 \cdot 0,5 \cdot 0,5}{0,1^2(780 - 1) + 2,706 \cdot 0,5 \cdot 0,5} = 62,3244552$$

So the total was rounded up by the researcher to 62

In our study, we used a non-probability sampling technique, which is a sampling technique in which every individual or element in the population does not have an equal opportunity to be selected as part of the sample. The non-probability sampling technique applied is purposive sampling, which is a method of selecting samples based on certain considerations. This approach is more suitable for use in qualitative research or research that does not aim to generalize. This sample can also be made for quantitative research because there have been many quantitative studies using purposive sampling. This study uses considerations for respondents, namely with the criterion that respondents must be permanent employees of PT. Multi Spunindo Jaya, Tbk in Sidoarjo. ( Sugiyono, 2024)

The analysis was carried out using a variant-based structural equation model, namely Partial Least Square (PLS), as a tool to test hypotheses with the help of the SmartPLS 4 program. SmartPLS has become an option for researchers and practitioners alike due to its ability to demonstrate the effectiveness of the PLS-SEM method through an intuitive and easy-to-use software interface. In the SEM Framework, the model tested includes two aspects: the quality of the measurement (Measurement Model) and the relationship between variables (Structural Model). This session will discuss in depth the two models, namely the Measurement Model and the Structural Model. . (Rianto Rahadi, 2023)

## RESULTS AND DISCUSSION

### Respondent Characteristics

The results of this study are an explanation of the findings of the studies that have been conducted. The research was conducted with the aim of examining the influence of spiritual leadership on innovative work behavior through interpersonal justice at PT. Multi Spunindo Jaya, Tbk, located in Sidoarjo, involves a total sample of 62 employees.

**Table 1 Respondent Gender Data**

NO	Category	Frequency	Present (%)
1.	Man	60	97%
2.	Woman	2	3%
		62	100%

Source: Data Processed 2024

Table 1 regarding the characteristics of respondents is known: 60 men with a percentage of 97% and 2 women with a percentage of 3%.

**Table 2 Permanent and Non-Permanent Employee Data**

NO	Category	Frequency	Present (%)
1.	Remain	62	100%
2.	Not Fixed	0	0%
		62	100%

Source: Processed Data (2024)

Table 2 regarding the characteristics between permanent and non-permanent employees, respondents are known to have 62 permanent employees with a percentage of 100%. So, the respondents can be said to be in accordance with the criteria that have been planned by the researcher.

### Outer Model Analysis

#### Validity Test

**Table 3 Validity Test**

Variable	<i>Spiritual Leadership (X)</i>	<i>Innovative Work Behavior (Y)</i>	<i>Interpernonal Justice (Z)</i>	Information
X1.1	0.860			Valid
X1.2	0.909			Valid
X1.3	0.795			Valid
X1.4	0.736			Valid
Y1.1		0.810		Valid
Y1.2		0.903		Valid
Y1.3		0.786		Valid
Y1.4		0.875		Valid
Z1.1			0.815	Valid
Z1.2			0.871	Valid
Z1.3			0.822	Valid

Source: SmartPLS Output Output Attachment Processed Data (2024)

Table 3 is known that after the data is processed in the smartPLS program version 4.0, this validity test can be stated that the item of the result statement is significant. ( $\geq 0.7$ ), so that the item can be declared valid.

#### Convergent Validity

**Table 4 Convergent Validity Test**

Variable	<i>Crombach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<b>Average variance extracted (AVE)</b>



Spiritual Leadership (X)	0.845	0.863	0.896	<b>0.685</b>
Innovative Work Behavior (Y)	0.866	0.875	0.909	<b>0.714</b>
Interpersonal Justice (Z)	0.785	0.785	0.875	<b>0.700</b>

Source: SmartPLS Output Output Attachment Processed Data (2024)

Table 4 shows that the value of the AVE value is  $<0.5$ . Therefore, the value of each variable of spiritual leadership (X), interpersonal justice (Z), and innovative work behavior (Y) can be declared valid and feasible for further testing.

### Discriminant Validity

#### *Fornell-Larcker Criterion*

**Table 5 Fornell-Larcker Criterion Testing**

Variable	Spiritual Leadership (X)	Innovative Work Behavior (Y)	Interpersonal Justice (Z)
<i>Spiritual Leadership (X)</i>	<b>0,828</b>		
<i>Innovative Work Behavior (Y)</i>	0,817	<b>0,845</b>	
<i>Interpersonal Justice (Z)</i>	0,758	0,798	<b>0,836</b>

Source: SmartPLS Output Output Attachment Processed Data (2024)

Table 5 shows that the correlation value of a variable is higher than that of other variables. So, it can be stated that the correlation is valid and worthy of further testing.

#### *Cross Loading*

**Table 6 Cross Loading Testing**

Variable	Indicators	Spiritual Leadership (X)	Innovative Work Behavior (Y)	Interpersonal Justice (Z)
<b>X1.1</b>	Vision	<b>0,860</b>	0,744	0,660
<b>X1.2</b>	Hope/ Confidence	<b>0,909</b>	0,749	0,741
<b>X1.3</b>	Meaning/ Calling	<b>0,795</b>	0,583	0,596
<b>X1.4</b>	Mambership	<b>0,736</b>	0,614	0,486
<b>Y1.1</b>	Idea Exploration	0,685	<b>0,810</b>	0,717

<b>Y1.2</b>	Idea Generation	0,805	<b>0,903</b>	0,694
<b>Y1.3</b>	Idea Championing	0,571	<b>0,786</b>	0,581
<b>Y1.4</b>	Implementation idea	0,679	<b>0,875</b>	0,695
<b>Z1.1</b>	An Open Explanation	0,665	0,684	<b>0,815</b>
<b>Z1.2</b>	Consideration	0,621	0,663	<b>0,871</b>
<b>Z1.3</b>	Empathy	0,617	0,653	<b>0,822</b>

Source: Output Attachment smartPLS Processed Data (2024)

Table 6 can be found the results of the correlation value of the indicator with the variable.

The correlation value of the indicator is higher than the variable, with a value of  $>0.7$ .

Therefore, it can be declared feasible for further testing.

### Composite Reliability

**Table 7 Composite Reliability Testing**

Variable	<i><b>Cronbach's alpha</b></i>	<i>Composite reliability (rho_a)</i>	<i><b>Composite reliability (rho_c)</b></i>	<i>Average variance extracted (AVE)</i>
<i>Spiritual Leadership (X)</i>	<b>0,845</b>	0,863	<b>0,896</b>	0,685
<i>Innovative Work Behavior (Y)</i>	<b>0,866</b>	0,875	<b>0,909</b>	0,714
<i>Interpersonal Justice (Z)</i>	<b>0,785</b>	0,785	<b>0,875</b>	0,700

Source: SmartPLS Output Output Attachment Processed Data (2024)

Table 7 shows that the value of composite reliability and Cronbach's alpha  $>0.7$ . So, it can be concluded that the results of these values are significant and can be continued to the next stage.

### Evaluation of Structural Models (Inner Model)

#### *Path Coefficiens*

**Table 8 Path Coefficiens Testing**

Variable	<b>Original sample (O)</b>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (   0/STDEV   )</i>	<i>P hairy</i>
<i>Spiritual Leadership (X) -&gt; Innovative Work Behavior (Y)</i>	<b>0.499</b>	0.509	0.112	4.460	0.000
<i>Spiritual Leadership (X) -&gt; Interpersonal Justice (Z)</i>	<b>0.758</b>	0.772	0.053	14.325	0.000
<i>Interpersonal Justice (Z) -&gt; Innovative Work Behavior (Y)</i>	<b>0.420</b>	0.409	0.123	3.405	0.001

Source: SmartPLS Output Output Attachment Processed Data (2024)

The results of the data analysis in table 4.11, the path coefficients can be seen from the original sample value O (original sample O). The value of the original sample O produced by the Spiritual Leadership variable on Innovative Work Behavior has a value of 0.499 where the value is close to the value range of 1, so it is interpreted that the relationship of the Spiritual Leadership variable to Innovative Work Behavior is positive.

The original sample value of O produced by the Spiritual Leadership (X) variable to Interpersonal Justice (Z) has a value of 0.758 where the value is close to the value range of 1, so it is interpreted that the relationship of the Spiritual Leadership (X) variable to Interpersonal Justice (Z) is positive.

The value of the original sample O produced by the Interpersonal Justice variable on Innovative Work Behavior has a value of 0.420 where the value is close to the value range of 1, so it is interpreted that the relationship of the Interpersonal Justice (Z) variable to Innovative Work Behavior (Y) is positive.

#### **Goodness of Fit (GoF) Index or Model Fit**

**Table 9 Testing Goodness of Fit (GoF) Index or Model Fit**

	Saturated model	Estimated model
SRMR	0.080	0.080
d_ ULS	0.423	0.423
d_ G	0.292	0.292
Chi-square	98.550	98.550
<b>NFI</b>	<b>0.795</b>	<b>0.795</b>

Source: SmartPLS Output Output Attachment Processed Data (2024)

Table 9 shows that the NFI value is 0.795 which is 79% if presented. So, it can be concluded that the model is good.

### Hypothesis Test

**Table 10 Hypothesis Testing**

Variable	P hairy
<i>Spiritual Leadership (X) -&gt; Innovative Work Behavior (Y)</i>	<b>0.000</b>
<i>Spiritual Leadership (X) -&gt; Interpersonal Justice (Z)</i>	<b>0.000</b>
<i>Interpersonal Justice (Z) -&gt; Innovative Work Behavior (Y)</i>	<b>0.001</b>

Source: SmartPLS Output Output Attachment Processed Data (2024)

The results of the hypothesis testing analysis show that the P values play an important role. In this test, the Spiritual Leadership (X) variable to Innovative Work Behavior (Y) resulted in a final P value of 0.000. Shows that the value is very significant and shows a strong relationship. The P-value for the variable Spiritual Leadership (X) to Interpersonal Justice (Z) is 0.000. This figure shows that Spiritual Leadership (X) has a significant and positive effect on Interpersonal Justice (Z).

The P value generated by the Interpersonal Justice (Z) variable for Innovative Work Behavior (Y) is 0.001. This indicates that the value is very significant.

## DISCUSSION

### **The Influence of *Spiritual Leadership* on *Innovative Work Behavior***

Spiritual leadership has a significant and positive effect on innovative work behavior. This spiritual leadership is an advantage for employees to come up with innovative work behavior, because if a leader gives confidence to employees, then employees will feel brave to issue innovative work behavior. Innovative work behavior will have a positive impact on the company, because the company is always following the competition, the company will need employees who have a lot of innovation and creativity (Usmanova et al., 2023).

The results of the hypothesis test that have been confirmed through bootstrapping are known that spiritual leadership has a significant and positive influence on innovative work behavior. This test is also unidirectional, if spiritual leadership increases, innovative

work behavior also increases, and vice versa if spiritual leadership decreases, innovative work behavior also decreases.

### ***The Influence of Spiritual Leadership on Interpersonal Justice***

Spiritual leadership has a positive and significant effect on interpersonal justice. Spiritual leadership is a leadership style that has a strong spiritual character and can give rise to employee interpersonal justice, because if an employee is treated politely and assisted directly by the employee leader will feel personally fair, then spiritual leadership can give rise to a sense of employee interpersonal justice. Interpersonal justice will have a positive impact on the company, because if employees feel that their justice is fulfilled, then employees will be enthusiastic about doing their tasks and issuing what they want to the company (Aboobaker & K.A, 2024).

The results of the hypothesis test that have been carried out through *bootstrapping* are that spiritual leadership has a positive and significant effect on interpersonal justice. This test can also be said to be one-way, if spiritual leadership increases, interpersonal justice also increases, and vice versa if spiritual leadership decreases, interpersonal justice also decreases.

### ***The Influence of Interpersonal Justice on Innovative Work Behavior***

Interpersonal justice has a positive and significant influence on innovative work behavior. Interpersonal justice is a justice that employees get interpersonal and this sense can give rise to innovative work behavior, because if an employee gets justice from the company or a leader, it will be easy to come up with ideas and innovations to benefit the company (Daboussi Ayadi et al., 2020).

The results of the hypothesis test that has been carried out through bootstrapping can be explained that *interpersonal justice* has a positive and significant effect on *innovative work behavior*. This test can also be said to be one-way, if employee *interpersonal justice* increases, then the employee's innovative work behavior increases, and vice versa if employee *interpersonal justice* decreases, then *Innovative work behavior* of employees also decreased.

## CONCLUSION

The conclusions that have been obtained from the discussion of this research are:

1. The analysis model of this study focuses on the influence of spiritual leadership on innovative work behavior at PT. Multi Spunindo Jaya, Tbk which is located in Sidoarjo. The purpose of the hypothesis is to test whether spiritual leadership has a partially significant influence on innovative work behavior. The results that have been obtained show that there is a positive and significant influence between spiritual leadership and innovative work behavior, with a significance value of 0.000. This figure shows that the relationship between the two variables is very strong and relevant.
2. The analysis model in this study is about "The Influence of Spiritual Leadership on Interpersonal Justice in PT. Multi Spunindo Jaya, Tbk in Sidoarjo. The purpose of the hypothesis proposed is to test whether spiritual leadership has a partial influence on interpersonal justice. The results of the study showed that spiritual leadership had a positive and significant effect on interpersonal justice, with a significance value of 0.000. This value shows that the influence is very significant.
3. The analysis model in this study focuses on "The Influence of Interpersonal Justice on Innovative Work Behavior at PT. Multi Spunindo Jaya, Tbk in Sidoarjo". The aim of the research hypothesis was to consider the influence of partial interpersonal justice on innovative work behaviors. The results of the study explained that interpersonal justice has a positive and also significant influence on innovative work behavior, with a significance value of 0.001. This shows that the influence is very strong.

## SUGGESTION

Based on the discussion that has been concluded, the researcher has suggestions for the future, namely it is expected for all leaders to implement togetherness and give confidence to employees so that employees feel fair in the company, if employees receive justice or feel fair in the company, then employees will automatically issue creative ideas and innovations to the company to benefit the company in undergoing competition in the industry.

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