

The Influence of Spirituality in The Workplace and Spiritual Leadership On Performance at Employees of PT Bumi Jasa Utama Makassar

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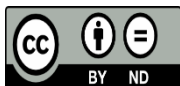


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Spirituality, Workplace, Spiritual Leadership, Job Satisfaction, Performance

ABSTRACT

Human resources are one of the most vital elements in an organization. Similar to companies as organizations require employees who can work better and faster, thus employees who have maximum performance are required. Many factors influence the employee's performance such as decreased commitment and job satisfaction. These problems can be mitigated in several ways such as by applying and encouraging spirituality in the workplace in particular by a leader. Based on this, researchers are interested in assessing whether there is an influence of workplace spirituality and spiritual leadership on the performance and job satisfaction of PT Bumi Jasa Utama Makassar employees. This research used a cross-sectional study design and was conducted in November 2022 with a sample of 50 employees. Data analysis used Path Analysis to see the direct effect as well as the influence moderated by the moderating variable (job satisfaction). Path analysis results show that spirituality in the workplace ($p=0.040$) and spiritual leadership ($p=0.030$) have a relationship or influence on employee performance. Path analysis results also conclude that job satisfaction as a moderating variable is capable of moderating the influence of workplace spirituality and spiritual leadership on employee performance ($p<0.05$). Activities are needed that improve the quality of relations between employees and leaders to create a good spiritual state to maximize employee performance.



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1. Introduction

Human resources are one of the most vital elements in an organization. In fact, because of its very important role, human resources can be said to be the soul or spirit of an organization [22]. Align with the companies as organizations that require employees who can work better and faster, so that employees who

have high performance (job performance) are needed [4]. Performance is work performance or work results in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him [15].

However, efforts to achieve organizational goals with good performance are not immediately formed, many influencing factors are related to increasing someone's performance. Problems related to HR that often occur can hinder the performance of an organization, such as decreased employee commitment, job satisfaction, and employee performance [2]. Performance-oriented organizations will focus on the role of their employees' work attitudes. Every company will not be able to achieve high performance without the support of high-performing human resources.

The decreased performance caused by HR issues can be mitigated in several ways, one of which is the application of spirituality in the workplace [12]. Currently, more and more employees are developing spirituality in the workplace as a way to increase loyalty and morale state [3]. Spirituality has a relationship with work behavior in the form of job satisfaction, work performance, attitude, work ethic, morale, and management [6].

Spirituality in the workplace assists employees in the areas of creativity, process improvement, customer service, honesty and trust, and personal and organizational commitment, which will ultimately lead to improved employee performance. In addition, leadership is another crucial factor in determining the success of a company. A good leader can influence, direct, and teach employees to carry out their duties to the fullest [7].

A leader must be able to make his employees able to apply or improve human values by building spiritualism within a person to establish mentality or spirituality in the form of beliefs, ideology, guidelines or demands, faith, and ethics [8]. Therefore spiritual leadership is one of the endeavors to improve employee performance. Spiritual leadership is positively related to employee task performance [21].

Spirituality in the workplace has a positive effect on job satisfaction [9]. Workplace spirituality which includes inner experiences, feelings of being part of a community of work experiences, beliefs, relationships with colleagues and sharing work, about goals and meaning plays a role in self-control in balancing the ability to achieve goals in all conditions, especially in achieving job satisfaction [19]. Spirituality will have an impact on the interaction and reciprocity of individual cognition, emotions, and behavior to experience positive or negative feelings toward one's beliefs and thoughts about work [23].

Kalla as a Group of Companies has gone through a long journey in contributing to the development and economy of society, especially in Eastern Indonesia, and has supported Indonesia's current and future economic growth. One of the values of the Kalla Group is worship work by having faith and piety as well as professionalism, and high integrity with these values, so researchers are interested in knowing whether there is an influence of workplace spirituality and spiritual leadership on the performance and job satisfaction of PT Bumi Jasa Utama Makassar employees.

2. Method and Material

This study used an analytic observational method with a cross-sectional study design. This research was conducted at PT Bumi Jasa Utama Makassar in November 2022. A sample of 50 people was selected using total sampling.

The independent variables in this study include workplace spirituality and spiritual leadership. Meanwhile, the dependent variable is performance. In addition, in this study, job satisfaction is also a moderating variable.

Data processing and analysis were carried out using the Smart PLS application to see the direct effect and the moderated influence of the moderating variables with path analysis. The results of the research are then presented in the form of tables and narratives. This research has received approval from the health research ethics commission (KEPK) Faculty of Public Health, Hasanuddin University with protocol number: 221122062338 and number: 14099/UN4.14.1/TP.01.02/2022

3. Results

In Table 1, based on individual characteristics, most of the respondents are included in the old category, namely young < 35 years (60%), male (56%), married (84%), graduated with a bachelor's degree (58%) and has worked for a long time (68%).

Table 1. Distribution based on Respondent Characteristics

| Characteristics of Respondents | Respondents | |
|--------------------------------|-------------|----|
| | n = 50 | % |
| Age | | |
| Young (<35 Years) | 30 | 60 |
| old (≥35 Years) | 20 | 40 |
| Gender | | |
| Man | 28 | 56 |
| Woman | 22 | 44 |
| Marital status | | |
| Not married yet | 8 | 16 |
| Married | 42 | 84 |
| Education | | |
| SMA/SMK | 2 | 4 |
| D3 | 19 | 38 |
| S1 | 29 | 58 |
| Years of service | | |
| New | 16 | 32 |
| Long | 34 | 68 |

In Table 2, based on the independent variables for the spiritual workplace, most of the respondents are included in the low category (52%) is inversely proportional to spiritual leadership where most are included in the high category (54%). Based on the moderating variable, job satisfaction, the proportion of respondents with low and high levels of satisfaction is balanced (50%). For performance as the dependent variable most of the respondents have high performance (54%).

Table 2. Distribution of Respondents Based on Research Variables

| Variable | Respondents | |
|-----------------------------|-------------|----|
| | n = 50 | % |
| Independent Variable | | |
| Workplace Spirituals | | |
| Low | 26 | 52 |
| High | 24 | 48 |
| Spiritual Leadership | | |
| Low | 23 | 46 |

| | | |
|----------------------------|----|----|
| High | 27 | 54 |
| Moderating Variable | | |
| Job satisfaction | | |
| Low | 25 | 50 |
| High | 25 | 50 |
| Dependent Variable | | |
| Performance | | |
| Low | 23 | 46 |
| High | 27 | 54 |

Cross tabulation of independent variables on performance or performance as the dependent variable (Table 3) shows that, respondents or workers with low workplace spirituality based on workplace spirituality are prone to qualify better performance (65.4%) compared to workers with workplace spirituality which is high (41.7%). The same results were found based on spiritual leadership, respondents or workers with low spiritual leadership tended to have better performance (56.5%) compared to workers with high spiritual leadership (51.9%). In contrast to the previous variable, based on job satisfaction as a moderating variable.

Table 3. Cross Tabulation of Independent and Moderating Variables to the Dependent Variable

| Variable | Performance | | | |
|--------------------------------------|-------------|------|------|------|
| | Low | | High | |
| | n | % | n | % |
| Workplace Spirituals | | | | |
| Low | 9 | 34,6 | 17 | 65,4 |
| High | 14 | 58,3 | 10 | 41,7 |
| Spiritual Leadership | | | | |
| Low | 10 | 43,5 | 13 | 56,5 |
| High | 13 | 48,1 | 14 | 51,9 |
| Job Satisfaction (Moderating) | | | | |
| Low | 13 | 52 | 12 | 48 |
| High | 10 | 40 | 15 | 60 |

Table 4 shows the association between the independent-moderating, moderating-dependent and independent-dependent variables. Path analysis results for the relationship between the independent-moderating and moderating-dependent variables showed significant results for the relationship of all independent variables (spiritual workplace and spiritual leadership) and job satisfaction as an moderating variable on performance as the dependent variable with $p < 0.05$.

Table 4. Path Analysis Tabulation Results

| Relationship Path | Original Sample | T-Statistics | p-values | Significant |
|--------------------------------------|-----------------|--------------|----------|-------------|
| Workplace Spirituality → Performance | 0.262 | 1972 | 0.040 | Yes |
| Spiritual Leadership → Performance | 0.218 | 2.136 | 0.030 | Yes |
| Job Satisfaction → Performance | 0.477 | 4,007 | 0.000 | Yes |

Table 5 shows the association or moderating effect between the independent-moderating-dependent variables. Path analysis results for the relationship between the independent-moderating-dependent variables show significant results for all independent variables (spiritual workplace and spiritual leadership). So it can be concluded that all independent variables have a relationship to performance which is moderated by job satisfaction as a moderating variable.

Table 5. Moderating Effects Independent-Moderating-Dependent Variables

| Relationship Path | <i>p-values</i> | Significant |
|---|------------------------|--------------------|
| Workplace Spirituality → Job Satisfaction → Performance | 0.018 | Yes |
| Spiritual Leadership → Job Satisfaction → Performance | 0.045 | Yes |

4. Discussion

1) Spirituality Influence in the Workplace on Performance Moderated by Job Satisfaction

The results of research conducted on employees at PT. Bumi Jasa Utama Makassar found that workplace spirituality has an influence on employee performance ($p < 0.05$). The results of these findings are in line with research conducted by Marwan which found that spirituality in the workplace has a significant effect on performance [16].

Spirituality in the workplace is the recognition that people have a soul life that nourishes and is nourished by a job [11]. This means that a company that implements and possesses a culture of spirituality would witness a high value of inner satisfaction. In other words, spirituality at work creates employees who interpret work as more than just a place to earn income, but more to the extent to which these employees can contribute to the organization in line with fulfilling their inner needs [12]. The more spiritual values and aspirations that are in line with the organization, the more likely that employees will find true meaning in the workplace so that they will improve their performance at work [20].

The results also show that the variable job satisfaction can moderate the effect of workplace spirituality on the performance of employees of PT Bumi Jasa Utama Makassar ($p < 0.05$). These results indicate that there is a positive and significant effect of the job satisfaction variable on spiritual influences in the workplace on the performance of employees of PT Bumi Jasa Utama. This means that job satisfaction has the property of strengthening the spiritual relationship at work towards performance, through enhancing work performance when the spiritual interaction at work towards job satisfaction is higher.

Furthermore, this research is in line with that conducted on working staff at the Nahdlatul Ulama University in Surabaya which also shows that spirituality in the workplace has a positive trend on job satisfaction and university staff performance ($p < 0.01$) [12]. However, this study found different results from research which concluded that moderator variables did not play a role in the influence of variable X on variable Y, meaning that workplace spirituality does not have a moderating effect [13].

Job satisfaction is a pleasant emotional attitude and loves his job. Job satisfaction at work is the enjoyment of the profession by obtaining work results, placement, treatment, equipment, and a good working environment [8]. Job satisfaction will be achieved if the needs of employees are met through work with high job satisfaction will increase employee performance against the organization where they work [24].

2) The Influence of Spiritual Leadership on Performance Moderated by Job Satisfaction

The results of research conducted on employees at PT. Bumi Jasa Utama Makassar found that spiritual leadership has a clear influence on employee performance ($p < 0.05$). These findings are in line with research which finds that there is an influence of spiritual leadership on employee performance. Spiritual leadership includes values, attitudes, and behaviors that are needed to intrinsically motivate a person or other people so that they have a high spiritual sense [5].

Spiritual leadership is a basic need for both leaders and subordinates so that their spirituality survives so that they are more committed to the organization and productive [5]. Spiritual leadership emerges as a values-based approach to leadership. This leadership assumes that the interaction of leaders and subordinates is an important building block in an organizational culture that has value connectedness, which enables subordinates to achieve a sense of spiritual well-being or true meaning in the workplace [10].

The results also show that the job satisfaction variable can moderate the influence of spiritual leadership on the performance of employees of PT Bumi Jasa Utama Makassar ($p < 0.05$). These results indicate that there is a positive and significant effect of the job satisfaction variable on the influence of spiritual leadership on the performance of employees of PT Bumi Jasa Utama. This means that job satisfaction has the nature of strengthening the spiritual relationship of leadership to performance, where if the spiritual interaction of leadership on job satisfaction is higher, performance will also increase.

This research is in line with that conducted on Paradise Batu Hotel employees, found through the moderation regression analysis that showed job satisfaction could moderate the effect of work motivation on employee performance [14]. However, this study found different results from the research by Surakarta city hall employees showing that job satisfaction, which provides a moderating effect, is not able to increase performance ($p > 0.05$) [1].

Spiritual leadership reflects one's ability to influence individuals and groups to motivate oneself and others. Therefore, spiritual leadership can encourage the heart and intentions based on religious ethics and form the character of integrity in improving performance [18].

The relationship between job satisfaction and performance can be seen through rising pride, love, passion, and happy with their work and carrying out work with full responsibility. So if employees are satisfied with their work, then these employees will perform well. Conversely, if employees are dissatisfied with their work, their performance will be less qualified [17].

5. Conclusion

Spirituality in the workplace and spiritual leadership have an influence on the performance of employees of PT Bumi Jasa Utama. In addition, job satisfaction as a moderating variable is able to moderate the influence of spirituality in the workplace and spiritual leadership on the performance of employees of PT Bumi Jasa Utama Makassar. Improving the quality of the relationship between employees and leaders by carrying out various activities that can strengthen a sense of brotherhood between employees and company leaders is required to obtain maximum performance.

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