

# The Influence Of Prophetic Leadership On Counter-Productive Work Behavior And Organization Climate As Mediator In Islamic Boarding School Of Nurul Hakim, Kediri, West Lombok

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## ABSTRACT

Reliable and professional human resources and effective leadership are supporting factors in the organization. The organization is a container in which there is individual behavior which is a function of the interaction between individuals and their environment. The research objectives were (1) To determine the effect of prophetic leadership style on counter-productive work behavior. (2) To determine the effect of prophetic leadership style on organizational climate. (3) To determine the effect of organizational climate on counter-productive work behavior. (4) To determine the effect of prophetic leadership on counter-productive work behavior through organizational climate. This research is a quantitative study with a causal associative approach. Respondents were teachers totaling 40 people. The data collection tool used a questionnaire and analyzed with Partial Least Square Analysis (PLS). The results showed that (1) Prophetic Leadership has a negative and significant effect on Counter-Productive Work Behavior. (2) Prophetic Leadership has a positive and significant effect on Organizational Climate. (3) Organizational Climate has a negative and significant effect on Counter-Productive Work Behavior. (4) Prophetic Leadership has a negative and significant effect on Counter-Productive Work Behavior through Organizational Climate at Nurul Hakim Kediri Islamic Boarding School. (2) Prophetic Leadership has a positive and significant effect on Organizational Climate. (3) Organizational Climate has a negative and significant effect on Counter-Productive Work Behavior. (4) Prophetic Leadership has a negative and significant effect on Counter-Productive Work Behavior through Organizational Climate at Nurul Hakim Kediri Islamic Boarding School. (2) Prophetic Leadership has a positive and significant effect on Organizational Climate. (3) Organizational Climate has a negative and significant effect on Counter-Productive Work Behavior. (4) Prophetic Leadership has a negative and significant effect on Counter-Productive Work Behavior through Organizational Climate at Nurul Hakim Kediri Islamic Boarding School.

Keywords: Prophetic Leadership, Organizational Climate, counter-productive Work Behavior

## INTRODUCTION

Organizations, both public and private organizations, are required to be adaptive in an era of change that is constantly moving and developing dynamically (Suparyadi, 2015). The organization has a predetermined goal and will depend heavily on the figure of the leader and its role in leadership (Gudono, 2017). The leader figure in question is a leading figure who is rational, competent, and professional (Uha, 2014). Therefore, the central and strategic role of a leader in the flow of dynamic and competitive change in all its fields, as well as with increasingly complex social realities, demands efforts to prepare reliable human resources and leader effectiveness.

Yukl (2015) mentions several indicators of leadership effectiveness, namely the increased performance of the team or organizational unit and the achievement of predetermined goals, the leader's contribution to the quality of the group process that is perceived by followers or outside observers, and personal integrity. This indicates that leadership effectiveness is seen based on the consequences of the influence on individuals, teams, or on the organization.

Leadership has a variety of attributes so it is not surprising that the attributes of leadership have various names such as transformational, transactional, situational leadership, moral leadership, spiritual leadership, ethical leadership, cutting-edge leadership, and prophetic leadership. Northouse (2018) states that the leadership approach has evolved based on historical views that have been mutually constructive over the last few centuries.

In relation to prophetic leadership, Budiharto and Himam (2006) have studied measurement and theoretical constructs that prophetic leadership has dimensions of *siddiq*, *amanah*, *tabligh*, and *fathonah*. Furthermore, in the context of public and private organizations, prophetic leadership can be an alternative leadership style, considering that prophetic leadership style can be a predictor of transformational leadership. Beerrel (1997) states that prophetic leadership is included in the study of moral, spiritual, and cross-cultural leadership, considering that the study of prophetic leadership is not only studied from an Islamic perspective but has also been studied conceptually based on Christian faith.

Organizational climate is a practice or organizational environmental procedure that is mutually agreed upon internally (Choudhury, 2011). This describes the state of the organization and what distinguishes one organization from another. According to Farooqui (2012), the climate is a set of characteristics that describes an organization and which distinguishes an organization from other organizations and influences the behavior of people in that organization. The climate or atmosphere in the workplace has an impact on employee motivation, behavior, attitudes, and potential which in turn affects productivity. This is because the work environment or employee climate perceptions have significant consequences for individuals and organizations (Adenike, 2011). In other words,

Organizational climate is the atmosphere in the workplace which is determined by leadership factors (Torang, 2016). This shows that effective leadership in creating an organizational climate has an influence on employee work behavior. If the leadership is effective, it will create a conducive and comfortable work climate so as to reduce counter-productive work behavior.

Reliable and professional human resources and effective leadership are supporting factors in the organization. The organization is a container in which there is individual behavior which is a function of the interaction between individuals and their environment. Thoha (2016) states that individuals bring into an organizational structure their abilities, personal beliefs, expectations of needs and experiences in organizations which also have a set of rules, structures, jobs, duties, powers and responsibilities, payroll systems, control systems, and so on. The interaction between individual characteristics and organizational characteristics will shape individual behavior in the organization. Individual behavior in the organization is a manifestation of work behavior which is one of the dimensions of the employee or employee performance consisting of productive work behavior and counter-productive work behavior. In the context of this research, what will be studied is counter-productive work behavior.

counter-productive work behavior namely works behavior that can endanger the organization and members of the organization or actions taken deliberately against organizational interests (Chang and Smithikrai, 2010). The forms of counter-productive work behavior carried out by individuals in the workplace are in the form of individual, sabotage, the disappearance of property belonging to the office or company, not attending meetings until absent, and other negative behaviors. Meanwhile, the factors that influence counter-productive behavior are influenced by the individual's personality as stated in the Big Five Theory theory (Penney and Spector, 2002). Zhang's (2019) research results state that implicit personality factors, namely when individuals accept high levels of constraints from the organization, can have an influence on counter-productive work behavior. In addition, the factor that influences counter-productive work behavior is the organizational climate (Choudhury, 2011).

Counter-productive Behavior that has been used by researchers to describe counter-productive work behavior has various terms, such as negligent behavior (Latifah and Wulansari, 2017), deviant work behavior (Robbins and Judge, 2017), negative work behavior (Novrianti, 2014), aggressive behavior (Fox and Spector, 1999), anti-social behavior (Vardi and Wiener, 1996) and retaliation behavior (Skarlicki and Folger, 1997 in Rusdi, 2015).

Nurul Hakim, as one of the largest Islamic boarding schools on Lombok, is located in Kediri sub-district, West Lombok Regency, continues to experience developments amidst the dynamics of competitive change. Nurul Hakim has an educational unit consisting of Madrasah Ibtidaiyah (primary school), Madrasah Tsanawiyah (junior high school), Madrasah Aliyah (Senior High School), Ma'had Aly (diploma), and Higher Education. However, the researcher only focuses on examining the levels of the Madrasah Tsanawiyah and Aliyah education units.

Human resources, especially teachers at the Madrasah Tsanawiyah and Aliyah education units, have high dynamics to continue to improve their performance in their dedication to producing reliable human resources. Therefore, of course, there are several productive and counter-productive behaviors from teachers in the organizational unit. This requires a leader or head of Madrasah at each level of education to have innovations and strategies in achieving organizational goals to minimize the counter-productive behavior of teachers. The research objectives are:

- 1) To determine the effect of prophetic leadership style on counter-productive work behavior.
- 2) To determine the effect of prophetic leadership style on organizational climate.
- 3) To determine the effect of organizational climate on counter-productive work behavior.
- 4) To determine the effect of prophetic leadership on counter-productive work behavior through organizational climate.

## **THEORETICAL BASIS**

### **Prophetic Leadership Style**

Robbins and Judge (2017) state that leadership is the ability to influence a group towards achieving needs. Then Hughes, et al (2015) concluded the definition of leadership as a process of influencing an organized group to achieve group goals. Likewise, Yukl (2015) defines leadership as the process of influencing others to understand and agree on what is needed in carrying out tasks and how to do that task, as well as processes to facilitate individual and collective efforts to achieve common goals.

Northouse (2018) states that the leadership approach has evolved based on a historical view that is mutually constructive over the last few centuries. So it is not surprising that the attributes of leadership have various names such as transformational, transactional, situational leadership, moral leadership, spiritual leadership, ethical leadership, cutting-edge leadership, and also prophetic leadership.

Prophetic leadership is a person's ability to sincerely influence others to achieve goals as practiced by the prophets (Adz-Dzakiey, 2005, in Budiharto and Himam, 2006). The study of prophetic leadership is included in the study of moral leadership and cross-cultural leadership, considering that the study of prophetic leadership is not only studied from the point of view of the

Islamic religion but has also been studied conceptually based on Christian faith (Beerrel, 1997). Thus, based on the definition of prophetic leadership in the context of this study, the concept of prophetic leadership is compiled from a religious perspective, especially Islam.

As for the dimensions of prophetic leadership according to Adz-Dzakiey in Budiharto and Himam (2006). are universal in nature, such as Siddiq (guided by conscience and truth), Tabligh (communication skills), Amanah (professional and commitment), and Fathanah (able to solve problems).

The dimension of Shiddiq is identical with honesty, that is, with the nature of what it is, does not cover up, does not lie, and is in accordance with the facts both in attitude and actions. Honesty is an absolute requirement for leaders in organizations so that it becomes the foundation of employee expectations and has respect for their leaders. The nature of trustworthiness determines the quality of a leader in leadership. With a trustworthy nature, the leader will maintain employee trust and be responsible for achieving the organizational goals that have been submitted to him with good management in producing the best performance. Tabligh is synonymous with communication skills in building good relationships between leaders and employees with an open attitude to suggestions, input, and criticism from any party. Meanwhile, the Fathonah dimension is the intelligence or intellectuality of a leader. This must be owned in leadership because it becomes a reference for employees or subordinates in the organization (Suwatno, 2019).

### **Organizational Climate**

Organizational climate is a characteristic that describes an organization and what distinguishes an organization from other organizations and influences the behavior of the people in that organization. The climate or atmosphere in the workplace has an impact on employee motivation, behavior, attitudes, and potential which in turn affects productivity. In other words, organizational climate or climate is considered very important in organizational life because it has a clear effect and relationship with various routine activities (Farooqui, 2012).

The organization is one of the internal environmental factors of an organization that requires organizational management support (Wirawan, 2009). Organizational climate is a social climate or atmosphere in the workplace in accordance with the policies, work practices, and procedures in the organization. Organizational climate doesn't just happen by itself. Some of the factors that determine the occurrence of organizational climate are organizational policy structure, technology, external environment, management policies, and practices (Idrus, 2006).

### **Counter-Productive Work Behavior**

Work behavior is one of the dimensions of employee performance that has to do with work. Work behavior can be classified into general work behavior and specific work behavior. General work behavior is work behavior that is needed by all types of work, for example, work discipline, loyalty to the organization, and working hard. Specific work behavior is behavior that is only needed in one particular type of job, for example, daring to kill an enemy is the duty of a soldier when fighting which of course is in accordance with the killing procedure determined by the enemy killing operation procedure (Wirawan, 2009). Meanwhile, Suparyadi (2015) states that employee work behavior is actions in carrying out tasks that have competencies in accordance with the type and specifications of their work. Thus, the work behavior of employees is very much determined by their competencies such as intellectual, emotional, and spirituality in order to achieve organizational goals and objectives based on organizational strategy and organizational support such as leadership, colleagues, regulations, and policies.

Counter-productive Behavior that has been used by researchers to describe counter-productive work behavior (Counter-productive Work Behavior) has various terms, such as negligent behavior (Latifah and Wulansari, 2017), deviant work behavior (Robbins and Judge, 2017), negative work behavior (Novrianti, 2014), aggressive behavior (Fox and Spector, 1999), anti-social behavior (Vardi and Wiener, 1996) and retaliation behavior (Skarlicki and Folger, 1997 in Rusdi,

2015). However, the mention of these various terms has the same meaning, namely work behavior that can endanger the organization and members of the organization or actions taken deliberately against the interests of the organization (Chang and Smithikrai, 2010). Therefore,

As for the shape-the form of counter-productive work behavior carried out by individuals in the workplace in the form of individuals, carrying out sabotage attempts, disappearing property belonging to offices or companies, not attending meetings until absent, and other negative behaviors. Thus, counter-productive or deviant work behavior carried out in the workplace has social, psychological, and economic impacts (Huang, Sun, Hsiao, and Wang, 2017). This, of course, is very detrimental and dangerous to the interests and sustainability of the organization.

Considering the huge losses caused by counter-productive work behavior, make organizations try to avoid it and try to minimize it by increasing employee motivation and reducing the level of job insecurity (Huang, Sun, Hsiao, and Wang, 2017), as well as by carrying out human resource development practices. through integrated education and training and employee involvement, namely focusing on achieving organizational goals because these individuals have enthusiasm and motivation in their work, organizational development, career development efforts to increase the effectiveness of individuals, groups, and organizations.

## **HYPOTHESIS DEVELOPMENT**

### **Relationship between Prophetic Leadership and Counter-Productive Work Behavior**

The term prophetic was first introduced by Kuntowijoyo (1991) as a social prophetic science. The term prophetic refers to the word prophet which means prophet. Thus, prophetic became a popular term as a discourse in management science. Therefore, prophetic leadership becomes a necessity, to emulate the qualities possessed and applied by the prophet which is universal in order to achieve organizational goals.

Meanwhile, counter-productive work behavior is work behavior that can endanger the organization and members of the organization or actions taken deliberately against organizational interests (Chang and Smithikrai, 2010).

The results of Budiharto and Himam's (2006) study state that prophetic leadership can predict transformational leadership styles. It is stated that the correlation between prophetic leadership style and transformational leadership style has a significant scale of 47.8%. Thus, research on prophetic leadership in non-profit organizations with variables of organizational climate and counter-productive work behavior as an alternative instrument to determine the effectiveness of prophetic leadership interventions for individuals and organizations is very worthy of consideration.

The results of the research by Puni, Agyemang, and Asamoah (2016) at one of the main banks in Ghana found that the autocratic leadership style and Laissez-Faire had a significant positive influence on counter-productive work behavior, but in democratic leadership styles, employees had a negative influence on the intention of counter-productive work behavior. . It can be explained that autocratic and laissez-faire leadership styles do not reduce employee contradictory work behavior compared to democratic leadership styles which actually improve employee performance. Thus it can be stated that democratic leadership is part of the prophetic leadership style because prophetic leadership sees leadership as a whole which contains three main pillars, namely humanization, liberation, and transcendence. So it can be formulated the hypothesis (H1) that prophetic leadership style has a negative influence on counter-productive work behavior.

### **Relationship Between Prophetic Leadership and Organizational Climate**

Organizational climate is a characteristic that describes an organization and what distinguishes an organization from other organizations and influences the behavior of the people in that organization (Farooqui, 2012). The climate or atmosphere in the workplace has an impact on employee motivation, behavior, attitudes, and potential which in turn affects productivity. In other words, organizational climate or climate is considered very important in organizational life because it has clear effects and relationships with various routine activities.

Creating a positive work environment such as creating a pleasant physical work environment with an attractive and modern work location to realize a competitive advantage in the organization (Robbins and Judge, 2017). This means that the formation of a comfortable organizational climate by organizational leaders will reduce counter-productive work behavior. This is in line with the results of research by Maulana (2019) which states that the implementation of prophetic leadership at Madrasah Ibtidaiyah Muhammadiyah 03 Jogoroto shows that teachers and administrative staff feel motivated and comfortable to complete their tasks because of the friendly behavior of their leaders, listen to the aspirations of their subordinates and are open. for various information related to teacher development and administrative staff. This means that the implementation of prophetic leadership on improving the performance of teachers and administrative staff has a simultaneous relationship. Therefore, it can be stated that prophetic leadership has a relationship with comfort in an organizational environment so that employee work behavior becomes productive. Therefore a hypothesis (H2) is formulated that the prophetic leadership style has a positive influence on organizational climate.

### **Relationship Between Organizational Climate and Counter-Productive Work Behavior**

Organizational climate is a social climate or atmosphere in the workplace in accordance with the policies, work practices, and procedures in the organization. Organizational climate doesn't just happen by itself. Some of the factors that determine the occurrence of organizational climate are organizational policy structure, technology, external environment, management policies, and practices (Idrus, 2006).

Hanidah's research results (2018) at the Pelindo III branch of Tj. Perak Surabaya found that the influence of organizational climate given by the company to its employees did not have a significant positive effect on counter-productive work behavior. Likewise, Lewaherilla's research (2017) states that the high the ethical climate that is accepted by employees, the lower the counter-productive work behavior. In contrast to the results of research conducted by Mensah, Delle, and Nmai (2015) with 276 respondents from various demographic compositions in the service sector in Ghana, it has been shown that there is a significant influence between ethical climate on counter-productive work behavior.

The hypothesis (H3) can be formulated as follows, Organizational climate has a negative influence on counter-productive work behavior.

### **Relationship Between Prophetic Leadership and Counter-Productive Work Behavior through Organizational Climate**

Building and developing an organization requires strong leadership characterized by competence, skills, and experience. Therefore, the leadership factor is one of the core management in the organization.

Various kinds of leadership styles have been a long discussion in their implementation in organizations. One of them is a prophetic leadership style. The term prophetic was first introduced by Kuntowijoyo (1991) as a social science prophet. The term prophetic refers to the word prophet which means prophet. Thus, prophetic became a popular term as a discourse in management science. Therefore, prophetic leadership becomes a necessity, to emulate the universal characteristics of the prophet in order to achieve organizational goals.

The results of Budiharto and Himam's (2006) study state that prophetic leadership can predict transformational leadership styles. It is stated that the correlation between prophetic leadership style and transformational leadership style has a significant scale of 47.8%. Thus, research on prophetic leadership in non-profit organizations with variables of organizational climate and counter-productive work behavior as an alternative instrument to determine the effectiveness of prophetic leadership interventions for individuals and organizations is very worthy of consideration.

As has been mentioned above, that some research results mention the implementation of prophetic leadership at Madrasah Ibtidaiyah Muhammadiyah 03 Jogoroto, it is found that teachers

and administrative staff feel motivated and comfortable to complete their tasks because of the friendly behavior of their leaders, listen to the aspirations of their subordinates and are open for various information related to teacher development and administrative staff. This means that the implementation of prophetic leadership on improving the performance of teachers and administrative staff has a simultaneous relationship. Therefore, it can be stated that prophetic leadership has a relationship with comfort in the organizational environment so that employee work behavior becomes productive.

Organizational climate is formed within the organization over time and organizational development. One of the factors that shape the organizational climate is leadership style (Wijaya, 2018). This indicates that the leadership style factor can shape the organizational climate for the comfort or discomfort of employees in showing their performance. A conducive organizational climate will certainly affect the motivation and performance of individuals and organizations.

As illustrated above, in the context of this study, prophetic leadership affects organizational climate variables and counter-productive work behavior. Organizational climate variables affect counter-productive work behavior. Prophetic leadership behavior together with organizational climate variables influences counter-productive work behavior to get effective results for the organization in productivity, work quality, efficiency, job satisfaction, work flexibility, career development, and increased competitiveness. So it can be formulated a hypothesis (H4) that "prophetic leadership style has a significant influence on counter-productive work behavior through organizational climate".

## RESEARCH FRAMEWORK

Based on several previous studies, conceptual framework can be formulated in the research to be carried out on the figure 1,

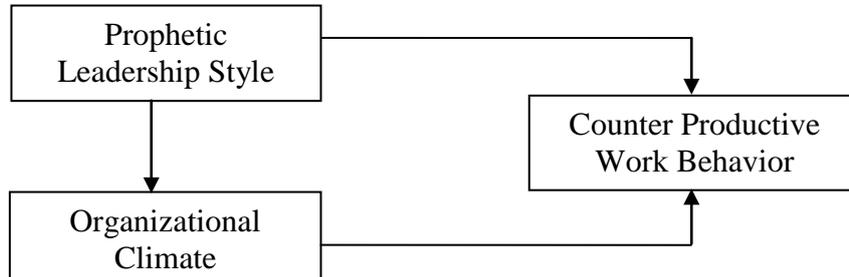


Figure 1. Research Framework

## RESEARCH METHODS

Research is an activity that is carried out in a planned and systematic manner to obtain problem-solving answers to certain phenomena. Based on the research objectives that have been set, this research is a quantitative study where the data obtained is used as a tool to analyze information about what you want to know. In this research, the researcher will analyze the relationship between two variables, to find out whether a variable is associated or not with other variables or whether the variable is caused or influenced or not by other variables (Faisal, 1994).

Respondents in this study were 40 teachers of Madrasah Tsanawiyah at Nurul Hakim Islamic Boarding School, Kediri District, West Lombok Regency. In this study, the data collection tool used was a questionnaire which was used to obtain primary data. Distribution of questionnaires in the form of question sheets given to respondents to be answered correctly given to the Principal of Madrasah Tsanawiyah, and teachers of Madrasah Tsanawiyah. The goal is to obtain data related to prophetic leadership style, organizational climate, and counter-productive work behavior.

In accordance with the formulated hypothesis, in this study, the inferential statistical data analysis was measured using the Smart PLS software starting from the measurement model (outer

model), the structure model (inner model), and hypothesis testing (Ghozali, 2014). PLS is an alternative approach that shifts from the covariance-based Structure Equation Modeling (SEM) approach to variant-based. PLS can be used as theory confirmation and can also be used to build relationships that have no theoretical basis or for testing propositions.

**RESULT**

The description of the respondents in this study was that the Tsanawiyah madrasah teachers were dominated by men, most of whom were relatively adults aged between 41-50 years. undergraduate education as many as 30 people with a percentage of 75%, 70% have work experience over 10 years.

The hypothesis testing is done by using Partial Least Square analysis in determining the significance level of the path coefficient for each model of the relationship between variables. The bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted with a significance tolerance level of 0.05 (5%). The results of the significance level test can be seen on Table 1.

Table 1. Model Structural Test Results

Variable	Coefficient	T Statistics	P value	Information
Organizational Climate -> Counter Productive Work Behavior	-0.644	6.246	0.000	Significant
Prophetic Leadership -> Organizational Climate	0.484	4.768	0.000	Significant
Prophetic Leadership -> Counter Productive Work Behavior	-0.237	1.862	0.032	Significant
Prophetic Leadership -> Organizational Climate -> Counter Productive Work Behavior	-0.312	3.233	0.001	Significant

Effect of Prophetic Leadership on Counter-Productive Work Behavior has a coefficient value of -0.237 with a p-value of 0.032 which means significant, so it can be concluded that The first hypothesis (H1) in this study which states "Prophetic leadership has a negative and significant influence on Counter-productive Work Behavior" is accepted.

Effect of Prophetic Leadership on Organizational Climate has a coefficient value of 0.484 with a p-value of 0.000 which means significant, so it can be concluded that the second hypothesis (H2) in this study which states "Prophetic leadership has a positive and significant influence on Organizational Climate" can be accepted.

The Effect of Organizational Climate on Counter-Productive Work Behavior has a coefficient value of negative -0.644 with a p-value of 0.000 which means significant, so it can be concluded that The third hypothesis (H3) in this study which states "Organizational Climate has a negative and significant influence on Counter-Productive Work Behavior" is acceptable.

The Effect of Prophetic Leadership on Organizational Climate through Counter-Productive Work Behavior has a coefficient value of -0.312 with a p-value of 0.001 which means significant, so it can be concluded that The fourth hypothesis (H4) in this study which states "Prophetic Leadership has a significant influence on Counter-Productive Work Behavior through Organizational Climate" is accepted.

## DISCUSSION

### **The Influence of Prophetic Leadership on Counter-Productive Work Behavior**

The results of the study showed that Prophetic Leadership has a negative and significant effect on Counter-Productive Work Behavior. The better the application of prophetic leadership can reduce the counter-productive work behavior in working at Nurul Hakim Islamic boarding school. The term prophetic was first introduced by Kuntowijoyo (1991) as a social prophetic science. The term prophetic refers to the word prophet which means prophet. Thus, prophetic became a popular term as a discourse in management science. Therefore, prophetic leadership becomes a necessity, to emulate the qualities possessed and applied by the prophet which is universal in order to achieve organizational goals.

Meanwhile, counter-productive work behavior is work behavior that can endanger the organization and members of the organization or actions taken deliberately against organizational interests (Chang and Smithikrai, 2010). The results of Budiharto and Himam's (2006) study state that prophetic leadership can predict transformational leadership styles. It is stated that the correlation between prophetic leadership style and transformational leadership style has a significant scale of 47.8%. Thus, research on prophetic leadership in non-profit organizations with variables of organizational climate and counter-productive work behavior as an alternative instrument to determine the effectiveness of prophetic leadership interventions for individuals and organizations is very worthy of consideration.

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### **The Effect of Prophetic Leadership on Organizational Climate**

The results of the study showed that Prophetic Leadership positive and significant effect on Organizational Climate. The better the Prophetic Leadership that is carried out at the Nurul Hakim Islamic Boarding School, the better the Organizational Climate in working at the Nurul Hakim Islamic Boarding School. Organizational climate is a characteristic that describes an organization and what distinguishes an organization from other organizations and influences the behavior of the people in that organization (Farooqui, 2012). The climate or atmosphere in the workplace has an impact on employee motivation, behavior, attitudes, and potential which in turn affects productivity. In other words, organizational climate or climate is considered very important in organizational life because it has clear effects and relationships with various routine activities.

Creating a positive work environment such as creating a pleasant physical work environment with an attractive and modern work location to realize a competitive advantage in the organization (Robbins and Judge, 2017). This means that the formation of a comfortable organizational climate by organizational leaders will reduce counter-productive work behavior. This is in line with the results of research by Maulana (2019) which states implementation of prophetic leadership at Madrasah Ibtidaiyah Muhammadiyah 03 Jogoroto shows that teachers and administrative staff feel motivated and comfortable to complete their tasks because of the friendly behavior of their leaders, listen to the aspirations of their subordinates and are open to various information related to teacher development and administrative staff. This means that the implementation of prophetic leadership on improving the performance of teachers and administrative staff has a simultaneous relationship. Therefore, it can be stated that prophetic

leadership has a relationship with comfort in the organizational environment so that employee work behavior becomes productive.

### **The Effect of Organizational Climate on Counter-Productive Work Behavior**

The results showed that Organizational Climate has a negative and significant effect on Counter-Productive Work Behavior. The better the application of the Organizational Climate, the lower the Counter-Productive Work Behavior in working at Nurul Hakim Islamic Boarding School. The results of this study are the same as the results of research by Thoha (2015) which states that organizational climate as a predictor of counter-productive work behavior is only up to 15%, while the other 85% is determined by job stress, compensation, performance, and others. In line with Al Ghazo's research results, Suifan, Al Nuaimi (2018) stated that organizational climate has no effect on counter-productive work behavior. This means that more than half of employees or employees who work in the public sector have counter-productive work behavior or the organizational climate variable does not significantly influence the decrease in counter-productive work behavior.

Wijayanto (2017) cites Hardjana's (2006) opinion that studies of organizational climate in the work environment that have an impact on employee productivity have become popular thanks to the services of George H. Litwin & Robert A. Stringer, which became known as Lewinian field theory. This theory connects human behavior with the environment. Or in short, the behavior of a person (employee) in the organization is influenced by the personality or characteristics of the employee and the environment (climate) of the organization. It can be said that there is a strong relationship between behaviors, such as friendliness, hostility, and tension, and the work environment. This is in line with Robbins and Judge (2017) who state that creating a positive work environment is like creating a pleasant physical work environment with attractive and modern work locations to realize competitive advantages in organizations. Thus, it can be said that the establishment of a comfortable organizational climate by organizational leaders will reduce counter-productive work behavior.

### **Effect of Prophetic Leadership on Counter-Productive Work Behavior through Organizational Climate**

The results showed that Organizational Climate has a negative and significant effect on Counter-Productive Work Behavior. The better the application of the Organizational Climate, the lower the Counter-Productive Work Behavior in working at Nurul Hakim Islamic Boarding School. Building and developing an organization requires strong leadership characterized by competence, skills, and experience. Therefore, the leadership factor is one of the core management in the organization. Various kinds of leadership styles have been a long discussion in their implementation in organizations. One of them is a prophetic leadership style. The term prophetic was first introduced by Kuntowijoyo (1991) as a social science prophet. The term prophetic refers to the word prophet which means prophet. Thus, prophetic became a popular term as a discourse in management science. Therefore, prophetic leadership becomes a necessity, to emulate the universal characteristics of the prophet in order to achieve organizational goals.

The results of Budiharto and Himam's (2006) study state that prophetic leadership can predict transformational leadership styles. It is stated that the correlation between prophetic leadership style and transformational leadership style has a significant scale of 47.8%. Thus, research on prophetic leadership in non-profit organizations with variables of organizational climate and counter-productive work behavior as an alternative instrument to determine the effectiveness of prophetic leadership interventions for individuals and organizations is very worthy of consideration.

As has been mentioned above, that some research results mention the implementation of prophetic leadership at Madrasah Ibtidaiyah Muhammadiyah 03 Jogoroto, it is found that teachers and administrative staff feel motivated and comfortable to complete their tasks because of the friendly behavior of their leaders, listen to the aspirations of their subordinates and are open for various information related to teacher development and administrative staff. This means that the

implementation of prophetic leadership on improving the performance of teachers and administrative staff has a simultaneous relationship. Therefore, it can be stated that prophetic leadership has a relationship with comfort in the organizational environment so that employee work behavior becomes productive.

Organizational climate is formed within the organization over time and organizational development. One of the factors that shape the organizational climate is leadership style (Wijaya, 2018). This indicates that the leadership style factor can shape the organizational climate for the comfort or discomfort of employees in showing their performance. A conducive organizational climate will certainly affect the motivation and performance of individuals and organizations.

As illustrated above, in the context of this study, prophetic leadership affects organizational climate variables and counter-productive work behavior. Organizational climate variables affect counter-productive work behavior. Prophetic leadership behavior together with organizational climate variables influences counter-productive work behavior to get effective results for the organization in productivity, work quality, efficiency, job satisfaction, work flexibility, career development, and increased competitiveness.

## CONCLUSION

Based on the research results, the conclusions of the study are:

- 1) Prophetic Leadership has a negative and significant effect on Counter-Productive Work Behavior.
- 2) Prophetic Leadership has a positive and significant effect on Organizational Climate.
- 3) Organizational Climate has a negative and significant effect on Counter-Productive Work Behavior.
- 4) Prophetic Leadership has a negative and significant effect on Counter-Productive Work Behavior through Organizational Climate at Islamic Boarding School of Nurul Hakim Kediri.

## SUGGESTION

Some suggestions that can be recommended based on the research results are as follows:

- 1) The head of Madrasah must be more active in giving his role as a central agent in the development of the Pondok even though there is intervention from the owner of the foundation. The point here is, the head of the Madrasah must have his own initiative in providing the main ideas and ideas of creation and innovation for the advancement of the school.
- 2) Building a good climate for Teachers is a common goal for Pondok life because it can sustain work harmony. This can be done by providing ample space for teachers to provide criticism and suggestions for the future development of the cottage.

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