

An Examination of the Impact of Spiritual Leadership and Work Motivation on Employee Performance As Measured by Job Satisfaction at the Bahrul Maghfirah Cinta Indonesia Foundation in Malang



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ABSTRACT: Human resources are assets that do not have a form because they are in the form of expertise, skills, creativity, and abstract knowledge that a person specifically possesses. Good human resources will further develop the organization and enable it to compete with changing times. This research aims to determine the influence of spiritual leadership and work motivation on job satisfaction; the influence of spiritual leadership and work motivation on employee performance. Job satisfaction can mediate the relationship between spiritual leadership and employee performance, and job satisfaction mediates the relationship between work motivation and employee performance. The population of this study was 118 employees of the Bahrul Maghfirah Cinta Indonesia Malang Foundation. Sampling used the Proportionate Stratified Random Sampling technique. The sample obtained was 50 respondents. The data analysis used is a validity test, reliability test, classical assumption test, and path. The research results show that (1) spiritual leadership and work motivation have a positive and significant effect on job satisfaction; (2) spiritual leadership and work motivation have a positive and significant effect on job satisfaction; (3) spiritual leadership and work motivation have a positive and significant effect on employee performance; (4) spiritual leadership and work motivation have a positive and significant effect on employee performance; (5) Job Satisfaction has a positive and significant effect on employee performance; (6) job satisfaction cannot mediate the relationship between spiritual leadership and employee performance and (7) job satisfaction cannot mediate the relationship between work motivation and employee performance.

KEYWORDS: Spiritual Leadership, Work Motivation, Job Satisfaction, Employee Performance, Foundation.

I. INTRODUCTION

Human resources are one of the most important things in supporting organizational activities. Human resources are valuable resources and are no less important than other resources. Human resources are intangible assets because they are in the form of expertise, skills, creativity, and abstract knowledge that a person specifically owns. Good human resources will further develop the organization and enable it to compete with changing times. Therefore, quality human resources are needed. To obtain competent human resources, organizations recruit high-quality human resources to achieve organizational goals. Hasibuan (2009) explains that human resources are the science or art of managing labor relations to effectively and efficiently achieve organizational, employee, and social goals. One aspect of human resources is related to employee performance and how management manages it, namely performance management.

Performance is very important for organizational development because organizational goals can be achieved if employee performance is good, and conversely, the organization will experience obstacles if employee performance is ineffective. Hessel (2007) explains that factors influencing performance are motivation, organizational culture, salary, leadership, job satisfaction, discipline, work environment, and organizational commitment. This study focuses more on leadership, motivation, and performance-related job satisfaction.

Negative factors can reduce employee performance, including employee desire to achieve work performance, lack of punctuality in completing work so that they do not comply with regulations, environmental influences, co-workers whose

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enthusiasm is also decreasing, and lack of role models to emulate. All of these are the causes of declining employee performance at work. Factors that can improve performance include spiritual leadership, motivation, work discipline, and job satisfaction. So far, there have been several phenomena of employee work that are not optimal. This can be seen from the fact that there are still employees who leave the office during working hours without a clear reason, there are employees who go home early without a clear reason, employees who are absent from work due to health reasons and family needs or blaming each other among fellow employees in carrying out their work.

According to Martoyo (2000), job satisfaction is an emotional state of employees where there is or is not a meeting point between the value of employee work rewards from the company or organization and the level of value of the rewards desired by the employee concerned. This employee's work rewards are both financial and non-financial. Job satisfaction results from employee perceptions of their work environment, including working conditions, recognition, and interpersonal relationships. Satisfied employees tend to be more enthusiastic and loyal and contribute more positively to their organization, which can ultimately improve the overall performance of the organization.

In the era of ever-evolving business, the leadership paradigm has shifted from the conventional model focused on tasks and hierarchy to a more holistic and valuable model, such as spiritual leadership. Spiritual leadership emphasizes aspects such as values, higher purpose, and overall well-being, which can have a deeper impact on employees and organizational performance. Spiritual leadership in organizations is necessary for Islamic educational organizations, and it is undeniably the key to organizational change and improvement. Fry (2003) stated that previous leadership theories have focused on one or more aspects of human interaction's physical, mental, or emotional elements in the organization and ignored the spiritual component. He also insisted that spiritual leadership is a response to the call for holistic leadership that helps integrate four fundamental areas, which define the essence of human existence in the workplace, namely: body (physical), mind (mind), heart (heart), and soul/spirit (spirit).

According to Stephen P. Robbins (2007), motivation is a process that explains the intensity, direction, and strength of an individual's drive to achieve his goals. General motivation is related to efforts to achieve any goal. The relationship between spiritual leadership, work motivation, job satisfaction, and employee performance is complex and interrelated. Strong spiritual leadership can motivate employees by instilling relevant values and creating a meaningful work climate. High work motivation can then strengthen job satisfaction, improving employee performance.

II. LITERATURE REVIEW

Employee Performance

Employee performance based on Robbins (2006) explains that performance is a measurement of the expected work results in the form of something optimal. Employee performance is the real behavior displayed by each person as a work achievement produced by employees according to their role in the organization. Sutrisno (2010) explains that performance is the success of a person or group of people in an organization with their respective authorities and responsibilities or about how a person is expected to function and behave according to the tasks assigned to him. According to Sudarmanto (2009), performance is defined as a record of the results produced or generated from a particular job function or activity, namely activities carried out during a certain period of time and behavior related to organizational goals. Therefore, the author concludes from the definition of performance above that performance is a person's ability to carry out their duties, which result in satisfactory work results, to achieve organizational goals in accordance with the organization's duties, authority, and responsibilities.

Job Satisfaction

Job satisfaction usually refers to a person's attitude toward their job. Satisfaction is not felt tangible, but can be realized through the results of their work. A person with a high level of job satisfaction has a positive attitude toward their job, and vice versa; a person with a low level of job satisfaction will show a negative attitude toward their job. Luthans (2006) divides job satisfaction into five basic dimensions: compensation, the work itself, job promotion, supervision, and relationships between coworkers.

Competence

Motivation is a desire, passion, and driving force within a person; motivation is related to human psychological factors that reflect attitudes, needs, and satisfaction that occur within a person, while leadership creates motivation from outside a person. According to Jackson (2006), Motivation is a desire within a person that causes the person to act. According to Alderfer (2003), a motivational theory called the ERG theory was proposed. This theory states that motivation is based on

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three needs, namely existence, relationships, and development in humans or in English, namely Existence, Relatedness, and Growth. In the ERG theory, Existence is used as a real need for every person in accordance with human dignity. The need for relationships is explained by the existence of social interaction between humans and their surroundings as the essence of existence. Human needs to grow and develop will emerge in the process of existence and interaction. The ERG theory is almost the same as Maslow's hierarchy of needs. In the ERG theory, existence is considered a basic need, relationships are social needs, and development is a form of self-actualization.

Training

Spiritual leadership emerged as a new paradigm in transforming and developing adaptive organizations to answer the challenges of the 21st century. This spiritual leadership is seen as being able to perfect previous leadership models by basing its vision, mission, and leadership behavior on divine values (Tobroni, 2015). One of the spiritual leadership theories that has developed today is the Spiritual Leadership Theory (SLT), which was approved by Fry in 2003 and developed again in 2005. Spiritual Leadership Theory is a leadership model that uses an intrinsic motivation model by combining the vision of hope/belief, the value of caring, and spiritual well-being (Fry et al., 2005). This spiritual leadership theory has been widely applied in different workplaces.

III. METHOD

This study uses quantitative research by examining factors influencing employee performance in Bahrul Maghfirah Cinta Indonesia Foundation. Population: This research was conducted on Bahrul Maghfirah Cinta Indonesia Foundation, totaling 118 employees. Sampling technique: The sampling technique used in this study is proportional stratified Random Sampling. Proportionate Stratified Random Sampling is done by dividing the population into sub-populations/strata proportionally and randomly. The Proportionate Stratified Random Sampling sampling technique is done by collecting data on the number of employees from each section and then determining the number of samples needed for each section, of which 50 samples were chosen.

The data analysis technique used is descriptive analysis for each variable and a requirements analysis test for further hypothesis testing using multiple regression and path analysis. The analysis requirements tests performed were the normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing using multiple regression analysis was carried out to determine whether the independent variables partially influence the dependent variable and to determine the linear regression equation. Path analysis was carried out to determine whether the mediating variable can mediate the independent variables on the dependent variable. Analysis of needs testing, hypothesis testing, and multiple linear regression analysis equations using the help of IBM SPSS Statistics version 26 software.

IV. RESULT AND DISCUSSION

A. Result

1. Partial test (t-test)

The basis for decision-making in this partial test is that if the significance value t is < 0.05 , H_a is accepted, whereas if the significance value t is > 0.05 , H_a is rejected. Partial test results (t-test) are presented in the following table:

Table 1. Partial Test Results Model 1

| Model | Unstandardized Coefficients | Standardized Coefficients | Beta | t | Sig. |
|--------------------------------|-----------------------------|---------------------------|-------|--------|-------|
| | B | Std. Error | | | |
| Constant | -3,855 | 6,652 | | -0,580 | 0,565 |
| Spiritual Leadership (X_1) | 0,746 | 0,208 | 0,434 | 3,594 | 0.001 |
| Work Motivation (X_2) | 0,407 | 0,088 | 0,403 | 3,342 | 0,002 |

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The spiritual leadership variable (X_1) obtained a positive t-count of 3,594 with a sig. of $0.001 < 0.05$. So, the spiritual leadership variable positively and significantly affects the job satisfaction variable. It shows that hypothesis 1, which is that spiritual leadership has a positive and significant effect on job satisfaction, is accepted.

The work motivation (X_2) obtained a positive t-count of 3,342 with a sig. of $0.002 < 0.05$. So, work motivation is positive and significantly affects the job satisfaction variable. It shows that hypothesis 2, which is that work motivation has a positive and significant effect on job satisfaction, is accepted.

Table 2. Partial Test Results Model 2

| Model | Unstandardized Coefficients | Standardized Coefficients | Beta | t | Sig. |
|--------------------------------|-----------------------------|---------------------------|-------|--------|-------|
| | B | Std. Error | | | |
| Constant | -3,024 | 3,760 | | -0,804 | 0.425 |
| Spiritual Leadership (X_1) | 0,295 | 0,132 | 0,193 | 2,231 | 0,031 |
| Work Motivation (X_2) | 0,525 | 0,076 | 0,587 | 6,882 | 0,000 |
| Job Satisfaction (Y_1) | 0,339 | 0,082 | 0,383 | 4,131 | 0,000 |

The spiritual leadership variable (X_1) obtained a positive t-count of 2,231 with a sig. of $0.031 < 0.05$. So, the spiritual leadership variable positively and significantly affects the employee performance variable. It shows that hypothesis 3, which is that spiritual leadership has a positive and significant effect on employee performance, is accepted.

The work motivation variable (X_2) obtained a positive t-count of 6,882 with a sig. of $0.000 < 0.05$. So, the work motivation variable positively and significantly affects the employee performance variable. It shows that hypothesis 4, which is that work motivation has a positive and significant effect on employee performance, is accepted.

The job satisfaction (Y_1) obtained a positive t-count of 4,131 with a sig. of $0.000 < 0.05$. So, the job satisfaction variable positively and significantly affects the employee performance variable. It shows that hypothesis 5, which is that job satisfaction positively and significantly affects employee performance, is accepted.

2. Path Analysis

Table 3. Path Analysis Results

| Variable | Direct Effect | Indirect Effect | Total Effect | Information |
|----------------------------------------------------------------------------------------------|---------------|------------------------------|-------------------------|--------------------------------------------------|
| Spiritual Leadership (X_1) – Job Satisfaction (Y_1) – Employee Performance (Y_2) | 0,193 | $0,193 \times 0,383 = 0,073$ | $0,193 + 0,073 = 0,266$ | Indirect effect < direct effect, $0,073 < 0,193$ |
| Work Motivation (X_2) – Job Satisfaction (Y_1) – Employee performance (Y_2) | 0,587 | $0,587 \times 0,383 = 0,224$ | $0,587 + 0,224 = 0,97$ | Indirect effect < direct effect, $0,224 < 0,587$ |

The indirect effect of spiritual leadership on the employee performance variable through the job satisfaction variable is $0.073 < \text{direct effect } 0.193$. This means that the job satisfaction variable can become an imperfect mediating variable for the spiritual leadership variable on the employee performance variable.

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The indirect effect of work motivation on the employee performance variable through the job satisfaction variable is $0.224 < \text{direct effect } 0.587$. This means that the job satisfaction variable can become an imperfect mediating variable for the work motivation variable on the employee performance variable.

B. Discussion

1. The Influence of Spiritual Leadership on Job Satisfaction

Spiritual leadership is when a leader directs his subordinates according to the vision and mission of the organization with guidelines to uphold religious values. Leadership here applies more spiritual values such as spiritual, soul, and heart in carrying out his leadership because leadership based on good spiritual values will consider his position as a mandate that must be carried out with full responsibility and accept all risks when there is a problem it is not easy to blame others but to find the best solution to solve the problem. Spiritual values in leadership can motivate and inspire employees to build the organization's vision and mission and create employee commitment to the organization, which ultimately also increases job satisfaction. The results of Zuhri's research (2015) show that spiritual leadership positively and significantly affects job satisfaction.

2. The Influence of Work Motivation on Job Satisfaction

Based on the work motivation test results on job satisfaction, it was stated that there was a significant positive effect, meaning that the higher the level of employee work motivation, the more significant the effect on the higher the employee's job satisfaction. The results of this study are in accordance with Aldefer's ERG theory (1969), which states that the ERG theory has three series of needs, namely: (1). Existence, namely needs that are satisfied by factors such as food and air, rewards, and working conditions. (2) Relationship needs that are satisfied by social and interpersonal relationships (3) Growth, namely needs that are satisfied if individuals make productive or creative contributions. According to previous research conducted by Solihatun (2021) and Hastuti (2021), the study's results stated that work motivation has a significant effect on job satisfaction.

3. The Influence of Spiritual Leadership on Employee Performance

The results of the analysis of the influence of spiritual leadership on performance show a significant positive influence, meaning that the higher the level of spiritual leadership felt by employees, the higher the employee's performance will be. Spiritual leadership has a very important role in fostering healthy performance where employee rights and obligations are regulated to align with employee functions and responsibilities. According to previous research conducted by Zuhri (2015), the results of the study show that spiritual leadership has a significant positive influence on employee performance.

4. The Influence of Work Motivation on Employee Performance

The results of the analysis of the influence of work motivation on performance show a significant positive influence, meaning that the higher the level of employee work motivation, the higher the employee's performance will be. If employees have a strong drive from within themselves or their work institution, they will be motivated to do something well. The study's results are in accordance with previous research conducted by Solihatun (2021), which found that work motivation has a significant positive effect on employee performance.

5. The Influence of Job Satisfaction on Employee Performance

The results of the analysis of job satisfaction on performance have a significant positive effect, meaning that the higher the level of employee job satisfaction, the higher the employee's performance will be. Efforts made by the Bahrul Maghfirah Cinta Indonesia Malang Foundation to increase job satisfaction include providing rights and obligations in accordance with the duties and responsibilities of employees. The higher the duties and positions of employees, the higher the compensation to employees. Thus, job satisfaction is one of the factors that can affect employee performance. These results align with previous research by Solihatun (2021) and Susanto (2019).

6. The Influence of Spiritual Leadership on Employee Performance through Job Satisfaction

There is an indirect influence of spiritual leadership on performance through job satisfaction, but the influence is smaller than the direct influence of spiritual leadership on performance. Meaning. The nature of the mediation produced from the test shows that job satisfaction cannot mediate the influence of spiritual leadership on performance. This supports the results (Tri Rachmawan & Nita Aryani, 2020), which state that spiritual leadership on employee performance mediated by job satisfaction has a positive but insignificant effect. Because job satisfaction is felt more from the rewards given than just the existence of spiritual leadership, this study does not align with previous research by Permana (2021) that shows that job satisfaction can mediate spiritual leadership on performance.

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7. The Influence of Compensation on Employee Performance through Job Satisfaction

There is an indirect effect of work motivation on performance through job satisfaction, but the effect is smaller than the direct effect of work motivation on performance. Meaning. The nature of the mediation produced from the test shows that job satisfaction cannot mediate the effect of work motivation on performance. This aligns with the results (Sekarwangi & Bernardus, 2021), which state that job satisfaction as a mediator in work motivation on employee performance does not affect HR employees of PT SI. This study does not align with previous research by Hastuti (2021) that states that job satisfaction can mediate work motivation and performance.

V. CONCLUSION

Based on the results of research on the examination of the impact of spiritual leadership and work motivation on employee performance through job satisfaction at the Bahrul Maghfirah Cinta Indonesia Foundation, the following conclusions are drawn:

1. Spiritual leadership truly leads with the heart based on religious ethics. He considers his position as a mandate that must be carried out with full responsibility and accepts all risks. When there is a problem, it is not easy to blame others but to find the best solution to solve the problem. Work motivation is one of the jobs carried out by leaders to inspire, encourage, and encourage employees to achieve organizational goals. Job satisfaction is an employee's attitude towards their work. Job satisfaction shows the suitability between a person's expectations of a job and what is actually received. Employee performance is something that can be given by employees to an institution or foundation, including work performance against targets determined with a scope, quality of work, quantity of work, timeliness, effectiveness, and independence. Spiritual leadership and work motivation towards employee job satisfaction at Yayasan Bahrul Maghfirah Cinta Indonesia Malang. The higher the level of spiritual leadership and work motivation felt by employees, the higher the employees' job satisfaction.
2. Spiritual leadership and work motivation affect employee performance at Yayasan Bahrul Maghfirah Cinta Indonesia Malang. The higher the level of spiritual leadership and work motivation felt by employees, the higher the employee's performance. Likewise, the lower the level of spiritual leadership and work motivation felt by employees, the lower the employee's performance.
3. Job satisfaction affects employee performance at Yayasan Bahrul Maghfirah Cinta Indonesia Malang. The higher the level of job satisfaction felt by employees, the higher the employee's performance. Likewise, the lower the level of job satisfaction felt by employees, the lower the employee's performance.
4. Spiritual leadership and work motivation have a direct effect on employee performance, which is greater than the indirect effect. Job satisfaction has an effect but is not strong, so it is not proven to mediate the relationship between spiritual leadership and work motivation on performance.
5. Job satisfaction impacts employee performance, which means that employees who are satisfied with the results of their work can improve their performance. The main factor that affects job satisfaction is the work itself. Employees feel proud of their work, which affects the quality of employee performance in completing work neatly so that consumers who use services feel satisfied with the results.

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