SPIRITUAL-INNOVATIVE LEADERSHIP AS A DRIVER FOR KNOWLEDGE SHARING AND EMPLOYEES SPIRITUAL WELL-BEING IN THE DIGITAL ERA

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ABSTRACT

Innovation is recognized as the basis of competitive organization in this digital era. Leader plays a crucial role in direct the vision and become the role model in the disruption environment. Despite the research on innovation and leadership attract more attention among the scholars, very little empirical research focusing on employee's spiritual well-being. Innovation that is framed and combined with a spirit of spirituality is important to survive in the disruption era. Spiritual-innovative leadership in this case is a pivotal key as a role model in spiritual-innovation for their employees. This type of leadership is expected to be a driving force in achieving organizational goals in this digital era, employee's spiritual well-being achievements are not only limited to material well-being, but also spiritual well-being. This article aims to fill up knowledge gap by offering a discussion the relationship between spiritual-innovative leadership and knowledge sharing which has impact on employee's spiritual well-being.

I. INTRODUCTION

Job satisfaction does not guarantee an individual feels life satisfaction as well. There is a possibility because they are too happy to work, since the feeling of happiness relates to job satisfaction can affect negatively to life satisfaction because it is considered to have an impact on health and quality time with family and friends (Larsson & Thulin, 2017). In addition, the atmosphere of the work environment that is too pressing the individual to make changes or things that are beyond their ability is also considered to be able to deplete individual psychology resources, which is affect the disruption of their well-being (Beal, Trougakos, & Weiss, 2013; Kuppens, Mechelen, & Nezlek, 2007; Uy, Sun, & Foo, 2017). Previous research did not explain much about the relationship between job satisfaction and life satisfaction as well where it relates to employee's well-being. This is where the role of the leader is expected to be able to deal with the issue of employee's well-being in his organization.

The ultimate source of employee well-being is the support of colleagues and work partners in the organization, including the leader (Lechmann & Schnabel, 2013; Stephan, 2017). Spiritual-innovative leader has high innovative values who are able to encourage, support, and motivate their subordinates to think and express creative ideas for the progress of the organization in order to achieve well-being, but still remain in the norms that adopted by the leader as the one who has a high spirituality value. The role of this type of leader is able to awaken and motivate his subordinates that the work they are currently engaged in is an interesting thing (Amabile & Goldfarb, 1990; Kremer, Villamor, Aguinis, & Nw, 2019). The cooperation built in the organization as the effect of good leadership creates employee well-being (Henkel & Hippel, 2005).

One thing that a leader needs to do is to interact with the employees involved in implementing, promoting, and sharing knowledge (Kremer et al., 2019). Knowledge sharing does not happen automatically, in this case the leader has a strong influence and has the potential to influence it (Srivastava, Bartol, & Locke, 2006). As knowledge builder, leader has a function to create and stimulate knowledge sharing within the team in the organization (Lee, Gillespie, Mann, & Wearing, 2010). Knowledge sharing is defined as the exchange of information both openly and quietly in accordance with the task of the team (Lee et al., 2010). Several important aspects such as trustworthiness, system usability, enjoyment felt when helping others, self-efficacy, dan self-image underlie the knowledge sharing of members, it contributes to employee innovation and creativity (Ye, Chen, & Jin, 2006).

Thus, this research offers the discussion about how spiritual-innovative leader could influence employees' well-being in the organization. This research uses knowledge sharing to moderates the relationship between both variables.

II. LITERATURE REVIEW
2.1. Innovative-Spiritual Leadership
A leader is a central role that an organization has. A leader surely should have leadership traits. Leadership characteristics include being able to think strategically, anticipate, analyze, imagine, maintain flexibility, and work with others for a change in the future, so that the organization he/she leads become feasible (Ireland & Hitt, 2005; Shaari, Amar, Zainol, & Harun, 2015). Automatically, leader plays a role in making decisions as well, which is this role is very complex. The decision maker in making and determining the decisions taken is also influenced by several factors. These factors include values, beliefs, needs, and skills. These factors can affect the personality of the leader and have an impact on the ethical decision making. In order to reach a decision that is beneficial to all parties within the organization, the leader must be able to interact with his subordinates well and carry out his duties by utilizing the skills he has (Barnett & Karson, 1987; Fernando & Jackson, 2006; Fritzsche, 1991).

In determining decisions, it is likely possible to be influenced by spiritual or religious factors that are believed by the leader. Because personality can also be influenced by their religious orientation (Fernando & Jackson, 2006). Previous research revealed that ethical decision making is influenced by the religiosity of the leader (Fernando & Jackson, 2006; Longenecker, Mckinney, & Moore, 2004). Because they are able and more clear in defining adopted norms, where these norms have an important function in ethical judgement. (Singhapakdi, Salyachivin, Virakul, & Veerayangkur, 2000) argue that the moral standards possessed by religious leaders are also higher than they who are less religious. Furthermore, the meaning between religious and spiritual is actually different even though the term overlaps (Zinnbauer et al., 1997). The basic argument is, spirituality speaks about the condition of the relationship between human and God, meanwhile religion refers to certain practices, worship, and beliefs (Gotsis & Kortezi, 2008; Nadesan, 1999; Phipps, 2012).

A spiritual leader is a leader who has the will, intention, and strong belief in higher and clearer goals, has love among others, and has good service to others. These could foster higher performance while ensuring well-being, motivation, involvement, and satisfaction of employees. Things like this are considered by some people as part of a religious framework that shape

individual as a spiritual leader (Altman, 2010). Spiritual leader has planned ahead of time about the organization's future both towards future goals that are considered unrealistic, strategic planning, and dogmatic decision making (McCormack, Brinkley-rubinstein, & Craven, 2012). Leadership effectiveness of a leader is closely related to individual spiritual values and practices. Spirituality values include humility, honesty, integrity, being able to be a role model for others, behaving well, and respecting others (Pawar, 2014; Reave, 2005). The relationship between the behavior and spiritual values of a leader towards subordinates tends to be strong when spirituality in the organization is high (Pawar, 2014). Thus, it could be understood that if spirituality values spread both within the organization and within individuals, then the leader's treatment to his subordinates will be good and open, so that the quality of the work of the organization becomes good and well-being can be achieved.

With all the benefits received from spiritual leader, innovation still becomes a factor that support the resilience and development of an organization. Innovation is a necessity that the organization must has in relation to competitiveness in the millennial era (Kremer et al., 2019). Innovation is a real implementation of creative ideas (Amabile et al., 1996). Innovation can only be activated by innovative people, then the role of innovative leader becomes central and important since leader is the one who leads an organization (Kremer et al., 2019). Here leader plays a crucial role to trigger the emergence of creative ideas owned by their employees (Kremer et al., 2019). Therefore, it is not surprising that innovative leader is called by the agent of change who actively promote the presence of creative ideas and has a good management of these ideas, so that they become something that have high innovative value (Kremer et al., 2019).

Thus, from the explanation above it can be concluded that spiritual-innovative leader is those who is a leader-minded and has high innovative values who are able to encourage, support, and motivate their subordinates to think and express creative ideas for the progress of the organization in order to achieve common well-being but still remain in the corridor of the norms that adopted by the leader as the one who has a high spirituality value. The role of this type of leader is able to awaken and motivate his subordinates that the work they are currently engaged in is an interesting thing (Amabile & Goldfarb, 1990; Kremer et al., 2019). This kind of awareness enhances work quality of the employees to innovate in the spiritual environment formed by the leader. The voice of spiritual-innovative leader is the main key to the success of an organization as a result of good collaboration between leader and subordinates (Kremer et al., 2019; Rank, Pace, & Frese, 2004). Good

cooperation affects the well-being of the employees who take shelter within the organization led by the leader (Henkel & Hippel, 2005).

2.2. Well-Being

According to WHO, well-being can be felt if a person is able to recognize his self-potential, be able to cope with the stress of his life, work productively, and be able to contribute to himself and his surroundings (Deng, Liang, & Fan, 2019). (Liu, Siu, & Shi, 2010; Stephan, 2017) claim that well-being means a life that is good and peaceful, characterized by a sense of satisfaction and happiness. Well-being basically is a psychological concept. It is associated with a person's mental state, whether the person has a happiness or not. The benchmark is how the person judges the quality of life he/she carries out as a fortune to be grateful for (Blanchflower & Oswald, 2000; Deng et al., 2019). People's good levels of well-being are those who have a good scale of life happiness. They are able to control emotion and always have a positive mood. Actually the essence of well-being is how individual can understand and like his/her own life and be grateful for what he/she has achieved in life (Larsson & Thulin, 2017).

In the previous explanation mentioned that well-being is closely related to the happiness felt by individual. In the parable of a democratic country, it is proven that people feel happier if they are involved in determining their future in the country, as well as in the organization. Employees feel happiness when they are involved in business processes, especially on simple things such as expressing ideas and opinions for the progress of the organization that is appreciated by the leader (Frey & Stutzer, 2002). This kind of things cause happiness by the employees because they feel appreciated for their hard work, so this has a positive effect in their well-being, especially their inner well-being (Larsson & Thulin, 2017).

Because human is a social human being who live in the midst of society, then the well-being felt by individual can be influenced by several factors such as socio-economic, cultural, general beliefs, and other social activities (Deng et al., 2019). Subordinates well-being directly influences how work patterns are adopted in the organization. How leader leads their employees to think and apply creatively within the organization. Innovative things like this create positive well-being effects for employees (Henkel & Hippel, 2005). The main source of employee well-being comes from the support of colleagues and work partners in the organization (Lechmann & Schnabel, 2013; Stephan, 2017).

2.3. Knowledge Sharing

To become a spiritual-innovative leader, one thing that a leader needs to do is interact with the subordinates involved in implementing, promoting, and sharing knowledge (Kremer et al., 2019). Knowledge sharing contributes to employee innovation and creativity, then it also involves the identity and culture of the organization, routine, system, and policy. Knowledge as a valuable abstract resource and it could help organization to maintain their competitive advantage (Bock, Zmud, Kim, & Lee, 2005; Fang & Chiu, 2010; Pavlin, 2006). In millennial era, the motivation to do virtual community is by knowledge sharing (Fang & Chiu, 2010). Several important aspects such as trustworthiness, system usability, enjoyment felt when helping others, self-efficacy, dan self-image underlie the knowledge sharing of members (Ye et al., 2006).

Among the several factors that influence knowledge sharing is the leadership factor, which is the strongest among other factors (Politis, 2001; Srivastava et al., 2006). Knowledge sharing is defined as the exchange of information both openly and quietly in accordance with the task of the team (Lee et al., 2010). (M T Hansen & Haas, 2007) argue that knowledge sharing has functions as a provider or receiver of technical information and skills. Interaction and communication between team members are involved in the process of knowledge sharing, including coordination from someone who knows what is in the team very well regarding information and expertise (Cohen, Bailey, & Bailey, 1997; Faraj & Sproull, 2000).

Knowledge sharing is a suggestion for employees to accumulate knowledge and get maximum results in the organization (Cabrera & Cabrera, 2005; Damodaran & Olphert, 2000; Kremer et al., 2019). Sharing knowledge related to ideas relating to the sustainability of the organization such as reducing production costs and improving work performance (Collins & Author, n.d.; Morten T Hansen & Hansen, 2002; Kremer et al., 2019; Mesmer-magnus & Dechurch, 2014). Knowledge sharing has a positive effect on the members satisfaction and knowledge integration as well (Kremer et al., 2019).

According to (Bahn, 2005) there are at least four important tasks of a leader, there are knowledge builder, team builder, liaison stakeholders, and enforcing organizational standards (Lee et al., 2010). Knowledge sharing does not happen instantly or automatically, in this case the leader has a strong influence and has the potential to influence it (Srivastava et al., 2006). As knowledge builder, leader has a function to create and stimulate knowledge sharing within the team in the organization (Lee et al., 2010). The leader tries to jump directly into the team and together solving the problems faced, here the leader acts as a

promotor and trigger knowledge sharing (Srivastava et al., 2006). Thus, it can be concluded that leader could promote knowledge sharing.

III. CONCEPTUAL MODEL

Based on literature review in the previous section, the conceptual models can be described in Figure 1 and hypothesis proposed as follows:

H1: Spiritual-innovative leadership will increase knowledge sharing of the employee

H2: Spiritual-innovative leadership will increase employee spiritual well-being.
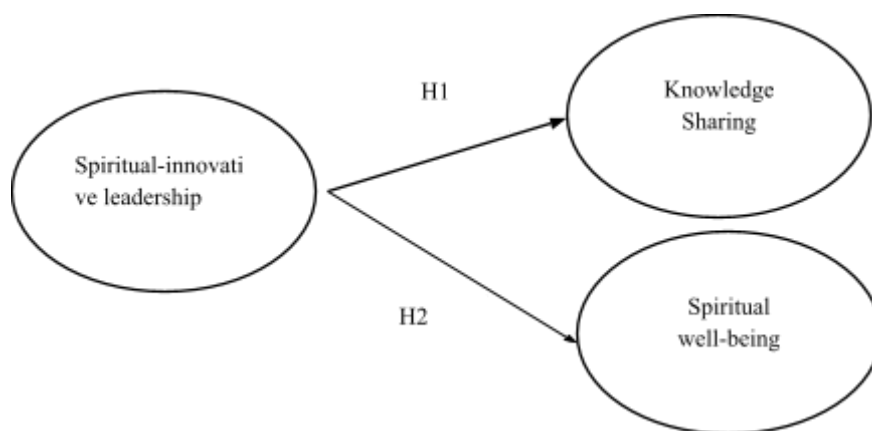
IV. CONCLUSION

The concept of spiritual-innovative leadership, knowledge sharing and spiritual well-being have not been widely discussed in the current literature, especially in digital era. This article aims to build a conceptual model for consequences of spiritual-innovative leadership. In the future, author plans to further validation the proposed model, in steps follow:

1. Develop concept of spiritual innovative leadership.
2. Develop a measurement of each variable in this study.
3. Conduct some pilot studies to improve variable measurement.
4. Conduct a survey to the respondents to test the validity of each instrument
5. Developed by structural and nomological.
6. Test the proposed model.

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