

## Mediation of Spiritual Human Capital in the Relationship Between Transformational and Spiritual Leadership on the Performance of Prison Officers in West Kalimantan Province

Huzaifah Makmur Hidayah<sup>1</sup>, Nurul Komari<sup>2</sup>, Ilzar Daud<sup>3</sup>

Universitas Tanjungpura, Indonesia

\*Email: huzaifahhidayat008@gmail.com, [nurul.komari@ekonomi.untan.ac.id](mailto:nurul.komari@ekonomi.untan.ac.id), [ilzar.daud@ekonomi.untan.ac.id](mailto:ilzar.daud@ekonomi.untan.ac.id)

ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b>            Transformational Leadership; Spiritual Leadership; Spiritual Human Model; West Kalimantan Prison</p>	<p><i>Leadership in organizations is a process that involves many formal and informal leaders at all levels and in various organizational subunits. This study explores the influence of transformational leadership and spiritual leadership on spiritual human capital and officer performance at the West Kalimantan State Prison. Using a quantitative approach with the Structural Equation Modeling (SEM) method, this study tests the hypothesis that transformational and spiritual leadership influence spiritual human capital, which then mediates officer performance. The results of the analysis show that spiritual leadership has a significant influence on officer performance and spiritual human capital, while transformational leadership does not show a significant direct influence. Spiritual human capital was shown to mediate the relationship between spiritual leadership and officer performance. These findings emphasize the importance of meeting officers' spiritual needs to enhance their performance, as well as the crucial role of spiritual leadership in organizations. This study provides insight into how effective leadership can enhance productivity and performance in the correctional context.</i></p>

### INTRODUCTION

Leadership in organizations is a process that involves many formal and informal leaders at all levels and in various organizational subunits. The fates of different leaders are closely intertwined in complex ways and the overall performance of the organization is likely to suffer if the decisions made by different leaders are not in line with each other (Yukl, 2008). Although, top executives have the ultimate responsibility for strategic decisions. These decisions are unlikely to be implemented successfully without the support and commitment of middle and lower-level leaders in an organization (Beer et al., 1993); (Huy, 2002); (O'Reilly et al., 2010); (Wai-Kwong et al., 2001)

Human resource development must be accompanied by the availability of formal and non-formal education. Human resources can be improved by making a targeted plan. The hope is to acquire new abilities, skills, and attitudes that are in accordance with the needs of the company and the job. Human resource development programs achieve varying degrees of success, such as improving work ethic, providing incentives and opportunities for education and training, promotions, and transfers. One of them is providing leadership training to officers who excel and are considered capable. This is needed to prepare future leaders.

The performance of correctional officers is currently one of the interesting topics to discuss because the performance of officers determines the future of correctional institutions. Morals are an important factor for a country, a peaceful nation has policies in several ways, namely that its people do not take advantage of each other. Therefore, morality needs to be instilled in every Indonesian person, especially correctional officers who are one of the front lines in guiding prisoners so that they can return to the right path. So a leader is needed who can provide motivation and direct involvement in the field to find out the real situation and the need for a leader's ability to learn what affects the performance of these officers.

The performance of correctional officers can also be affected by workloads that do not match the reality of conditions in the organization. This can be seen from the gap between the number of capacity and the number of prisoners and the number of prison officers themselves. This is also what makes it possible for the performance of prison officers to be inconsistent, so support is needed from organizational leaders, organizational culture and *human capital* in an integrated manner to support the improvement of the performance of prison officers themselves.

**Table 1. Actual Data on Capacity Conditions, Reality and Prison Officers in West Kalimantan Province in 2023**

Prison	Capacity	Number of Prisoners	Number of Prison Officers
Class II B Sambas State Prison	250	414	40
Class II B Putussibau State Prison	150	132	40
Class II B Landak State Prison	93	286	48
Class II B Sanggau State Prison	211	419	46
Class II A State Prison Pontianak	220	1003	106
Class II B State Prison Mempawah	186	530	61
Class II B Bengkayang State Prison	119	375	41

Source: *Lakip Ministry of Law and Human Rights of West Kalimantan, 2023*

Based on the table above, it can be seen the condition between the capacity or capacity for prisoners with the number of prisoners and the number of officers at the Detention Center in West Kalimantan. (Drucker, 2012) that most management theories do not offer solutions for organizations to their current problems. Existing leadership theories offer definitions that refer to certain leadership elements, such as leader characteristics (Wyatt & Silvester, 2018), style (Anderson & Sun, 2015), leader-member exchange (Vidyarthi et al., 2014) and authenticity (Yagil & Medler-Liraz, 2014). Among the leadership theories used in this study are transformational leadership and the development of a new leadership theory developed by (Fry, 2003), namely spiritual leadership theory.

Transformational leadership theory provides solutions to the identified problems by suggesting that leaders use behaviors such as individualized consideration (listening to followers' needs and providing support), intellectual stimulation (challenging current assumptions and stimulating new ideas), inspirational motivation (creating and expressing an optimistic vision) and idealized influence (setting a good example for followers) (Bass, 1999); (Northouse, 1999). Although transformational behaviors can address organizational issues, such as those related to corporate climate and culture (Deinert et al., 2015) there are some criticisms of this theory that focus on the importance of ethics and the abuse of leader power to manipulate follower behavior (Boddy, 2017)

The theory of spiritual leadership explains that spiritual leadership is a set of values, attitudes and behaviors needed to motivate oneself or others intrinsically so that everyone has a sense of spiritual survival through membership and calling. Therefore, the dimensions of spiritual leadership developed by (Fry, 2003) consist of vision, hope/faith, altruistic love, membership and calling. So based on this model, all dimensions of spiritual leadership will affect the spiritual survival of its followers, namely calling and membership which are the main capital for followers to give their full potential to the organization. Then in the end it will have an impact on the commitment and productivity of the organization.

Some of the right ways and strategies for an organization to create a good performance existence for the long term. Companies or organizations utilize the unique assets or resources they have to create these opportunities. One approach that can be used is *the human capital theory* proposed by (Becker, 2009). According to (Becker, 2009) *human capital* as human capital that is directly useful in the production process or organizational activities so that human capital is useful for increasing worker productivity in tasks, organizations and various situations and ultimately improving the performance of the organization.

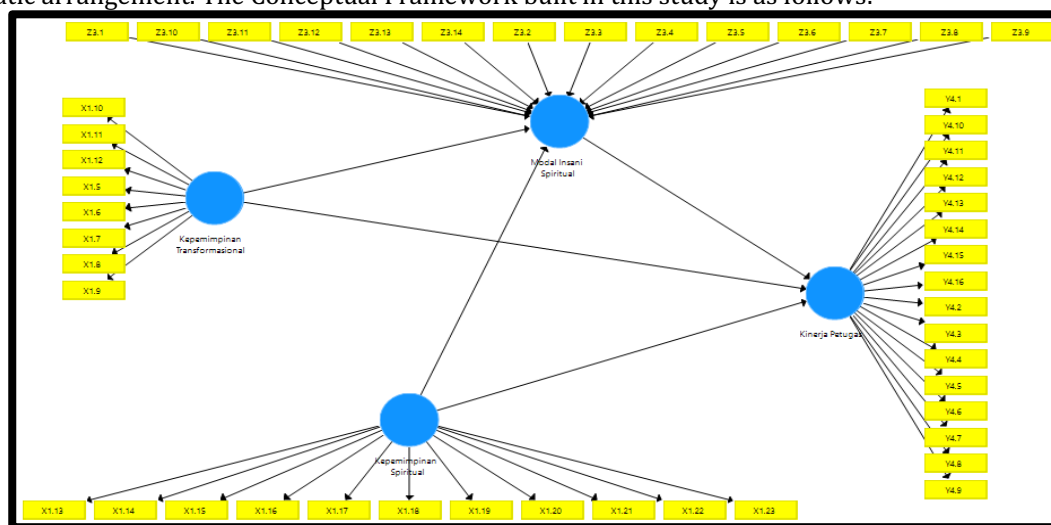
The concept of *human capital* (Becker, 2009) emerged due to the shift in the role of human resources. *Human capital* emerged from the idea that humans are *intangible assets* that have many advantages, namely: <sup>1</sup> human abilities when used and distributed will not decrease but increase for the individual concerned or for the organization, <sup>2</sup> humans are able to change data into meaningful information and <sup>3</sup> humans are able to share intelligence with various parties. The concept of *human capital* or human capital is urgent to be implemented in organizations to form good long-term performance. In this case, support is needed from the leader of the organization, the organization itself to form *human capital* or human capital.

Several studies related to the relationship between leadership and performance, including (Alwali & Alwali, 2022); (Kusumah et al., 2021); (Park et al., 2022); (C. Yang et al., 2020) have shown that transformational leadership has an influence on *performance*. Research related to *human capital* and performance, including (Chyne & Syngkon, 2020); (Mahsud et al., 2011), has shown that *human capital* has an influence on *performance*. In relation to research on performance as above, many have been conducted, but the performance of prison officers, especially in West Kalimantan Province, has not been comprehensively known so it is interesting to know how the performance of prison officers in West Kalimantan Province is seen from the determination of

transformational leadership style and spiritual leadership, which is supported by *spiritual human capital* or spiritual human capital can affect the performance of these prison officers.

### Conceptual Framework and Research Hypothesis

According to (Sugiyono, 2021) a conceptual framework is a conceptual framework which is a thought process about how theory relates to factors that have been identified as problems in a research topic with a systematic arrangement. The Conceptual Framework built in this study is as follows:



**Figure 1 Research Model**

### Transformational Leadership and Officer Performance

Leadership style determines the organizational performance that needs to be realized by subordinates and provides suggestions and feedback for its implementation. In this case, subordinates can know the role and executives know the demands of subordinates at the same time. The results of the study showed that leadership style has a positive and significant correlation with organizational performance. Therefore, leadership style must be used appropriately and carefully to guide and motivate subordinates (Elenkov, 2002) Research conducted by (Alrowwad et al., 2020) (Buil et al., 2019); (Koech & Namusonge, 2012); (Noruzy et al., 2013); (Para-González et al., 2018); (Samad, 2012) concluded that transformational leadership style has an effect on performance, while other studies conducted by (Apriyanto & Satrio, 2015); (Nurhuda et al., 2018); (Minarika et al., 2020); (Vipraprastha et al., 2018) concluded that transformational leadership style has no effect on performance.

H1: Transformational leadership has an effect on officer performance.

### Spiritual Leadership and Officer Performance

Spiritual leadership can be viewed as an emerging paradigm that connects spirituality and leadership, (Sweeney & Fry, 2012) "Spiritual" in this context relates to recognizing and developing the essence or animating power that makes humans fully human, (Sweeney & Fry, 2012) That the spiritual source of leadership is the practice of inner life that gives individuals insight into who they are, where they find meaning in life (purpose), their vision for creating a life that has a positive impact on others, and the value of the contributions they make, (Sweeney & Fry, 2012) That individuals can enrich their inner lives by engaging in activities such as spending time with nature, praying, meditating, reading inspiring literature, yoga, observing religious traditions, studying role models, writing journals, exercising and reflecting on experiences, According to, (Tobroni, 2015; Udin, 2019) the concept of spiritual leadership is believed to be the solution to the current leadership crisis, due to the decline in human values as a result of malethics and ethical crises. Several previous research results stated that spiritual leadership plays an important role in improving officer performance (Udin, 2019) while other findings stated that spiritual leadership has no significant effect on performance (Maryati & Astuti, 2022; Supriyanto & Suhartini, 2023)H2: Spiritual leadership influences officer performance

### Spiritual Human Capital and Officer Performance

The importance of spiritual capital is becoming increasingly important because efforts to build intelligent people with high IQ and people who are good at managing their emotions in influencing others do not lead humans to the meaning of life (Rahmadi et al., 2024). In essence, professionalism, high intellectuality and capability and competence are indeed needed, but if all of that is not realized and not controlled by good spirituality, then negative things will emerge that are destructive.

Several previous studies conducted by (Mahsud et al., 2011; Odhon'g & Omolo, 2015; Ongkorahardjo et al., 2008) stated that *human capital* has an influence on performance, while research (Aprilyani et al., 2020) states that *human capital* has no influence on performance .

H3: Spiritual human capital influences officer performance.

### Transformational Leadership and Spiritual Human Capital

The existence of a new era of global economy, in which there is a need to employ a workforce that is ready for skilled individuals, this in return will benefit the organization at a minimum cost. In addition, human resource skills are the main source for almost all organizations to provide high-quality services ((Al-Ali et al., 2019) In addition, to improve the quality of organizational performance, managers and leaders must retain qualified and skilled individuals in their organizations. Transformational leaders can increase employee motivation by inspiring them to achieve higher goals so that they will encourage employees to develop their skills and knowledge, which ultimately increases human capital.

Several previous studies conducted by (Alneyadi et al., 2019; Birasnav et al., 2011) stated that transformational leadership has an influence on the development of human resources or human capital of officers or employees.

H<sub>4</sub>: Transformational leadership has an effect on spiritual human capital

#### **Spiritual Leadership and Spiritual Human Capital**

In spiritual leadership there is intrinsic motivation consisting of vision, hope/belief, and altruistic love (more concern for the welfare of others), which consists of two spiritual needs, namely a sense of calling and social relationships. Calling is a key dimension of spiritual leadership needs. Furthermore, employees will be internally motivated by leaders who are able to fulfill their spiritual needs. This fulfillment is achieved through the creation of a vision that provides a sense of calling and building an organizational culture based on altruistic love and concern for others (Fry et al., 2011). Based on this view, spiritual leadership can awaken the spirituality of subordinates in the workplace when the spiritual needs of subordinates can be fulfilled. The findings (Afsar et al., 2016) show that spiritual leadership has an effect on spirituality in the workplace. The application of spirituality to leaders and subordinates will lead to high appreciation for the well-being of both personal and past people and the quality of good relationships with others.

This will give rise to a sense of purpose and meaning in life, the capacity to effectively manage the environment, the ability to follow one's deepest convictions, a sense of continued growth and self-realization (Fry et al., 2011). Workplace spirituality has been a major focus for workers for many years (Marques et al., 2005). Employees who spend a lot of time separating spirituality from religion in the workplace are ineffective. Even effective leaders must create an environment for employees to express their religion and respect the beliefs or religions of others (Hill, 2005).

H<sub>5</sub>: Spiritual leadership has an influence on spiritual human capital.

#### **The influence of transformational leadership on officer performance is mediated by spiritual human capital.**

Leadership is closely related to the spiritual capital of officers and also its impact on officer performance. Leaders who have goals in accordance with the organization and certain characteristics can improve the performance of officers who have good spiritual capital. Officers who have good spiritual capital will be more *receptive* to a person's leadership style. They will more easily understand and appreciate the values conveyed by the leader. In addition, they are also more proactive in finding meaning in their work and contributing positively to the organization. Based on this statement, it can be concluded that human capital can mediate the relationship between transformational leadership and officer performance.

H<sub>6</sub>: Spiritual human capital mediates the influence of transformational leadership on officer performance.

#### **The influence of spiritual leadership on officer performance is mediated by spiritual human capital.**

(Sweeney & Fry, 2012) stated that spiritual leadership that includes vision, hope/belief and altruistic love, will be able to influence spirituality in the workplace through calling and membership called spiritual well-being. Through this calling and membership, it will affect employee performance. The results of the study showed that spiritual leadership affects performance. (Fry, 2003); (F. Yang et al., 2019) Research (Fry et al., 2011) found that the influence of spiritual leadership on performance was mediated by spirituality in the workplace. Furthermore (F. Yang et al., 2019) found that the influence of spiritual leadership on employee performance was mediated by relational energy. Based on the findings of the study, it was obtained that spiritual leadership did not have a direct effect on performance but was mediated by other intrinsic variables.

H<sub>7</sub> : Spiritual human capital mediates the influence of spiritual leadership on officer performance.

Despite extensive research on leadership styles and their impact on organizational performance, the unique role of spiritual leadership in fostering spiritual human capital among correctional officers remains underexplored. Existing studies primarily focus on transformational leadership and overlook how spiritual leadership can address the specific challenges faced by prison officers, such as high workloads and moral conflicts. Furthermore, the integration of spiritual leadership with human capital theory in the context of correctional facilities, especially in regions like West Kalimantan, has not been comprehensively studied.

This study offers a novel perspective by combining spiritual leadership and transformational leadership to examine their collective influence on spiritual human capital and officer performance in correctional institutions. The research employs a Structural Equation Modeling (SEM) approach to analyze these relationships, providing a fresh methodological framework. By focusing on correctional officers in West Kalimantan, this study also addresses the geographical and organizational gaps in leadership research.

The primary objective of this research is to evaluate the mediating role of spiritual human capital in the relationship between leadership styles and officer performance. Practically, the study aims to offer actionable insights for prison management to enhance performance through tailored leadership training programs. The findings are expected to contribute to the academic discourse on leadership in high-stress environments and provide a model for integrating spiritual leadership into human resource development strategies in correctional facilities.

**METHOD**

This type of research is quantitative associative research using at least two connected variables. This is done to find a causal relationship between one independent variable (exogenous) and a dependent variable (endogenous) using a hypothesis (Lomotu, 2021). This research was conducted in the West Kalimantan State Detention Center Area. In addition, the location of this research is also based on the researcher's desire to see the phenomenon of the performance of prison officers in the West Kalimantan State Detention Center area and there has never been a similar study with the research plan to be carried out by researchers in the area. The variables in this study are transformational leadership (X1), spiritual leadership (X2), spiritual human capital (Z) and officer performance (Y).

The data collection technique used a questionnaire, the population in this study were all correctional officers at the State Prison in West Kalimantan, as many as 382 people, and the sample used was saturated sampling, which means a sampling technique when all members of the population are sampled. The analysis in this study used the *structural equation model* (SEM) method. SEM PLS is a multivariate technique that combines factor analysis and multiple regression that allows research to simultaneously examine a series of interrelated relationships between measured variables and latent constructs and between several latent constructs (Hair et al., 2019)

**RESULTS AND DISCUSSION**

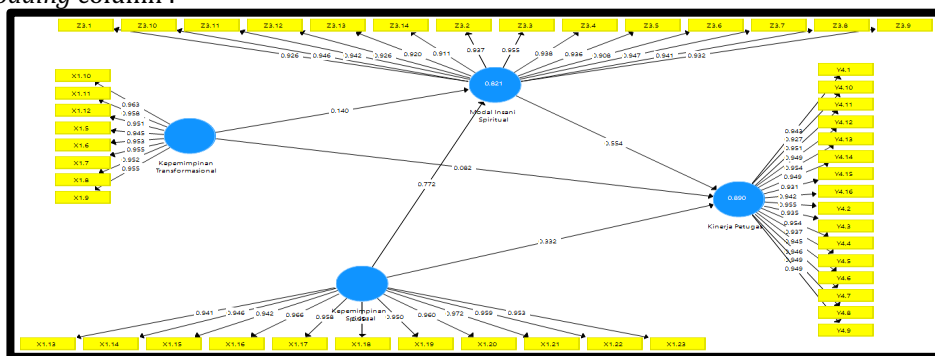
Evaluation of the indicator measurement model includes examination of individual item *reliability*, *internal consistency or composite reliability*, *average variance extracted*, and *discriminant validity*. The first three measurements are grouped into *convergent validity*.

**Convergent Validity**

Convergent Validity consists of three tests, namely item reliability (validity of each indicator), *composite reliability*, and *average variance extracted* (AVE). *Convergent validity* is used to measure how much the existing indicators can explain the dimensions. This means that the greater the convergent validity, the greater the ability of the dimension to apply its latent variables.

**a. Reliability Item**

Item reliability or what we usually call indicator validity. Testing of *item reliability* (indicator validity) can be seen from the *loading factor value* ( *standardized loading* ). The loading factor value is the magnitude of the correlation between each indicator and its construct. A *loading factor value* above 0.7 can be said to be ideal, meaning that the indicator can be said to be valid as an indicator to measure the construct. However, a *standardized loading factor value* above 0.5 is acceptable. While a *standardized loading factor value below 0.5 can be removed from the model* ((Wen et al., 2019)). *The following are the item reliability values that can be seen in the standardized loading column* :



**Table 2. Composite Reliability Results**

	Cronbach's Alpha
Transformational Leadership	0.986
Spiritual Leadership	0.990
Spiritual Human Capital	0.992
Officer Performance	0.989

Source: 2024 Data Processing Results

Based on table 2 above, it shows that the composite reliability value for transformational leadership is 0.986; spiritual leadership is 0.990; spiritual human capital is 0.992; officer performance is 0.989. The latent four obtained a Cronbach's alpha value above 0.6 so that it can be said that all factors have good reliability as a measuring tool.

Average Variance Extracted (AVE) describes the amount of variance that can be explained by items compared to the variance caused by measurement error. The standard is if the AVE value is above 0.5 then it can be said that the construct has good convergent validity. This means that the latent variable can explain an average of more than half of the variance of its indicators.

**Table 3. Results of Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
Transformational Leadership	0.910
Spiritual Leadership	0.911
Spiritual Human Capital	0.893
Officer Performance	0.871

Source: Data Processing Results 2024

Based on table 3 above, it shows that the AVE value for transformational leadership is 0.910; spiritual leadership is 0.911; spiritual human capital is 0.893; officer performance is 0.871. The four variables have AVE above 0.5 so that the construct has good *convergent validity* where the latent variables can explain an average of more than half of the variance of its indicators.

**c. Discriminant Validity**

Discriminant validity examination of the reflective measurement model is assessed based on cross loading and comparing the AVE value with the square of the correlation between constructs. The measure of cross loading is comparing the correlation of indicators with their constructs and constructs from other blocks.

**Table 4. Discriminant Validity**

	Spiritual Leadership	Transformational Leadership	Officer Performance	Spiritual Human Capital
X1.10		0.963		
X1.11		0.958		
X1.12		0.951		
X1.13	0.941			
X1.14	0.946			
X1.15	0.942			
X1.16	0.966			
X1.17	0.958			
X1.18	0.951			
X1.19	0.950			
X1.20	0.960			
X1.21	0.972			
X1.22	0.959			
X1.23	0.953			
X1.5		0.945		

X1.6	0.953
X1.7	0.955
X1.8	0.952
X1.9	0.955
Y4.1	0,943
Y4.10	0,927
Y4.11	0,951
Y4.12	0,949
Y4.13	0,954
Y4.14	0,949
Y4.15	0,931
Y4.16	0,942
Y4.2	0,955
Y4.3	0,935
Y4.4	0,954
Y4.5	0,937
Y4.6	0,945
Y4.7	0.946
Y4.8	0.949
Y4.9	0.949
Z3.1	0.926
Z3.10	0.946
Z3.11	0.942
Z3.12	0.926
Z3.13	0.920
Z3.14	0.911
Z3.2	0.937
Z3.3	0.955
Z3.4	0.938
Z3.5	0.936
Z3.6	0.908
Z3.7	0.947
Z3.8	0.941
Z3.9	0.932

Source: 2024 Data Processing Results

discriminant validity will be able to explain its indicator variables higher than explaining the variants of other construct indicators. The value of discriminant validity or loading factor for each variable has a higher correlation with its variables compared to other variables. Likewise with the indicators of each variable. This shows that the placement of indicators on each variable is correct.

**Inner Model Analysis**

R-square is a measure of the proportion of variation in the value influenced (endogenous) that can be explained by the variables that influence it (exogenous). This is useful for predicting whether the model is good/bad. The r-square result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is weak (bad) ((Juliandi & Manurung, 2014)). Based on the data processing that has been done using the smartPLS 3.0 program, the R-Square value is obtained which can be seen in the following figure and table:

**Table 5 R2 results**

	R Square	R Square Adjusted
Officer Performance	0.890	0.889
Spiritual Human Capital	0.821	0.820

Source: 2024 Data Processing Results

From table 5 above, it is known that the influence of X1, X2 and Z on Y with an rsquare value of 0.890 indicates that the variation in Y value can be explained by the variation in X1, X2 and Z values of 89% or in other words that the model is substantial (good), and 11% is influenced by other variables. Furthermore, the influence of X1 and X2 on Z with an rsquare value of 0.821 indicates that the variation in Z value can be explained by the variation in X1 and X2 values of 82.1% or in other words that the model is substantial (good), and 17.9% is influenced by other variables.

**Hypothesis Testing**

This hypothesis testing is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing. Hypothesis testing in this study is divided into direct influence and indirect influence. Based on the data processing that has been done using the smartPLS program, the results of the direct influence hypothesis test can be seen in the following path coefficient table:

**Table 6. Path Coefficient**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Transformational Leadership -&gt; Officer Performance</b>	0.082	0.087	0.070	1,183	<b>0.238</b>
<b>Spiritual Leadership -&gt; Officer Performance</b>	0.332	0.320	0.091	3,656	<b>0,000</b>
<b>Spiritual Human Capital -&gt; Officer Performance</b>	0.554	0.560	0.074	7,510	<b>0,000</b>
<b>Transformational Leadership -&gt; Spiritual Human Capital</b>	0.140	0.128	0.135	1,033	<b>0.302</b>
<b>Spiritual Leadership -&gt; Spiritual Human Capital</b>	0.772	0.784	0.119	6,464	<b>0,000</b>

*Source: 2024 Data Processing Results*

Based on table 5, it can be stated that the test of hypothesis 1 the influence of transformational leadership on officer performance has a path coefficient of 0.082, and has a probability value (p-value) of 0.238, meaning that transformational leadership does not affect the performance of prison officers. This is in line with research conducted by (Apriyanto & Satrio, 2015); (Nurhuda et al., 2018); (Purwanto et al., 2021); (Vipraprastha et al., 2018)) which states that transformational leadership does not affect performance. Hypothesis 2 The influence of spiritual leadership on officer performance has a path coefficient of 0.332 and a probability value of 0.000, meaning that spiritual leadership affects the performance of prison officers, this is in line with research conducted by (Tobroni, 2015); (Udin, 2019) which states that there is an influence between spiritual leadership and performance. Hypothesis 3 The influence of spiritual human capital on officer performance has a path coefficient value of 0.554 and a probability value (p-value) of 0.000, meaning that spiritual human capital has an influence on the performance of prison officers, this supports research conducted by (Mahsud et al., 2011); (Ongkorahardjo et al., 2008); (Odhon'g & Omolo, 2015) which states that spiritual human capital influences performance. Hypothesis 4 the influence of transformational leadership on spiritual human capital has a path coefficient value of 0.140 and a probability value (p-value) of 0.302, meaning that transformational leadership does not affect spiritual human capital at the West Kalimantan State Prison, this is not in line with research conducted by (Alneyadi et al., 2019); (Birasnav et al., 2011); (Purwanto et al., 2021) which states that transformational leadership affects spiritual human capital. Hypothesis 5 the influence of spiritual leadership on spiritual human capital has a path coefficient value of 0.772 and a probability value or (p-value) of 0.000 meaning that spiritual leadership affects spiritual human capital at the West Kalimantan State Prison, this is in line with research conducted by (Afsar et al., 2016) which states that spiritual leadership affects spiritual human capital.

**Indirect Testing**

The indirect influence between the independent and dependent variables in this study can be stated as follows:

**Table 7. Specific Indirect Effects**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics (O/STDEV)</b>	<b>P Values</b>
<b>Transformational Leadership -&gt; Spiritual Human Capital -&gt; Officer Performance</b>	0.077	0.073	0.076	1,019	<b>0.309</b>
<b>Spiritual Leadership -&gt; Spiritual Human Capital -&gt; Officer Performance</b>	0.427	0.438	0.083	5,174	<b>0,000</b>

*Source: 2024 Data Processing Results*

Based on table 6 above, it can be stated that the test of hypothesis 6 is the influence of transformational leadership on officer performance through spiritual human capital has a path coefficient of 0.077 with a

probability value (p-value) of 0.309, meaning that spiritual human capital does not mediate the influence between transformational leadership on the performance of prison officers at the West Kalimantan State Detention Center. The different thing in Hypothesis 7, the influence of spiritual leadership on officer performance through spiritual human capital is known to have a path coefficient value of 0.427 and a probability value (p-value) of 0.000, which means that spiritual human capital is able to mediate spiritual leadership on the performance of prison officers at the West Kalimantan State Detention Center, this supports previous research, namely (Han et al., 2018) which states that spiritual leadership is mediated by spiritual human capital on performance.

## **CONCLUSION**

Based on the results of the research and discussion that have been presented previously, the conclusion of this study regarding "Mediation of Spiritual Human Capital in the Relationship of Transformational and Spiritual Leadership on the Performance of West Kalimantan Prison Officers" is as follows: Directly transformational leadership does not affect the performance of West Kalimantan Prison officers, directly the influence of spiritual leadership has a significant effect on the performance of West Kalimantan Prison officers, directly spiritual human capital has a significant effect on the performance of West Kalimantan Prison officers, directly transformational leadership does not affect spiritual human capital, but directly spiritual leadership has a significant effect on spiritual human capital. Indirectly transformational leadership is not mediated by spiritual human capital on the performance of West Kalimantan Prison officers. Indirectly spiritual human capital is able to mediate between spiritual leadership and the performance of West Kalimantan Prison officers.

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