

Work Life Balance and Spiritual Leadership in Improving Human Resources Performance

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Abstract. *This study aims to analyze the influence of Work-Life Balance, Spiritual Leadership, and the Performance of Civil Servants (ASN). The population in this study consists of all employees at the Customs Supervision and Service Office Type Madya Pabean a Semarang. The sampling technique used is the census method, where the entire population of 253 employees is taken as the research sample. Primary data were obtained through a questionnaire using a closed-ended survey. The measurement scale in this study is an interval scale of 1–5, with anchor statements ranging from "Strongly Disagree (STS)" to "Strongly Agree (SS)." Data analysis was conducted using the Partial Least Square (PLS) method. The results indicate that spiritual leadership has a positive and significant influence on Work-Life Balance. Additionally, spiritual leadership also has a positive and significant impact on ASN Performance. Further findings confirm that Work-Life Balance contributes positively and significantly to improving ASN Performance. Thus, this study emphasizes that effective spiritual leadership can support employees' work-life balance and enhance their performance in fulfilling their duties and responsibilities within the organization.*

Keywords: *ASN Performance; Spiritual Leadership; Spiritual Leadership.*

1. Introduction

Currently, the dynamics of development require organizations to make modifications, creativity, and insight development in order to provide appropriate, fast, and accurate public services (Dwiyanto, 2008; Sahuri, 2009). The ultimate goal of this change is to achieve excellent service that is measurable, tested, effective, and accountable (Mahendra et al., 2021).

In addition, human resources of the State Apparatus must also be able to adapt to very dynamic global changes. Therefore, the preparation of human resources of the State Apparatus in the future must be directed at increasing competitiveness comprehensively,

including strengthening technology, infrastructure, systems, as well as mastery of knowledge, networking, and collaboration. The key to the success of all these aspects lies in the quality of human resources which are the main drivers.

Furthermore, government organizations in Indonesia in carrying out their governance are required to be proactive and rely on quality leadership to raise the work spirit of their subordinates, so that they are able to play an active role and participate in development and are able to become creators, innovators and facilitators in the context of effective governance. implementation of development and services to the community (Silalahi & Sailiwa, 2015).

Work-life balance and performance are important aspects to support the physical and mental well-being of human resources, which in turn can have a positive impact on the performance and community services carried out (Bataineh, 2019). The balance between work life and performance is crucial (Giovanna Giancesini et al., 2018). A solid work atmosphere and support from superiors and colleagues can create an environment where human resources feel supported and appreciated (Javanmardnejad et al., 2021).

Work-life balance in the view of employees is the ability to carry out and manage tasks as a worker and be responsible for their personal life and family (Bagheri-Nesami et al., 2017). While the company views work-life balance as a challenge to create a culture that supports work in the company, where employees can focus on completing their work in the workplace so that it can be created and provide positive contributions to the company in order to achieve its goals (Bagheri-Nesami et al., 2017).

Another factor that influences ASN performance is leadership (Khairiah, 2022). Effective leadership has been identified as a key factor in achieving these two aspects (Alma'arif, 2015). One leadership approach that is increasingly gaining attention is spiritual leadership (Tri Rachmawan & Nita Aryani, 2020). Spiritual leadership refers to a leadership style that integrates spiritual and moral values into the management process, aims to provide meaning and purpose in work, and creates a harmonious and inspiring work environment (Oh & Wang, 2020).

Leadership is a skill that is needed or required by someone in leading a group (D'Innocenzo et al., 2016). Leadership also includes practical abilities that someone can have to lead, while a leader is a person who leads a group (Kalangi et al., 2021).

Leadership refers to planning, managing, controlling, and implementing an activity (Jaya & Mukhlisin, 2021). A leader has a very important role because a leader determines the success or failure of an organization. A successful leader can be seen in terms of skills, behavior, and all the actions he takes (Jaya & Mukhlisin, 2021).

The Prophet Muhammad SAW is a good role model in all aspects of life. The character possessed by the Prophet Muhammad SAW as a leader in acting, behaving, and thinking

well is a reflection of the contents of the Qur'an. Among the characteristics in question is honesty. Honesty is a key that is very necessary to build trust (credibility) as an ideal leader. In addition, he is very intelligent, forward-looking, firm and humble (Zaim et al., 2021)

The concept of spiritual leadership is believed to be a solution to the current leadership crisis, due to the decline in human values as a result of ethical malaise and ethical crisis (Tobroni, 2015). In the Islamic perspective, spirituality has been proven to be an extraordinary force to create individuals who have integrity and noble character who are able to build an Islamic society to reach the peak of civilization and achieve the title of *khaira ummat* (Fry, 2003a). Therefore, the application of spiritual leadership in an organization/company will be able to inspire and motivate human resources in achieving the vision and culture of the organization based on spiritual values, which in the end can increase organizational commitment and employee performance more productively (Matherly & Tarleton, 2006).

Spirituality has been proven to be an extraordinary power to create individuals who have integrity and noble character who are able to build an Islamic society to reach the peak of civilization and achieve the title of *khaira ummat* (Tobroni, 2015). Therefore, the application of spiritual leadership in an organization/company will be able to inspire and motivate human resources in achieving the vision and culture of the organization that is based on spiritual values, which can ultimately increase organizational commitment and employee performance productively.

Spirituality has been proven to be a tremendous force to create individuals who have integrity and noble character who are able to build an Islamic society to reach the peak of civilization and achieve the title of *khaira ummat* (Tobroni, 2015). Therefore, the application of spiritual leadership in an organization/company will be able to inspire and motivate human resources in achieving the vision and culture of the organization based on spiritual values, which in the end can increase organizational commitment and employee performance productively.

Leadership in government organizations is no longer a figure who can only give orders, but they are required to appear as service providers, role models, role models and direction providers, become facilitators, work partners, and risk bearers who have a vision to encourage organizations and people. Which led by him develop, Study, as well as capable develop all of his potential optimally (Dwiyanto, 2008). Several previous studies that started the topic of the influence of leadership style on performance had several contradictory results and left a very interesting field of research to be studied, including the results of previous studies showing that spiritual leadership is able to improve employee performance (Maryati & Hanggara, 2022). This result is in contrast to the results showing that spiritual leadership cannot have a significant impact on HR performance (Supriyanto et al., 2020)

Previous studies have shown that spiritual leadership can increase employees' intrinsic motivation, which in turn can improve individual and organizational performance (Moon et al., 2020). However, the relationship between spiritual leadership, motivation, and HR performance has not been fully explored (Usman et al., 2021). Thus, it is important to understand how spiritual leadership can affect performance through the mediation of work-life balance.

Work-life balance refers to a state in which an individual is able to effectively manage and divide time and energy between work and personal life (Bataineh, 2019). This is important because both aspects have an equally important role in a person's life. The benefits of work-life balance for employees include improved mental well-being, better physical health, higher enthusiasm for work, and better quality of personal relationships (Hye Kyoung Kim, 2019). In short, work-life balance allows a person to balance time between work and personal activities such as recreation, hobbies, family, and other things.

The importance of work-life balance in improving HR performance has been empirically proven (Tamunomiebi & Oyibo, 2020). When employees able to maintain a balance between work and personal life, they tend to be more productive, motivated, and focused on work. Employees who feel personally satisfied and well-off are better able to face challenges in the workplace, innovate, and make positive contributions to the organization (Thevanes & Harikaran, 2020).

2. Research Methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of Work-Life Balance, Spiritual Leadership and ASN Performance.

3. Results and Discussion

3.1. Respondent Description

Descriptive analysis of respondents is a data processing process that aims to provide an overview or summary of the characteristics of respondents in a study or survey. Respondent characteristics are a general description of respondents that contain the criteria that will be given to research subjects. The respondent data for this study were obtained from the results of distributing questionnaires. The research was carried out by distributing research questionnaires from 10 to 26 December 2024 to all employees at the Tanjung Emas Customs and Excise Supervision and Service Office.

Based on the results of the distribution of the research questionnaire, 203 respondents were obtained who filled out the questionnaire completely and were suitable for use in the

analysis of research data. Thus, the percentage of questionnaire response returns (response rate) in this study was calculated from the ratio of the number of respondents who answered (203) to the number of samples (253). According to Yang & Miller (2008), the response rate criteria in survey research are categorized as follows:

- Very Good: $\geq 85\%$
- Good: $70\% - 84\%$
- Enough: $50\% - 69\%$
- Less: $< 50\%$

This criterion is used to assess the level of respondent participation in survey research, where the higher the response rate, the more reliable the research results are in representing the population studied. According to the response rate criteria, Yang & Miller (2008) showed that the response rate in the range of $70\% - 84\%$ indicates a good return rate so that the 203 questionnaires were considered worthy of further analysis.

Respondent descriptions can be presented according to the following respondent characteristics:

1. Gender

The profile of respondents who participated in this study can be described according to gender factors as follows:

Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	150	73.9
Woman	53	26.1
Total	203	100.0

Source: Data processing results, 2024.

The data presentation in Table above shows that the majority of respondents are male, namely 150 respondents (73.9%), while female respondents are 53 respondents (26.1%). The differences between male and female employees are often associated with several factors, both in biological, social, and cultural aspects that influence the way of working and interacting in the work environment. The large number of male employees is one of the supporters of the performance of organizational services, because the duties of office employees Supervision and Services of Customs and Excise Type Middle Tanjung Emas Customs which requires physical ability and great responsibility.

2. Age

The profile of respondents who participated in this study can be described according to age level as follows:

Respondent Characteristics Data by Age

Age	Frequency	Percentage
18 -30 years	81	39.9
31 - 40 years	79	38.9
41 - 50 years	29	14.3
>50 years	14	6.9
Total	203	100.0

Source: Data processing results, 2024.

From the data presentation in above, it can be seen in terms of age, the largest number of respondents are aged 21-30 years as many as 81 respondents (39.9%), then aged 31-40 years as many as 79 respondents (38.9%). Based on these findings, it can be seen that the majority of respondents are aged between 21-30 years. At that age, employees generally have a lot of experience and expertise in taxation. This maturity of age makes employees wiser in making decisions when working in the field.

Multicollinearity Test

Multicollinearity testing needs to be done before hypothesis testing. Multicollinearity is a condition where there is a high or perfect correlation between independent variables in a regression model. Multicollinearity can cause inaccuracy in parameter estimates regarding the influence of each variable on the outcome variable. Multicollinearity testing can be done by looking at the Collinearity. Statistics (VIF) value on the inner VIF. Values. If the inner VIF <5 indicates no multicollinearity.

Multicollinearity Test Results

	VIF
Spiritual Leadership -> ASN Performance	1.405
Spiritual Leadership -> Work Life Balance	1,000
Work Life Balance -> ASN Performance	1.405

Source: Smart PLS 4.1.0 data processing (2024)

Based on the results above, it can be seen that the VIF value of all variables is below 5. This means that there is no multicollinearity problem in the model formed. Thus, the analysis can be continued with hypothesis testing.

Good The Goodness of Fit (GoF) Criteria Test is used to evaluate the structural model and measurement model. The GoF test is conducted to test the goodness of fit in the structural model or inner model. The assessment of the inner model means evaluating the relationship between latent constructs through observing the estimation results.

path parameter coefficient and its significance level (Ghozali, 2011). In this study, the goodness of fit test of the structural model was evaluated by considering R-square (R²) and Q² (predictive relevance model). Q² determines how well the model produces observation values. The determination coefficient (R²) of all endogenous variables determines Q². The magnitude of Q² has a value in the range from 0 to 1 and indicates that the closer it is to the value of 1, the better the model formed.

3.2. Discussion

The influence of spiritual leadership on Work Life Balance

This study proves that spiritual leadership has a positive and significant effect on Work Life Balance. This result means that the better the spiritual leadership, the work-life balance will tend to increase. The results of this study confirm previous studies showing that spiritual leadership has a positive effect on work-life balance (Hunsaker, 2021).

Spiritual leadership in this study is reflected through five indicators, namely Vision, Hope/faith, Altruism values (altruistic love), Workplace spirituality, and Spiritual well-being/spiritual survival. While Work Life Balance in this study is a reflection of three indicators, namely Time Balance, Involvement Balance, Output Balance.

The Spiritual Leadership variable has an indicator with the highest outer loading value in the Hope/Faith aspect, while in the Work-Life Balance variable, the indicator with the highest outer loading value is Time Balance. This finding indicates that the stronger the Hope/Faith a person has, the better the level of Time Balance that can be achieved in work and personal life. This means that when an individual has high confidence in the purpose and meaning of his work, as well as optimism in facing challenges, he tends to be better able to manage time in a balanced way between work and personal life. In other words, spiritual leadership that instills the values of hope and faith can play a role in helping individuals achieve a better time balance, thereby creating harmony between professional responsibilities and other aspects of life.

The Spiritual Leadership variable has an indicator with the lowest outer loading value in the Altruism Value aspect (Altruistic Love), while in the Work-Life Balance variable, the indicator with the lowest outer loading value is Involvement Balance. This finding suggests that an increase in Altruism Value contributes to an increase in Involvement Balance. This means that when an individual or leader shows genuine concern and affection for others (Altruistic Love). Thus, individuals will be encouraged to be more balanced in their involvement in the world of work and personal life, without feeling too burdened.

by one aspect. The development of an altruistic attitude in spiritual leadership will contribute to the balance of one's involvement.

The influence of spiritual leadership on ASN performance

This study proves that spiritual leadership has a positive and significant influence on ASN Performance. This result means that the better the spiritual leadership, the higher the ASN Performance will tend to be. This result confirms previous research that spiritual leadership was found to have a significant influence on HR performance (Fairholm & Gronau, 2015; Fry et al., 2011; Kawiana, 2019).

Spiritual leadership in this study is reflected through five indicators, namely Vision, Hope/faith, Altruism values (altruistic love), Workplace spirituality, and Spiritual well-being/spiritual survival. Meanwhile, ASN Performance in this study is a reflection of six indicators, namely Quality, Quantity, Time, Cooperation between employees, Cost emphasis, and Supervision.

The Spiritual Leadership variable has an indicator with the highest outer loading value in the Hope/Faith aspect, while in the ASN Performance variable, the indicator with the highest outer loading value is Supervision. This finding shows that the stronger the Hope/Faith in spiritual leadership, the more effective supervision aspect in ASN performance. This means that when a leader has a strong belief in the vision and goals of the organization and optimism in facing challenges, he tends to be more able to provide clear direction, motivate subordinates, and carry out effective supervision. Strong belief in spiritual values not only builds trust and integrity in the organization, but also strengthens the supervision system to be more oriented towards improving performance, compliance, and accountability.

The Spiritual Leadership variable has an indicator with the lowest outer loading value in the Altruism Value aspect (Altruistic Love), while in the ASN Performance variable, the indicator with the lowest outer loading value is Quantity (Amount). This finding shows that an increase in Altruism Value still contributes to an increase in the Quantity of ASN performance. This means that when a leader shows an altruistic attitude, namely genuine concern for the welfare of others, inclusiveness, and a spirit of selfless help, this can create a more positive, collaborative, and supportive work environment.

The Influence of Work Life Balance on HR Performance

This study proves that there is a positive and significant influence of Work Life Balance on ASN Performance. This result means that if Work Life Balance is getting better, then ASN Performance will tend to increase. This result is in accordance with previous research which stated that Quality of work life has a significant positive effect on paramedic performance (Priyono & Saraswati, 2023).

Work Life Balance in this study is a reflection of three indicators, namely the Time Balance indicator, Involvement Balance, Output Balance. While the measurement of ASN Performance variables in this study is a reflection of six indicators, namely the Quality

indicator, Quantity (amount), Time (period), Cooperation between employees, Cost emphasis, and Supervision.

The Work-Life Balance variable has an indicator with the highest outer loading value in the Time Balance aspect, while in the ASN Performance variable, the indicator with the highest outer loading value is Supervision. This finding shows that the better the time balance that ASN has, the more effective the supervision they can do in carrying out their duties. This means that when an ASN is able to manage time well between work responsibilities and personal life, he or she tends to be more focused, productive, and has enough energy to carry out the supervisory function optimally.

The Work-Life Balance variable has an indicator with the lowest outer loading value in the Involvement Balance aspect, while in the ASN Performance variable, the indicator with the lowest outer loading value is Quantity. This finding shows that Balance of Engagement still contributes to the improvement of ASN performance Quantity. This means that when an ASN is able to manage his involvement in a balanced way between work and personal life without feeling too burdened or under-contributing, he tends to be more productive in completing tasks.

4. Conclusion

Based on the analysis that has been done on the research problem, namely "How can intrinsic motivation mediate the role of work life balance and spiritual leadership on HR performance". So the answer to the research question is: 1. Spiritual leadership has a positive and significant effect on Work Life Balance. The better the implementation of spiritual leadership, the better the work life balance. 2. This study shows that spiritual leadership has a positive and significant impact on ASN performance. In other words, the more effective the implementation of spiritual leadership, the more the ASN performance will increase. Optimal ASN performance can be achieved through the implementation of strong and sustainable spiritual leadership. 3. This study confirms that Work-Life Balance has a positive and significant influence on ASN performance. In other words, the better the balance between work and personal life, the higher the ASN performance. Optimal ASN performance can be realized through effective Work-Life Balance management. This study shows that spiritual leadership has a crucial role in improving work-life balance. In addition, both spiritual leadership and Work-Life Balance provide positive and significant contributions to improving ASN performance. This means that spiritual leadership can help individuals achieve a balance between work and personal life. In addition, when spiritual leadership is implemented well and Work-Life Balance is maintained, ASN performance will also increase significantly.

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