

The Role of Spiritual Leadership and Religious Motivation in Improving Employee Performance (Case Study at The Qolbun Salim Orphanage in Samarinda)

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Abstract. *Leaders play a crucial role in human life, both socially and professionally. Leaders must be able to demonstrate the right path in accordance with religious principles and aim to achieve a shared vision. In addition to providing guidance, leaders also need to influence and encourage their subordinates to achieve optimal performance in achieving established shared goals. The purpose of this study was to determine (1) the role of spiritual leadership in supporting employee performance and (2) the role of religious motivation in influencing employee performance. This study used qualitative research methods. Qualitative research is conducted to build knowledge through understanding and discovery. The results of this study indicate that spiritual leadership significantly influences employee performance, and religious motivation significantly influences employee performance.*

Keywords: *Employee Performance; Religious Motivation; Spiritual Leadership.*

1. Introduction

Leaders play a crucial role in human life, both socially and professionally. Leaders must be able to show the right path in accordance with religious principles and aim to achieve a shared vision. In addition to providing guidance, leaders must also influence and encourage their subordinates to achieve optimal performance in achieving established shared goals.

In today's era, with the presence of several very diverse generations such as Generation X, Y, and Z who need to be integrated in social and professional life, we are required to have mature leadership skills and expertise to lead cross-generational groups. Furthermore, we must also understand the techniques of motivating teams so that they can always contribute maximally in an efficient manner. Every individual has different motivational needs, and the peak level of motivation also varies between individuals. Therefore, it is very

important for us to be able to understand and provide positive encouragement to increase motivation that is already high and provide correction for motivation that is still lacking.

(Fikri, 2022; Mulla and Krishnan, 2022; Pally, 2022; Whyte et al., 2022) state that leadership is a person's ability to encourage followers or employees to work together and achieve common goals efficiently. In every institution, whether in the public sphere, family, organization, government, company, country, or kingdom, the role of leaders is essential.

Tenner and Detoro (1993); Robbin (2002); Hasibuan (2007); Umar (2010) generally explain that leadership is the ability and skills possessed by a leader to motivate subordinates to cooperate and be productive in order to achieve desired targets. Yuks (2010), citing Stogdil, explains that there are many definitions of leadership, and the number is equal to the number of people who define it. Therefore, leadership can be defined based on characteristics, behavior, influence, interaction patterns, and the relationship between roles and positions. Here are some definitions of leadership:

- 1) Leadership is an individual who directs group activities to achieve the same goals or objectives (Hemphill and Coons, 1957).
- 2) Leadership is an additional influence to direct an organization or company in its daily operations (D. Katz and Kahn, 1978).
- 3) Leadership occurs when a person mobilizes institutional, political, psychological, and other resources to arouse, involve, and fulfill the motivation of his followers (Burn, 1978).
- 4) Leadership is a process that influences the activities of organized groups in order to achieve common goals (Rauch and Behling, 1984).
- 5) Leadership supplies meaningful direction to collective efforts, thereby igniting efforts to achieve those goals (Jacob and Jacques, 1990).
- 6) Leadership is the ability to act beyond cultural norms in order to initiate a process of evolutionary change that is better and more adaptive (EH Schein, 1992).
- 7) Leadership is the process of helping people understand the benefits of collaboration, so that they are aware of it and willing to do it (Drath and Palus, 1994).
- 8) Leadership is a way to convey a vision, realize values, and create an environment that supports the achievement of desired goals (Richards and Eagel, 1986).
- 9) Leadership is an individual's ability to influence, motivate, and empower others to contribute to the effectiveness and success of an organization (House et al., 1999).

The best leadership style is one that is always able to adapt to the existing environment and situation, can work together with various generations, harmonize the various characters from each generation, and collaborate with various groups across generations. To be an effective leader, there are at least three types of skills that must be possessed: first, a leader needs to have power that includes authority and legitimacy that give the right to influence and direct his followers or employees. Second, a leader must have authority, advantages, and excellence to be able to manage followers or employees. Third, a leader needs to have capacity or ability in various aspects, including power, strength, skills, and technical and

social abilities that are considered superior to other members (Wendy Sepmady Hutahaeen, 2020).

Leadership can be evaluated based on several criteria: (1) faith, (2) in-depth knowledge, (3) managerial skills, (4) speaking skills, (5) consistency, (6) trustworthiness, (7) intelligence, (8) being a role model, (9) assertiveness, and (10) ability to accommodate aspirations.

What needs to be considered now is how a leader can integrate the various generations within an organization so they can work together without conflicting interests or even differences in potential between them. Therefore, it is crucial to possess spiritual leadership qualities and be able to provide religious inspiration to all generations within the organization, so they can continue to deliver maximum performance and achieve shared goals within the organization or company.

Spirituality is always present throughout time with basic values in life. From a psychological perspective, individuals engage in actions that influence human behavior in various situations (Arfandi, 2019). Spirituality plays a role in shaping one's character. Upholding the values of truth, honesty, integrity, and wisdom that can shape the morals and character of oneself and others is the most important aspect of spiritual leadership. Research on the role of spiritual leadership on employee performance conducted by Anggara & Aulia, (2021) at Darusalam Gontor University stated that spiritual leadership has a significant influence on employee performance. In line with research conducted by Heryawan et al., (2021) at the Surabaya F&B Company stated that spiritual leadership has a very significant influence on employee performance, and Liu et al., (2022) also stated that spiritual leadership influences employee career development and improves employee performance in relation to spiritual motivation and pursuing a career calling. In line with research conducted by Aris Budiyanto (2024) on Retail Channel Executives at PT. Indosat, TBK. PT. Indosat also said that spiritual leadership has a significant influence on sales performance.

The subject and object that the author took in this study is a novelty by adding religious motivation to improve employee performance. In this study, the researcher tried to broaden the understanding of the role of spiritual leadership and religious motivation of LKSA Panti Asuhan Qolbun Salim. LKSA Panti Asuhan Qolbun Salim is one of the charitable organizations in the social sector under the auspices of the Qolbun Salim Al Kaffah Foundation located at Jalan Ks. Tubun No. 490 RT. 36 Kelurahan Jawa Kecamatan Samarinda Ulu Kota Samarinda Province of East Kalimantan.

Currently, there is a performance phenomenon from LKSA Qolbun Salim which does not cover the performance targets obtained, especially in the last 18 months which can be seen in the following table:

Table 1 Targets and Performance Realization of the Qobun Salim Orphanage LKSA for the 2024-2025 Trimester

Month	Year	Guest Target	Realization Visitor	Percentage	Information
January	2024	300	287	95.6%	Not achieved

February	2024	300	272	90.6%	Not achieved
March	2024	300	291	97.0%	Not achieved
April	2024	300	270	90.0%	Not achieved
May	2024	300	280	93.3%	Not achieved
June	2024	300	261	87.0%	Not achieved
July	2024	300	280	93.3%	Not achieved
August	2024	300	265	88.3%	Not achieved
September	2024	300	272	90.6%	Not achieved
October	2024	300	268	89.3%	Not achieved
November	2024	300	254	84.6%	Not achieved
December	2024	300	260	86.7%	Not achieved
January	2025	300	244	81.3%	Not achieved
February	2025	300	237	79.0%	Not achieved
March	2025	300	285	95.0%	Not achieved
April	2025	300	266	88.6%	Not achieved
May	2025	300	250	83.3%	Not achieved
June	2025	300	242	80.6%	Not achieved

Source: LKSA Qolbun Salim Orphanage

The data in Table 1.1 shows that the revenue targets set by the management of the Qolbun Salim Orphanage were still unmet from January 2024 to June 2025, with no month reaching 100%. This indicates that employee performance is not optimal. This situation is certainly a problem for the company related to the need for employee performance services to meet donor revenue targets.

The results of interviews with the Management of LKSA Panti Asuhan Qolbun Salim, it is known that employees are required to contribute according to the given targets and are expected to achieve greater results than the given targets. The existing workforce has been provided with adequate supplies with the required abilities and skills, employee engagement is stimulated in various ways, from work schedules, donor services, creative social media promotions, and others. Employee working hours are arranged in rotation or shifts and are regular so that no employee feels more burdened than others. Donor services are also created and adjusted for each donor so that they are effective in providing services. Creative social media promotions have also been determined so that donors are aware of the activities of LKSA Panti Asuhan Qolbun Salim.

From the table and explanation above, it can be concluded that the realization of guest reception did not reach the target given by the Foundation. This discrepancy is felt to be inconsistent with everything that has been given and done by the Foundation, so the author wants to research the possibility of other things related to leadership and motivation. And based on the phenomena that occurred above, the researcher is interested in conducting

research with the title "THE ROLE OF SPIRITUAL LEADERSHIP AND RELIGIOUS MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE".

2. Research Methods

The type of approach used in this research is a Qualitative approach. According to Bogdan and Biklen, there are several terms given to qualitative research, namely naturalistic or natural research, ethnography, symbolic interaction, inward perspective, ethnomethodology, phenomenology, case study, humanistic, ecological and descriptive. According to Sugiyono, Qualitative method is a research method based on postpositivism which is used to examine the condition of natural objects, with results that emphasize meaning rather than generalization. This research is included in the field research category because in its implementation the researcher must go directly to the field, engage with the local community, including in broad approach research activities in a qualitative perspective.

This research uses a qualitative descriptive format. Qualitative descriptive research is used to examine the status of a group of people, an object, a condition, a system of thought, or a current event. By using this type of field research, the researcher sought to directly determine from the research site how spiritual leadership styles and religious motivations are applied at the Qolbun Salim Orphanage.

3. Results and Discussion

3.1. DATA PRESENTATION AND ANALYSIS

Data presentation and analysis is the part of presenting the data generated in the research that is adjusted to the research focus and analyzed with relevant data. In this study, data collection techniques used were through observation, interviews, and documentation. Based on the research results conducted, the results of the data on the Application of Spiritual Leadership and Religious Motivation on the Performance of LKSA Employees at the Qolbun Salim Orphanage will be described. The research data will be presented sequentially, referring to the research focus as follows:

3.1.1. The implementation of Spiritual Leadership is very important and is an effective and best means to improve employee performance.

The informant (interviewed) who answered regarding the application of spiritual leadership was Nurgulit Septiadi Triharjo as Chair of the LKSA Qolbun Salim Orphanage, who explained as follows;

"In our daily morning briefing, we begin with an Islamic prayer, followed by sharing our work and accomplishments from the previous day. Several employees share what they have accomplished the previous day, and any difficulties or obstacles they have encountered, which are all shared in the forum. Anyone in the forum with relevant opinions and experiences can respond and/or offer solutions. We do this to foster empathy for our coworkers, allowing us to understand the difficulties and obstacles experienced by other employees. After sharing experiences and solutions among

employees, we continue with mutual motivation. We give appreciation to employees who have achieved the best results the previous day, and encourage those who have not achieved the expected results or are still below the given targets. This practice is effective and has been proven to resolve many work issues, as they do not feel judged in the forum, and feel supported by all their colleagues."

Interviewee Nurgulit Septiadi Triharjo recognized the crucial role of spiritual leadership and stated that what he had done was a manifestation of the characteristic "Arousing the best for ourselves and others." This allows employees to collaborate and achieve their assigned goals.

The next informant (interviewed) who answered regarding the application of spiritual leadership was Meidiyatma Pratama as the General Secretary of the LKSA Panti Asuhan Qolbun Salim, who explained as follows;

"We often share how close the Chairman is to other employees. If there is a problem that could potentially hinder our work, we exchange ideas and experiences to help provide options and solutions. If the problem still hasn't been resolved, then as Secretary General, I will provide assistance to employees in resolving employee issues. We do this so that we can serve as an example or role model for resolving problems or disputes in a good and effective manner. If my assistance still doesn't resolve the problem within a certain period of time, then I conduct one-on-one coaching and share with the employee to find a solution, conveying that every problem always has hope for a resolution. Often, if the problem remains unresolved, I consider the option and solution of transferring the employee to another task. By continuing to provide the best hope to employees, I remind them to regain their enthusiasm for the new and different conditions and situations in their new assignments. This implies that employees should not lose hope for a good future and effective problem solving despite the many obstacles and challenges that exist. This method is effective and increases the opportunity to achieve targets, because their hopes are always positive for resolving work problems and always positive in achieving the targets set by the Foundation."

Informant (interviewed) Meidiyatma Pratama exemplified the characteristics of Openness to the change in his work, and stated that the role of spiritual leadership is very influential in supporting employees to be ready to face all changes to become better.

The next informant (interviewed) who answered regarding the application of spiritual leadership was Febrian Nugroho as the general treasurer of the LKSA Panti Asuhan Qolbun Salim, who explained as follows;

"I always remind them that we are a family, who belong to each other, respect each other, and love each other. If there are personal, social, or professional problems that arise at work, we must resolve them together. Because this sense of belonging minimizes the potential for internal conflict. We save our energy for serving guests, don't let our energy be used up just for internal disputes, which will make us unable to compete externally, ultimately, we will not be able to achieve the targets set by the Foundation. I make their

friends as reminders, who will remind each other if there are ineffectiveness in work, less thorough in reporting, lack of enthusiasm in performance, and so on. The implementation of this leadership is very effective, because without being asked, they already provide support and help each other in resolving problems and disputes, and make them disciplined with reprimands and warnings from their own friends."

Informant (interviewed) Jihan Saskia Ramadhani as secretary 1 carries out the characteristics of Beloved leaders in her work, and agrees that the role of spiritual leadership is very influential in supporting all employees and in the end, all employees also do the same to fellow employees, providing support to each other, reminding each other, helping each other, and working together to achieve the targets given by the Foundation.

The next informant (interviewed) who answered about the implementation of spiritual leadership was Anindita Keisha Zahra as treasurer 1, explaining as follows; "The key to success is discipline, both mindset discipline and execution discipline. From that, I am very firm and always carry out discipline in every execution. Discipline does not have to be with everything that is rigid and static, but must be flexible and dynamic, for example: employees must be disciplined to come to work every day, but not necessarily at the same time because their working hours are determined by their respective shift schedules. Employees are expected to come in 30 minutes before their schedule so they can prepare to carry out their work. With this discipline but not rigid and static that we apply, we can do a better job, and automatically will produce better performance to achieve the targets given by the Foundation.

Interviewee Anindita Keisha Zahra embodies the characteristics of Discipline and flexible but still smart and enthusiastic in her work. Anindita Keisha Zahra strongly believes that the role of spiritual leadership is very important and beneficial for herself as a leader and for all employees. And the results can be seen that all employees can carry out their work with discipline and provide the best performance to achieve the targets given by the Foundation.

The next informant (interviewed) who answered regarding the application of spiritual leadership was Muhammad Sahri as a caregiver, who explained as follows;

"Previously, I felt that my work was very difficult, the targets given by the Foundation were very high and I had to work alone to achieve them. But with the guidance of Nurgulit Septiadi Triharjo, I feel very motivated and enthusiastic again to work better. Mr. Tri is the type of leader who is very protective of his employees, loves and cares sincerely. He is often willing to listen to our complaints and pour out our hearts when there are problems. And this makes us close to each other, love and care for each other at work, and ultimately we are able to give our best performance in achieving the Foundation's targets."

Interviewee Muhammad Sahri described the characteristics of a "beloved leader" from his leader, Nurgulit Septiadi Triharjo, who excels in spiritual leadership. This characteristic fosters a strong sense of unity among employees, who support each other in achieving the Foundation's goals.

3.1.2. The application of Religious Motivation is very helpful in reminding employees of the positive and best values in improving employee performance.

The informant (interviewed) who answered regarding the application of religious motivation was Anindita Keisha Zahra as treasurer 1, explaining as follows;

"I always connect work to life and religious values. I always remind them to be honest, just as they don't want to be lied to. I always ask them to work responsibly so as not to betray the Foundation, just as they don't want to be betrayed by others. I always help each other with compassion for all employees, just as they also want to be helped with compassion when problems arise.

"Implementing this method is very effective in improving performance and enthusiasm in pursuing and achieving the targets given by the Foundation."

Interviewee Anindita Keisha Zahra applies the characteristics of religious psychology performance in her work and believes that religious motivation plays a very beneficial role in supporting leadership in her work. Anindita Keisha Zahra always reminds people to apply good character in their work. And the results can be seen in her ability to carry out work with discipline and provide the best performance to achieve the targets set by the Foundation.

The next informant (interviewed) who answered regarding the application of religious motivation was Meidiyatma Pratama as General Secretary, who explained as follows;

"We always start the day with prayer, because prayer gives us peace and hope. We pray for each other to stay healthy, stay motivated, be able to work diligently, and achieve the best hopes for ourselves, our families, and the Foundation. I also always remind each other to always love our parents and family, because essentially we work for them. Remembering our parents and family when there are problems and difficulties will naturally arise the spirit to solve the existing problems. Implementing this method is indeed a bit difficult at first, especially if the employees are Generation Y and Generation Z who are generally not very good in terms of faith and worship. But little by little, get used to it and remind each other during prayer times, meal times, and break times, continuously, and over time this habit will become a habit. And once it becomes a habit, it will be very easy to maintain discipline at work because you are used to discipline in worship."

Informant (interviewed) Meidiyatma Pratama stated that the role of motivation Religious values are very important in their work, and they apply spiritual performance characteristics to their work. They strive to always remind employees to apply good faith and worship in their work. This has resulted in successful performance to achieve the Foundation's targets.

3.1.3. Improving Performance by implementing Spiritual Leadership and Religious Motivation to be more effective in achieving the targets given by the Foundation.

The informant (interviewed) who answered regarding the role of spiritual leadership and religious motivation was Febrian Nugroho as general treasurer, who explained as follows;

“I am happy to still be working at the Qolbun Salim Orphanage because the work atmosphere is pleasant and makes us happy. Moreover, the Head of the Qolbun Salim Orphanage, Mr. Nurgulit Septiadi Triharjo, is very kind and pious, who always helps us in our work, always reminds us to pray. We also regularly gather with other employees, just to ask how our families are and pray for each other and for us all. By remembering our families, it can increase our motivation in working, and it never crosses our minds to commit fraud at work.”

Informant (interviewed) Jihan Saskia Ramadhani described the characteristics of spiritual performance from the leadership of the Chairman of LKSA Qolbun Salim, Nurgulit Septiadi Triharjo, who always tries to remind his employees to apply good character of faith and worship. Jihan Saki Ramadhani stated that the role of spiritual leadership and religious motivation is very important in work, and the results can be seen that employees have succeeded in improving their best performance to achieve the targets given by the Foundation.

3.2. Relevance of Theory and Research

Chapter 2 explained leadership theories, including their various types and characteristics. The author's observations and research indicate that these leadership styles are ineffective at the Qolbun Salim Orphanage. For example:

- Autocratic leadership: perhaps the origin of the leadership in the LKSA Orphanage is Official Leadership where the Chairperson is appointed by the Decree of the Chairperson of the Foundation to come and lead the LKSA Orphanage, but in carrying out work, leadership cannot be effective if it only prioritizes its power without considering the situation and circumstances that occur in the field. Because of the situation and conditions as well as competition with other products and Foundations.
- Democratic leadership: this leadership is also not effectively implemented in LKSA Panti Asuhan Qolbun Salim because it is considered not firm in making decisions or in solving problems. If all decisions are taken by deliberation with all employees, then the existence of leadership becomes weak and the manifestation of leadership itself becomes bad, because the team will feel no pressure whatsoever if they do work that is not appropriate or cannot achieve the targets that have been given. Decision making by democratic means also takes a lot of time if there are problems and circumstances that require decisions to be made in a short and fast time.
- Laissez-faire leadership: This type of leadership is the least effective in the Qolbun Salim Orphanage because it allows employees to be arbitrary in their work, where the leader's role is very minimal in carrying out their duties. It does take a long time to get to know employees, but by not knowing employees and leading by letting employees play their roles and do their work, this makes the work not run well. For example, employees use the budget arbitrarily only for their personal interests in their work, create programs that only

focus on achieving individual employee values without considering the Foundation's Cost Ratio, and others. With this type of leadership, not only does it reduce the level of trust in the leader, it also reduces the Foundation's performance capacity.

After conducting observations and research through several interviews with leaders and employees, the findings revealed that the most effective leadership style implemented and enforced at the Qolbun Salim Orphanage is Spiritual Leadership. This type of Spiritual Leadership allows leaders to effectively utilize various roles in carrying out their work and encourage employees to achieve the performance results the Foundation expects and meet the assigned targets.

3.2.1. Research Results Formulation

The discussion of these findings refers to the title, namely THE ROLE OF SPIRITUAL LEADERSHIP AND RELIGIOUS MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE. Several findings discussed by the author to answer the focus of the research can be formulated into several characteristics, including:

Characteristics of spiritual leadership	Characteristic manifestations
True honesty	<ul style="list-style-type: none"> - Set an example of always being honest in work - Trustworthy and trusting subordinates - Admit mistakes and apologize if you make a mistake - Forgiving mistakes and helping to correct subordinates' mistakes
Fairness	<ul style="list-style-type: none"> - Provide targets that match your abilities (they don't have to be the same) - Give appreciation for every employee's best achievements - Work not only for personal gain but think for the benefit of the Foundation
The spirit of pious deed (The spirit of doing good or doing good deeds)	<ul style="list-style-type: none"> - Always help all team members in their work (if needed) - Creating a culture of mutual assistance among employees and not being selfish - Have the belief that the best human being is one who is useful to other human beings

The hatred of formality and organized religion	<ul style="list-style-type: none"> - Implementing creative effective problem solving (not rigid) - Get used to solving problems directly, don't wait for a meeting - Treat coworkers as family, not as partners
Little talk, hard work, and relax	<ul style="list-style-type: none"> - Reduce routine meetings and prefer work assistance - Treat employees as adults, not children who are always lectured. - Have the belief that success is a contribution from friends, not your own results.
Arousing the best for our self and others	<ul style="list-style-type: none"> - Applying the concept of Coaching in work to improve employee capabilities - Providing training as (outside in) to increase employee knowledge - Providing Consulting to provide and offer solutions to employees - Provide Mentoring to pass on and enhance employee work experience - Conduct counseling so that employees can solve specific problems they face - Provide the necessary therapy if there are past psychological disorders <p>Obstruct</p>
Openness to the change	<ul style="list-style-type: none"> - Assist subordinates if there are changes in work - Provide examples of dealing with changes in work - Always provide positive expectations if there is a job change
Beloved leaders	<ul style="list-style-type: none"> - Carry out roles as a leader, parent, friend, and coach for subordinates - Make mistakes as lessons and learning, not as failure - Celebrate every team member's best achievements

as an appreciation	
Think globally and act locally global relevance in work act locally)	<ul style="list-style-type: none"> - Provide examples and new thoughts and (Think globally and - Always develop and improve employee abilities and skills
Discipline and flexible but still mindset (Discipline) and flexible but still smart and enthusiastic)	<ul style="list-style-type: none"> - Believe that discipline is a smart and enthusiastic not static behavioral rigidity - Discipline employees by flexible <ul style="list-style-type: none"> - Morning briefing to complete previous work and plan for the next step - Punish mistakes with self-improvement and development
Modesty (Simplicity or	<ul style="list-style-type: none"> - Showing no exaggeration in humility) behavior <ul style="list-style-type: none"> - Always think that we are not the greatest - Always think that every moment we have to learn, because we are not the smartest people

Based on the presentation of the results of data analysis carried out by the researcher, it is known that the internalization of Spiritual values carried out at the LKSA Panti Asuhan Qolbun Salim was carried out through several stages, namely:

a. Value Transformation Stage.

This stage provides information about good and bad values. Verbal communication occurs during this stage. Islamic values are incorporated into moral, ethical, and moral standards. This process attempts to understand how Islamic values can influence employee behavior. The Qolbun Salim Orphanage LKSA (LKSA) transforms values by holding religious dialogues among employees every morning before office hours. It is hoped that these religious dialogues will foster a sense of responsibility, not only toward management or other employees, but also toward Allah SWT.

b. Value Transaction Stage.

At this stage, two-way communication occurs between the value giver and the value recipient, a reciprocal interaction. The next step is to make these values a habit that is repeated, starting with small things first. In practice, LKSA Panti Asuhan Qolbun Salim always adheres to the existing work culture. The process of habituating oneself to the value of Amanah (trustworthiness) is by emphasizing to its employees to carry out all work with trustworthiness. Amanah, here, refers to carrying out work with the responsibility each employee has.

c. Trans internalization Stage.

This stage goes much deeper than simply transacting values. At this stage, leaders and subordinates no longer discuss just physiological matters, but also mental (psychological) ones. Employees respond not through their movements or physical appearance, but through their mental attitudes and personalities, actively engaging each other. While working, of course, we must also not forget to worship Allah SWT.

4. Conclusion

Based on the results of the research that has been conducted regarding the ROLE OF SPIRITUAL LEADERSHIP AND RELIGIOUS MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE at the Qolbun Salim Orphanage LKSA, the following conclusions can be drawn: 1. The role of spiritual leadership is very important in helping leaders to carry out the best engagement with subordinates and to increase the achievement of targets given by the Foundation. 2. The role of religious motivation in the employees of LKSA Panti Asuhan Qolbun Salim can be done by using collaboration methods and reminding each other between employees, so that joint collaboration can be achieved based on religious physiological performance, religious psychological performance, and spiritual performance. 3. Improving performance by implementing spiritual leadership and religious motivation is felt to be very effective both from the perspective of the leader and the employees being led.

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