

The Role of Spiritual Leadership: Organizational Culture Towards Innovative Work Behavior

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Abstract. *This study aims to analyze the influence of organizational culture and spiritual leadership on employees' innovative work behavior, as well as to examine the role of spiritual leadership as a moderating variable in the relationship between organizational culture and innovative work behavior. This study was conducted on organic employees of the Money Management Department, Bank Indonesia with a total of 146 respondents, using a quantitative approach and Partial Least Square – Structural Equation Modeling (PLS-SEM) analysis techniques. The results of the study indicate that organizational culture has a significant positive effect on innovative work behavior. Further findings indicate that spiritual leadership does not have a direct significant effect on innovative work behavior. Nevertheless, spiritual leadership plays an important role as a moderating variable that strengthens the influence of organizational culture on innovative work behavior. Spiritual values such as integrity, exemplary behavior, and sincerity have been shown to increase the effectiveness of organizational culture in encouraging employee innovative behavior.*

Keywords: *Bank Indonesia; Innovative Work Behavior; Organizational Culture; PLS-SEM; Spiritual Leadership.*

1. Introduction

In the era of digital globalization and organizational culture that continues to evolve growing and dynamic, many organizations face major challenges in Responding to these developments with new innovations is essential to survive and adapt to changing times. Innovative employee work behaviors are needed to support organizational change in the face of existing challenges.

Scott, SG, & Bruce, RA (1994) stated that an innovation was realized in the organization employee ethics engage in innovative behavior, such as sharing new ideas and creating creative solutions. Kanter, RM (2006) argues that organizations that can manage and motivate employee innovative behavior have a greater chance of success in a dynamic market. Employee innovation plays a vital role in creating new value and ensuring the organization's sustainable growth.

Innovation within an organization cannot be achieved solely through the capabilities of its human resources. Innovation within an organization is also influenced by its culture. A leader must be able to create a strong and positive organizational culture to develop the capabilities of each member. A positive organizational culture is expected to generate new ideas for the innovations the organization needs.

A positive organizational culture that encourages experimentation and tolerance for failure has a positive impact on innovative behavior. Organizations need to develop a culture that supports research and idea development (Sari and Utami, 2022). Furthermore, one way to strengthen and improve organizational culture is through the role of spiritual leadership. Spiritual leadership is expected to provide a leadership approach that emphasizes spiritual values, such as the meaning of life, purpose, and a sense of unity in work, which aims to increase employee motivation and innovative behavior improving employee relations and increasing job satisfaction, which will ultimately improve overall organizational performance.

Parashakti, RD, Rizki, M., & Saragih, L. (2016) in his research he found a significant relationship between organizational culture and innovative behavior, that A strong organizational culture that supports innovation will create an environment that encourages employees to innovate, participate in decision-making, and enhance creativity in their work. A culture that prioritizes innovation and collaborative decision-making facilitates the generation of new ideas and creative solutions. This result is supported by research results from Asbari, M., Santoso, PB, & Purwanto, A. (2019) as well as Jayendra, A., Hendriani, S., & Maulida, Y. (2022) which states that organizational culture has a positive influence on innovative work behavior.

In contrast to research conducted by Parashakti, RD, Rizki, M., & Saragih, L. (2016) Research conducted by Feldiannisa, TN (2022) found an insignificant relationship between organizational culture and innovative work behavior. Furthermore, Chung-Ming Lau (2004) also found an insignificant relationship between organizational culture and innovative work behavior. They stated that organizational culture has no effect on innovative work behavior.

Bank Indonesia is the central bank in Indonesia that has the main duties and functions in managing monetary policy, rupiah stability, payment systems, and financial system stability as stipulated in Law Number 23 of 1999 and last updated through Law Number 6 of 2009. Bank Indonesia has a vision to become a leading digital central bank with strong governance that contributes significantly to the national economy and the best in emerging markets. The Indonesian Payment System Blueprint 2025 is oriented towards efforts to accelerate and create sustainable transformation and the direction of Bank Indonesia's payment system policy to navigate the role of the payment system industry in the era of the digital economy and finance as one of the missions to support the achievement of Bank Indonesia's vision.

The Department of Money Management (DPU) is a strategic work unit that plays a crucial role in supporting the achievement of Bank Indonesia's vision. To strengthen its contribution, the Department of Money Management has demonstrated its commitment to digital transformation through various digital applications such as the Core Banking System (CBS), the Automatic Rupiah Exchange Rate Information Service (PINTAR), the Bank Indonesia Cash Service Information System (BI-SILK), and the Bank Indonesia Currency Assistance Center (BI-CAC). These initiatives are part of the ongoing digital transformation to improve efficiency and public services in the field of money management.

Along with strengthening systems and technology, the Cash Management Department also places significant emphasis on developing a strong and positive organizational culture. This is achieved through support for the Change Agent program, which aims to encourage human resources in the Cash Management Department to be more creative and innovative. In this program, leaders act as change leaders and change coordinators, fostering and inspiring employees to generate new ideas, both in innovation, achievement, and digitalization.

In addition, the Financial Management Department also integrates spiritual values into its work environment. Through the spiritual unit, various activities such as Quran recitation, religious studies, charity and social responsibility programs, religious holiday observances, retreats, congregational prayers, work ethics studies in accordance with religious guidance, and spiritual experience sharing sessions are regularly conducted. These programs reflect the application of spiritual leadership, namely a leadership style that prioritizes the values of faith, trustworthiness, integrity, and responsibility, in order to shape the character of employees who excel morally and professionally.

However, despite these efforts, a gap remains in innovative work behavior among employees. Some individuals have yet to consistently demonstrate the drive to innovate, either due to poorly developed intrinsic motivation, a lack of self-confidence, or a lack of optimal structural support and a culture of innovation in their daily work lives. This phenomenon merits further investigation, given that the success of organizational transformation depends heavily on the active participation of all employees in generating innovation.

Against this backdrop, this study aims to identify the extent to which spiritual leadership and organizational culture programs contribute to increased employee innovative work behavior. This research is expected to provide in-depth insight into the factors that drive and inhibit employee innovative work behavior within the Financial Management Department.

2. Research Methods

The type of research used in this study is explanatory research. According to Sugiyono (2016), explanatory research is a type of research that aims to explain causal relationships between variables through hypothesis testing. This research not only describes phenomena but also investigates how and why one variable influences another.

This explanatory research is used to empirically test the influence of organizational culture on innovative work behavior, the influence of spiritual leadership on innovative work behavior and to determine the role of spiritual leadership as a moderating variable in this relationship.

3. Results and Discussion

3.1. Description of Research Object

1. Overview of Research Object

The Currency Management Department is a strategic unit within Bank Indonesia with the primary mandate to manage Rupiah currency comprehensively. Pursuant to Law Number 7 of 2011 concerning Currency, Bank Indonesia is tasked with managing Rupiah currency from the planning, printing, issuing, circulating, revoking, and withdrawing stages, to destruction. Proper management of Rupiah currency is essential to maintain monetary stability, financial system stability, and a smooth payment system. Bank Indonesia's management of Rupiah currency is aimed at ensuring the availability of Rupiah currency fit for circulation, in appropriate denominations, timely and in accordance with public needs, and safe from counterfeiting, while prioritizing efficiency and national interests. All of these activities are carried out to support the achievement of Bank Indonesia's objectives, namely achieving rupiah stability, maintaining payment system stability, and contributing to maintaining financial system stability in order to support sustainable economic growth.

2. Vision and Mission of the Money Management Department

The vision of the Department of Money Management is to provide Rupiah currency fit for circulation throughout the territory of the Unitary State of the Republic of Indonesia (NKRI) as a manifestation of state sovereignty.

The mission of the Money Management Department is:

- a. Providing currency fit for circulation in sufficient nominal amounts, appropriate denominations in line with the direction of Central Bank policy (central-bank-driven) and in line with the national strategy of non-cash policy;
- b. distribute money throughout the territory of the Republic of Indonesia efficiently, effectively and on time; and

c. provide cash services for the Jabodebek area.

3. Respondent Description

The data obtained in this study were based on an online questionnaire administered via Google Form to 146 employees in the Money Management Department, Bank Indonesia. The results of the questionnaire distribution are shown in Table below:

Respondent Demographics

Characteristics	Amount	Percentage (%)
Gender:		
Man	134	92
Woman	12	8
Total	146	100
Age:		
20-30 years	3	2
31-40 years	94	64
41-50 years	38	26
>50 years	11	8
Total	146	100
Education:		
SENIOR HIGH SCHOOL	0	0
D3	0	0
S1	121	83
S2	25	17
S3	0	0
Total	146	100
Years of service:		
<5 years	3	2
5-10 years	69	47
11-15 years	22	15
16-20 years	16	11
> 20 years	36	25
Total	146	100
Position:		
Deputy Director	3	2
Assistant Director	8	5
Manager	11	8
Assistant manager	19	13
Staff/Executor	105	72
Total	146	100

Source: Processed primary data, 2025.

Table shows that 92% of employees in the Money Management Department of Bank Indonesia are male, while only 8% are female. Based on age criteria, the age group of 31-40 years old is 64%, which is the largest age group in the Money Management Department of Bank Indonesia, and employees under 30 years old are 2%.

The majority of respondents' education level is Bachelor's degree (83%), and 17 employees have Master's degree. Based on length of service, 47% of respondents have worked for 5-10 years and only 2% of employees have worked for less than 5 years. Based on position, the majority of respondents are in staff/executive positions (72%) and deputy director positions (2%), which are structural positions within the organization.

Overall, the data in this study shows that the Department of Money Management, Bank Indonesia has human resources that are mostly male, young, have a bachelor's degree, have a fairly mature work experience in their respective fields and occupy positions that are generally at the staff/executive level, with support from the managerial and structural levels above them so that stability has been created in the organization.

4. Variable Description

Description of intended variables for translates the responses of 146 respondents from the Bank Indonesia Money Management Department to each measuring indicator. The scoring technique used in this study is with a maximum score of 5 and a minimum of 1, so the calculation of the respondent's answer index is using the following formula:

Interval = (Maximum Value – Minimum Value) / Category

Interval = $(5 - 1) / 3 = 1.33$

Thus the interval is explained as follows:

1.00 – 2.33 = Low

2.34 – 3.67 = Moderate

3.68 – 5.00 = High

Descriptive analysis of each variable of Organizational Culture, Innovative Work Behavior, Spiritual Leadership is explained in detail as follows:

5. Organizational culture

Description of Organizational Culture

Code	Indicator	Mean	Category
X1.1	<i>Innovation and Risk-taking</i> (Innovation and Risk Taking)	4.32	Tall
X1.2	<i>Attention to Detail</i> (Attention to Detail)	4.53	Tall
X1.3	<i>Outcome Orientation</i> (Results Oriented)	4.36	Tall
X1.4	<i>People Orientation</i> (People-Oriented)	4.13	Tall
X1.5	<i>Team Orientation</i> (Team Oriented)	4.24	Tall
X1.6	<i>Aggressiveness/ Competitiveness</i> (Aggressiveness)	4.12	Tall
X1.7	<i>Stability</i> (Stability)	4.28	Tall
Total Average		4.28	Tall

Source: Processed primary data, 2025

Based on table show that response respondents regarding organizational culture had a total average score of 4.28 (high), indicating that employees in the Money Management Department, Bank Indonesia, have a strong organizational culture. Respondents' responses regarding Attention to Detail were the highest indicator, with a mean score of 4.53. This

indicates that employees in the Money Management Department, Bank Indonesia, have a high organizational culture. have a good level of precision and accuracy, are oriented towards data accuracy, are careful in decision making, and comply with applicable operational procedures and standards in carrying out each of their duties and responsibilities.

The mean score for Aggressiveness/Competitiveness was 4.12, the lowest indicator for this variable, but still considered high. This indicates that employees of the Money Management Department of Bank Indonesia possess a competitive spirit and a drive to achieve, but are not yet fully optimal in displaying proactive initiatives or the courage to compete constructively in the context of innovation and performance improvement. This condition can be caused by various factors, such as limited competitive drive and a spirit of achievement, as well as a work culture that emphasizes caution and procedural compliance over an individual competitive orientation.

6. Innovative Work Behavior

Description of Innovative Work Behavior

Code	Indicator	Mean	Category
Y1.1	<i>Problem Recognition</i> (Problem Identification)	4.29	Tall
Y1.2	<i>Idea Generation</i> (Idea Generation)	4.21	Tall
Y1.3	<i>Idea Championing</i>	4.21	Tall
Y1.4	<i>Idea Implementation</i> (Idea Implementation)	4.17	Tall
Total Average		4.22	Tall

Source: Processed primary data, 2025

Based on tables show that response respondents regarding *innovative work behavior* has a total average value of 4.22 (high), indicating that employees of the Money Management Department, Bank Indonesia, have a high level of innovative work behavior. Respondents' responses regarding Problem Recognition are the highest indicator with a mean value of 4.29. This indicates that employees of the Money Management Department, Bank Indonesia, have a good level of sensitivity and analytical skills in identifying operational problems and opportunities for improvement in the work environment. Employees demonstrate accuracy in understanding the root causes of problems and are able to assess potential impacts on the effectiveness of implementing money management tasks. The findings also indicate that individuals in the organization have a reflective mindset and are responsive to the dynamics of change, which are important prerequisites for the formation of innovative work behavior.

Meanwhile, responses regarding Idea Implementation obtained a mean score of 4.17, the lowest indicator in this variable, but still in the high category. This indicates that employees in the Money Management Department of Bank Indonesia possess an innovative spirit and are ready to develop new ideas. However, the process of implementing ideas into concrete work practices still requires further strengthening.

7. Spiritual Leadership

Description of Spiritual Leadership

Code	Indicator	Mean	Category
Z1.1	Commitment to the Organization	4.23	Tall
Z1.2	Value-Based Relationships	4.21	Tall
Z1.3	Maintaining the Balance of Life	4.10	Tall
Total Average		4.18	Tall

Source: Processed primary data, 2025

Based on table show that response respondents regarding Spiritual leadership has a total average value of 4.18, indicating that employees of the Money Management Department, Bank Indonesia, have high spiritual leadership. Respondents' responses regarding Commitment to the Organization were the highest indicator with a mean value of 4.23. This indicates that employees of the Money Management Department, Bank Indonesia, have a positive perception of the leader's ability to build organizational pride and create a sense of belonging and shared identity within the organization through an approach based on spiritual and ethical values.

Furthermore, responses regarding Maintaining Work-Life Balance received a mean score of 4.10, the lowest indicator for this variable, but still considered high. This indicates that employees in the Money Management Department of Bank Indonesia feel supported by their leadership in maintaining a balance between work demands and personal needs. This reflects a healthy and humane work environment, which has the potential to sustainably improve employee psychological well-being and productivity.

3.2. The Influence of Organizational Culture on Innovative Work Behavior of Employees in the Cash Management Department, Bank Indonesia

The first hypothesis (H1) was accepted, indicating that organizational culture has a significant positive influence on the innovative work behavior of employees in the Monetary Management Department, Bank Indonesia. In other words, the stronger the organizational culture, the higher the tendency of employees to display innovative work behavior.

A study by Jayendra, A., Hendriani, S., & Maulida, Y. (2022), shows that organizational culture is very important in determining innovation behavior, the better the organizational culture, the higher the innovation behavior. A strong organizational culture that supports innovation will create an environment that encourages employees to innovate, participate in decision-making, and increase creativity in their work. A culture that prioritizes innovation and decision-making based on collaboration facilitates the creation of new ideas and creative solutions, Parashakti, RD, Rizki, M., & Saragih, L. (2016).

To enhance innovative behavior at work, employees can leverage an organizational culture that supports creativity. Employees need to be willing to take calculated risks and propose new, more effective ways of working. Accuracy in carrying out tasks is the foundation for generating quality ideas. Furthermore, a focus on achieving results encourages employees to seek breakthroughs that improve performance. A people-oriented and teamwork

orientation helps enrich ideas through collaboration and the exchange of perspectives. A proactive and aggressive attitude in seeking opportunities for improvement also accelerates innovation. Finally, a stable organizational environment provides employees with a sense of security to experiment and try new approaches. A work culture that is open to change, values creativity, and provides space for professional expression fosters a sense of belonging and commitment to their work, as well as increasing internal motivation to provide innovative ideas that are more effective and relevant to the organization's needs. This ultimately contributes to increased productivity and performance quality in the workplace.

1. The Influence of Spiritual Leadership on Innovative Work Behavior of Employees in the Monetary Management Department, Bank Indonesia

The second hypothesis (H2) was rejected, meaning that spiritual leadership has an insignificant influence on innovative work behavior among employees in the Money Management Department, Bank Indonesia. Although the direction of the relationship between spiritual leadership and employees shows a positive value, the resulting influence is not significant in increasing innovative work behavior among employees. This finding indicates that the application of spiritual values in leadership has not fully encouraged the emergence of innovative work behavior among employees. Although leaders with a meaningful vision, spiritual commitment, and service orientation can build intrinsic motivation in employees, these conditions do not automatically result in innovative work behavior if they are not accompanied by the support of a strong work system and organizational culture.

2. The Influence of Spiritual Leadership in Moderating the Influence of Organizational Culture on Innovative Work Behavior

The third hypothesis (H3) was accepted, meaning that spiritual leadership plays a role and has a significant positive impact as a moderating variable that strengthens the influence of organizational culture on the innovative work behavior of employees in the Monetary Management Department, Bank Indonesia. These results indicate that the influence of organizational culture on innovative work behavior is stronger when supported by leadership that prioritizes spiritual values.

Based on the results of the H2 and H3 hypotheses, it can be concluded that spiritual leadership is not yet able to directly encourage innovative work behavior, but is effective when working through organizational culture. In other words, leaders who have a meaningful vision, spiritual commitment, and service orientation can foster intrinsic motivation and strengthen organizational values, but are not sufficient to be a catalyst for innovative behavior without the support of a work system and organizational culture that supports innovation. This finding is interesting because it indicates that spiritual leadership plays a greater role in building meaning at work, moral motivation, and emotional attachment (spiritual well-being), rather than as a direct driving factor for innovative work behavior.

Fajar, A. and Efendi, J. (2023), in their research showed that spiritual leadership is positively

related to organizational culture and behavioral indicators that contribute to organizational innovation, namely by demonstrating the role of spiritual leadership in strengthening a culture that is conducive to the emergence of innovative behavior. Spiritual leadership along with other factors such as work-life balance and work engagement contribute significantly to increasing innovative behavior, (Abadi, DPK, & Arifin, N., 2025). Renhoat, AA (2021), stated that spiritual leadership is positively related to dimensions of organizational culture, such as values, norms, and climate, thereby strengthening the emergence of an organizational culture that is conducive to employee performance and engagement.

In other words, leaders who implement spiritual values can act as a factor that strengthens the positive relationship between organizational culture and employee innovative behavior. When a strong, adaptive, and open organizational culture is balanced with leadership that instills spiritual values in the organization's work culture, it will be more effective in encouraging employee innovative behavior in the work environment of Bank Indonesia's Money Management Department.

Employee innovative behavior can be enhanced by strengthening spiritual leadership values. Employees who are highly committed to the organization tend to be motivated to seek new, more effective ways of working for mutual progress. Relationships based on values—such as honesty, trust, and caring—create a collaborative environment that supports the exchange of ideas and the exploration of creative solutions. Furthermore, the ability to maintain a work-life balance helps employees maintain psychological energy and clarity of thought, ultimately enhancing their capacity for consistent innovation in their work.

4. Conclusion

Based on the research results presented in the previous chapter, it can be concluded that: 1. Organizational culture has a significant positive effect on innovative work behavior, whereby the better the implementation of organizational values, norms, and cultural practices, the higher the level of innovative work behavior among employees. A strong and positive organizational culture will contribute to increasing innovative work behavior among employees in the Monetary Management Department, Bank Indonesia. 2. Spiritual leadership did not significantly influence innovative work behavior, while the direct influence of spiritual leadership on innovative work behavior was not statistically significant. This indicates that the spiritual leadership dimension does not directly encourage the emergence of innovative employee behavior. However, spiritual leadership remains important in building work meaning, moral commitment, and trust, which form the basis for creating a work environment conducive to future innovation. 3. Spiritual Leadership has a significant positive effect in moderating the influence of organizational culture on innovative work behavior, where spiritual leadership strengthens the positive influence of organizational culture on innovative work behavior. Leaders who apply spiritual values such as integrity, exemplary behavior, and sincerity in their leadership style can strengthen the internalization of organizational culture into the daily behavior of employees, so that a strong organizational culture will be more effective in encouraging innovative work behavior when implemented in the Money Management Department, Bank Indonesia.

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