

The Influence of Spiritual Leadership on Employee Performance with Work Motivation as an Intervening Variable at PT Sinar Raja Nusantara

Ibnu Katsir

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: ibnuka02@gmail.com

Abstract. *Human Resources (HR) are the primary driver of PT Sinar Raja Nusantara's success. However, the company is facing a decline in performance, evident in its target achievement from 2021 to 2024. Empirically, employee performance is influenced by spiritual leadership and work motivation. However, previous literature shows inconsistent results (a research gap) regarding the influence of spiritual leadership on performance. Therefore, this study was conducted to analyze the relationship between spiritual leadership and work motivation in improving employee performance. This research is a quantitative research with a survey method. This population is all employees PT. Sinar Raja Nusantara in 2025 had 105 employees. The sampling technique in this study was a census of 105 employees. Data collection was carried out by distributing questionnaires. Data analysis used the SEM-PLS (Structural Equation Model with Partial Least Squares) program. The results of the study indicate that spiritual leadership has a positive and significant effect on work motivation and employee performance at PT Sinar Raja Nusantara. Work motivation has also been shown to have a positive and significant effect on employee performance. Furthermore, work motivation acts as a mediating variable, strengthening the influence of spiritual leadership on improving employee performance, where good spiritual leadership successfully fosters a strong work drive that boosts employee performance.*

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

1. Introduction

Human Resources (HR) are crucial for an organization or agency to achieve its goals. HR must be excellent in various aspects, as they are the driving force behind the company's effectiveness. This is further driven by the current reality, where organizations and institutions compete to be the best. Therefore, HR performance must be maintained or even improved.(Setiawan & Suryokusumo, 2024). Human resource performance is one of the factors in the success of a company, every employee will receive demands for high performance which has become an inseparable part of an organization.(Khafid, & Astuti, 2024). Performance is a good work result or achievement seen from the quality and quantity aspects obtained by the employee himself in a period of time in carrying out the work tasks delegated to him.(Mangkunegara 2018). PT Sinar Raja Nusantara is a fertilizer company located in Rawa Buaya, Cengkareng, Jakarta. Keeping up with the times and increasing public demands and expectations, the company faces challenges in improving its performance and providing the best possible service.

One factor that empirically influences employee performance is spiritual leadership. Spiritual leadership emerged as a values-based approach to leadership. This leadership model assumes that the interaction between leaders and subordinates is a crucial building block of an organizational culture with a value-based connection, enabling subordinates to achieve a sense of spiritual well-being or meaning in the workplace.(Fry, 2018)Spiritual leadership is a fundamental need for both leaders and subordinates so that their spirituality remains so that they are more committed to the organization and productive.(Fry, 2018).

Spiritual leadership is a leader figure consisting of values, attitudes and behaviors that are needed to motivate oneself and others intrinsically so that they have a sense of spiritual survival through calling and membership.(Setiawan & Suryokusumo, 2024)A leader who has the ability to motivate his or her employees is essential. A leader who can motivate their employees can encourage them to work more effectively and improve performance. In the context of work, motivation is an important factor in encouraging an employee to work.(Robbins, 2015). According to Rivai (Rivai, HV, & Sagala 2018)Motivation is something that creates enthusiasm or work drive, so that the strength or weakness of an employee's work motivation determines performance because a person's performance depends on the strength of their motive.

The higher the motivation, the higher the employee's performance. Employee motivation is essential for improving their performance. A highly motivated person will work hard, maintain a diligent work pace, and exhibit self-controlled behavior toward important goals.(Nurhalim & Fahmi 2021). With work motivation, it can be easily seen in achieving good performance.

2. Research Methods

The research method is a functional process in the form of data collection, analysis and interpretation of information related to the research object.(Arikunto, 2018)The method used in this study is a quantitative method and uses a questionnaire as a data collection tool. The research method used in this study is a survey method, with a questionnaire as the data collection tool. Sugiyono(Sugiyono. 2019)explains that the survey research method is a quantitative research method used to collect data that occurs in the past or present, about beliefs, opinions, characteristics, behavior, relationships between sociological and psychological variables from a sample of a particular population group, data collection techniques using questionnaires that are not in-depth, and research results in general can usually be generalized. This research strategy aims to explain the relationship between independent or free variables (X), namely the influence of spiritual leadership on performance with work motivation as an intervening variable at PT. Sinar Raja Nusantara.

3. Results and Discussion

3.1. Respondent Characteristics Overview

The respondent data in this study is described to provide an overview of the conditions and backgrounds of the 105 PT Sinar Raja Nusantara employees in the sample. The respondent characteristics studied include age, gender, and length of service. The data collected from the questionnaire are presented in the following section:

Table Characteristics of PT Sinar Raja Nusantara Employees

Characteristics	Information	Frequency	Percentage
Gender	Man	69	65.7
	Woman	36	34.3
Age	≤ 25 years	10	9.5
	26 – 35 years old	50	47.6
	36 – 45 years old	32	30.5
	>45 years	13	12.4
Length of work	<1 year	4	3.8

	13 years old	18	17.1
	4 – 6 years	18	17.1
	7 – 9 years	35	33.4
	≥ 10 years	30	28.6
Total		105	100

Table above provides information that as many as 65.4% of PT Sinar Raja Nusantara employees are male, this condition reflects the very high dominance of male workers, which is common in heavy retail industries that require high physical activity. Age characteristics show that as many as 47.6% of PT Sinar Raja Nusantara employees are aged 26 - 35 years, this indicates the dominance of workers from the early productive age group who are dynamic, energetic, and technology literate in supporting the operations of the household equipment retail company. Length of service characteristics show that as many as 33.4% of PT Sinar Raja Nusantara employees have a work period of 7 - 9 years, this reflects that most of the workforce remains in the medium to long term, which means that employees have mastered the field of household equipment retail.

a. Variable Description

This study examined the variables of spiritual leadership, work motivation, and employee performance. To provide an overview of these variables, a descriptive analysis is presented based on questionnaire data distributed to respondents. To group the response scores for each variable, a scale range was used with the following formula:

$$TT - TR$$

Hospital : _____

Scale

Information

Hospital : Scale Range

TR : ScoreLowest (1)

TT : ScoreHighest (5)

Based on the formula above, the scale range can be calculated:

$$\text{Hospital} = \frac{5 - 1}{3}$$

$$\text{Hospital} = 1.3$$

Thus the interval value can be explained as follows:

Low : 1 – 2.33

Currently : 2.34 – 3.67

Tall : 3.68 – 5.0

Details regarding respondents' perceptions for each variable are explained in the following description:

b. Spiritual Leadership

Table Description *Spiritual Leadership* PT Sinar Raja Nusantara

Code	Indicator	STS	TS	R	S	SS	Mean	Criteria
SL1	Vision	2	13	10	45	35	3.93	Tall
SL2	Hope/Faith	3	11	14	47	30	3.86	Tall
SL3	Altruistic Love	5	9	15	48	28	3.81	Tall
SL4	Spiritual, social and physical maturity	3	13	12	50	27	3.81	Tall
SL4	Showing exemplary behavior	4	11	19	43	28	3.76	Tall

Average	3.83	Tall
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Based on table *spiritual leadership* PT Sinar Raja Nusantara is classified as high with an average score of 3.83, indicating that leaders apply strong ethical, moral, and integrity values in managing the organization. The highest indicator was achieved in the statement "vision" (mean 3.93), this proves that leaders understand and are committed to the organization's vision. Meanwhile, the lowest indicator was found in the statement "showing exemplary behavior" (mean 3.76). Despite being the lowest indicator, this score remains in the high category, indicating that leaders always provide good examples.

c. Work motivation

Table Description Work Motivation of PT Sinar Raja Nusantara Employees

Code	Indicator	STS	TS	R	S	SS	Mean	Criteria
MK1	Achievement	4	9	13	52	27	3.85	Tall
MK2	Recognition	2	11	15	54	23	3.81	Tall
MK3	The work itself (the work it self)	4	8	12	55	26	3.87	Tall
MK4	Responsibility	1	15	8	52	29	3.89	Tall
MK5	Individual potential development (advancement)	4	14	17	54	16	3.61	Currently
Average							3.81	Tall

Based on table Work motivation of PT Sinar Raja Nusantara employees is classified as high with an average score of 3.81, indicating that employees feel appreciated and have a strong commitment to the company's goals. The highest indicator was achieved in the statement "responsibility" (mean 3.89), this proves that the company is considered capable of providing appropriate salaries, benefits, and compensation. Meanwhile, the lowest indicator is in the statement "Individual potential development (advancement)" (mean 3.76) which is in the medium category, indicating that the company is considered to provide sufficient opportunities for employees to develop their abilities.

d. Employee Performance

Table Description Employee Performance of PT Sinar Raja Nusantara

Code	Indicator	STS	TS	R	S	SS	Mean	Criteria
KP1	Number of jobs	1	13	17	56	18	3.73	Tall
KP2	Quality of work	4	8	15	55	23	3.81	Tall
KP3	Punctuality	4	11	19	57	14	3.63	Tall
KP4	Presence	5	11	11	56	22	3.75	Tall
KP5	Collaboration skills	3	12	12	54	24	3.80	Currently
Average							3.74	Tall

Based on table employee performance of PT Sinar Raja Nusantara is classified as high with an average score of 3.74, which indicates the effectiveness of human resource management, the success of the work system, and a conducive organizational climate in supporting target achievement. The highest indicator was achieved in the statement "quality of work" (mean 3.81), this proves that employees are able to complete work according to company targets. Meanwhile, the lowest indicator is in the statement "punctuality" (mean 3.63) which is in the medium category, which indicates that employees are quite able to complete work on time.

3.2. Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis

The data analysis in this study used the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to test the causal relationships between latent variables. Data processing was carried out through the SmartPLS 4 evaluation steps, which include:

a. Outer Model Evaluation (Model Measurement)

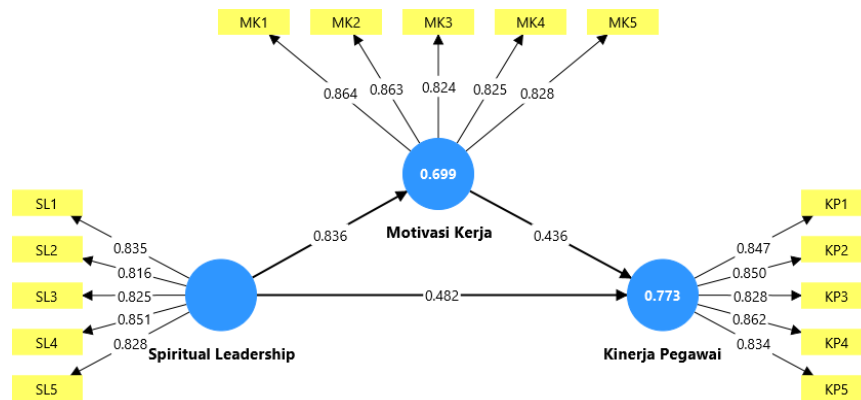


Figure *Outer Model* (Measurement Model)

Testing the outer model involves assessing the validity and reliability of the indicators that form the variable construct. The main criteria evaluated include Convergent Validity, Discriminant Validity, Cronbach's Alpha, and Composite Reliability.

b. Convergent Validity

The convergent validity test aims to measure the level of correlation between each indicator and its latent variable construct. Evaluation of this measurement model is conducted by examining the outer loadings and Average Variance Extracted (AVE) values for each indicator.

Table Evaluation of Outer Loadings

Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Employee Performance	KP1	0.847	0.846	0.0029	28,745	0.000
	KP2	0.850	0.848	0.036	23,842	0.000
	KP3	0.828	0.824	0.041	19,956	0.000
	KP4	0.862	0.861	0.028	30,682	0.000
	KP5	0.834	0.833	0.037	22,470	0.000

Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Work motivation	MK1	0.864	0.863	0.027	31,860	0.000
	MK2	0.863	0.861	0.028	31,153	0.000
	MK3	0.824	0.823	0.033	24,592	0.000
	MK4	0.825	0.821	0.040	20,818	0.000
	MK5	0.828	0.826	0.035	23,850	0.000
Spiritual Leadership	SL1	0.835	0.834	0.028	30,285	0.000
	SL2	0.816	0.813	0.042	19,644	0.000
	SL3	0.825	0.822	0.043	19,287	0.000
	SL4	0.851	0.850	0.032	26,449	0.000
	SL5	0.828	0.826	0.040	20,566	0.000

Based on Table above, it can be seen that all indicators in the variables (employee performance, work motivation, and spiritual leadership) have outer loadings above 0.70. This indicates that each indicator is able to measure its latent variable well.

Table Evaluation of Average Variance Extracted (AVE)

No	Variables	AVE	Information
1	Employee Performance	0.713	Valid
2	Work motivation	0.707	Valid
3	Spiritual Leadership	0.691	Valid

Based on the analysis results in the table above, it can be seen that all Average Variance Extracted (AVE) values for each variable have met the required value, namely > 0.50. This

indicates that all indicators used in this study are valid in measuring and representing their respective latent variables.

c. Discriminant Validity

Discriminant validity testing is conducted to ensure that each construct or variable in the study is truly distinct and empirically unique compared to other constructs. Discriminant validity testing in this study was evaluated using cross-loading values.

Table Cross Loading Evaluation

Indicator	Employee Performance	Work motivation	<i>Spiritual Leadership</i>
KP1	0.847	0.746	0.726
KP2	0.850	0.668	0.702
KP3	0.828	0.710	0.677
KP4	0.862	0.711	0.748
KP5	0.834	0.703	0.717
MK1	0.765	0.864	0.767
MK2	0.725	0.863	0.705
MK3	0.745	0.824	0.688
MK4	0.630	0.825	0.667
MK5	0.647	0.828	0.679
SL1	0.753	0.729	0.835
SL2	0.665	0.679	0.816

Indicator	Employee Performance	Work motivation	<i>Spiritual Leadership</i>
SL3	0.694	0.664	0.825
SL4	0.725	0.685	0.851
SL5	0.674	0.713	0.828

The results of the discriminant validity test using cross-loading showed that the correlation between each indicator and its variable was higher than that between the other variables. This proves that each latent variable predicts its indicator well, thus all indicators are declared valid and meet the requirements.

1. *Cronbach's Alpha* and Composite Reliability

Reliability testing in this study was conducted to demonstrate the accuracy, consistency, and precision of the instrument in measuring the research variables. Reliability testing was measured using two parameters: Cronbach's Alpha and Composite Reliability.

Table Composite Reliability and Cronbach Alpha

Variable	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>	Information
Employee Performance	0.900	0.899	Reliable
Work motivation	0.899	0.896	Reliable
<i>Spiritual Leadership</i>	0.889	0.888	Reliable

Based on the reliability test results presented in Table, it can be seen that the Composite Reliability values for all constructs are above the required limit, namely >0.70 . Furthermore, the Cronbach's Alpha value for each construct also meets the standard, namely >0.60 . This indicates that all research instruments have a high level of internal consistency. Therefore, it can be concluded that all constructs or variables in this study are reliable and suitable for further data analysis.

2. Inner Model Evaluation (Structural Model)

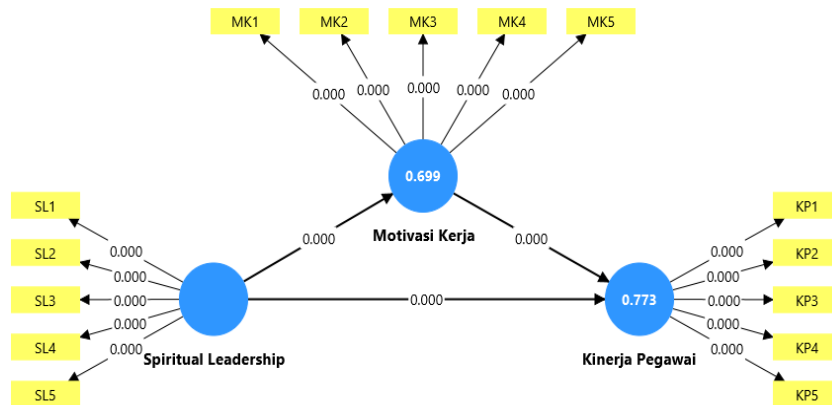


Figure Inner Model (Structural Model)

This test is conducted to see the causal relationship between latent variables, both exogenous and endogenous variables, as formulated in the research hypothesis by looking at the path coefficient value of the specific indirect effect, the coefficient of determination (R^2), effect size (F^2) and goodness of fit.

3. Direct Effect Hypothesis Test (Path Coefficient)

Hypothesis testing in PLS-SEM aims to determine the significance of the influence between variables by examining the Path Coefficients, T-Statistics, and P-Values from bootstrapping results. A one-way hypothesis is accepted if the T-Statistics value is > 1.65 and the P-Values are < 0.05 .

Table Path Coefficient, T-Statistics, and P-Values

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
<i>Spiritual Leadership</i> -> Work Motivation	0.836	0.835	0.039	21,532	0.000
<i>Spiritual Leadership</i> -> Employee Performance	0.482	0.485	0.086	5,575	0.000
Work Motivation -> Employee Performance	0.436	0.433	0.091	4,799	0.000

Based on Table, the results of testing the hypothesis show that:

1. *Spiritual leadership has a significant positive effect on employee work motivation* (p-value $0.000 < 0.05$; T-statistic $21.532 > 1.65$; coefficient 0.836). This means that the better the implementation of spiritual leadership values by superiors, the higher the motivation, enthusiasm, and work passion of employees at PT Sinar Raja Nusantara.
2. *Spiritual leadership has a significant positive effect on employee performance* (p-value $0.000 < 0.05$; T-statistic $5.575 > 1.65$; coefficient 0.482). This means that the better the implementation of spiritual values, exemplary behavior, and religious ethics by leaders, the better the quality and quantity of employee work results.
3. *Work motivation has a significant positive effect on employee performance* (p-value $0.000 < 0.05$; T-statistic $4.799 > 1.65$; coefficient 0.436). This means that motivated employees will work with enthusiasm, responsibility will increase, and their performance will also increase.

a. Indirect Effect Hypothesis Test (Specific Indirect Effect)

The specific indirect effect test aims to determine the role of the mediator variable in mediating the independent variable against the dependent variable. This analysis examines the indirect path coefficient and its significance level. An indirect effect is considered significant if the P-value is < 0.05 and the T-statistic is > 1.65 .

Table Specific Indirect Effect

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values
<i>Spiritual Leadership</i> -> Work Motivation -> Employee Performance	0.364	0.361	0.076	4,766	0.000

Based on Table, the results of the hypothesis testing indicate that work motivation is able to mediate the influence of spiritual leadership on employee performance (p-value $0.000 < 0.05$; T-statistic $4.766 > 1.65$; coefficient 0.364). This means that leaders who apply a spiritual approach are successful in fostering strong work motivation within employees, which ultimately boosts the quality and quantity of employee work results at PT Sinar Raja Nusantara.

b. Coefficient of Determination (R^2)

To measure the model's ability to explain variation in the dependent variable, the Coefficient of Determination (R^2) analysis is used. This value indicates how much of the variation in the dependent variable can be explained by the regression model. The following are the results of the Coefficient of Determination (R^2) test.

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
1	Employee Performance	0.773	0.768
2	Work motivation	0.699	0.695

Based on the analysis results, the adjusted R^2 value for the employee performance construct was 0.768. This means that 76.8% of the variation in employee performance can be explained by the variables of spiritual leadership and work motivation. The remaining 23.2% is explained by other variables outside the research model. The R^2 value for the work motivation construct was 0.695. This means that 69.5% of the variation in employee work motivation can be explained by the variable of spiritual leadership. The remaining 30.5% is explained by other variables outside the research model.

c. Effect Size(F^2)

The F^2 value is used to evaluate the substantive impact of each exogenous variable on the endogenous variable. The influence categories of the f^2 value are classified into three, namely small influence ($f^2 \geq 0.02$), medium influence ($f^2 \geq 0.15$), and large influence ($f^2 \geq 0.35$).

Table Effect Size (F^2)

Variable Relationship	f^2 Squares	Substantive influence
<i>Spiritual Leadership</i> -> Work Motivation	2,317	Big

Spiritual Leadership -> Employee Performance	0.308	Enough
Work Motivation -> Employee Performance	0.252	Enough

The results of the effect size test in Table show that spiritual leadership has a relatively large substantive influence on work motivation (2.317). Meanwhile, spiritual leadership (0.308) and work motivation (0.252) have a relatively large substantive influence on employee performance.

d. Goodness of Fit

The Goodness of Fit test is used to validate the combined performance of the measurement model (outer model) and the structural model (inner model). The following are the results of the research model fit evaluation processed using the SmartPLS program.

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.054	Fit
2	d_ULS	> 0.05	0.345	Fit
3	d_G	> 0.05	0.240	Fit
4	Chi-Square	>X2table (df = 102; X2table = 79.69748)	134,045	Fit
5	NFI	Approaching 1	0.885	Fit

The results of the PLS model goodness of fit test in the table above indicate an acceptable model fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

4. Conclusion

The results of the study entitled "the influence of spiritual leadership on employee performance with work motivation as an intervening variable at PT Sinar Raja Nusantara" can be concluded as follows:

1. *Spiritual leadership has a significant positive effect on Employee work motivation.* This means that the better the superiors implement spiritual leadership values, the higher the employee drive, enthusiasm, and passion for work at PT Sinar Raja Nusantara.
2. *Spiritual leadership has a significant positive effect on Employee performance.* This means that the better the leaders implement spiritual values, exemplary behavior, and religious ethics, the higher the quality and quantity of employee work results at PT Sinar Raja Nusantara.
3. *Motivation Work motivation has a significant positive effect on employee performance.* This means that motivated employees will work with enthusiasm, and their sense of responsibility will increase, leading to improved employee performance at PT Sinar Raja Nusantara.
4. *Motivation Workplace leadership can mediate the influence of spiritual leadership on performance.* This means that leaders who implement a spiritual approach successfully foster strong work motivation within employees, ultimately boosting the quality and quantity of employee performance at PT Sinar Raja Nusantara.

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