

## Mediation of Job Satisfaction in the Role of Spiritual Leadership and Gratitude on HR Performance

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**Abstract.** *This research aims to test the hypothesis and strengthen the theory that is the basis of the research, so it is included in the type of explanatory research. The focus of this study is on testing the relationship between variables, which is carried out using a quantitative descriptive approach. The population in this study were all human resources (HR) at the Semarang Type A Customs and Excise Supervision and Service Office, totaling 203 people. The research sample of 150 respondents was taken using a purposive sampling technique based on the criteria of a minimum work experience of five months and permanent employee status. Data collection techniques were carried out through questionnaires and interviews, with instruments using a Likert scale of 1 to 5. Data analysis was carried out using the Partial Least Square (PLS) method. The results of the study show that Spiritual Leadership has an influence positive and significant on Job Satisfaction and HR Performance. In addition, Gratitude also has a positive and significant effect on Job Satisfaction and HR Performance. Job Satisfaction is proven to have a positive and significant effect on HR Performance. This finding indicates the importance of implementing spiritual-based leadership and strengthening an attitude of gratitude to improve job satisfaction and employee performance in the Semarang Type A Customs and Excise Supervision and Service Office.*

**Keywords:** Leadership; Satisfaction; Spiritual; Work.

### 1. Introduction

The Directorate General of Customs and Excise, in its role as an industry aide and trade facilitator, is actively seeking to raise public awareness, particularly among school and university students, regarding customs and excise regulations. The aim of this initiative is to deepen understanding of these regulations, which will help reduce incidents of violations and ensure the protection of state rights. School and university students are recognized as an important segment capable of understanding and disseminating this knowledge to the wider community.

In the realm of international trade, the Directorate General of Customs and Excise plays a vital

role in supervising and facilitating exports and imports. As a trade facilitator and industry assistant, the agency seeks to advance the national economy through export and import activities. In addition, the Directorate General of Customs and Excise acts as a protector of the community, protecting them from illegal and dangerous goods by conducting strict supervision at the borders and waters of Indonesia.

The increasingly competitive era of globalization demands that organizations face the challenge of continuously improving the performance of Human Resources (HR). Optimal HR performance is essential to achieving strategic goals and maintaining the company's competitiveness. One approach that is beginning to receive attention is the application of Spiritual leadership which is considered to have ethical and moral values that can positively influence employee performance.

Spiritual leadership is needed to facilitate the transformation process of learning organizations in achieving sustainable success. Spiritual leadership includes values, attitudes and behaviors needed to meet the mental needs and mental health of followers (Nurhidayati et al., 2020). Spiritual leadership can strengthen employees' mental strength, has a unique effect in overcoming spiritual problems such as spiritual emptiness, loss of faith and value disturbance (Xinyu & Zhihua, 2020).

A leader is required to be able to change one's perspective, this requires a level of curiosity, open mind, continuous questioning and regular reflection (Zsolnai & Illes, 2017). The process of understanding and facing oneself, taking responsibility for one's own thoughts, feelings, emotions and actions, one requires a level of consciousness where one experiences oneness with all that lives through love and compassion and the power of creativity (Zsolnai & Illes, 2017).

Leaders are expected to provide motivation and direction and foster positive attitudes and behaviors among all members of the organization (Tri Rachmawan & Nita Aryani, 2020a). According to (LW Fry, 2003a) Spirituality emerges as a prerequisite for this process and a source of creativity creating experiences of engagement and wholeness (Zsolnai & Illes, 2017).

The results of research related to spiritual leadership on performance are still leaves an interesting controversy to study. Among them is that spiritual leadership is unable to directly influence performance (Supriyanto & Ekowati, 2020). This result is different from (Wang et al., 2019) which states that spiritual leadership has a significant influence on performance. This controversy indicates that to achieve maximum performance, spiritual leadership needs to be combined with other factors, such as job satisfaction.

Job satisfaction is an important factor in improving performance HR performance (Alam & Asim, 2019). Every individual is expected to find job satisfaction in their environment, which of course is a personal matter because they have different levels of satisfaction according to the standards that apply to each of them (Gillespie et al., 2016). Many aspects of work are tailored to the individual's wishes, which increases the level of satisfaction felt (Dorenkamp & Ruhle,

2019).

Job satisfaction and dissatisfaction often reflect employees' evaluations of current and previous work experiences compared to future prospects (Nur et al., 2018). Perceptions of job satisfaction are usually interpreted as manifestations or assessments of external factors, such as salary and superior support, job position, compensation, career prospects, and leadership style, work environment conditions, the nature of the work itself, and work rewards, salary assessment criteria and other external job satisfaction factors (Judge et al., 2000).

## 2. Research Methods

This type of research is to test the hypothesis with the aim of justifying or strengthening the theory used as a basis. In relation to the above, the type of research used is "explanatory research", which means that this research emphasizes the relationship between research variables by testing the hypothesis and contains a description that contains a description but the focus lies on the relationship between variables (Syahrurum & Salim, 2012a). Population is a set of all possible people or objects and elements that are the measure of conclusions (Syahrurum & Salim, 2012b). The population in this study was all HR at the Semarang Type A Customs and Excise Supervision and Service Office, totaling 203 employees. In determining the population sample, this study used a census sampling technique, namely where the entire population is a sample. According to Hair et al., (2014) the sample size should be at least 100. In determining the number of representative samples, it depends on the number of indicators multiplied by 5 to 10 (Augusti, 2005). The minimum sample size is at least five times more than the total number of question items in the questionnaire to be analyzed, and the sample size will be more acceptable if it has a ratio of 10:1. This study has 15 question items so the minimum sample size is  $15 \times 10 = 150$  samples.

## 3. Results and Discussion

Respondent descriptions are useful for understanding and exploring characteristics of respondents of this study. Respondent data was obtained from the results of distributing questionnaires on employees of the Semarang Type A Customs and Excise Supervision and Service Office. The results of the distribution of research questionnaires obtained 150 questionnaires that were completely filled out and could be processed. The description of respondents can be presented according to the characteristics of respondents, gender, age, education, and length of service as follows:

### 1) Gender

The description of the respondents in this study can be explained according to their characteristics. gender as follows:

Respondent Description Table Based on Gender

Gender	Frequency	Percentage
Man	106	70.7

Woman	44	29.3
Total	150	100.0

Source: Data processing results, 2024.

The table presents data that there are 106 male respondents (70.7%) and 44 female respondents (29.3%). From these findings, it can be seen that the number of men is greater than women. This provides an advantage for the Semarang Type A Customs and Excise Supervision and Service Office, where male employees are generally more flexible and willing to work in the field.

## 2) Age

The description of the respondents in this study can be explained according to their characteristics.

Age	Frequency	Percentage
21 - 30 years	61	40.7
31 - 40 years	60	40.0
41 - 50 years	20	13.3
51 - 60 years	9	6.0
Total	150	100.0

Source: Data processing results, 2024.

The data presented in Table shows that the number of respondents aged 21-30 years was 61 respondents (40.7%), those aged 31-40 years were 60 respondents (40.0%), 20 respondents (13.3%) aged 41-50 years, and 9 respondents (6.0%) aged 51-60 years. Based on these findings, it can be seen that the majority of employees are in the 21-30 age range. At that age, respondents tend to be more sensitive to change and innovation. This can support the implementation of employee duties in accordance with the dynamics of technology which is expected to improve employee performance.

## 3) Last education

The description of the respondents in this study can be explained according to their characteristics. last education as follows:

Respondent Description Table Based on Last Education

last education	Frequency	Percentage
High School/Vocational School	3	2.0
Diploma	65	43.3
S1	70	46.7
S2	11	7.3
S3	1	.7
Total	150	100.0

Source: Data processing results, 2024.

Based on the table above, it can be seen that most respondents have a bachelor's degree, which is 70 respondents (46.7%). Furthermore, respondents with a diploma degree are 65 respondents (43.3%), high school/vocational high school respondents are 3 people (2.0%),

respondents with a master's degree are 11 people (7.3%), and there is 1 respondent (0.7%) who has a doctoral degree. Respondents with higher education are usually more likely to have a deeper understanding of a particular field of work, as well as have better analytical skills.

#### 4) Length of work

The description of the respondents in this study can be explained according to their characteristics.length of service as follows:

Respondent Description Table Based on Length of Work

	Years of service	Frequency	Percentage
<b>0 - 10 years</b>		80	<b>53.3</b>
<b>11 - 20 years</b>		50	<b>33.3</b>
<b>21 - 30 years</b>		14	<b>9.3</b>
<b>&gt; 30 years</b>		6	<b>4.0</b>
<b>Total</b>		<b>150</b>	<b>100.0</b>

Source: Primary Data Processing Results, 2024.

The table shows that most of the respondents who have worked between 0 - 10 years are 80 respondents (53.3%). Respondents with a working period of 11 -20 years as many as 50 respondents (33.3%), 21 - 30 years of work as many as 14 respondents (9.3%), and respondents with work period > 30 years as many as 6 respondents (4.0%). Respondents with longer work periods tend to have more experience and a deeper understanding of the dynamics of their work or work environment.

In this section, descriptive analysis is carried out to obtain an overview.Respondents' responses to research variables. This analysis was conducted to obtain perceptions about respondents' tendencies to respond to indicator items used to measure the variables and to determine the status of the variables studied at the research location.

The variable descriptions are grouped into 3 categories based on the index value formula as follows:

$$\text{Index Value} = ((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)) / 5$$

Information:

F1 is the frequency of respondents who answered 1 F2 is the frequency of respondents who answered 2 F3 is the frequency of respondents who answered 3 F4 is the frequency of respondents who answered 4 F5 is the frequency of respondents who answered 5

Grouping of index values is done by calculating the lowest, highest, range and length of the interval class as follows:

$$\text{Lowest} : (\%F \times 1) / 5 = (100 \times 1) / 5 = 20 \quad \text{Highest} : (\%F \times 5) / 5 = (100 \times 5) / 5 = 100 \quad \text{Range} : 20 - 100 = 80$$

$$\text{Class Interval Length} : 80 : 3 = 26.7$$

By using the three-box method criteria, the answers will be divided into three categories as the basis for interpreting the index values as follows:

- a. Low = 20 - 46.6
- b. Medium = 46.7 – 73.3
- c. Height = 73.4 – 100

Reliability Test Reliability measurement can be done using 3 (three) methods that is :

- a. *Composite Reliability*.

Composite reliability shows the degree to which indicates common latent (unobserved), so that it can show block indicators that measure the internal consistency of the construct forming indicators, the accepted limit value for the Composite reliability level is 0.7 (Ghozali & Latan, 2015)

- b. *Average Variance Extracted (AVE)*

If the AVE value > 0.5 then the indicator used in the study is reliable, and can be used for research. It is better if the AVE measurement value is greater than 0.50 (Ghozali & Latan, 2015).

- c. *Cronbach's alpha*

If the Cronbach alpha value > 0.70 then the construct can be said to have good reliability.

The results of composite reliability, Cronbach's Alpha, and AVE between constructs and their indicators can be seen in the following table:

Reliability Test Results Table

Variables	<i>Cronbach's alpha</i>	<i>Composite reliability</i>	<i>Average variance extracted (AVE)</i>
Gratitude	0.955	0.960	<b>0.667</b>
Job satisfaction	0.870	0.911	<b>0.720</b>
HR Performance	0.909	0.937	<b>0.787</b>
Spiritual Leadership	<b>0.955</b>	<b>0.960</b>	<b>0.650</b>

Source: Primary data processed (2024)

The table shows that the results of the reliability test for each construct can be said to be good. This is proven by the AVE value of each construct > 0.5, the composite reliability and Cronbach alpha values of each construct > 0.7. Referring to Chin's opinion in Ghozali (2011), the results of the composite.

*reliability* each construct can be used in the analysis process to show whether there is a relationship in each construct, because the results obtained have a value of > 0.70, from the



results above all variables have a composite reliability value of  $> 0.7$  meaning they have a good reliability value and can be used for further research processes. Reliable shows that the indicators used in real research are in accordance with the real conditions of the research object.

The results of the evaluation of convergent validity and discriminant validity of the variables and the reliability of the variables, it can be concluded that the indicators as measuring variables, are each valid and reliable measuring instruments.

Based on the results of data processing with PLS above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

#### 1) Hypothesis Testing 1:

*H1: The better the perception of HR towards the implementation of spiritual leadership, the more it will encourage job satisfaction.*

In testing hypothesis 1, the original sample estimate value was obtained at 0.521. This value proves that Spiritual Leadership has a positive effect on Job Satisfaction, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (7.252)  $> t$  table (1.96) and  $p$  (0.000)  $< 0.05$ , so it can be said that there is a positive and significant effect of Spiritual Leadership on Job Satisfaction. Thus, the first hypothesis stating that 'The better the perception of HR towards the implementation of spiritual leadership, the more it will encourage job satisfaction can be accepted.

#### 2) Hypothesis Testing 2:

*H2: The better the perception of the implementation of Spiritual leadership, the better the performance of HR.*

In testing hypothesis 2, the original sample estimate value was obtained at 0.190. This value proves that Spiritual Leadership has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated value of t (2.616)  $> t$  table (1.96) and  $p$  (0.000)  $< 0.05$ , so it can be said that there is a significant effect of Spiritual Leadership on HR Performance. Thus, the second hypothesis which states that 'The better the perception of the implementation of Spiritual leadership, the better the HR performance' can be accepted.

#### 3) Hypothesis Testing 3:

*H3: The better the Gratitude the better the Job Satisfaction*

In testing hypothesis 3, the original sample estimate value was obtained at 0.182. This value proves that Gratitude has a positive effect on Job Satisfaction. This is also reinforced by the results of the t-test which obtained a calculated t value (2.119)  $> t$  table (1.96) and  $p$  (0.034)  $< 0.05$ , so it can be said that there is a positive and significant effect of Gratitude on Job

Satisfaction. Thus, the third hypothesis which states that 'The better the Gratitude, the better the Job Satisfaction can be accepted.

#### 4) Hypothesis Testing 4:

*H4: The better the gratitude, the better the HR performance.*

In testing hypothesis 4, the original sample estimate value was obtained at 0.168. This value proves that Gratitude has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (2.188) > t table (1.96) and p (0.029) < 0.05, so it can be said that there is a positive and significant effect of Gratitude on HR performance. Thus, the fourth hypothesis which states that 'The better the Gratitude, the better the HR performance' can be accepted.

#### 5) Hypothesis Testing 5:

*H5: The higher the job satisfaction, the better the HR performance.*

In testing hypothesis 5, the original sample estimate value was obtained at 0.557. This value proves that Job Satisfaction has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (8.128) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive and significant effect of Job Satisfaction on HR Performance. Thus, the fifth hypothesis which states that 'The higher the job satisfaction, the better the HR performance' can be accepted.

The overall results of the research hypothesis test can be summarized as follows:

Summary Table of Hypothesis Test Results

Hypothesis	Coefficient	T statistics	P values	Decision
<b>H1: The better the perception of HR towards the implementation of spiritual leadership, the more it will encourage job satisfaction.</b>	0.521	7.252	0.000	<b>Accepted</b>
<b>H2: The better the perception of the implementation of Spiritual leadership, the better the better human resource performance</b>	0.190	2.616	0.000	<b>Accepted</b>
<b>H3: The better the Gratitude, the better Good Job Satisfaction</b>	0.182	2.119	0.034	<b>Accepted</b>
<b>H4: Getting better Gratitude will increase good human resource performance</b>	0.168	2.188	0.029	<b>Accepted</b>
<b>H5: The higher the satisfaction work will improve HR performance</b>	<b>0.557</b>	<b>8.128</b>	<b>0.000</b>	<b>Accepted</b>



Description: The hypothesis is accepted if  $t > 1.96$  or  $p < 0.05$

Indirect Influence Analysis Indirect effect testing was conducted to see the influence given by the Spiritual Leadership and Gratitude variables on the HR Performance variable through the intervening variable, namely the Job Satisfaction variable. The results of the indirect effect test can be displayed in the following table.

Indirect Effect Test Results Table

Relationship path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Spiritual Leadership -> Job satisfaction -> HR Performance	0.291	0.294	0.061	4.784	0.000
Gratitude -> Job satisfaction -> HR Performance	0.101	0.105	0.050	2.020	0.043

Source: Processed research data, 2024

According to the results of the indirect influence test in the table above, it is known that the magnitude of the indirect influence of Spiritual Leadership on HR Performance through Job Satisfaction is 0.291 with a  $t$  value = 4.784 and a significance of  $p = 0.000$  ( $p < 0.05$ ). This shows that Job Satisfaction significantly mediates the influence of Spiritual Leadership on HR Performance. This means that if the leadership of superiors is increasingly directed towards a spiritual approach, then employee job satisfaction will increase, which will then have a positive impact on employee performance.

Other results, it is known that the magnitude of the indirect influence of Gratitude on HR Performance through Job Satisfaction is 0.101 with a  $t$  value = 2.020 significance value  $p = 0.043$  ( $p < 0.05$ ). The results of the test are that Job Satisfaction significantly mediates the influence of Gratitude on HR Performance. This means that an attitude of gratitude in employees will increase their job satisfaction, then feelings of satisfaction with the job will affect the increase in employee performance.

### Discussion:

#### 1) The Influence of Spiritual Leadership on Job Satisfaction

Hypothesis 1 testing proves that Spiritual Leadership has a positive and significant effect on Job Satisfaction, the results of which are also reinforced by research results which state that Spiritual Leadership has a significant effect on job satisfaction (Delfino, 2019; Hunsaker, 2019; Tri Rachmawan & Nita Aryani, 2020).

The measurement of the Spiritual Leadership variable is presented through four indicators, namely Vision, Hope/Faith, Altruistic Love, and Meaning. Meanwhile, the measurement of the Job Satisfaction variable is reflected in four aspects, namely Spiritual Job Satisfaction

(Ruhyyah), Intellectual Job Satisfaction (Aqliyyah), Social Job Satisfaction (Nafsiyyah), and Material Job Satisfaction (Jasadiyyah).

The measurement results for the Spiritual Leadership variable show that the indicator with the highest outer loading value is "The work done is meaningful." This indicates that understanding the meaning of work has a significant influence in creating effective spiritual leadership. The greater the meaning felt by individuals in their work, the stronger the influence on spiritual leadership in the work environment. Meanwhile, for the Job Satisfaction variable, the measurement results show that the indicator with the highest outer loading value is "Spiritual Job Satisfaction (Ruhyyah)." This means that job satisfaction related to the spiritual aspect is the most dominant factor in influencing the overall perception of job satisfaction. Overall, these results indicate a positive relationship between the meaning of work felt by individuals and the level of Spiritual Job Satisfaction (Ruhyyah). This means that the higher the meaning felt in the work, the greater the satisfaction obtained in its spiritual dimension.

The results of measuring the Spiritual Leadership variable show that the indicator with the lowest outer loading value is understanding and commitment to the organization's vision. Meanwhile, in the Job Satisfaction variable, the indicator with the lowest outer loading value is Material Job Satisfaction (Jasadiyyah). This finding shows that the higher an individual's understanding and commitment to the organization's vision, the higher the Spiritual Job Satisfaction (Ruhyyah) felt by the individual. This indicates that commitment to the organization's vision not only affects the rational and professional aspects of work, but also has a positive impact on employees' emotional and spiritual satisfaction.

## 2) The Influence of Spiritual Leadership on HR Performance

Hypothesis testing proves that Spiritual Leadership has a positive and significant effect on HR Performance, the results of which are also reinforced by the results of other researchers stating the same thing that several studies have revealed that spiritual leadership has an effect on employee performance (Fry et al., 2017; Idris et al., 2023; Rahmatika et al., 2022; AS Supriyanto et al., 2020; Udin, 2019).

Measurement of the Spiritual Leadership variable is reflected through four indicators, namely Vision; Hope / Faith; Altruistic love; and Meaning. While the measurement of HR Performance variables is reflected through quality, quantity, timeliness and Interpersonal Influence.

The results of measuring the Spiritual Leadership variable show that the indicator with the highest outer loading value is Work done meaningfully. On the other hand, the measurement of HR performance variables shows that the indicator with the highest outer loading value is "Quality". Thus, it can be concluded that the quality of work is greatly influenced by the extent to which the work is considered meaningful by employees. On the other hand, the measurement results of the Spiritual Leadership variable with the lowest outer loading value are "Understanding and committing to the organization's vision." Meanwhile, the

measurement results of HR performance variables show that the lowest outer loading value is in the "Quantity" indicator. This means that understanding and commitment to the organization's vision play a role in increasing the quantity of work results.

### 3) The Effect of Gratitude on Job Satisfaction

Hypothesis 3 testing proves that Gratitude has a positive and significant effect on Job Satisfaction. This is also reinforced by the results of research which states that gratitude has a positive and significant effect on HR job satisfaction (Akram et al., 2023; Chen et al., 2023; Waters, 2012).

Measurement of the variable of gratitude is measured through an attitude of gratitude to the opportunities, facilities, and support provided by the organization. Meanwhile, the measurement of the Job Satisfaction variable is reflected through four dimensions, namely Spiritual Job Satisfaction (Ruhyyah), Intellectual Job Satisfaction (Aqliyyah), Social Job Satisfaction (Nafsiyyah), and Material Job Satisfaction (Jasadiyyah).

The results of measuring the Gratitude variable show that the item "The questionnaire with the highest outer loading value is 'grateful because the company cares about opinions.'" Meanwhile, the measurement results of the Job Satisfaction variable show that the highest outer loading value is in "Spiritual Job Satisfaction (Ruhyyah)." This finding indicates that the higher the employee's gratitude because the company pays attention to their opinions, the higher the Spiritual Job Satisfaction (Ruhyyah) they feel. This means that when employees feel appreciated and cared for by the company, especially in terms of their opinions, it will increase the spiritual dimension in job satisfaction, which includes a sense of meaning and deep satisfaction in the work they do.

The results of measuring the Gratitude variable show that the item "The questionnaire with the lowest outer loading value is 'grateful because the company cares about our needs and desires.'" Meanwhile, the measurement results of the Job Satisfaction variable show that the lowest outer loading value is in "Material Job Satisfaction (Jasadiyyah)." This finding indicates that the higher the employee's gratitude because the company cares about their needs and desires, the higher the Material Job Satisfaction they feel. This means that when employees feel that the company pays attention to their needs and desires, it can increase satisfaction related to the material aspects of the job, such as the facilities, compensation, and benefits they receive, which in turn increases overall job satisfaction.

### 4) The Influence of Gratitude on HR Performance

Tests prove that Gratitude has a positive and significant effect on HR Performance, the results of which are also strengthened by the results of research on gratitude conducted by Badri et al., 2022; Cortini et al., 2019; Ni et al., 2022) which states that individuals who have a sense of gratitude tend to show better performance.

Measurement of the variable of Gratitude is reflected in gratitude to the opportunities,

facilities, and support provided by the organization. Meanwhile, the measurement of HR Performance variables is measured through four aspects, namely quality, quantity, timeliness, and interpersonal influence.

The results of measuring the Gratitude variable show that the item "The questionnaire with the highest outer loading value is 'grateful because the company cares about opinions.'" Meanwhile, the results of measuring the HR Performance variable show that the questionnaire item with the highest outer loading value is "quality of work results." This finding indicates that the higher the employee's gratitude for the company's attention to their opinions, the higher the quality of the work they produce. This means that when employees feel appreciated and listened to by the company, they tend to be more committed to giving their best in their work. This feeling of being appreciated can encourage them to be more careful, focused, and strive to produce quality work, which in turn improves overall performance.

The results of measuring the Gratitude variable show that the questionnaire item with the lowest outer loading value is "grateful because the company cares about our needs and desires." Meanwhile, the results of measuring the HR Performance variable show that the lowest outer loading value is in "quantity of work results." This finding indicates that the higher the employee's gratitude for the company's attention to their needs and desires, the higher the quantity of work results produced. This means that when employees feel appreciated and cared for by the company in terms of fulfilling their needs and desires, they tend to increase productivity and produce more work output. This suggests that a positive attitude toward the company can contribute to an increase in the volume of work completed, although other aspects, such as quality and timeliness, may be more dominant in measuring overall performance.

##### 5) The Influence of Job Satisfaction on HR Performance

Hypothesis 5 testing proves that Job Satisfaction has a positive and significant effect on HR Performance, the results of which are also strengthened from the results (Haryono et al., 2019; Jin et al., 2016; Nguon, 2022; Nisar & Rasheed, 2020; Satrio Muntazeri & Adi Indrayanto, 2018; S. Supriyanto, 2018) which state that job satisfaction has a significant influence on improving employee performance.

The measurement of Job Satisfaction variables is reflected in four main dimensions, namely Spiritual Job Satisfaction (Ruhiyyah), Intellectual Job Satisfaction (Aqliyyah), Social Job Satisfaction (Nafsiyyah), and Material Job Satisfaction (Jasadiyyah). On the other hand, the measurement of HR Performance variables is measured based on four aspects, namely the quality of work results, quantity of output, timeliness of task completion, and Interpersonal Influence shown in interactions between individuals in the workplace.

The measurement results of the Job Satisfaction variable show that the item with the highest outer loading value is Spiritual Job Satisfaction (Ruhyyah), while the measurement of the HR Performance variable shows that the item with the highest outer loading value is the quality of work results. This finding indicates that the higher the Spiritual Job Satisfaction (Ruhyyah), the higher the quality of the work results produced. This means that when employees feel spiritually satisfied in their work, they are more likely to produce better quality work. Satisfaction in the spiritual dimension creates internal motivation that encourages employees to give their best in their work, reflecting higher dedication and commitment to work quality standards.

The measurement results of the Job Satisfaction variable show that the lowest outer loading value is in Material Job Satisfaction (Jasadiyyah). Meanwhile, the measurement results of the HR Performance variable show that the lowest outer loading value is in the questionnaire item "quantity of work results." This finding indicates that the higher the Material Job Satisfaction (Jasadiyyah), the higher the quantity of work results produced. This means that when employees are satisfied with the material aspects of their work, such as compensation, facilities, and benefits, it will encourage them to increase the amount of work they complete. Satisfaction with physical and financial things can motivate employees to work more and meet the quantity targets expected by the organization.

#### 4. Conclusion

This study aims to analyze how the role of mediation job satisfaction in the relationship between the implementation of spiritual leadership and gratitude on HR performance. Based on the results of the study, it can be concluded that Spiritual Leadership has a positive and significant effect on Job Satisfaction and Human Resource (HR) Performance. Gratitude also has a positive and significant effect on Job Satisfaction and HR Performance. In addition, Job Satisfaction has been shown to have a positive and significant effect on HR Performance. This finding indicates that Job Satisfaction significantly mediates the effect of Spiritual Leadership on HR Performance. This means that the stronger the implementation of spiritual-based leadership in the organization, the higher the level of employee job satisfaction, which ultimately has an impact on improving their performance. Likewise, Job Satisfaction mediates the effect of Gratitude on HR Performance, which means that the attitude of gratitude held by employees can increase their job satisfaction, and in turn contribute to better performance.

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