



Organizational Performance: Analysis of the Role of Spiritual Leadership, GHRM, and Organizational Support

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Abstract

In the face of global pressures on sustainability and social responsibility, shipping companies in Indonesia must improve organizational performance through an environmentally friendly, valuable, and participatory management approach. However, the limited research examining the integration of Green Human Resource Management (GHRM), Spiritual Leadership (SL), and Organizational Support (OS) practices in the context of the maritime industry indicates a gap in the literature that needs to be filled. This study explores the influence of GHRM, SL, and OS on Organizational Performance (OP) in shipping companies in Jakarta. The research sample consisted of 80 randomly selected employees. Data were collected using a questionnaire with a Likert scale and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The results showed that GHRM, SL, and OS significantly affected OP, with GHRM as the most dominant variable. Implementing GHRM, especially in green performance management, has increased operational efficiency and customer loyalty. Spiritual leadership, primarily through an inspiring vision, creates a meaningful work environment and motivates employees intrinsically. Meanwhile, organizational support in the form of employee recognition and welfare strengthens commitment and innovation. This finding provides a theoretical contribution to developing a sustainable strategic management model and practical implications for the shipping industry to enhance competitiveness by integrating environmentally friendly practices, spiritual values, and organizational support. This research also fills the gap in the literature with a holistic approach in the context of the Indonesian maritime sector.

Keywords: green human resource management, spiritual leadership, organizational support, organizational performance, PLS_SEM

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1. Introduction (10 PT)

The Indonesian shipping industry is a strategic sector that supports national logistics activities, inter-island trade, and maritime connectivity. However, in the era of globalization and sustainability challenges, shipping companies are required to improve organizational performance not only from an economic perspective but also from a social and environmental perspective. Superior organizational performance is essential for survival and growth in an increasingly complex and dynamic business environment.

In this context, the GHRM approach is becoming increasingly relevant. GHRM is a concept for implementing HR practices and strategies to achieve long-term social, financial, and ecological goals [1]. GHRM encompasses green recruitment and selection, green training and development, green performance management, green compensation management, green occupational health and safety, green labor relations, and employee engagement [2].

GHRM focuses not only on human resource efficiency but also encourages environmentally friendly behavior in the workplace [3], [4]. GHRM implementation is considered capable of supporting the achievement of corporate sustainability goals [5], enhancing corporate image [6] and ultimately impacting organizational performance [7], [8]. Studies with mixed results conclude that GHRM does not support organizational performance [9]. Although numerous studies have examined GHRM in the manufacturing and public sectors, studies on its application in the shipping sector are minimal, particularly in Indonesia.

In addition to GHRM, SL is essential in creating a positive and meaningful work environment [10], [11]. SL encompasses values, attitudes, and behaviors that intrinsically motivate oneself and others toward spiritual well-being through calling and membership [12], [13]. This source of well-being is created through the vision created by the leader. This vision can generate a sense of meaning in work, making work a calling in life. In addition to vision, a culture based on altruistic love can foster a sense of membership [14]. This sense

of calling and membership encourages a person to work selflessly.

Leaders with spiritual values can inspire and motivate employees to work with integrity, empathy, and a broader vision beyond mere material gain. A leader's concern for subordinates can increase intrinsic motivation and performance [15]. Implementing SL can improve organizational performance [16], [17]. Much research has been conducted on the role of SL in organizations, for example, in the education and health sectors, but this is still limited in heavy industry sectors like shipping, which are synonymous with a culture of hard work and hierarchy.

SO refers to employees' perceptions of the organization, the extent to which the organization values their contributions, demonstrates concern for their well-being, and is willing to assist when needed [18]. SO, perceived by employees, such as the company's attention, fairness, and appreciation for their contributions, is also a crucial factor in improving organizational performance. This support strengthens employee commitment [19], [20], engagement [21], [22], and loyalty [23], and creates a work environment conducive to innovation and productivity. Organizational support is considered capable of boosting both employee performance [24], [25] and organizational performance [26], [27].

Research that integrative examines the simultaneous influence of GHRM, SL, and SO on organizational performance, particularly in the context of shipping companies in Indonesia, is still limited. Previous research tends to examine these variables separately or within the context of different sectors. Furthermore, the uniqueness of this research lies in the unique industrial sector context, namely the Indonesian shipping industry, and its holistic approach, which combines environmental aspects (GHRM), spiritual values (spiritual leadership), and relational aspects (organizational support) as determinants of organizational performance. This research will provide theoretical contributions to developing a sustainable strategic human resource management model and practical implications for shipping company management in improving their competitiveness and operational sustainability.

Following the objectives, background, and opportunities to fill the research gap, the conceptual framework of this research is shown in Figure 1.

Based on the research conceptual framework on Picture I, the research hypotheses are as follows:

- H1: GHRM has a significant effect on organizational performance
- H2: SL has a significant effect on organizational performance
- H3: OS has a significant effect on organizational performance.

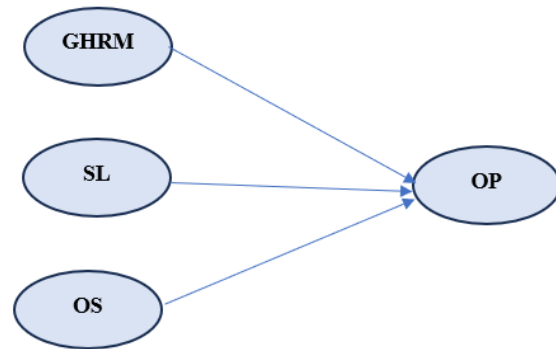


Figure 1. Research Concept Framework

2. Methods

This research is quantitative. The population was 120 shipping company employees providing transportation services to oil companies located in Jakarta. The sample size of 80 refers to the minimum sample size, 10 times the most significant number of indicators in one construct [28].

The SL variable was measured using three indicators: vision, altruistic love, and hope/belief [12], [29]. The GHRM variable used indicators such as green recruitment and selection, green training and development, green performance management and assessment, green rewards and compensation, and green empowerment and participation [30], [31]. The OS variable was measured using eight items developed by Sanlioz [25]. OP variable was calculated using the balanced scorecard developed by Kaplan and Norton, which consists of four perspectives: financial, customer, internal processes, and learning and growth [32].

Data collection used a questionnaire distributed to respondents online via Google Forms. The questionnaire used a Likert scale of 1-5 to determine respondents' perceptions of the variables used. The validity and reliability test of the research instrument was conducted, and all statement items were declared valid. Data analysis used SEM-PLS, which includes outer model test, inner model test, and hypothesis test [33]. The outer model test includes convergent validity and discriminant validity, and reliability was tested using composite reliability and Cronbach's Alpha. Convergent validity is determined from the outer loading value, which is considered valid if > 0.6 [33]. The construct is declared reliable if the composite reliability is ≥ 0.7 and Cronbach's Alpha ≥ 0.6 [33]. Discriminant validity test using the AVE square root value of a construct must be greater than the correlation of the construct with other constructs [34]. The Goodness of Fit (GoF) test evaluates the inner model using the R^2 and predictive relevance (Q^2) values. then a hypothesis test is carried out. R^2 values of 0.75, 0.5, and 0.25 are considered substantial, moderate, and weak. Q^2 values of 0, 0.25, and 0.25 indicate that the

model built has small, medium, and considerable prediction accuracy [28].

3. Results and Discussions

3.1. Outer Model Test

This test evaluated the relationship between the latent variables and their indicators (Table 1). The convergent validity test showed that all indicators had outer loadings >0.6 , thus meeting the validity criteria. The reliability test examined the Composite Reliability and Cronbach's Alpha values, which were >0.7 and >0.6 , respectively, thus meeting the reliability criteria.

Table 1. Outer Model Test Results

Variables	Indicator	Outer Loading	Cronbach Alpha	Composite reliability
OP	OP_BT	0.806	0.836	0.843
	OP_PI	0.877		
	OP_PK	0.767		
	OP_PP	0.822		
GHRM	HRM_BP	0.882	0.931	0.938
	HRM_ME	0.932		
	HRM_PP	0.922		
	HRM_RK	0.913		
	HRM_RS	0.772		
SL	SLC	0.859	0.863	0.863
	SLH	0.872		
	SLV	0.926		
OS	OS_1	0.706	0.930	0.942
	OS_2	0.898		
	OS_3	0.872		
	OS_4	0.885		
	OS_5	0.926		
	OS_6	0.671		
	OS_7	0.603		
	OS_8	0.781		

Discriminant Validity test results using the Fornell-Larker criteria (Table 2). Table 2 shows that the square root of the AVE value of a construct is greater than the correlation of that construct with other constructs, thus meeting the discriminant validity criteria.

Table 2. Discriminant Validity Test Results

	SP	GHRM	SL	OP
SO	0.824			
GHRM	0.688	0.886		
SL	0.720	0.785	0.886	
OP	0.718	0.787	0.777	0.819

3.2 Inner Model Test

R^2 and Q^2 Values

Data analysis results indicate an R^2 value of 0.709, indicating that organizational support, GHRM, and spiritual leadership can explain 70.9% of the variance.

Based on the R^2 values and the formula $Q^2 = 1 - (1 - R^2)$, the predictive relevance (Q^2) value can be calculated as 0.709, meaning the model can explain 70.9% of the data variation. Therefore, the model is feasible and has relevant and significant predictive power.

Hypothesis Testing

After testing the outer model, bootstrapping was performed to test the significance of the path coefficients using the p-value. The results in Table 3 indicate that GHRM, SL, and OS significantly affect OP, thus accepting hypotheses H1–H3. Regarding its influence on organizational performance, the GHRM path coefficient is significant (0.387), indicating that GHRM is the dominant variable influencing organizational performance compared to other variables.

Table 3. Hypothesis Test Results

Hypothesis	Relationship of Variables	Path Coefficient	p-value	Results
H1	GHRM \rightarrow OP	0.387	0.002	supported
H2	SL \rightarrow OP	0.308	0.012	supported
H3	OS \rightarrow OP	0.230	0.013	supported

3.3. Discussions

The Influence of Green Performance Management on Organizational Performance.

The research results show that GHRM, particularly in green performance management and assessment, significantly influences organizational performance. Strong GHRM implementation in this dimension is reflected in increased operational efficiency, decreased customer complaints, and the organization's success in retaining its existing customer base. The research data revealed that the HRM_ME indicator (green performance management and assessment) had the highest loading factor of 0.932, confirming that this indicator is the most dominant component in the GHRM measurement. This finding implies that performance evaluation and management mechanisms oriented toward environmental goals strategically optimise overall organizational performance.

Conversely, the HRM_RS indicator (green recruitment and selection) recorded the lowest loading factor. This condition indicates that recruitment and selection processes that consider sustainability still need strengthening. Improvement efforts can be made by ensuring that the recruitment process focuses not only on technical competency but also on candidates' awareness and commitment to environmentally friendly

practices, so that the continuity of a green culture can be maintained from the initial employee recruitment stage.

The findings of this study are consistent with previous research, which states that green performance management is an essential element in GHRM because it can align individual performance with the organization's environmental goals [35]. When employee evaluation systems are designed with environmentally friendly indicators in mind and provide incentives for achieving these, employees tend to exhibit more proactive, productive, and ecologically responsible work behaviours. This positive impact not only improves operational performance but also reduces the environmental footprint of the organization's activities.

Furthermore, other research asserts that organizations that integrate environmentally friendly practices into HR management have a greater opportunity to achieve a sustainable competitive advantage [36]. This is because sustainability is a key factor valued by consumers, business partners, and other stakeholders. By adopting green performance management and assessment, organizations strengthen their positive public image and increase their ability to adapt to increasingly stringent environmental regulations and dynamic market expectations.

From an organizational sustainability perspective, the success of GHRM in increasing efficiency, improving service quality, and strengthening customer loyalty directly supports long-term business sustainability. Operational efficiency achieved through environmentally friendly practices reduces resource waste, thereby increasing cost-effectiveness. Meanwhile, improved service quality and customer relationships contribute to stable recurring revenue. Thus, GHRM is a human resource management tool and a corporate strategy that integrates environmental, social, and economic dimensions. Likewise, green-oriented performance management and assessment within the GHRM framework have a dual strategic role. First, they contribute directly to organizational performance through efficiency, service quality, and customer retention. Second, they are a critical foundation for creating sustainable competitive advantage while ensuring organizational sustainability amidst global environmental challenges and increasingly complex market competition.

The Influence of Spiritual Leadership on Organizational Performance.

The research results show that SL significantly influences organizational performance. Within this research framework, the vision dimension emerged as the dominant element with the highest loading factor of 0.926, indicating that the leader's vision clarity, strength, and inspiration are the primary drivers of improved organizational performance. Conversely, the

altruistic love dimension had the lowest loading factor (0.859), indicating the need to strengthen aspects of empathy, concern for the welfare of subordinates, honesty in carrying out tasks, and a willingness to protect team members from unfair risks or pressures. This dimension can be improved through values-based leadership development, empathy training, and improved interpersonal communication.

These findings align with previous research [37], which confirmed that spiritual leadership that integrates vision, hope, and altruistic love can create a meaningful work environment, strengthen intrinsic motivation, and build employees' emotional attachment to the organization. This intrinsic motivation is crucial in encouraging proactive behaviour and work dedication, ultimately increasing organisational productivity and service quality. Research also shows that a clear and consistent vision by a leader can foster a sense of ownership in employees, thus encouraging them to contribute their best [38].

Strategically, spiritual leadership provides the foundation for organizational sustainability. Leaders with a strong vision not only guide the achievement of short-term targets but also ensure the alignment of organizational strategy with long-term sustainability principles, including social, environmental, and economic sustainability. A vision emphasising sustainability values can inspire employees to innovate, adopt environmentally friendly practices, and develop harmonious relationships with stakeholders. This aligns with the view that spiritual leadership catalyses organizational transformation toward sustainability by establishing a shared vision that combines business goals and concern for collective well-being [39].

Furthermore, spiritual leadership can be a source of sustainable competitive advantage. In an increasingly complex and uncertain business environment, a leader's ability to motivate employees through a meaningful vision and lofty values becomes a differentiator that is difficult for competitors to imitate. This advantage is realised by creating a cohesive organizational culture, high employee loyalty, and the ability to adapt to change. Thus, spiritual leadership improves organizational performance directly and strengthens the organization's strategic position in the long-term market.

The Influence of Organizational Support on Organizational Performance

The results of this study indicate that Perceived Organizational Support significantly influences organizational performance. Loading factor analysis identified several dominant indicators, including recognition for work (0.926), appreciation for extra effort (0.898), and concern for employee well-being (0.872). These three indicators represent the instrumental and emotional dimensions of support,

which encourage employees to make optimal contributions to achieving organizational goals. Conversely, the indicator of organizational concern for employees' well-being had the lowest loading factor (0.603), indicating that this aspect still requires more attention to optimise the impact of organizational support on performance.

This finding is in line with previous research, which confirms that the support provided by the organization can encourage employees to develop innovative and proactive behavior, which improves organizational performance [27]. Strong organizational support creates a sense of psychological safety and strengthens intrinsic motivation, encouraging employees to take initiative, solve problems creatively, and work beyond formal expectations. This study also supports previous findings [26], highlighting that organizational support is a crucial performance driver, including in small and medium enterprises (MSMEs). In addition, other studies emphasize that social support provided by organizations can increase employee commitment [40], while feeling valued and supported will increase self-esteem, which has a positive impact on work performance [41].

From an organizational sustainability perspective, organizational support is strategic in building a loyal, motivated, and long-term committed workforce. When employees feel recognized, valued, and cared for, retention rates increase, and turnover intentions decrease, thereby maintaining organizational knowledge continuity.

Furthermore, consistent organizational support can be a source of sustainable competitive advantage. This advantage arises because a supportive work climate is challenging for competitors to imitate, as it is built through long-term interactions, organizational values, and trusting relationships between management and employees. Companies that maintain high levels of organizational support tend to have employees who are more adaptable to change, innovative, and responsive to customer needs. Thus, organizational support serves not only as a fulfillment of moral obligations but also as a business strategy that contributes to the organization's competitiveness and sustainability in an increasingly competitive marketplace.

Organizational support, manifested through recognition of contributions, appreciation for extra effort, and attention to employee well-being, has been shown to play a crucial role in improving organizational performance. However, enhancing the dimension of employee personal care is a strategic priority that can strengthen emotional bonds, loyalty, and dedication. Comprehensive organizational support will strengthen the foundation of organizational sustainability and create a competitive advantage that is difficult for competitors to replicate.

4. Conclusions

Based on the research results, this study concludes that GHRM, particularly in green performance management and assessment, has significantly influenced organizational performance. GHRM practices that emphasize evaluation based on environmentally friendly indicators encourage productive and ecologically responsible behavior, thus impacting operational efficiency, service quality, and customer loyalty. In addition, spiritual leadership also contributes positively to organizational performance, primarily through a strong and inspiring vision from the leader. An articulated vision can motivate employees intrinsically, create a meaningful work environment, and encourage the achievement of optimal performance. Organizational support has also been shown to influence organizational performance improvement significantly. Forms of support such as recognition, rewards for extra effort, and concern for employee welfare foster proactive and innovative behavior, increase commitment, and strengthen employees' emotional bonds with the organization. Regarding its influence on organizational performance, GHRM is the most crucial variable in influencing organizational performance.

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