

Implementation of Spiritual Leadership Style in an Effort to Improve Employee Performance: (A Case Study of RM. Pangestu Special Lalapan Jember)

(Rachmat Ramadhani Pangestu ¹, I Ketut Mastika ²)

(210910202130@unej.ac.id ^{@1})

Abstract

This study aims to analyze the implementation of spiritual leadership in an effort to improve employee performance in RM. Pangestu Special Lalapan mention of the Jember. The background of this research is based on the increasingly fierce competition in the culinary business in Jember Regency, especially in the typical food business sector. RM. Pangestu Special Lalapan, which has been established since 2001, applies spiritual values as part of its human resource management strategy to create a harmonious and productive work environment. This study uses a qualitative approach with a case study method. Data was collected through in-depth interviews, observations, documentation of owners, HR managers, employees, and customers. The main theory used is Spiritual Leadership Theory by Fry et al. which includes three main dimensions, namely: vision, altruistic love, and faith/hope.

Keywords: Spiritual Leadership, Employee Performance, Vision, Altruistic Love, Faith/Hope

^{1,2} Faculty of Social and Political Science. University of Jember

Introduction

The culinary "lalapan" business in East Java, particularly in Jember Regency, has experienced rapid growth. "Lalapan" culinary businesses in Jember Regency have become widespread and can be found in both urban areas and remote villages. East Java is one of the provinces that relies on MSMEs (Micro, Small, and Medium Enterprises) to drive its regional economic development. According to data from the Central Bureau of Statistics of East Java in 2024, there are a total of 874,497 MSMEs spread across Jember Regency. This number is predominantly made up of food stalls and street vendors.

Table 1.1 Restaurants Selling Lalapan in Jember City

Name of Restaurant	Address	Number of Outlet
RM. Pangestu	Gunung Batu Permai Housing, Block A-1, Summersari District, Jember Regency	10
RM. Sajiku	Hayam Wuruk Street, Kaliwates District, Jember Regency	4
RM. Ananda	Gajah Mada street, Kaliwates District, Jember Regency	3
RM. Bu Kadir	Tegal Sari Street, Ambulu District, Jember Regency	3
RM. Bu Lanny	Slamet Riyadi Street, Patrang District, Jember Regency	2

Table 1.1 above, it can be seen that there is intense competition in the culinary business. Competitors are racing to open multiple outlets scattered throughout Jember Regency. This widespread dominance and saturation of outlets among rival brands has, in itself, attracted the researcher to select RM Pangestu Special Lalapan Jember as the object of this study. Pangestu Special Lalapan was established in 2001 in Jember Regency, East Java. Starting from a humble street food cart and known for its signature shrimp paste chili sauce (sambal terasi), Pangestu has now expanded to 10 outlets, with its headquarters located at Gunung Batu Permai Housing Complex, Block A1, Summersari District, Jember Regency. Pangestu also employs 100 staff members who are part of the big Pangestu family.

Human resource management at RM. Pangestu Special Lalapan Jember implements standard operating procedures (SOPs) and task division based on each employee's area of responsibility as an effort to improve employee performance. RM. Pangestu Special Lalapan also regularly involves employees in Corporate Social Responsibility (CSR) activities, which are realized through various spiritual programs. According to the researcher, this indicates the presence of a spiritual leadership style in improving employee performance as applied at RM. Pangestu Special Lalapan. This statement is also supported by Mr. Sugeng Pangestu, the owner of RM. Pangestu Special Lalapan Jember, in an interview conducted on November 30, 2024:

“As the management of RM. Pangestu, in addition to striving to provide a pleasant and positive work experience, we are also committed to delivering a spiritually-based work experience through the spiritual programs in our company. We want our employees to have a peaceful heart, a calm life, comfort in their work, and to always seek the blessing and guidance of the Creator.”

The implementation of spiritual leadership at RM. Pangestu Special Lalapan has been running optimally through the regular conduct of monthly spiritual programs. However, there are issues related to employee performance experienced by RM. Pangestu Special Lalapan, namely the numerous customer reviews/assessments regarding employee performance over the past five years, which have become a point of evaluation for the management. This statement was expressed by Mr. Sugeng Pangestu, the Owner of RM. Pangestu Special Lalapan Jember, on November 30, 2024, as follows:

“We conduct regular weekly evaluations, sir. We refer to the feedback and suggestions provided by our customers—whether through social media, Google ratings, or direct face-to-face interactions. We sit together with the employees to share opinions, and we offer various programs and policies aimed at supporting service quality and improving employee performance in our company.”

Business people must build a good work environment for the business they start. The policies and authority applied by the leadership have an important role in improving employee performance and are also able to increase sales turnover and expand business. [Sunarto \(2023\)](#) Leadership in general means the ability and readiness possessed by someone to influence, encourage, invite, guide, move, direct, and if necessary force other people or groups to accept certain predetermined goals. Rambat (2022) leadership is a process to direct and influence employees so that they can carry out their duties to achieve organizational goals in the form of patterns of behavior and personality. Spiritual leadership itself has various concepts and values such as: transcendental, balance, holiness, loving, and prioritizing the interests of others, meaning in life, living in harmony with the universe, and realizing there is something more than oneself (God or energy) that provides energy and wisdom that transcends the material aspects of life (Kawiana, 2019). Spiritual leadership requires an analysis of the points included in the dimensions of spiritual leadership, namely the theory put forward by Fry et al (2011) which states Vision (Vision) the direction and long-term goals of spiritually based companies, Public interest above personal interest (Altruistic Love) puts the interests of others above personal interests (Altruistic Love).

[Islaminasab et al \(2022\)](#) stated that leadership and spirituality have a very strong influence on overall organizational performance. [Yuliana & Widwi \(2023\)](#) in their research also argue that the application/implementation of spiritual leadership has a positive impact on employee performance, seen from loyalty and work quality. [Astriati \(2022\)](#) added that the application/implementation of spiritual leadership has a positive impact on employee performance, through coaching and personal approaches leaders are able to make employees accept leadership and feel comfortable working in the company.

Spiritual leadership is considered an effective strategic approach to enhance employee performance and support long-term competitive advantage. By emphasizing core values such as vision, altruistic love, and faith/hope, this leadership model fosters a

meaningful, ethical, and motivating work environment. Employees are inspired to contribute beyond routine responsibilities, leading to higher job satisfaction, stronger commitment, and improved overall performance.

Literature Review

Human Resource Management

Human resource management is a system of planning coordinating, implementing, and supervising the development of human resources to achieve company goals ([Nurbaya, 2020](#)). The purpose of human resource management is the development and optimization of human resources in the interaction between organizations and workers to achieve a goal (Viddy, 2022). Human resource management has several functions such as training, development, employee relations, and performance appraisal related to leadership in group or individual relationships, labor management relationships, besides that it also functions in managing finance, production, marketing, and human relations (Rahardjo, 2022)

Employee Performance

Employee performance (employee performance) by experts is often also called job performance (job performance or work performance) because performance is the real behavior that each employee displays as a result of work performance. Employee performance is defined as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him ([Suryani et al., 2020](#)). Budiasa I (2021) argues that employee performance is the real behavior of each individual for their work to the company so that each employee has different work results from others. Whether or not the performance of an individual will greatly affect the sustainability of the organization in achieving goals. W Enny (2019) adds that there are several things that affect performance both in terms of results and work behavior, among others, Leadership, namely the ability of a leader to direct, manage, and motivate subordinates to complete tasks according to the responsibilities given.

Leadership Type, namely the attitude and approach of a leader in interacting with subordinates which can vary depending on the organizational situation.

Leadership

Leadership is a series of leader activities that cannot be separated from the position and type of leader itself ([Sunarsi & Achmad Rozi, 2020](#)). [Sintani et al \(2022\)](#) leadership is a person's ability to influence other people or groups of people to behave and act to achieve common or organizational goals. A leader (Leader) must have the ability to carry out leadership so that employees can move as desired in achieving the set goals ([Sunarto, 2023](#)). Rambet (2022) leadership is a process to direct and influence employees so that they can carry out their duties to achieve organizational goals in the form of patterns of behavior and personality. Leadership type also plays a very crucial role in influencing employee behavior and performance. Effective leadership not only determines the direction and culture of the organization, but also has an impact on productivity, satisfaction, and achieving common goals (Anisah, 2023). According to [Syahri \(2020\)](#) includes four types of leadership, among others:

- a) **Visionary Type:** moves people towards a common dream, using this type when change requires a new vision, or when a clear direction is needed.
- b) **Guiding Type:** linking what people want to do with organizational goals, this type is appropriate when helping employees improve their performance by building long- term capabilities.
- c) **Affiliative Type:** Creating harmony by connecting people, this type is appropriate when influencing clashes in teams, motivating in stressful times, or strengthening relationships.
- d) **Democratic Type:** Valuing the input of others and gaining commitment through participation, this type is appropriate when building agreements or agreements.

[Syahri \(2020\)](#) revealed that of the four types, the first four leadership types, namely Visionary, Guiding, Affiliative, and Democratic are the leadership types that are definitely able to build resonance. Each has a strong positive impact on the emotional climate of an organization or institution. Fry et al (2011) Spiritual Leadership theory (SLT) is here to bring existing types of leadership to remain resonant as a whole and optimal in terms of implementation.

Spiritual Leadership

Allison et al (2016) Spiritual Leadership is inspired by the confluence of the terms “Spirituality” and “Leadership”. These two phenomena at first glance, appear to be unrelated, however, upon further examination, they are twin processes that are interrelated. Sanders O.J (2017) spiritual leadership combines natural and spiritual qualities. Spiritual leadership transcends personality strengths and all other natural gifts. Spiritual leadership transcends personality strengths and all other natural gifts. Spiritual leadership requires a higher spiritual power, which can never be generated by oneself. there is no such thing as a spiritual leader who is independent and must always involve religiosity within himself. spiritual leadership consists of the values, attitudes, and behaviors needed to intrinsically motivate oneself and fulfill basic spiritual well-being needs through vocation and membership that positively affect employee well-being, sustainability, and corporate social responsibility.

Fry et al (2011) state that until now the Spiritual leadership theory that is still used consists of three dimensions, namely: vision, altruistic love, and faith/hope.

a. Vision

Vision in spiritual leadership as A leader should be responsible for creating a common vision and values at all levels of the organization, through choices relating to vision, goals, mission, and strategy.

b. Public Interest Over Private Interest (Altruistic love)

Altruistic love in spiritual leadership as a sense of wholeness, harmony and well-being through caring, concern, and respect for self and others. Altruistic love is used as a synonym for charity and the values of altruistic love include forgiveness, acceptance, gratitude, kindness, integrity, empathy/compassion, honesty, patience, courage, trust/loyalty, humility.

c. Faith/Hope

Faith is defined as the basis of all belief in something we hope for. Spiritual leadership is the belief that something proven by physical evidence is true. Faith is more than just hoping for something. In other words, faith is based on values, attitudes, and behaviors that express absolute certainty and believe that what is desired and expected will happen.

Research Methods

This research uses a qualitative approach with a case study method, to deeply understand the implementation of spiritual leadership in improving employee performance at RM. Pangestu Special Lalapan Jember. This approach is in accordance with the opinion of [Abdussamad \(2021\)](#) which states that qualitative methods aim to gain a thorough understanding of a social phenomenon through descriptive and analytical approaches. The research focus was directed at the three main dimensions of spiritual leadership according to Fry et al. (2011), namely: vision, altruistic love, and faith/hope. Data were collected through in-depth interviews, direct observation, and documentation, and supported by literature study and preliminary observations. To ensure the validity of the data, this study used the source triangulation method, as stated by [Abdussamad \(2021\)](#) that triangulation aims to test the credibility of the data and enrich the researcher's understanding of the information found. The data were analyzed using two stages, namely domain analysis and taxonomy analysis, which also refer to [Abdussamad's \(2021\)](#) opinion. Domain analysis aims to find the main domain of the data, while taxonomy analysis is used to describe the data in more detail and systematically based on the predetermined domain. With this approach, the research is expected to be able to provide a complete picture of the role of spiritual leadership.

Result and Discussion

Leadership in Efforts to Improve Employee Performance at RM. Pangestu Special

Lalapan Jember

Leadership applied by the owner of RM. Pangestu Special Lalapan shows / indicates the application of spiritual leadership type. leadership type in general can be interpreted as the ability and readiness of a leader to influence, encourage, invite, guide, move, direct, even if necessary, force individuals or groups to accept and commit to certain goals set by the company. A leader not only functions as a director and controller, but also as a guide who is able to bring employees to be better and achieve common goals effectively and optimally. A leader must also have a type of leadership that is in accordance with the characteristics of the organization and employees in the company. A flexible and efficient leadership type is an important factor in ensuring that the policies and directions given can be accepted and implemented properly by all human resources owned by the company. Leaders who can adjust their leadership type to the needs of the situation will be able to produce a significant positive impact, both for the development of individual employees and the progress of the company as a whole. This supports his statement Mr. Sugeng Pangestu

as the owner of RM. Pangestu Special Lalapan Jember in an interview on November 30, 2024 as follows:

"In my opinion, a leader in the company plays a very vital role as the main key to the success of the company's organization. A leader must have high sensitivity, deep understanding, and broad insight into the ins and outs of the company he leads. A good leader is not only able to direct the company towards its vision and mission, but they must also have the ability to invite, influence, and understand existing human resources. A leader must be a good role model by setting a positive example and creating a supportive work environment for employees."

Efficient leadership is very important to be applied as a leader's effort to be able to motivate employees in carrying out activities at work. One of the outputs of this type of leadership is the increase in employee performance that arises / appears in employees after the application of this type of leadership. Owner/owner of RM. Pangestu Special Lalapan is required to be able to motivate, invite, understand employees so that employees voluntarily mobilize their abilities, both energy, time, and thoughts to carry out their responsibilities in realizing company achievements.

Spiritual Leadership in Efforts to Improve Employee Performance at RM. Pangestu

Special Lalapan Jember.

leadership of the owner of RM. Pangestu Special Lalapan, namely Mr. Sugeng Pangestu has the characteristics of moving his time or team spiritually to achieve its goals. Spirituality according to the owner of RM. Pangestu Special Lalapan has a positive impact in building and improving important values in the company. The leadership type of the owner of RM. Pangestu special lalapan is formed from his environment that instills a high spirit of spirituality and blends with his life.

Spiritual leadership itself has various concepts and values such as: transcendental, balance, holiness, love, and concern for the interests of others, meaning in life, living in harmony with the universe, and the realization that there is something more than oneself (God or energy) that provides energy and wisdom that transcends the material aspects of life. Statements related to spiritual leadership type at RM. Pangestu Special Lalapan researchers are also supported by a statement put forward by Mr. Sugeng Pangestu, as Owner of RM. Pangestu Special Lalapan Jember on November 30, 2024:

"We as the management of RM. Pangestu besides trying to provide a good and enjoyable work experience, we are also committed to providing a spiritual-based work experience with a spiritual program at our company.

We want our employees to stay organized, peaceful in life, comfortable in their work, and still expect the blessings of the creator."

Spiritual leadership is something that is very important in an effort to improve employee performance and support employee loyalty to the company. RM. Pangestu Special Lalapan tries as much as possible to implement spiritual activities optimally. This activity is expected to be beneficial for employees who are members of the RM extended family. Pangestu Special Lalapan Jember.

Conclusion

The leadership applied at RM. Pangestu Special Lalapan Jember has strong and unique spiritual characteristics. RM. Pangestu Special Lalapan Jember successfully implemented various spiritual-based programs, such as sholawatan activities, tahlilan, compensation and able to collaborate with other supporting programs/activities (outside of spiritual activities). The implementation of spiritual leadership has a positive impact on employee performance. Employees feel a more comfortable working atmosphere, increase motivation, a sense of belonging to the company, and are enthusiastic in carrying out their activities at work, but there are still some challenges they have to face, such as customer reviews related to service quality at RM. Pangestu Special Lalapan Jember that they need to improve and evaluate in the future.

References:

Reference to a Book:

- Abdussamad, Z. (2021). *Metode Penelitian Kualitatif*. ISBN 978-623-97534-3-6 CV. syakir Media Press.
- Areros, J. Y. R. W. A., Sambul, S. A. P., & Abstract. (2018). Pengaruh Kepemimpinan Spiritual Terhadap Kinerja Karyawan Pada PT. Ciputra International Proyek City Of Blessing Citraland Manado.
- Dr. Daniel Adi Setya Rahardjo. (2022). Sumber Daya Manusia. *Bandung: CV Mandar Maju*, 229–282.
- Fry, L. W., Sedgmore, L., & Altman, Y. (2009). Maximizing the triple bottom line & spiritual leadership: The CEL Story. *Management, August 2009*.
- Hadi, A., Asrori, & Rusman. (2021). Penelitian Kualitatif Studi Fenomenologi, Case Study, Grounded Theory, Etnografi, Biografi. In *Banyumas : CV. Pena Persada*.
- Haryoko, S., Bahartiar, & Arwadi, F. (2020). *Analisis Data Penelitian Kualitatif (Konsep, Teknik, & Prosedur Analisis)*.
- Hastin Umi Anisah. (2023). Kepemimpinan dan Perilaku Organisasi.
- I Komang Budiasa. (2021). Beban Kerja dan Kinerja Sumber daya Manusia. In *Suparyanto dan Rosad (2015)*.
- Nurbaya, S. (2020). Manajemen Sumberdaya Manusia di Era Revolusi Industri 4.0. In *Nas Media Pustaka* (p. 225).
- Sintani, L., Fachrurazi, Mulyadi, Nurcholifah, I., Fauziah, & Hartono, S. (2022). Dasar Kepemimpinan. *Yayasan Cendikia Mulia Mandiri, February*, 6–39.
- Sunarsi, D., & Achmad Rozi. (2020). *Kepemimpinan Bisnis Strategik*. ISBN: 978-623-7908-06-7. Desanta Muliavisitama Cetakan pertama, April 2020 i-xi, 218 halm. Ukuran, 14x 21 cm
- Sunarto, B. (2023). *Teori Kepemimpinan*. ISBN: 978-623-473-112-5 CV. Madani Berkah Abadi. viii + 148 halaman. Cetakan Pertama Januari 2023
- Suryani, N. K., Laksemini, K. D. I. S., & Sugianingrat, I. A. P. W. (2020). Kinerja Sumber Daya Manusia. In *Nila Cakra*.

Reference to a Journal Publication :

- Astriati, Y. D. (2022). Penerapan Gaya Kepemimpinan Berbasis Spiritual di Perusahaan Percetakan Mangrove Yogyakarta. *UPY Business and Management Journal (UMBJ)*, 1(2), 35–42. <https://doi.org/10.31316/ubmj.v1i2.3093>
- Chen, L., Wen, T., Wang, J., & Gao, H. (2022). The Impact of Spiritual Leadership on Employee's Work Engagement—A Study Based on the Mediating Effect of Goal Self-Concordance and Self-Efficacy. *International Journal of Mental Health Promotion*, 24(1), 69–84. <https://doi.org/10.32604/ijmhp.2022.018932>
- Fry, L. W., Hannah, S. T., Noel, M., & Walumbwa, F. O. (2011). Impact of spiritual leadership on unit performance. *Leadership Quarterly*, 22(2), 259–270. <https://doi.org/10.1016/j.leaqua.2011.02.002>
- Gunawan, A., Sopandi, E., Salsabila, M., Pangestu, M. I., & Assifah, R. (2023). Jurnal Manajemen, Volume 11 No 1, Januari 2023. *Manajemen*, 11(1), 1–9.
- I Gede Putu Kawiana. (2019). Spiritual Leadership Membangun Kinerja Organisasi. In *Virtues and Economics*. https://doi.org/10.1007/978-3-031-33525-9_8
- Islaminasab, H. A., Mohammad, P., Gorjian, M., Walsch, N. D., & Laszlo, E. (2022). ORIGINAL RESEARCH PAPER A Critical Approach to Human Spiritual Perfection from Deepak Chopra ' s Perspective Based on Mulla Sadra ' s Opinions Introduction Perfectionism is one of the As the founder of Ayurvedic mysticism (a kind of secular perfectionism (Vol. 9, Issue 1). <https://doi.org/10.22034/IMJPL.2022.13511.1049>
- Mirela, I. A., Arifin, R., & Rizal, M. (2022). Pengaruh Islamic Leadership Dan Budaya Religiusitas Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan Sebagai Variabel Intervening Pada PT. Bank Syariah Indonesia Kantor Area Malang. *E-Jurnal Riset Manajemen* , 154–168. www.fe.unisma.ac.id
- Puspitasari, S. (2019). Pengaruh Kepemimpinan Spiritual Terhadap Kepuasan Kerja Karyawan Melalui Motivasi Intrinsik Dan Komitmen Organisasi (Studi Kasus Rumah Sakit Islam Sultan Agung, Semarang). *Jurnal Ekonomi Dan Bisnis*, 20(1), 73. <https://doi.org/10.30659/ekobis.20.1.73-84>
- Rafsanjan, H. (2017). Kepemimpinan Spiritual (Spiritual Leadership). *Jurnal*
- Sayuti, A. M., Asrilisyak, S., & Rafdinal, W. (2021). Pengaruh Gaya Kepemimpinan Spritual, Kualitas Kehidupan Kerja dan Perilaku Kewargaan Organisasional terhadap Kinerja Karyawan. *Jurnal Sekretaris & Administrasi Bisnis (JSAB)*, 5(1), 39. <https://doi.org/10.31104/jsab.v5i1.194>
- Silalahi, A. D., & Lubis, R. H. (2022). Pengaruh Kepemimpinan Spiritual terhadap Kinerja Karyawan Melalui Spiritualitas Islam. *All Fields of Science Journal Liaison Academia and Society*, 2(4), 113–119. <https://doi.org/10.58939/afosj-las.v2i4.483>
- Sunanda, W. D. (2020). Pengaruh Kepemimpinan Islami dan Religiusitas terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan Sebagai Variabel Intervening. *Jurnal Ilmu Manajemen*, 17(1), 36. <https://doi.org/10.36418/syntax-literate.v6i1.2282>
- Syahri, A. (2020). Manajemen Spritual Leadership Dalam Membangun Kecerdasan Ingegratif. In *Journal of Healthcare Management and Leadership* (Issue 1). <https://doi.org/10.35345/johmal.529712>
- Tri Rachmawan, P., & Nita Aryani, D. (2020). Kepemimpinan Spiritual dan Reward Terhadap Kinerja Pegawai Melalui Kualitas Kehidupan Kerja Dan Kepuasan

- Kerja sebagai Variabel Intervenin. *Jurnal Ilmiah Manajemen Dan Bisnis*, 21(2),136–148. <https://doi.org/10.30596/jimb.v21i2.5124>
- Vicky, M. A. N., & Asj'ari, F. (2021). Pengaruh Kepemimpinan Spiritual, Etika Kerja Islam, dan Budaya Organisasi Terhadap Quality of Worklife Karyawan PT. Nusaka Mitrajaya Optima Sidoarjo. *Journal of Sustainability Bussiness...*,2(2),8795.<http://jurnal.unipasby.ac.id/index.php/jsbr/article/download/4095/3053>
- Yuliana Lestari, L., & Widwi Handari Adji. (2023). Penerapan Gaya Kepemimpinan Spiritual Dalam Meningkatkan Kinerja Karyawan di Para Medical Clinic Rancaekek Kabupaten Bandung. *Sketsa Bisnis*, 10(1), 85–100. <https://doi.org/10.35891/jsb.v10i1.3815>
- Yuni Kasmawati. (2023). Strategi Peningkatan Kinerja Melalui Kepemimpinan Spiritual Dan Kompetensi. *Jurnal Ekobistek*, 12(2), 646–651. <https://doi.org/10.35134/ekobistek.v12i2.59>

Reference to a Website:

- Jani. *Analytical Biochemistry*, 11(1), 1–5. <http://link.springer.com/10.1007/978-3-319-59379-319-59379-3>
- Masharif Al-Syariah: *Jurnal Ekonomi Dan Perbakan Syariah*, 2(1). Rambet, A. (2022). *Gaya Kepemimpinan*.
- Wenny, M. (2019). *Manajemen Sumber Daya Manusia*. <http://eprints.ubhara.ac.id/424/31/Buku-MSDM-2019.pdf>