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The Effects of Spiritual Leadership and Transformational Leadership on Happiness at Work in the Digital 4.0 Era

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Abstract

In the era of digitalization 4.0 at this time, the existence of Civil Servants has a role in supporting the performance expected by the leadership. Likewise, in the role of a leader, applying the right leadership style will greatly support the employee's performance. Leadership is closely related to happiness in doing the Work done by subordinates as employees. Appropriate leadership will greatly affect happiness at Work, which will later affect the expected performance. This study used quantitative methods and measuring instruments using questionnaires distributed to respondents. The population in this study totaled 108 civil servants at the Regional Secretariat of the Karimun Regency Government. Meanwhile, in determining the number of samples in this study, the Slovin method was used to obtain a sample size of 85 employees who were used as respondents. The analysis test tool in this study was Smart-PLS software version 3.0 and IBM SPSS software version 26.0. They were supported using VOSviewer software to map the variables considered in this study. The results of this study indicate that Spiritual Leadership obtained insignificant negative results for Happiness at Work, while Transformational Leadership obtained significant positive results for Happiness at Work. As for Relevant Predictive, a value of 0.520 is obtained where this value is above zero, meaning that the observation value is good. As for the Fit Model, an NFI value of 0.669 was obtained, where this value was above zero, meaning that the model in this study was good.

Keywords: Spiritual Leadership, Transformational Leadership, Happiness at Work.

Abstrak

Di era digitalisasi 4.0 saat ini, keberadaan PNS memiliki peran dalam menunjang kinerja yang diharapkan oleh pimpinan. Begitu pula dalam peran seorang pemimpin, penerapan gaya kepemimpinan yang tepat akan sangat menunjang kinerja pegawai. Kepemimpinan erat kaitannya dengan kebahagiaan dalam melakukan pekerjaan yang dilakukan oleh bawahan sebagai pegawai. Kepemimpinan yang tepat akan sangat mempengaruhi kebahagiaan dalam bekerja, yang nantinya akan mempengaruhi kinerja yang diharapkan. Penelitian ini menggunakan metode kuantitatif dan alat ukur menggunakan kuesioner yang dibagikan kepada responden. Populasi dalam penelitian ini berjumlah 108 PNS di Sekretariat Daerah Pemerintah Kabupaten Karimun. Sedangkan dalam menentukan jumlah sampel dalam penelitian ini digunakan metode Slovin untuk mendapatkan besar sampel sebanyak 85 karyawan yang dijadikan responden. Alat uji analisis dalam penelitian ini adalah software Smart-PLS versi 3.0 dan software IBM SPSS versi 26.0. Mereka didukung dengan menggunakan perangkat lunak VOSviewer untuk memetakan variabel-variabel yang dipertimbangkan dalam penelitian ini. Hasil penelitian ini menunjukkan bahwa Spiritual Leadership mendapatkan hasil negatif tidak signifikan untuk Happiness at Work, sedangkan Transformational Leadership mendapatkan hasil positif signifikan untuk Happiness at Work. Sedangkan untuk Relevant Predictive diperoleh nilai 0,520 dimana nilai ini diatas nol artinya nilai observasi baik. Sedangkan untuk Fit Model diperoleh nilai NFI sebesar 0,669 dimana nilai tersebut diatas nol yang berarti model pada penelitian ini baik.

Keyword: Kepemimpinan Spiritual, Kepemimpinan Transformasional, Kebahagiaan di Tempat Kerja.

I.   INTRODUCTION

The current era of digitalization 4.0 is where humans must adapt to technology, especially in carrying out all activities, most of which use technological devices to support the activities carried out. Likewise, with the role of Civil servants in the Regional Government of Karimun Regency, employee performance is an organizational goal, especially in the Regional Government Secretariat. Based on the phenomenon, it was found that the leadership style influenced the employee's performance. This can be seen from the leadership that is implemented for employees, including leadership that prioritizes spirituality, where these leaders act with integrity, carry out social goals, maintain justice for both themselves and others, have good deeds and stay away from formalities, talk less, do a lot of work, and love repairs. But this is also not fully by the employee's character; perhaps this occurs due to the incompatibility of this leadership character being fully applied to existing employees.(Nugraha et al., 2022)

Another phenomenon found is that not a few leaders also implement a leadership style that motivates employees and gives employees the freedom to be creative in completing the Work being done; this type of leadership is commonly called transformational leadership. By applying this leadership style model, employees are expected to increase enthusiasm at Work and achieve the expected performance. In addition, the leadership applied will affect the enjoyment of Work. This feeling of pleasure in carrying out work activities is also reflected in the two models of leadership styles that are carried out, namely spiritual leadership and transformational leadership. (Nugraha, 2022) So, from the phenomenon that the researchers found, this became the basis for conducting a hypothesis test on the relationship between this leadership style model and a sense of joy and happiness in carrying out the Work carried out by employees, especially employees of the Regional Secretariat of Karimun Regency. As for this study, the researcher conducted a bibliometric analysis to support information on the formation of research variables by gathering information through previous research journals so that information relating to the formation of research titles through the variables studied is more accountable. The results of the bibliometric analysis can be described as follows:
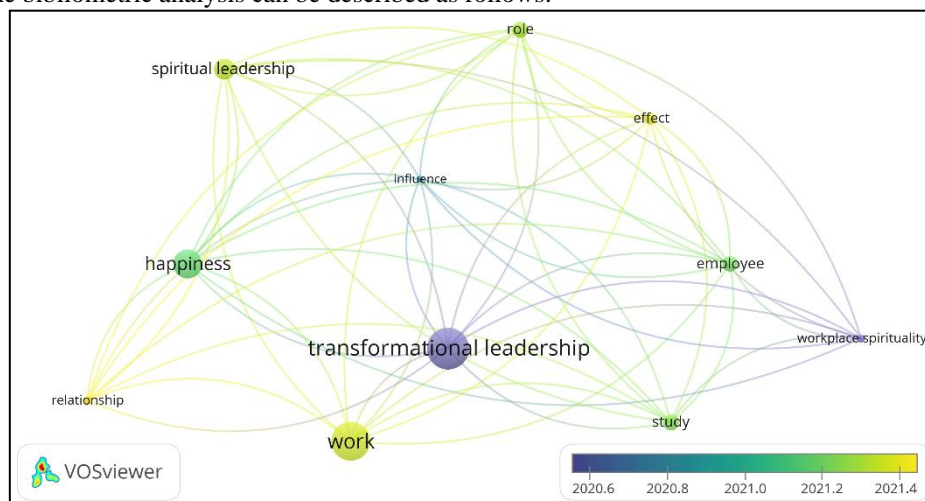

Figure 1. Overlay Visualization

Figure 2. Density Visualization

From the results of the mapping carried out with 600 Scopus-indexed journals and the results of research that previous researchers have carried out, some variables are the object of discussion in this study, including the attachment between the Spiritual Leadership variable, which is a research variable that is mostly carried out at the end of 2021, while the Happiness variable has been carried out as a research variable in early 2021. The Transformational Leadership variable has been carried out since early 2020. So the combination of visualizing the relationship between variables is an update in this research (van Eck & Waltman, 2020).

II.   LITERATURE REVIEW

A. Happiness at Work

For Human Resource Management (HRM), the primary resource is the human factor. Contrary to what was expected, many studies in this field have yet to investigate the impact of HR systems on the quality of work life and employee health.(Ravina-Ripoll, 2023) In this regard, understanding how different working conditions affect human resources has become a real challenge. (Robert L. Mathis, John H. Jackson, Sean R. Valentine, 2016) However, the impact of various variabilities on employee attitudes is now a subject of interest for scholars. According to (Alén et al., 2017), happiness is generally related to how a person experiences and judges their life. Since most people spend a lot of time at work, understanding the roles played in the workplace and the roles being played is crucial. This is because knowledge like this can help create happiness for individuals and communities worldwide. According to recent research, Work generates happiness, and Work affects job market outcomes, productivity, and company performance. (Field & Buitendach, 2010). In academic research, the quality of life at Work is considered important. In this study, happiness became a basic condition almost everyone could achieve. One of the outstanding studies in the past focused on how improving work environment management can improve satisfaction in everyday Work. (Salas-Vallina, A; Alegre, 2018). Happiness at Work is not just about feeling satisfied, positive affective experiences, good feelings, and enjoyment; it also means living a meaningful working life. In addition, a person is considered happy if they often experience positive emotions. A person with positive emotions indicates that they live a good life with no visible threats. (Bataineh, 2019). According to research (Pryce-Jones & Lindsay, 2014), happiness at Work is a wise way to use available resources to deal with challenges. A person's performance could be easier to maximize, and their potential achieved by actively appreciating the highs and managing the lows. Next, one's happiness and others' happiness can be measured. In other studies, happiness at Work was defined as satisfaction from pleasant work relationships and professional progress.

When a person's pleasant feelings are sparked by their work environment, they are said to be experiencing happiness at Work (HW). (Sanamthong, 2023) People who work here are devoted to their jobs, find meaning in what they do, take responsibility for their actions, appreciate the chances afforded them, take pride in their accomplishments, and understand the significance of their contributions. Manion identified the following four aspects of one's job that contribute to happiness on the job: One definition of "connection" in the workplace is "the basic perception that creates the relationship among the employees," where people come together to form a working society, where they are amicable with the colleagues they work with, where they cooperate and support one another, where they interact in a friendly manner, where they build friendship in working with various employees, where they feel happy, and where they know that they are surrounded by colleagues who care about them. (Pradhan, 2022) What we mean by "love of the work" (LOW) is the conviction that one has for their Work, the conviction that their Work has meaning, the conviction that they have a responsibility to finish their Work, the conviction that they enjoy the process of working, the conviction that they would rather work than not work, and the conviction that they are at their happiest when they are working. (Moody, 2023) Accomplishment at Work (WAC) is defined as "the sense of pride one feels in one's growth and development as an individual and as a contributor to the success and advancement of one's organization" and "the realization that one's performance has successfully achieved the set goals," such as being given responsibility for difficult tasks, having the skills and confidence to complete them on one's own, and seeing a positive result. How much an individual believes their efforts have been recognized and appreciated by their superiors is known as their "recognition" (RECO). (Alzain, 2023)When employees know their efforts are being noticed and valued by management, they are more likely to raise their work standards, become more secure in their talents, take advantage of opportunities to grow professionally, and enjoy their Work more. (Salvadorinho, 2023)

B. Spiritual Leadership

Leadership that integrates the aspect of worldliness with the spiritual aspect is known as spiritual leadership. God is a true leader who inspires, enlightens, and cleans the conscience of His servants with great wisdom through an ethical and consistent approach. (Lahmar, 2023) Spiritual leadership is leadership that can inspire, arouse, influence, and moves through example, service, compassion, and the application of other divine values and attributes in leadership goals, processes, cultures, and behaviors. (Jiang, 2023) By implementing the attributes of God, the spiritual leader can set an outstanding example for his members. He led his organization on the principles of compassion and love. He works for the interests of his organization and his members without considering personal interests. He was willing to sacrifice

something despite the possibility that he would be destroyed (W. D. Hunsaker, 2022). Because of his closeness to God, he always feels calm, comfortable, and happy when he leads an organization, even when facing difficult problems. He never felt panicked or nervous because he believed that everything came from God and would return to God. (Samul, 2021)

Most people believe that spiritual leadership is the solution to the leadership problem in today's world. From the paradigm of man as a rational, emotional, and spiritual being whose personality structure consists of body, desire, mind, heart, and spirit, spiritual leadership is the culmination of the evolutionary model or approach to leadership. Spiritual leadership is a type of leadership that works. Their religious ethics can shape outstanding character, integrity, and uniformity. (Wang, 2019) He is not a leader because of rank, position, post, descent, power, or wealth. Spiritual leadership does not mean leadership that is unfriendly to intellectuals. Spiritual leadership is not only highly rational but also helps rationality by helping the conscience. (Chen, 2019a)

Unlike "spiritual characters" or "spirit counselors," spiritual leadership involves using spiritual intelligence, the sixth sense, or the ability of the inner eye. Spiritual leadership cannot be equated with the esoteric, which is opposed to the exoteric. (lahir, formal). Instead, spiritual leadership seeks to bring inborn value and meaning to the inner (spiritual) home or bring holiness and spirituality to everything profane. (W. Hunsaker, 2019) Previous researchers, including some of the ones mentioned above, have researched spiritual leadership in various fields, and their findings show that this method is highly effective. (Chen, 2019b)

One of the best ways to change Islamic education, with all the problems accompanying it, is through spiritual leadership. This ethical-based concept of leadership is very interesting, according to Blanchard et al. In his famous book "Leadership by the Book," he put forward the idea of serving leadership, or servant leadership, which, according to the author, is identical to ethical-based leadership. (Yang, 2019) According to Blanchard and his colleagues, servant leadership, which combines three characters—a pastor, a professor, and a professional—is almost perfect leadership. These three characters have the extraordinary ability to bring success to leadership in the business world. The servant heart, servant head, and servant hand are three different elements of leadership. (Allen, 2023) One of the keys to the success of a great leader in carrying out his duties is to remain honest. Honesty remains necessary even in wartime, although this must be done tactically and diplomatically. (Baykal, 2020) Acting honestly consistently brings success and happiness, although sometimes it feels bitter. Integrity is honesty, never lying, and conformity between words and deeds; with integrity, one will be trusted, and trust will emerge. (Göçen, 2021)

An honest person is a person who has integrity and personality so that he can make the best of his abilities in any situation. People who are dishonest and untrustworthy cannot bear heavy duties. Honesty is something that others see as a dream, but an honest person can do it well. (Zhu, 2022) The success of Muhammad in confronting the unbelieving power of the Quraish that dominates the culture and the jahiliyyah system is something remarkable and not achievable by ordinary people. The Prophet (peace be upon him) is the one who gives the truth.

On the contrary, lies always produce damage and difficulties. Lying is like digging deep tomb holes, as it violates the voice of its consciousness and causes anxiety. In business, profit and loss are normal. (Balgies, 2022) However, if you lie, you will not only suffer losses but will also be humiliated. Hypocrisy is another trait that is contrary to honesty. There is a difference between lying and pretending. Lies are usually spoken explicitly orally or in writing and are relatively easy to detect while pretending is an action that is more difficult to detect but whose effects can be more severe. Failure comes from pretending. Failure is the only outcome that can be achieved by educators, employees, doctors, and farmers who act with all their hearts. Hypocrisy is a danger to society and the country. (Chang, 2021)

Spiritual leaders are responsible for instilling justice in the world for themselves, their families, and others. For spiritual leaders, enforcing justice is not only a religious, moral obligation and the ultimate goal of a just social system; it is also part of their strategy for success in their positions. (Sandra, 2022) According to Rawls, justice breaks down social morality through social contracts based on the fairest independence and opportunity principles. If a leader realizes that he does not act fairly with others, especially those he leads, his words, rules, and policies will be futile, and they will not be honestly respected. In this regard, Percy stated that "without leadership, there will be no followers, and no follower (followers) without honesty and inspiration."(Ratna, 2023)

A spiritualist considers meaningless formalities to be the same as empty fortresses. Religious organizations typically only advance organized dogmas, rules, behaviors, and social relationships, which can lead to conflict. (W. D. Hunsaker, 2023). Acts of formality should be carried out to affirm the meaning of the action and celebrate victory or success. Righteous and substantial actions are more important to spiritual leaders. Enabling, empowering, enlightening, and liberating individuals and organizations is a way to satisfaction and victory, not by receiving recognition or reward. He likes giving and not receiving. Human praise and reverence can jeopardize the purity and quality of his work and personality if they are not treated wisely. Therefore, the reward he expects is merely the praise and reverence of God. (Vedula, 2023)

C. Transformational Leadership

(Murali & Aggarwal, 2020) highlight that transformational leadership is one of the most effective management styles, a statement also supported by Burns and Bass et al. This model was developed based on the premise that followers will flock to individuals who can encourage and inspire them. Leaders instill confidence and enthusiasm in their teams through roles such as teaching, coaching, mentoring, and sharing a compelling vision for the future. Given that transformational leaders view themselves as more than facilitators or idea producers but also as initiators and communicators, the researcher concludes that they have a distinctive perspective on leadership. (Buil et al., 2019) A transformational leader guides and inspires followers to imagine and implement brand-new approaches to problems to increase output and foster team members' growth. Transformative leaders start with the idea that every employee has something valuable to contribute to the organization. A transformative leader influences employees to rethink their roles in the workplace and how they relate to one another.(Nugraha et al., 2022).

Transformational leaders see leadership differently than others because they believe that the role of leadership is to initiate and communicate, not just to help others or give them ideas. To increase organizations' efficiency and drive team members' growth, a transformational leader will guide and encourage them to see new opportunities, solve problems, and improve them.(Farahnak et al., 2020) The foundation of transformational leadership is the idea that every staff member should be able to contribute to the achievement of the organization's goals. A person with a transformational leadership nature seeks to change how the apparatus sees their work and how they interact with their colleagues. (Lorinkova & Perry, 2019), The style of transformational leadership consists of four elements: ideal influence (ideal influence), inspirational motivation (inspirative motivation), intellectual stimulation (intellectual stimulus), and individual consideration. Leaders are the most influential people and can inspire others to achieve organizational goals and success by taking responsibility with their knowledge and experience.(Hildenbrand et al., 2018) By creating meaning and purpose, cultivating strong motivation, and giving hope for the future, transformational leadership is a type of leadership. Inspiring trust and respect through authentic communication, non-selfishness, and transparency often prove this. These leaders are often respected and inspire others to commit to their vision, mission, and themselves; they work for the organization's benefit rather than for their interests. (Nugraha, 2022).

"Leaders and followers elevate each other to a higher level of morality and motivation" is the definition of transformational leadership. (Ye, 2019) Burns argued that anyone in any organization can demonstrate transformational leadership. One of the key characteristics of transformational leadership is the ability to act as an agent of change for organizations. This allows them to create new plans to implement appropriate organizational practices. Burns (1978) stated that the transformational leadership model pressures a leader to encourage subordinates to take on more responsibility than expected. Transformational leaders must be able to define, speak, and communicate an organization's vision, and staff members must accept their trust as their leaders. (Khan, 2019)

A leader uses a transformational leadership style by encouraging and encouraging staff to work together toward organizational goals and visions. According to the book written by (García-Sierra, 2018) Transformational Leadership, Transactional, and Work Motivation, a transformational leader will give its members a wide range of skills needed in the workplace. This space will make one more innovative and creative in solving existing problems. Thus, every individual can contribute to every aspect of the organization. Transformational leaders have clear goals and can communicate well with their team members. (Schuckert, 2018) They also tend to act as mentors for their colleagues. Along with guiding members, they will offer challenges to help them become more creative. Leaders will also cultivate optimism and increase the motivation of each team member. (Wu, 2020) With this leadership style, employees will likely be very satisfied with their work and highly dedicated to the organization. This can also help an organization create a healthy, productive work culture and environment. Transformational leaders want to make organizations where everyone works together to achieve common goals. They realize that the leader is a good example. (Çop, 2021) As a result, the leader will set a good example to be followed by all his members. Thus, the leader will convey his spirit to all his members and gain greater confidence than all of them. This is an example of a transformational leader who can encourage his members to solve problems carefully and rationally. These transformational leaders will encourage their members to solve problems effectively and efficiently.(Ninković & Florić, 2018)

Transformational leadership comes from the words "leadership" and "transformation." (Jensen et al., 2018). Transformational leadership is when a leader encourages his subordinates to do more than expected by increasing their sense of importance and awareness of the importance of their Work. Transformational leaders can give their subjects an understanding of a broader perspective so that personal interests become more important than those of teams, organizations, or other public interests. Bass (1985) defines transformational leadership as the relationship between a leader and his followers. Followers believe, admire, are loyal, and respect their leaders. They are also highly motivated and committed to improving their performance. According to (Assen, 2018), a transformational leader can motivate his colleagues in three ways: (1) encourage them to prioritize the organization or team over their interests, and (3) activate their needs on a higher level. (Harbi, 2019) stated that transformational leadership differs from transactional leadership. Transformational capitalism is (1) leadership that goes beyond a mere conversation or awareness of the importance of the outcome of Work and (2) encouraging followers to receive rewards for their performance but more based on trust and commitment. (Le, 2020) Transformational leaders are aware of the needs and difficulties of their followers and help them see old problems in new ways. Transformational leaders can encourage followers to do more to achieve group goals.

Since transformational leadership works toward a goal that will take an organization in a direction that has never been seen before, this type of leadership is truly considered to be true leadership. (Eliyana, 2019)

III.   RESEARCH METHOD

In this study, the author shared a questionnaire. This study uses a quantitative approach. (Sugiyono, 2020) explains the method of quantitative research, which derives from positivism. It is used to investigate a particular population or sample, collect data with research instruments, and analyze the data quantitatively or statistically to test hypotheses that have been made.

A. Population

(Sugiyono, 2018) states that populations are generalization areas consisting of objects or subjects selected by researchers to be studied and then come to conclusions. In this study, the ASN that works in the Secretariat of the Government of the District of Karimun has 108 employees.

B. Sample

According to (Sugiyono, 2016), the authors used the Slovin technique to determine the sample size to reduce the research population. This study uses the Slovin formula because the number of samples must be representative to generalize the results. In addition, the calculation process uses only simple formulas and calculations, not a sample sum table.

$$n = \frac{N}{N(e)^2 + 1}$$

The researchers found a sample total of 85,04, or 85 employees, based on calculations with a degree of significance of 5% and the formula.

C. Data collection and methods

Many methods can be used to collect data in quantitative research, including tests, questionnaires, interviews, and structured observations (Sugiyono, 2020, p. 222). Primary data is the data source that sends data directly to the researcher. The researchers gathered data for this research through survey techniques. The questionnaire is distributed via the Internet. Online questionnaires will be relatively cheap, fast, and effective for collecting large volumes of data. The researchers examined the perceptions and habits of the population through questionnaires. To ensure that the questionnaire is a legitimate and reliable measurement tool, it should be tested once the respondent receives it and fills out the questions. Researchers can collect large amounts of data using online questionnaires, which are relatively inexpensive, fast, and effective. Questionnaires are used to know the perceptions and habits of the population, and once respondents fill them out, the questionnaires should be tested to ensure their validity. In addition, online questionnaires allow the collection of information from respondents who live far away or are difficult to reach. Of course, this will save time and money during the data collection process. It would help if you also ensured that the questionnaires used were tested and validated. Therefore, online questionnaires can be an effective data collection tool for research involving a large population scattered across locations.

IV.   FINDINGS AND DISCUSSION

After the validity test of the research instrument is carried out, the results are as follows:

Table 1. Validity test Variable Spiritual Leadership

Item Peryataan	Nilai r hitting	Nilai r tabel	Hasil
Sc1	.602**	0.211	Valid
Sc2	.670**	0.211	Valid
Sc3	.419**	0.211	Valid
Sc4	.605**	0.211	Valid
Sc5	.600**	0.211	Valid
Vs1	.598**	0.211	Valid
Vs2	.748**	0.211	Valid

Item Peryataan	Nilai r hitting	Nilai r tabel	Hasil
Vs3	.667**	0.211	Valid
Vs4	.787**	0.211	Valid
Vs5	.671**	0.211	Valid
Hb1	.523**	0.211	Valid
Hb2	.684**	0.211	Valid
Hb3	.735**	0.211	Valid
Hb4	.810**	0.211	Valid
Hb5	.866**	0.211	Valid
SL1	.717**	0.211	Valid
SL2	.789**	0.211	Valid
SL3	.773**	0.211	Valid
SL4	.759**	0.211	Valid
SL5	.772**	0.211	Valid

Source: Data processed with SPSS

Table 2. Validitas test Variable Transformational Leadership

Item Peryataan	Nilai r hitung	Nilai r tabel	Hasil
Ig1	.826**	0.211	Valid
Ig2	.837**	0.211	Valid
Ig3	.861**	0.211	Valid
Ig4	.863**	0.211	Valid
Ig5	.709**	0.211	Valid
Rn1	.792**	0.211	Valid
Rn2	.817**	0.211	Valid
Rn3	.640**	0.211	Valid
Rn4	.638**	0.211	Valid
Rn5	.774**	0.211	Valid
PS1	.796**	0.211	Valid
PS2	.795**	0.211	Valid
PS3	.797**	0.211	Valid
PS4	.653**	0.211	Valid
PS5	.791**	0.211	Valid

Source: Data processed with SPSS

Table 3. Validitas test Variable Happiness at Work

Item Peryataan	Nilai r hitung	Nilai r tabel	Hasil
Eg1	.641**	0.211	Valid
Eg2	.889**	0.211	Valid
Eg3	.861**	0.211	Valid
Eg4	.726**	0.211	Valid
Eg5	.842**	0.211	Valid
Eg6	.789**	0.211	Valid
Eg7	.708**	0.211	Valid
Eg8	.787**	0.211	Valid
Eg9	.848**	0.211	Valid
Eg10	.805**	0.211	Valid
Eg11	.857**	0.211	Valid
Eg12	.835**	0.211	Valid
Eg13	.688**	0.211	Valid
Eg14	.866**	0.211	Valid
Eg15	.875**	0.211	Valid
JS1	.897**	0.211	Valid
JS2	.834**	0.211	Valid
JS3	.875**	0.211	Valid

Item Peryataan	Nilai r hitung	Nilai r tabel	Hasil
JS4	.844**	0.211	Valid
JS5	.832**	0.211	Valid
JS6	.765**	0.211	Valid
JS7	.868**	0.211	Valid
JS8	.831**	0.211	Valid
JS9	.786**	0.211	Valid
JS10	.775**	0.211	Valid
JS11	.704**	0.211	Valid
JS12	.636**	0.211	Valid
JS13	.828**	0.211	Valid
JS14	.881**	0.211	Valid
JS15	.819**	0.211	Valid
AOC1	.872**	0.211	Valid
AOC2	.667**	0.211	Valid
AOC3	.573**	0.211	Valid
AOC4	.440**	0.211	Valid
AOC5	.863**	0.211	Valid
AOC6	.878**	0.211	Valid
AOC7	.806**	0.211	Valid
AOC8	.856**	0.211	Valid
AOC9	.823**	0.211	Valid
AOC10	.808**	0.211	Valid
AOC11	.794**	0.211	Valid
AOC12	.782**	0.211	Valid
AOC13	.656**	0.211	Valid
AOC14	.734**	0.211	Valid
AOC15	.781**	0.211	Valid

Source: Data processed with SPSS

The test results obtained from the above data are generally valid so that the entire instrument is eligible to continue at the next testing stage.

The research model was made with PLS-SEM (Partial Least Squares Structural Equation Modeling) version 4.0:
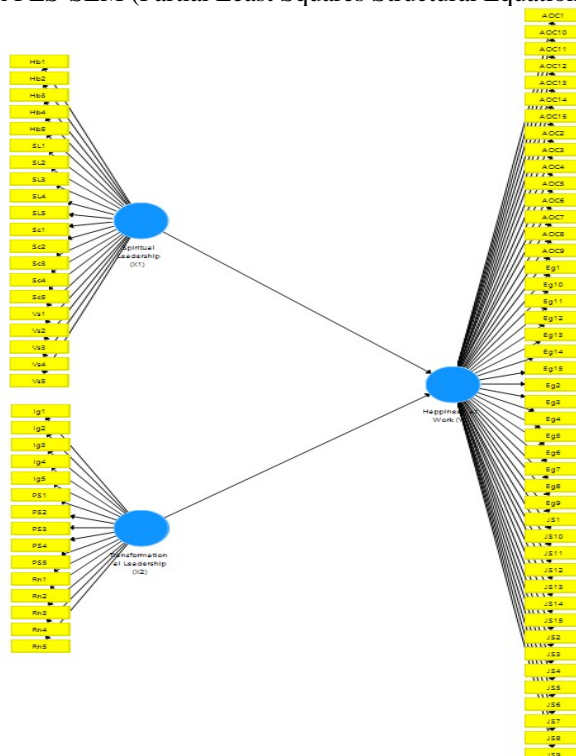
Figure 3. Model of Research

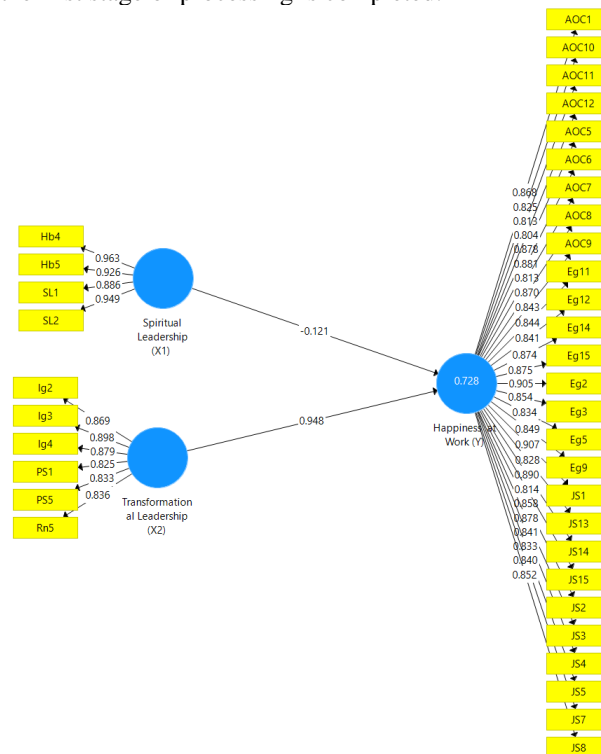The results are produced after the first stage of processing is completed.

Figure 4. Results of the PLS Algorithm

Table 4. shows the results of the PLS Algorithm test.

	Happiness at Work (Y)	Spiritual Leadership (X1)	Transformational Leadership (X2)
AOC1	0.868		
AOC10	0.825		
AOC11	0.813		
AOC12	0.804		
AOC5	0.878		
AOC6	0.881		
AOC7	0.813		
AOC8	0.870		
AOC9	0.843		
Eg11	0.844		
Eg12	0.841		
Eg14	0.874		
Eg15	0.875		
Eg2	0.905		
Eg3	0.854		
Eg5	0.834		
Eg9	0.849		
Hb4		0.963	
Hb5		0.926	
Ig2			0.869
Ig3			0.898
Ig4			0.879
JS1	0.907		

JS13	0.828	
JS14	0.890	
JS15	0.814	
JS2	0.858	
JS3	0.878	
JS4	0.841	
JS5	0.833	
JS7	0.840	
JS8	0.852	
PS1		0.825
PS5		0.833
Rn5		0.836
SL1	0.886	
SL2	0.949	

Source: Data processed with Smart-PLS 4.0

The results of the Fornell-Larcker test are as follows:

Table 5. Results of the Fornell-Larcker test

	Happiness at Work (Y)	Spiritual Leadership (X1)	Transformational Leadership (X2)
Happiness at Work (Y)	0.853		
Spiritual Leadership (X1)	0.641	0.931	
Transformational Leadership (X2)	0.850	0.804	0.857

Source: Data processed with Smart-PLS 4.0

In the reliability test, Cronbach's Alpha value was $0.986 > 0.7$, so the instrument was reliable.

Table 6. Cronbach's Alpha test

	Cronbach's Alpha
Happiness at Work (Y)	0.986
Spiritual Leadership (X1)	0.949
Transformational Leadership (X2)	0.928

Source: SEM-PLS output

Furthermore, the endogenous variable Happiness at Work (Y) of 72.8% was influenced by the exogenic variables Spiritual Leadership (X_1) and Transformational Leadership (X_2), while 27.2% was affected by other indicators. The resulting R-squared value is 0.728.

Table 6: Results from Uji R Square

	R Square	R Square Adjusted
Happiness at Work (Y)	0.728	0.722

Source: SEM-PLS output

However, for the relationship between the exogenous variable path coefficients Spiritual Leadership (X_1) and Transformational Leadership (X_2), the endogenic variable Workplace Happiness (Y) has a negative value of -0,121.

To determine the significance of this study, the Bootstrapping test was used. The results showed that the relationship value between Spiritual Leadership (X_1) and Happiness at Work (Y) was $1,215 < 1,96$, indicating that the exogenous variable of Spiritual Leadership (X_1) did not have a significant influence on the endogenic variable of Happiness at Work (Y). For Transformational Leadership (X_2), the value of the relationship between Happiness at Work (Y) is seen in the following image:
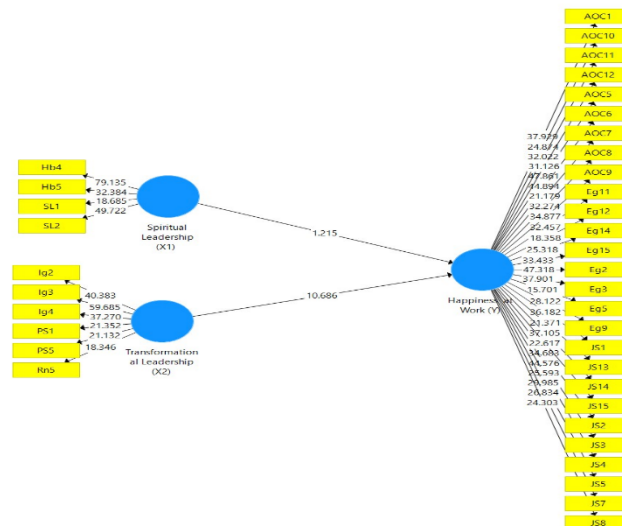
Figure 5: The Bootstrapping Test

However, when blindfolding tests were used to evaluate predictive relevance values, a value of 0.520 above 0.000 was obtained, indicating that the observation values in this study were categorized as good values.
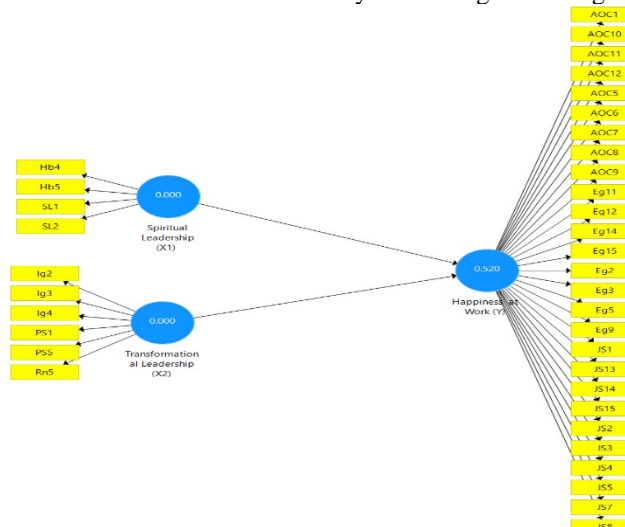

Figure 6: The Blindfolding Test

However, the Model Fit value found in this study was 0.669 (66.9%).

The spirit of Work must always be combined with the honesty of employees. The important factor affecting employees' spirit to do their Work is their sincerity. Someone who works sincerely will be highly motivated and strive to give their best in every job they complete. This sincerity can be seen in their dedication to meeting deadlines, taking initiative, and going the extra mile to achieve desired outcomes. Additionally, when employees work with sincerity, it fosters a positive work environment where trust and collaboration thrive, leading to increased productivity and overall success for the organization.

It also has the potential to create a positive and collaborative working environment where everyone works together and supports each other. The facts on the ground do not match this assumption. If employees do not have individual honesty, the work spirit can decrease. With individual honesty among employees, trust and collaboration can be maintained, leading to a decrease in work spirit and overall productivity. Organizations must prioritize cultivating a culture of sincerity and integrity to achieve the desired outcomes.

They may need to be more motivated and try their best to complete the task. In addition, employee sincerity is necessary for the working environment to become more collaborative and positive. This can result in a lack of innovation and creativity within the organization, as employees may be hesitant to share their ideas or take risks. Ultimately, this can hinder the overall growth and success of the company. Therefore, fostering a culture of sincerity and integrity is crucial for maintaining high motivation levels, productivity, and a positive work environment.

The expectations of each employee demonstrate their dedication. Employees with high expectations tend to be more dedicated to their work, give their best to their tasks, and strive to achieve the goals set. On the other hand, employees with low expectations may become complacent and need more drive to go above and beyond. Organizations can create a culture of excellence and continuous improvement by setting clear expectations and encouraging employees to aim high. This not only benefits individual employees but also contributes to the overall success of the company.

Hope can encourage employees to continue learning and developing, resulting in better quality work. Even if this is not the case, there is a sense of satisfaction with the adequate quality of Work expected. Furthermore, a culture of excellence can foster innovation and creativity within the organization. When employees are encouraged to aim high and think outside the box, they are more likely to develop new ideas and solutions to drive the company forward. Ultimately, this culture of excellence can lead to a competitive advantage in the market and increased success for the organization.

Other factors that can reduce job satisfaction include an unpleasant working environment or a lack of support from bosses and colleagues. In addition, too much expectation can lead to excessive stress and dissatisfaction. As a result, the company needs to create a pleasant working environment. Good work situations include supporting and recognizing employees, enabling effective communication between bosses and subordinates, and creating a safe and comfortable workplace. Companies should also consider the needs and expectations of each employee so that they feel appreciated and motivated to do their best Work. Companies can improve the productivity and quality of their employees by providing a favorable working environment. It can also help retain good employees and reduce turnover.

Leadership style also affects an employee's intelligence. Authoritarian or non-supportive leadership styles can prevent employees from learning and innovating because they feel supported and appreciated by their bosses. On the other hand, due to feeling appreciated and supported by their bosses, effective and motivating leadership styles can help employees become smarter. Employees encouraged to think critically and take risks under effective leadership styles are more likely to develop their problem-solving skills and expand their knowledge. A supportive leadership approach also fosters a positive work environment that encourages collaboration and open communication, allowing employees to learn from each other and further enhance their intelligence. Perfect to apply in today's era of digitalization, transformational leadership involves giving inspiration, a clear vision, and empowering employees to achieve common goals. This leadership style promotes innovation and creativity, encouraging employees to think outside the box and take risks. Moreover, transformational leaders also prioritize individual growth and development, providing opportunities for training and mentoring to help employees reach their full potential. Transformational leadership can help organizations adapt to technological changes in today's digital age and build employees' digital intelligence. Since today's digital age requires employees to adapt to technology quickly, transformational leadership can help them develop the ability to adapt to the technologies needed in this digital age.

Transformational leadership is crucial in today's digital age, as it fosters a culture of continuous learning and innovation. By encouraging employees to embrace new technologies and develop their digital skills, transformational leaders enable organizations to stay competitive and thrive in the rapidly evolving digital landscape. Additionally, this leadership style promotes collaboration and teamwork, fostering an environment where employees feel motivated and empowered to contribute their best ideas and efforts toward achieving organizational success in the digital era.

Rationality at Work is the result of the employee's efforts. With transformational leadership, employees will feel more engaged and have a sense of ownership of their Work. This will encourage them to work more logically and show high dedication. This is consistent with research findings that show a significant positive relationship between happiness at Work and leadership. Transformational leadership also has the potential to make the work environment more inclusive and collaborative. Employees will feel appreciated and listened to with leadership support and open communication. This will increase employee satisfaction and strengthen relationships between employees and leaders, among other things.

Transformational leadership is a trend widely used to support happiness at Work. Employees are encouraged to develop personally and professionally through transformational leadership. Leaders with these leadership styles often provide training and development opportunities to help their employees reach their full potential. Therefore, happiness is increased as a result of transformational leadership and because employees feel valued and supported in their growth. This leadership style fosters a positive work environment where employees are motivated to exceed their responsibilities. Additionally, transformational leaders often establish strong communication channels, allowing for open dialogue and feedback, further contributing to employee happiness and satisfaction.

V.   CONCLUSION

The spirit of Work must be combined with employee honesty, as it affects their motivation and dedication to their Work. Sincerity is crucial for fostering a positive work environment where trust and collaboration thrive, leading to increased productivity and overall success. Organizations should prioritize cultivating a culture of sincerity and integrity to achieve the desired outcomes. High expectations among employees demonstrate dedication and commitment to their tasks. By setting clear expectations and encouraging employees to aim high, organizations can create a culture of excellence and continuous improvement, benefiting individual employees and the company's overall success. High expectations encourage employees to continue learning and developing, leading to better quality work. A culture of

excellence can lead to a competitive advantage in the market and increased success for the organization. To reduce job satisfaction, companies should create a pleasant working environment that provides support, recognition, effective communication, and a safe and comfortable workplace. Companies should also consider the needs and expectations of each employee to ensure they feel appreciated and motivated to do their best Work. Leadership style also affects an employee's intelligence. Authoritarian or non-supportive leadership styles can prevent employees from learning and innovating, while effective and motivating leadership styles can help employees become smarter. Transformational leadership, particularly in the digital age, promotes innovation and creativity by encouraging employees to think outside the box and take risks.

In today's digital age, transformational leadership is crucial for organizations to stay competitive and thrive in the rapidly evolving digital landscape. It promotes collaboration and teamwork, fostering an environment where employees feel motivated and empowered to contribute their best ideas and efforts toward achieving organizational success. Rationality at Work results from employee efforts, and transformational leadership fosters a sense of ownership and commitment. This positive relationship between happiness at Work and leadership is also evident in the work environment.

In conclusion, transformational leadership is a widely used trend supporting employee happiness and satisfaction. Organizations can ensure their employees' continued success and growth by providing training and development opportunities, fostering a positive work environment, and fostering strong communication channels.

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