



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

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Abstract:

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: Happiness at Work; Spiritual Leadership; Transformational Leadership

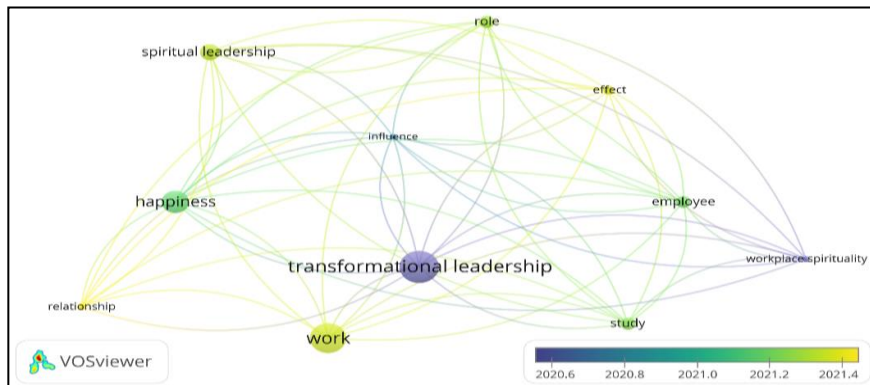
1. Introduction

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 (Sanamthong, 2023); (Pradhan, 2022). By applying this leadership style model, employees are expected to increase enthusiasm at Work and achieve the expected performance (Alén et al., 2017); (Ravina-Ripoll, 2023). 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 (Bataneh, 2019); (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



Source; VOSviewer, 2022

Figure 2. Density Visualization



Source; VOSviewer, 2022

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 (Wang, 2019)(Wang, 2019); (Jiang, 2023)(Jiang, 2023). 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)(van Eck & Waltman, 2020).

2. Literature Review

In the digital 4.0 era, where technology has become integral to various aspects of life, leadership styles have gained significant attention due to their influence on employee performance and workplace happiness. One of the leadership styles that has emerged is Spiritual Leadership, which emphasizes the role of spirituality and moral integrity in leadership. Fry (2003) first introduced the concept of spiritual leadership, which focuses on leaders who embody values such as integrity, altruistic love, and a sense of community. In this leadership style, the leader

seeks not only to achieve organizational goals but also to provide meaning and purpose for employees. Several studies, including those by Fry and Matherly (2006), suggest that spiritual leadership enhances organizational commitment, job satisfaction, and overall happiness at work. However, the application of spiritual leadership does not always align with every organizational culture or employee characteristic, as seen in the case of Karimun Regency civil servants in this study. Transformational Leadership, another leadership style discussed in this research, has been widely studied for its impact on employee motivation, performance, and happiness at work. Bass (1985) conceptualized transformational leadership as a leadership style that inspires and motivates employees to exceed their own expectations and achieve higher levels of performance. Leaders who adopt this style foster an environment of innovation and creativity, empowering employees to think beyond their daily tasks and contribute to organizational growth. According to Pradhan (2022), transformational leadership is crucial in enhancing employee engagement and creating a positive work environment. In addition, research by Sanamthong (2023) has shown that transformational leadership significantly increases workplace happiness by promoting collaboration, personal growth, and a sense of purpose among employees.

The interplay between these two leadership styles and employee happiness has been the subject of numerous studies. For instance, Bataineh (2019) examined the relationship between transformational leadership and workplace happiness, concluding that transformational leaders positively impact employees' emotional well-being by promoting autonomy and creativity. On the other hand, Nugraha (2022) explored the influence of spiritual leadership on workplace happiness and found mixed results, indicating that the effectiveness of spiritual leadership may depend on organizational context and employee preferences. The current study aligns with these findings, revealing that while transformational leadership has a significant positive effect on happiness at work, spiritual leadership shows an insignificant or even negative impact, as seen in the context of the Regional Secretariat of Karimun Regency. Furthermore, bibliometric analysis plays a crucial role in understanding the trends in research related to these leadership styles. This study uses tools like **VOSviewer** to visualize and map the relationships between key variables, drawing on previous research to contextualize the findings. Through an analysis of 600 Scopus-indexed journals, this research illustrates how spiritual leadership and transformational leadership have evolved as focal points in leadership studies, with spiritual leadership gaining prominence in late 2021 and transformational leadership becoming a dominant subject of study since 2020. This bibliometric approach strengthens the foundation for investigating how these leadership styles impact happiness at work, particularly in the rapidly changing technological landscape of the digital 4.0 era.

The literature suggests that both spiritual and transformational leadership play vital roles in shaping workplace happiness, though their effects may vary depending on the organizational context and individual employee characteristics. This study contributes to the ongoing discussion by providing empirical evidence on the effects of these leadership styles in the context of civil servants in Karimun Regency, highlighting the importance of leadership adaptability in achieving workplace happiness in the digital era.

3. Methods

In this study, the author shared a questionnaire. This research adopts a quantitative methodology, as outlined by Sugiyono (2020)Sugiyono (2020), which is rooted in positivism. This approach aims to study a specific population or sample, gather data using research tools, and analyze the data using quantitative or statistical methods to test predefined hypotheses. According to Sugiyono (2018)Sugiyono (2018), populations represent broad areas of generalization that encompass the objects or subjects chosen by researchers for study, leading to the formation of conclusions. In this study, the ASN that works in the Secretariat of the Government of the District of Karimun has 108 employees. According to Sugiyono (2016)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. Many methods can be used to collect data in quantitative research, including

tests, questionnaires, interviews, and structured observations (Sugiyono, 2020)(Sugiyono, 2020). 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.

4. 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

Statement Item	Calculated r value	R value table	Results
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
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, 2022

Table 1 shows the results of the validity test for the Spiritual Leadership variable. Each statement item on this variable was tested using the Pearson correlation coefficient value (r hitting value) and compared with the r table value at a certain level of significance (0.211). The validity test results show that all statement items have an r hitting value that is greater than the table r value, which indicates that all the items are valid. In detail, statement items Sc1 to Sc5 have r hitting values of 0.602, 0.670, 0.419, 0.605, and 0.600, respectively. Items Vs1 to Vs5 show r hitting values of 0.598, 0.748, 0.667, 0.787, and 0.671. Furthermore, items Hb1 to Hb5 each have r hitting values of 0.523, 0.684, 0.735, 0.810, and 0.866. Finally, items SL1 to SL5 show r hitting values of 0.717, 0.789, 0.773, 0.759, and 0.772. With these r hitting values, all statement items in the Spiritual Leadership variable are declared valid, because their correlation value is greater than the r table value (0.211). This shows that these items are significantly able to measure the concept of Spiritual Leadership in this research.

Table 2. Validity test Variable Transformational Leadership

Item Statement	Calculated r value	R value table	Results
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, 2022

Table 2 presents the validity test results for the variable Transformational Leadership. Each statement item for this variable was evaluated using the Pearson correlation coefficient (r value) and compared against the table r value (0.211) at a specific significance level. The validity test results show that all statement items have r values greater than the table r value, indicating that all items are valid. Specifically, the items Ig1 to Ig5 have r values of 0.826, 0.837, 0.861, 0.863, and 0.709, respectively. The items Rn1 to Rn5 have r values of 0.792, 0.817, 0.640, 0.638, and 0.774, respectively. Lastly, the items PS1 to PS5 show r values of 0.796, 0.795, 0.797, 0.653, and 0.791, respectively. Given these r values, all the statement items for the variable Transformational Leadership are declared valid, as their correlation coefficients exceed the table r value (0.211). This indicates that the items are significantly capable of measuring the concept of Transformational Leadership in this study.

Table 3. Validitas test Variable Happiness at Work

Item Statement	Calculated r value	R value table	Results
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
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

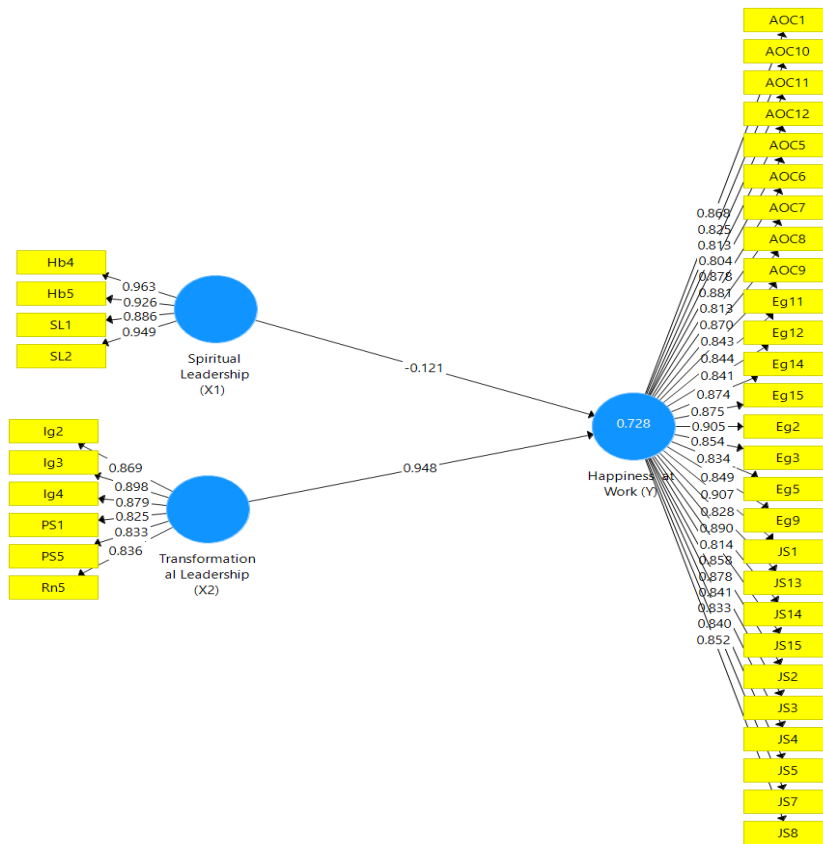
Item Statement	Calculated r value	R value table	Results
JS11	.704**	0.211	Valid
JS12	.636**	0.211	Valid
JS13	.828**	0.211	Valid
JS14	.881**	0.211	Valid
JS15	.819**	0.211	Valid
AOC1	.872**	0.211	Valid
AOC2	.667**	0.211	Valid
AOC3	.573**	0.211	Valid
AOC4	.440**	0.211	Valid
AOC5	.863**	0.211	Valid
AOC6	.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, 2022

Table 3 presents the validity test results for the variable Happiness at Work. Each statement item was assessed using the Pearson correlation coefficient (r value) and compared against the table r value (0.211) at a specific significance level. The validity test results indicate that all statement items have r values greater than the table r value, confirming that all items are valid. Specifically, the items Eg1 to Eg15 have r values ranging from 0.641 to 0.875. The items JS1 to JS15 show r values between 0.636 and 0.897. Finally, the items AOC1 to AOC15 have r values ranging from 0.440 to 0.878. Given these r values, all the statement items for the variable Happiness at Work are declared valid, as their correlation coefficients exceed the table r value (0.211). This signifies that the items effectively measure the concept of Happiness at Work in this study. 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. Results of the PLS Algorithm



Data processed with Smart-PLS 4.0, 2022

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

Table 4. 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, 2022

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

Table 5. 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, 2022

Moreover, 72.8% of the variance in the endogenous variable "Happiness at Work" (Y) was explained by the exogenous variables "Spiritual Leadership" (X₁) and "Transformational Leadership" (X₂), with the remaining 27.2% attributed to other factors or indicators. The resulting R-squared value is 0.728.

Table 6: Results from Uji R Square

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

Source: SEM-PLS output, 2022

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. 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. 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 (Harbi, 2019)(Harbi, 2019). 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 (Assen, 2018)(Assen, 2018). 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 (Ninković & Florić, 2018)(Ninković & Florić, 2018). 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 (Wu, 2020) (Wu, 2020); (Çop, 2021) (Çop, 2021). 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 (Khan, 2019) (Khan, 2019); (Hildenbrand et al., 2018)(Hildenbrand et al., 2018). 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 (Buil et al., 2019) (Buil et al., 2019); (Lorinkova & Perry, 2019)(Lorinkova & Perry, 2019). 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 (Asfahani et al., 2022; Sain et al., 2022)(Asfahani et al., 2022; Sain et al., 2022). 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 style of leadership fosters innovation and creativity by motivating employees to explore unconventional ideas and embrace risk-taking. 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 (Krisnawati et al., 2022; Rifat et al., 2023)(Krisnawati et al., 2022; Rifat et al., 2023). 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 (Göçen, 2021) (Göçen, 2021); (W. D. Hunsaker, 2023) (W. D. Hunsaker, 2023). 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 (Zhu, 2022) (Zhu, 2022); (Yang, 2019) (Yang, 2019). 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 popular approach that is commonly employed to enhance workplace happiness. It encourages employees to grow both personally and professionally. Leaders who exhibit this style often offer training and development programs to support their employees in achieving their maximum capabilities. 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.

5. Conclusion and Recommendation

The spirit of Work must be combined with employee honesty, as it affects their motivation and dedication to their Work. Genuine sincerity plays a vital role in cultivating a positive work atmosphere characterized by trust and collaboration, resulting in heightened productivity and overall achievements. 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, especially in the modern digital era, stimulates innovation and creativity by motivating employees to explore unconventional ideas and embrace risk-taking.

In the current digital era, adopting transformational leadership is essential for organizations to remain competitive and flourish in the swiftly changing digital environment. 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. Companies can guarantee ongoing success and advancement for their employees by offering training and development programs, creating a positive workplace atmosphere, and establishing effective communication channels.

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