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IMPROVEMENT OF LECTURE TRI DHARMA BY SPRITUAL LEADERSHIP APPROACH

Abstract: *This study aims to determine which variables are the most significant to form organizational commitment models and productivity so that it can improve the achievement of Tri dharma lecturers at private universities in Surabaya. The population of this study were all college lecturers throughout Surabaya, from which the sample used were lecturers who had minimal functional positions of expert assistants, in accordance with the characteristics of the sample that the researchers expected (purposive sampling). The data analysis technique used in this study uses the SEM-PLS method to determine the structural equation relationship of each latent variable and to find out the measurement of the indicators on the latent variables. The results show that spiritual leadership has a significant effect on the productivity increase of lecturers through calling and membership which is measured through vision, altruistic love, and hope / faith. These results give a signal that the leaders of Surabaya's private universities can apply spiritual values that live in the midst of a community that is believed to be able to bind more closely the relationship between leaders and lecturers that will have an impact on productivity and can improve the achievement of the lecturer's tri dharma. In the process of recruiting lecturers, the management should instill the spirituality values that exist in the Surabaya's private universities to prospective lecturers. This is done to maintain and even enhance the spirituality values that exist in Surabaya's private universities.*

Key words: *Tri Dharma, Spiritual Leadership, Surabaya's Private Universities.*
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Introduction

The National Education System states that universities are obliged to carry out education, research, and community service [1.2]. Higher education as part of the national education system has a strategic role in educating the life of the nation and advancing science and technology by paying attention to and applying the values of humanities and the sustainable cultivation and empowerment of the Indonesian nation. In realizing this strategic and large role can be carried out properly, then the role of leadership in developing human resources of higher education must have a superior quality leadership style especially for lecturers as professional educators. One of the main concerns at this time is the leadership style that involves a spiritual leadership style. Spiritual leadership is the formation of values, the attitudes and behaviors needed to motivate oneself (intrinsic motivation) and others so as to create a sense of spiritual survival through calling and membership [3,4,5,6,7,8,9]. This brings two things, first is to unify the vision of fellow members of the organization through feeling calling in his life so that it becomes more meaningful and makes a change, calling speaks of the calling of the soul on a change in serving people to gain meaning and purpose in life, second is fostering organizational culture based on altruistic love where leaders and those who are led care for each other, mutual attention and respect for each other seriously so as to create a feeling of membership, the membership speaks of kinship relationships and social relations interactions. [3,4,5,6,7,8,9]

The characteristics of spiritual leadership according to [3,4,5,6,7,8,9] are vision, altruistic love and hope / faith, vision is the goal to be achieved by an organization in the long and short term, altruistic love is a picture of an organization's culture which is defined as intact, harmonious, prosperity through attention, caring and appreciation for oneself and others, and hope / faith is a desire for a hope that is fulfilled and is the basis of the establishment of the

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vision, goals and mission of the organization to be fulfilled. From the characteristics of spiritual leadership based on vision, altruistic love, and hope / faith will produce a feeling of spiritual survival through screening and membership which influences positive performance improvement (productivity positive) and lecturer organizational commitment as professional educators, which has an impact on the achievement of Higher Education Tri Dharma

Tri dharma is the obligation of Higher Education to carry out education, research and community service [2]. Tri dharma of higher education is not only the responsibility of students. All lecturers (educators), as well as people involved in the learning process (academic community) have the same responsibilities. Explanation of the activities in tri dharma are:

1. Education is a conscious and planned effort to realize a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and skills needed by themselves, society, nation, and countries [2].

2. Research is an activity carried out according to the rules and scientific method systematically to obtain information, data, and information relating to understanding and / or testing a branch of science and technology [2]

3. Community Service is the activity of academicians who utilize Science and Technology to advance the welfare of the community and educate the lives of the nation [2].

Research Methods

This research is a type of quantitative research to find out which variables are the most significant to form organizational commitment models and productivity at private universities in Surabaya. The population of this study were all college lecturers throughout Surabaya, from which the sample used were lecturers who had minimal functional positions of expert assistants, in accordance with the characteristics of the sample that the researchers expected (purposive sampling). The data analysis technique used in this study uses the SEM-PLS method to determine the structural equation relationship of each latent variable and to find out the measurement of the indicators on the latent variables. The variables in this study consist of exogenous variables, endogenous variables and manifest variables so that the following hypothesis is formed:

H1: Spiritual Leadership affects Calling
H2: Spiritual Leadership affects Membership
H3: Calling influences the Organization Committee
H4: Membership influences the Organization Committee
H5: Calling affects Productivity
H6: Membership affects Productivity

Results and Discussion

This study uses secondary data, the data taken in this study is the data of lecturers in 10 private universities that have a minimum department / economic field accredited B with each 50 respondents per university. From the results of the survey, it was obtained data of 359 of the 500 questionnaires targeted for the 10 universities as follows:

Table 1.

Responden

1	STIESIA Surabaya	35 from 50 responden
2	STIE Mahardhika	34 from 50 responden
3	STIE Perbanas Surabaya	50 from 50 responden
4	STIE Yapan Surabaya	33 from 50 responden
5	UNTAG Surabaya	43 from 50 responden
6	UBHARA	25 from 50 responden
7	Ciputra University	35 from 50 responden
8	UWM Surabaya	25 from 50 responden
9	UMS	45 from 50 responden
10	UBAYA	34 from 50 responden

The results from table 1 (number of respondents of data analysis) can be illustrated that Perbanas STIE filled all questionnaires well so that of the 50 data expected to be fulfilled. As for some other universities that almost fulfill the expected questionnaire expectations are STIESIA, UBAYA, STIE Yapan, UMS, UWM and STIE Mahardika and

UNTAQ. From the results of Table 1 above, it can also be seen that there are several universities that are far from the expected target of the desired data, namely UBHARA, Ciputra University. This is because taking the questionnaire at the university coincides with the college holiday. But according to the justification the researcher can still be

conservative, so that the sample is included in the model. The summary results of the data can also be seen in the pie chart below:
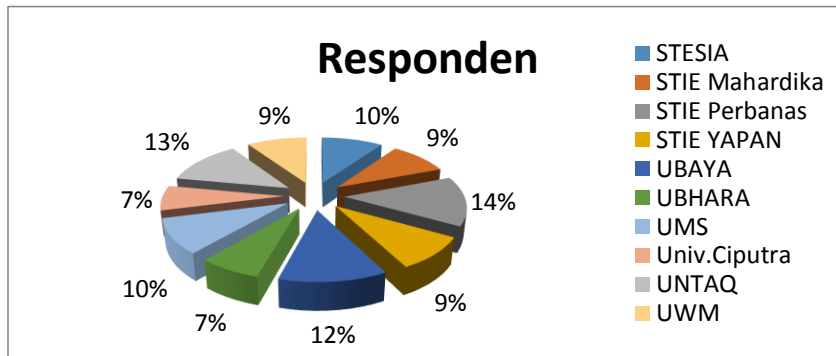
Picture 1 - Pie Diagram Responden

After screening the data, data analysis will be carried out. Data analysis in this study there are two statistical analysis methods used, namely the outer model using CFA (Confirmatory Factor Analysis) and the inner model using Structural Equation Modeling (SEM), Structural Equation Modeling (SEM) analysis is conducted to determine the significance of the relationship between latent variables with comparing the T-statistic value with T-table which is then called hypothesis testing. Confirmatory Factor Analysis (CFA) analysis, to determine the validity and reliability by looking at the value of loading factor, AVE value and composite reliability value.

Outer Model - Confirmatory Factor Analysis
Confirmatory Factor Analysis is used to determine the validity, reliability, and contribution given by each indicator variable in developing the latent variables. Concept. Latent variables are said to be valid and reliable if the value of loading factor> 0.4, AVE value> 0.5 and composite reliability value> 0.7. The results of the Confirmatory Factor Analysis test are presented in table 2 as follows:

Table 2.

Confirmatory Factor Analysis Result

Variable	Indicator	Loading Factor	AVE	Validity	CR	Reliability
vision	A1	0,795645	0,521867	Valid	0,670297	Reliable
	A2	0,764422				
	A3	0,728521				
	A4	0,543652				
	A5	0,752091				
A. Love	B1	0,697823	0,505858	Valid	0,803417	Reliable
	B2	0,736770				
	B3	0,667967				
	B4	0,744725				
	B5	0,765366				
	B6	0,647130				
Hope	C1	0,698892	0,512410	Valid	0,761856	Reliable
	C2	0,744135				
	C3	0,717921				
	C4	0,728408				
	C5	0,688386				

Calling	D1	0,782352	0,591199	Valid	0,652105	Reliable
	D2	0,825281				
	D3	0,693133				
Membership	E1	0,718137	0,556315	Valid	0,736010	Reliable
	E2	0,718631				
	E3	0,812380				
	E4	0,730169				
O. Commitment	F1	0,740552	0,545690	Valid	0,723006	Reliable
	F2	0,704407				
	F3	0,758726				
	F4	0,749993				
Productivity	G1	0,725841	0,601090	Valid	0,764861	Reliable
	G2	0,851294				
	G3	0,742782				

Table 2 informs that all values of loading factor> 0.6, AVE> 0.5 and CR> 0.7, this indicates that each indicator is able to measure both the latent variable and can be said to be valid and reliable. After a Confirmatory Factor Analysis, the next step is to do Structural Equation Modeling (SEM) analysis. Structural Equation Modeling analysis testing is done by using a variance-based SEM method which is often referred to as SEM-PLS. This method was chosen by the researcher with the justification of the researcher that this research is explorative and the assumption in the SEM-PLS method is nonparametric, which does not require many assumptions, such as covariance-based SEM which is often called SEM which requires many assumptions because it is parametric. The results of SEM-PLS testing are presented in Figure 2 and Table 3.
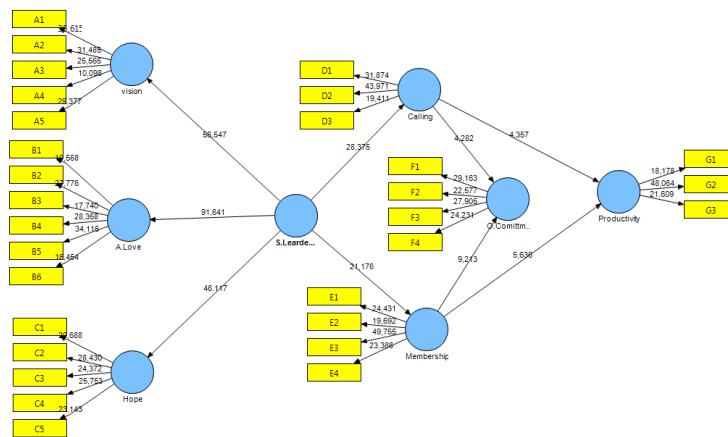
Picture 2 - Structural Equation Model

Based on figure 2 (SEM-PLS hypothesis test) and table 2 (SEM-PLS hypothesis test) shows that the T value of Spiritual Leadership on Calling (H1), Spiritual Leadership toward Membership (H2), Calling to Organization Commitment (H3), Membership towards Organization Commitment (H4), Calling on Productivity (H5) and Membership to Productivity (H6) all above 1.96, this shows that all hypotheses in this study were received.

Table 3.

Inner Model Result

Laten Variabel	T Statistics	Information
S.Leardership -> Calling	28,374,517	Affected
S.Leardership -> Membership	21,176,341	Affected
Calling -> O.Comittment	4,282,329	Affected
Membership -> O.Comittment	9,213,265	Affected
Calling -> Productivity	4,357,301	Affected
Membership -> Productivity	5,636,419	Affected

Spiritual leadership on calling

The results showed that there was a direct influence of spiritual leadership on calling at universities throughout Surabaya. The higher the spiritual leadership possessed by the leader, the higher the calling / meaning possessed by each lecturer. [3,4,5,6,7,8,9] who stated that spiritual leadership is the formation of values, attitude, behavior needed to motivate themselves and others intrinsic motivation so as to reach a sense of spiritual survival through calling / meaning and membership. Basically every job can be a meaningful and meaningful source (meaning) for everyone, through several organizational leaders who have a purpose to strengthen meaning for their followers [10,11,12]. In spiritual leadership, calling is a transcendent Vision from a form of lecturer responsibility towards students. This allows the lecturer to show intrinsic motivation through calling "doing what it takes" to "spread the organization message" which is related to quality of life and integrity [5].

With the spiritual leadership style possessed by the leader, it can increase meaningful and personal feelings in working. Personal meaning is also a source of personal motivation to influence others and their environment [13]. Therefore, university leaders throughout Surabaya have instilled good values of spirituality, attitude and behavior in the work environment. In addition, it also not only emphasizes world profits, but also benefits in the future. This can be achieved with a strong belief that work is worship in the view of religion. Therefore, in private universities in Surabaya, istiqomah or sustainably can provide an activity that aims to maintain the intention of the lecturers to work for worship so as to increase feelings of calling / meaning.

Spiritual leadership on membership

The results of the study show that there is a direct influence between spiritual leadership on membership at private universities in Surabaya. The higher the spiritual leadership possessed by the leader, the higher the membership owned by each employee. [3,4,5,6,7,8,9] who stated that spiritual leadership is the formation of values, attitude, behavior needed to motivate themselves and others

intrinsic motivation so as to reach a sense of spiritual survival through calling / meaning and membership. Membership itself is one aspect of workplace spirituality that is needed in the spiritual survival dimension. The term membership can be defined as a basic human need, which is to be understood and wanted to be appreciated. Having a feeling of wanting to be understood and wanting to be appreciated is an important issue in reciprocal relationships and social relations interactions.

In a work environment, everyone combines their values so they feel they are part of a large organizational community and relate to one another [14]. Through the leadership's spiritual leadership style, it can increase the feeling of membership, so that employees can relate to each other with positive social relationships among fellow members of the organization and each individual feels more valued and understood as a whole person. In this study membership is measured based on the aspect of feeling wants to be understood and appreciated by the community of organizations, the leadership of private universities in Surabaya understands the importance of social relations between employees which is conducive to a bond so that the achievement of organizational commitment. Because a conducive organizational environment will not be easily created without leadership intervention.

Calling on Organizational Commitment

The results showed that there was a direct influence between calling on organizational commitment at private universities in Surabaya. The higher the feeling of calling possessed by the employee, the higher the organizational commitment possessed by each employee. [3,4,5,6,7,8,9] who stated that spiritual leadership is the formation of values, attitude, behavior needed to motivate themselves and others intrinsic motivation so as to reach a sense of spiritual survival through calling / meaning and membership so that it has an impact on organizational commitment, productivity and firm performance. [15] which states that organizational commitment is employees who have feelings of calling and membership then become interconnected for loyalty, and want to stay (commitment) in an

organization that has a culture based on the values of love (altruistic love). [16] defines calling as a positive inspiration in the spirit of being responsible for work.

The professional attitude that every employee has based on feeling calling will increase the feeling of being more meaningful to others and the environment of the organization and itself [11]. People will do anything for a calling that is very different from a job or career [11]. When a job is seen as a calling and not a job, it can take on a new meaning [17,18,19]. So calling a strong soul (calling) and spiritual relationships with work that goes beyond professionalism or salary will lead to deep relationships, and thus commitment to one job [20]. In a number of studies it has been shown that employee commitment is positively correlated with several organizational outcomes. For example, employees who are committed to the organization will show a lower level of negative behavior such as absenteeism or turnover [21]. Based on the results shows that the feeling of calling lecturers of private universities in Surabaya has a significant effect. This indicates that feeling calling is owned by the majority of private university lecturers in Surabaya so that it influences organizational commitment.

Membership on Organizational Commitment

The results showed that there was a direct influence between membership on organizational commitment on private university lecturers in Surabaya. The higher the feeling of membership that is owned by the lecturer, the higher the organizational characteristics of each lecturer. [3,4,5,6,7,8,9] who stated that spiritual leadership is the formation of values, attitude, behavior needed to motivate themselves and others intrinsic motivation so as to reach a sense of spiritual survival through calling / meaning and membership so that it has an impact on organizational commitment, productivity and firm performance. [22] which states that organizational commitment is employees who have feelings of calling and membership then become interconnected for loyalty, and want to stay (commitment) in an organization that has a culture based on the values of love (altruistic love) According to William in [3,4,5,6,7,8,9] the founder of modern psychology defines membership as a basic human need that is to be understood and wants to be appreciated. Having a feeling of wanting to be understood and wanting to be appreciated is an important issue in reciprocal relationships and social relations interactions. [23] states "We grow greater, longer lived, more meaningful in proportion as we identify ourselves with the larger social life that surrounds us", which means "We grow bigger, live longer, are more meaningful in proportion as we identify yourself with the broader social life that surrounds us ".

The feeling of membership is one of the feelings of spirituality in the work environment (workplace spirituality) which is very important to be developed so that the social relations between lecturers can be interwoven harmoniously, shown based on the results of research that the membership influence is quite significant. This identifies that membership is owned by most private university lecturers in Surabaya so that it influences organizational commitment. And the facts in the field prove that there is strong cooperation, including in the field of research and low turnover of lecturers.

Calling on Productivity

The results showed that there was a direct influence between calling on productivity at private university lecturers in Surabaya. The higher the feeling of calling possessed by the lecturer, the higher the productivity possessed by each lecturer. [3,4,5,6,7,8,9] who stated that spiritual leadership is the formation of values, attitude, behavior needed to motivate themselves and others intrinsic motivation so as to reach a sense of spiritual survival through calling / meaning and membership so that it has an impact on organizational commitment, productivity and firm performance. [21] which states that productivity and continuous improvement (continuous improvement) are people who have hope / confidence in the vision of the organization and people who have calling and membership will do anything to pursue a vision to improve themselves and become more productive. [15] defines calling as a positive inspiration in the spirit of being responsible for work.

The professional attitude that every employee has based on feeling calling will increase the feeling of being more meaningful to others and the environment of the organization and itself [11] . People will do anything for a calling that is very different from a job or career [11] When a job is seen as a calling and not a job, it can take on a new meaning [17,18,19] . So calling a strong soul (calling) and spiritual relationships with work that goes beyond professionalism or salary will lead to deep relationships, and thus commitment to one job [24]. [25] the calling of the soul and trust between employees and leaders can lead to productivity, in this case the employee in question is a lecturer. [25] found a strong relationship between interpersonal trust in organization and organizational commitment. Based on the results shows that the feeling of calling lecturers of private universities in Surabaya has a significant effect. This indicates that feeling calling is owned by the majority of private university lecturers in Surabaya, thus affecting productivity.

Membership on Productivity

The results showed that there was a direct influence between membership on productivity at

private university lecturers in Surabaya. The higher the feeling of membership owned by the lecturer, the higher the productivity of each lecturer. [3,4,5,6,7,8,9] who stated that spiritual leadership is the formation of values, attitude, behavior needed to motivate themselves and others intrinsic motivation so as to achieve a sense of spiritual survival through calling / meaning and membership so as to have an impact on organizational commitment, productivity and firm performance [22] which states that productivity and continuous improvement (continuous improvement) are people who have hope / confidence in the vision of the organization and people who have calling and membership will do anything to pursue a vision to improve themselves and become more productive.

According to William in [3,4,5,6,7,8,9] the founder of modern psychology defines membership as a basic human need that is to be understood and wants to be appreciated. Having a feeling of wanting to be understood and wanting to be appreciated is an important issue in reciprocal relationships and social relations interactions. [23] states "We grow greater, longer lived, more meaningful in proportion as we identify ourselves with the larger social life that surrounds us", which means "We grow bigger, live longer, are more meaningful in proportion as we identify yourself with the broader social life that surrounds us ". The feeling of membership is one of the feelings of spirituality in the work environment (workplace spirituality) which is very important to be developed so that the social relations between lecturers can be interwoven harmoniously, shown based on the results of research that the membership influence is quite significant. This identifies that the membership is owned by the majority of private university lecturers in Surabaya, which affects productivity.

Conclusions, Suggestions, and Limitations

Based on the results of the analysis and discussion it can be concluded that all indicators are able to measure well the variables measured. And all hypotheses are accepted, this shows that improving vision, altruistic love and hope / faith will increase the productivity of the lecturers. For further research, it can add demographic variables as control variables and use a wider population sample such as East Java. Surabaya Private Higher Education. leader can apply spiritual values that live in the midst of a community that is believed to be able to bind more closely the relationship between the leader and the lecturer. Surabaya Private Higher Education Leaders can develop the values of spirituality towards the corporate culture so as to enhance a sense of kinship and togetherness in a work atmosphere related to the development of spirituality such as congregational prayer, regular recitation, social service, issuing Zakat, Infaq and Sadaqoh (ZIS) together, which is carried out continuously (istiqomah). Create a monitoring system for each lecturer to maintain the values of spirituality in the work environment and encourage (motivate) the performance of lecturers. With this system, it is hoped that the lecturer can maintain his attitude and character: diligent work, order, humility, fortitude, sincerity, trustworthiness, trustworthiness, help. With this system it is expected that each lecturer can be reminded of his career performance progress and feel more cared for. In the process of recruiting lecturers, the management should instill the spirituality values that exist in the Surabaya's Private Universities. to prospective lecturers. This is done to maintain and even enhance the spirituality values that exist in Surabaya's Private Universities..

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