

The Effect of Workplace Spirituality and Spiritual Leadership on Employee Performance with Work Motivation as an Intervening Variable at Pt Jasa Raharja

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Abstract. HR performance is one of the factors in the success of a company. One of the factors that can empirically affect employee performance is workplace spirituality. Another factor that can affect employee performance is spiritual leadership. In the context of work, motivation is one of the important factors in encouraging an employee to work. The higher the motivation, the higher the employee's performance. This type of research is quantitative research with a survey method. The population in this study is all employees PT. Jasa Raharja in 2024 amounted to 1812 people. The sample of this study was 130 people using the simple random sampling technique. The data collection technique used a questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. The results of the study 1) Workplace spirituality has a positive and significant effect on employee work motivation. 2) Spiritual leadership has a positive and significant effect on employee work motivation. 3) Workplace spirituality has a positive and significant effect on employee performance. 4) Spiritual leadership has a positive and significant effect on employee performance, 5) Work motivation has a positive and significant effect on employee performance, 6) Work motivation is able to mediate the positive and significant effect of workplace spirituality on employee performance, 7) Work motivation is able to mediate the positive and significant effect of spiritual leadership on employee performance.

Keywords: Employee Performance; Jasa Raharja; Leadership; Spirituality; Work Motivation.

1. Introduction

HR 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 result or good work 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.(2018). PT Jasa Raharja as a Business Entity engaged in Social Insurance and implementing Law Number 33 of 1964 concerning Passenger Accident Compulsory Insurance Fund and Law Number 34 concerning Road Traffic Accident Fund. Along with the development of the times and increasing demands and expectations of the community, the company faces challenges in order to improve its performance in order to provide the best service.

One of the factors that can empirically influence employee performance is workplace spirituality.(Umam & Auliya, 2018). Workplace spirituality is the recognition of people who have an inner life that is nourished and nourished by work in the context of community. Companies must learn to create a comfortable environment in the organization to understand how a human resource recognizes work, cause and effect and results that will be the goal in working.(Nurgazali, Ahmad & Salam, 2023). *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 figure who has the ability to motivate his employees is very necessary for employees. A leader figure who can motivate his employees can encourage his employees 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 work motivation is very much needed in improving their performance. Someone who has high motivation, he will work hard, maintain hard work steps, and have behavior that can be controlled by himself towards important targets.(Nurhalim & Fahmi 2021). With the existence of work motivation, it can be easily seen in achieving good performance. In addition, workplace spirituality and spiritual leadership are considered to have an influence on employee work motivation, this is because workplace spirituality and spiritual leadership can encourage employees to be more diligent and love their work because of the positive environment. The goal sought from workplace spirituality and spiritual leadership is to build and run an organization that continues to grow, learn, free and bring out the best in people, and help create a peaceful and inner state of mind for the benefit of the person.(Riani et al, 2017). According to Rahmawaty(Rahmawaty 2016)The values of workplace spirituality and spiritual leadership are able to motivate and inspire employees in building the vision and culture of the organization and creating employee commitment to the organization, which ultimately also has an impact on improving employee performance.

Table 1.1 Target and Realization of PT Jasa Raharja's Revenue

Year	Target	Realization	Percentage
2020	Rp. 4,254,723,000	Rp. 4,830,836,093	113.54%
2021	Rp. 5,086,369,000	Rp. 5,168,013,919	101.61%
2022	Rp. 5,413,661,990	Rp. 5,684,235,105	105.00%
2023	Rp. 6,010,652,000	Rp. 5,738,308,000	94.53%

Source: PT. Jasa Raharja (*in thousands*)

Table 1.2 shows that PT Jasa Raharja's revenue in 2023 experienced a deficit with the target achievement only reaching 94.53%.

Table 1.2 Jasa Raharja Employee Performance

No	Performance Level	2021		2022		2023	
		Semester 1	Semester 2	Semester 1	Semester 2	Semester 1	Semester 2
		%	%	%	%	%	%
1	I	10.27%	10.26%	10.52%	10.46%	14.72%	16.83%
2	II	20.23%	20.19%	20.28%	20.15%	19.16%	20.31%
3	III	54.66%	54.78%	59.76%	59.91%	57.74%	54.30%
4	IV	9.91%	9.94%	9.06%	8.92%	7.83%	7.84%
5	V	4.93%	4.84%	0.38%	0.55%	0.55%	0.72%

Source: PT. Jasa Raharja West Sumatra Branch

Employee performance is measured based on the achievement of the employee's own KPI (Key Performance Indicators), both quantitatively and qualitatively with the following assessment scale:

Table 1.3 Employee Performance Assessment Scale

Performance Level	Predicate	Value Scale
1	<i>Super Performance</i> (SP)	Demonstrating outstanding/Excellent performance
2	<i>Very Good Performance</i> (VG)	Demonstrates satisfactory/excellent performance
3	<i>Good Performance</i> (GP)	Demonstrate good performance / meet expectations
4	<i>Requires Some Improvements</i> (RI)	Needs improvements to help improve performance
5	<i>Under Performance</i> (UP)	Not showing the expected/appropriate performance

Data source: Jasa Raharja Human Capital Management Guidelines

From table 1.2 it can be seen that there is still a composition of employees who have poor performance. *Requires Some Improvements*(RI) and Under Performance in each assessment period during the last 3 years. Based on the existing phenomena and research gaps, this study was conducted and as a solution, work motivation variables were added as intervening. So that researchers are interested in conducting research with the title "The Effect of Workplace

Spirituality and Spiritual Leadership on Employee Performance with Work Motivation as an Intervening Variable at PT. Jasa Raharja.

2. Research Methods

Research methods are functional processes 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 a 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, behaviors, 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 between independent or free variables (X), namely the influence of workplace spirituality and spiritual leadership on performance with work motivation as an intervening variable at PT. Jasa Raharja.

3. Results and Discussion

3.1. Workplace Spirituality

Table 3.1
Workplace Spirituality Description

Question	STS (1)		TS (2)		R (3)		S (4)		SS (5)		Index Value
	f	%	f	%	f	%	f	%	f	%	
I feel joy at work	1	0.7	0	0	8	5.3	66	44	75	50.0	88.5
Working with others is valuable to me.	1	0.7	2	1.3	11	7.3	55	36.7	81	54.0	86.9
I feel positive about the organization's values.	1	0.7	1	0.7	7	4.7	66	44	75	50.0	88.4
Safety at work allows me to work comfortably	1	0.7	2	1.3	13	8.7	55	36.7	79	52.7	87.9
I feel capable of making my own decisions	1	0.7	2	1.3	12	8.0	78	52.0	57	38.0	85.1
I ask for God's help in the midst of my daily activities.	1	0.7	1	0.7	7	4.7	44	29.3	97	64.7	91.3
I always finish the work I'm working on	1	0.7	1	0.7	4	2.7	51	34.0	93	62.0	91.2
Average											88.5 Tall

Based on table 3.1 show that the respondents' responses regarding *workplace spirituality* has an average index value of 88.5 which indicates that PT. Jasa Raharja has high workplace

spirituality. Respondents' responses related to a clear understanding of spirituality are the highest indicators with an index value of 91.3. This shows that PT. Jasa Raharja employees ask for God's help in the midst of daily activities. Then the response regarding the essence felt within oneself obtained an index value of 85.1 which is the lowest indicator in this variable. This shows that PT. Jasa Raharja employees do not feel able to make their own decisions.

Spirituality can be defined as the relationship of the human person to the transcendent, the relationship between the human person and the way in which one imagines how to achieve self-development.(Shavika 2021). Workplace spirituality is defined as a workplace that recognizes that employees have a spiritual life when they are in their work community.(Harumi, Nugraha & Kadiyono, 2021).

Workplace spirituality positions employees as spiritual beings who also have spiritual needs at work, have a sense of purpose and meaning in their work, and a sense of connection to one another. This horizontal spirituality is guided by a service orientation and deep concern for others. Consideration for others is demonstrated by high attention and quality interpersonal work relationships at work, low turnover, group cohesion, and group efficiency.(Sani et al, 2018).

Workplace spirituality involves the effort to find one's ultimate purpose to develop strong relationships with coworkers and others involved in the work and to have consistency or alignment between core beliefs and organizational values. Workplace spirituality is a recognition that an employee has an inner life that is nourished and fed by meaningful work that occurs in community.(Ashmos & Duchon 2015).

When employees can express their desire to care and be compassionate with others, have the care to do meaningful work, and allow for the emergence of a sense of wholeness and joy in the workplace, then it can be said that employees have a positive experience while at work. This will make employees work happily and can even do other positive things that exceed their obligations (job description) at work.(Jannah, 2019).

Workplace spirituality is a new concept in the management model and organizational behavior, especially organizational culture. This concept has actually been described in organizational behavior concepts such as values, ethics, and so on. According to Siregar et al.(Siregar, Ayu Juliani 2022) states that spirituality in the workplace has 3 dimensions, including the following:

1. *Meaningful work* (meaningful work)

A fundamental aspect of workplace spirituality, consisting of having the ability to feel the deepest meaning and purpose of one's work. This dimension of workplace spirituality

represents how workers interact with their work on a day-to-day basis at an individual level.

2. *Alignment with organizational values* (Alignment with organizational values or alignment between organizational and individual values).

It is a fundamental aspect of workplace spirituality that represents the organizational level. This aspect shows the experience of individuals who have a strong alignment between their personal values and the mission and goals of the organization. This relates to the premise that the purpose of the organization is greater than oneself and that one must contribute to the community or others.

3. *Community* (Community)

It is a dimension of workplace spirituality that refers to the group level of human behavior and focuses on interactions between workers and their coworkers.

According to Kolodinsky et al (Kolodinsky 2018) The benefits of workplace spirituality include:

1. *Workplace spirituality* encourage employees to be more committed to the organization, thereby reducing the level of absenteeism and employee turnover
2. Employees consider that active participation is participation that is influenced by employee performance, because the level of job importance is related to a person's self-image.
3. Spirituality is used as a motive for working individually, and interactively personal and organizational spirituality can influence employee appreciation of their work.

According to Ashmos and Duchon (Ashmos, DP, & Duchon 2015), there are several indicators in this workplace spirituality, including:

1. Environmental or group conditions; are all conditions that are around the employees.
2. Meaningfulness in work; is a person's perception of his work which gives him a role as a provider of higher purpose.
3. The essence felt within oneself; is one of a person's abilities in understanding feelings, thoughts, and self-evaluation.
4. A clear understanding of spirituality; if understood correctly spirituality can help employees to have a true understanding of the nature of a job.

5. Personal responsibility; personal responsibility at work includes consistency in completing tasks on time and according to established standards.

6. Establishing good relationships with others; in line with increasing spirituality, good relationships with co-workers can also build a conducive and effective work environment in completing a job together.

7. Contemplation/self-reflection; the contemplation or reflection factor in spirituality at work can help capture behaviors related to individual inner life, such as conducting personal reflection to reduce the imbalance between expectations and reality.

(Milliman, Czaplewski, and Ferguson 2003) describes workplace spirituality as having three dimensions, namely:

1. Meaningful work at the individual level, relates to employee perceptions of joy, energy and personal meaning in carrying out assigned tasks.
2. Sense of Community at the group level, attracted to employees' sense of connectedness with coworkers and superiors, a supportive atmosphere and a shared sense of purpose.
3. Value alignment at the organizational level, is interested in how employee goals, norms and values align with organizational values.

3.2. Spiritual Leadership

Table 3.2
Description of Spiritual Leadership

Question	STS (1)		TS (2)		R (3)		S (4)		SS (5)		Index Value
	f	%	f	%	f	%	f	%	f	%	
I understand and am committed to the organization's vision.	1	0.7	2	1.3	3	2.0	60	40.0	84	56.0	88.9
I always do my best in my work because I believe in the organization and its leaders.	1	0.7	2	1.3	9	6.0	57	38.0	81	54.0	88.7
My organization really cares about its employees	2	1.3	1	0.7	16	10.7	74	49.3	57	38.0	84.4
My leader always directs me to work with integrity, honesty and responsibility.	1	0.7	2	1.3	7	4.7	61	40.7	79	52.7	88.7
Leaders always set a good example as a leader	2	1.3	2	1.3	7	4.7	69	46.0	70	46.7	87.1
Average											87.6 Tall

Based on table 3.2 show that the respondents' responses regarding spiritual leadership has an average index value of 87.6 which indicates that PT. Jasa Raharja has high spiritual leadership. Respondents' responses related to vision are the highest indicator with an index value of 88.9. This shows that the leadership of PT. Jasa Raharja understands and is committed to the organization's vision. Then the response regarding altruistic love obtained an index value of 84.4 which is the lowest indicator in this variable. This shows that PT. Jasa Raharja does not really care about its employees.

Leadership is a vital factor and plays an important role in an organization.(Wulandari & Sudarma, 2017). 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.(Fry 2018). According to Tanuwijaya(Tanuwijaya 2015)with leaders who apply spiritual values in leading their employees, these employees will always make contributions through improved performance.

Spiritual leadership includes values, attitudes and behaviors that are needed to intrinsically motivate a person or others, so that they have a sense of spirituality that persists through calling and membership. Spiritual leadership is a basic need for both leaders and subordinates so that their spirituality persists so that they are more committed to the organization and productive.(Afandi 2018).

Spiritual leadership also tasked with building an organizational culture based on altruistic love where leaders and followers truly care for, care for and respect each other, thus creating a sense of membership, feeling understood and appreciated.(Fry 2018). Spiritual leadership is a leadership that brings the worldly dimension to the spiritual dimension (divinity) and relies more on spiritual intelligence in leadership activities. Spiritual leadership is also a leadership that highly maintains ethical values and upholds spiritual values.(Tobroni, 2015).

Tobrony(Tobroni. 2015)said that there are two models of spiritual leadership, namely:

1. *Substantive spiritual leadership*

Substantive spiritual leadership is spiritual leadership that is born from the spiritual state of the leader and the leader's closeness to the Almighty. His spiritual leadership style emerges on its own and is included in his personality and daily behavior, therefore its nature is permanent.

2. *Instrumental spiritual leadership*

Instrumental spiritual leadership is spiritual leadership that is studied and then made into a leadership style. Spiritual leadership emerges because there are external demands and

becomes a tool to make leadership behavior effective, therefore its nature is not fixed and its leadership style changes if the leadership context changes.

Fry explains that spiritual leadership is described as a Tri-chotomic construct with the following indicators:

1. Vision describes the organization's journey and why we are taking it: it defines who we are and what we do.
2. Hope/faith describes "confidence in things that are expected, confidence that the organization's vision will be realized" or goals/missions will be fulfilled.
3. Altruistic Love describes "a sense of wholeness, harmony and well-being that results from caring, concern and appreciation for oneself and others." (Alfarajat and Emeagwali 2021).

The Rev.(Wahyudi 2019)explains that the indicators of spiritual leadership include:

1. Spiritual, social and physical maturity; showing exemplary behavior in solving problems creatively, having honesty and having communication skills.
2. Demonstrate exemplary behavior; have strong motivation to lead. Disciplinary responsibility has many relationships.
3. Can solve problems creatively; can solve all kinds of existing problems, and find the right way
4. Having honesty; leaders who apply spiritual values have high honesty, so they can carry out their duties properly.
5. Have communication skills; communication skills are very important, because a leader must be able to provide a good example to his subordinates.

3.3. Work Motivation

Table 3.3 Description of Work Motivation

Question	STS (1)		TS (2)		R (3)		S (4)		SS (5)		Index Value
	f	%	f	%	f	%	f	%	f	%	
I like to set goals and achieve realistic goals.	1	0.7	5	3.3	5	3.3	62	41.3	77	51.4	87.9
I get recognition and appreciation from other members when I do a good job.	2	1.3	7	4.7	11	7.3	63	42.0	67	44.7	84.8

The work tasks I am currently doing do not conflict with my conscience.	1	0.7	3	2.0	10	6.7	80	53.3	56	37.3	84.9
I always double check the work that has been completed as a form of my sense of responsibility towards the mandate.	1	0.7	1	0.7	10	6.7	53	35.3	85	56.7	89.3
During my time working here I was given the opportunity to develop my abilities/potential.	1	0.7	2	1.3	13	8.7	69	46.0	65	43.3	86.0
Average											86.6 Tall

Based on table 3.3 show that the respondents' responses regarding Work motivation has an average index value of 86.6, indicating that employees of PT. Jasa Raharja have high work motivation. Respondents' responses related to responsibility are the highest indicator with an index value of 89.3. This shows that employees of PT. Jasa Raharja always recheck the work that has been completed as a form of their sense of responsibility for the mandate/trust given to them. Then the response regarding recognition obtained an index value of 84.8, becoming the lowest indicator in this variable. This shows that employees of PT. Jasa Raharja have not received recognition and appreciation from other employees when they have succeeded in doing their jobs well.

Work motivation is a factor or something that drives someone to do or carry out certain activities, therefore motivation is often referred to as a factor that drives someone's behavior.(Sutrisno, 2017). Motivation is the provision of driving force that can give rise to a person's enthusiasm to want to cooperate, work effectively and be integrated with all efforts to bring about satisfaction.(Hasibuan, 2016). Motivation is the desire of employees to do something that is given and to foster a sense of responsibility. Good motivation will improve employee performance, in addition to motivational factors, discipline also affects employee performance where employees who often come late and do not come in, their work targets are not achieved. Indications of employee performance problems are also caused by low motivation received by employees. In the midst of the workload owned by employees, motivation is needed from a leader who can improve employee performance. High motivation will have an impact on employee performance and increased productivity, and ultimately will achieve company goals(Pawirosumarto 2017).

Motivation theory suggests psychological (intrinsic) and survival (extrinsic) needs.(Robbins & Judge, 2015). Specifically, intrinsic motivation is defined as a type of motivation that is based on an individual's natural interest in activities with challenges and uniqueness. It does not involve external rewards, but rather an individual's expression of themselves and their interests.(Ryan & Deci, 2020). In contrast, extrinsic motivation is triggered by external factors that are primarily financial in nature. It is also known as the result of an activity's performance,

which includes financial rewards, promotions, and performance appraisals. Many theories are considered universal to predict and understand the categories of needs that employees want to achieve in motivation and their fulfillment as a guide to priority or pre-potential in their work.(Mojolou, Thomas & Sung, 2018).

Motivation has always been associated with many prominent theories, each with different concepts and circumstances that influence performance and satisfaction.(Ryan & Deci, 2020). In general, work motivation theory is divided into three main approaches (Luthans, 2015), including:

1. Abraham Maslow's Theory of Motivation

Abraham Maslow put forward a motivational theory called Maslow's Needs Hierarchy Theory (A Theory of Human Motivation) or Maslow's Hierarchy of Needs Motivation theory. Maslow argued that the needs that a person wants are hierarchical, meaning that if the first need has been met, the second level needs have been met, the third level needs appear, and so on until the fifth level of needs. The levels/hierarchy of needs according to Abraham Maslow are as follows:

a. Physiological needs

The needs included in the need to maintain life are eating, drinking and so on. The desire to fulfill these physical needs stimulates a person to behave and work hard. Specific factors that must be considered by people include for example: Air conditioning and lighting, salary and wages (equal to or greater than the regional minimum wage (UMR)), working conditions and so on.

b. The need for safety and security needs

If physiological needs are sufficiently met, then the needs at the next higher level, namely the need for security, begin to dominate human needs. Security needs must be seen in a broad sense, not only in the sense of physical security but physiological security and fair treatment in one's job or position. These needs include, for example: security, work safety, health, protection, salary/wage increases and working conditions.

c. Social needs (Affiliation or acceptance needs)

Social needs are needed because they are a tool for social interaction, and are accepted in the social circles of workers and the community in their environment. Basically, normal humans will not want to live alone in remote places. They always need to live in groups.

d. Need for esteem (esteem or status needs)

The need for appreciation from employees and the community around them. Ideally, this prestige arises because of achievement. However, this is not always the case, leaders also need to pay attention to the fact that the higher a person's position in society or a person's position in an organization, the higher their prestige. Achievement and status are manifested by many things that are used as status symbols.

e. Self-actualization needs

The need for actualization is the need for self-actualization by using optimal abilities, skills, and potential to achieve very satisfying/extraordinary work performance. This need is the complete realization of a person's full potential. A person's desire to achieve full needs can differ from one another. Fulfillment of this need can be done by company leaders who organize education and training.

2. Douglas McGregor's Theory of Motivation

Douglas McGregor put forward two real views about humans, the first negative view is called Theory X and the second positive is called Theory Y. According to Theory X, there are four assumptions held by managers, namely:

- a. Basically, employees don't like work and avoid it as much as possible.
- b. Because employees dislike their work they must be coerced, controlled or threatened with punishment to achieve goals.
- c. Employees will avoid responsibility and seek formal orders whenever possible.
- d. As an employee puts security above all other work-related factors and shows little ambition.
- e. Meanwhile, according to theory Y, there are four positive assumptions as follows:
 - f. Employees view work as something as enjoyable as rest or play.
 - g. Employees will practice controlling themselves and their emotions to achieve goals.
 - h. Employees are willing to learn to accept, even seek, and take responsibility.
 - i. Employees are able to make innovative decisions that are circulated to the entire population and not just to those in management positions.

3. Frederick Herzberg's Theory of Motivation

Herzberg (in Notoatmodjo, 2009) developed 2 (two) factors of motivation theory that influence a person in their tasks or work, namely "dissatisfiers and satisfiers or hygiene and motivators or extrinsic factors and intrinsic factors" the definition of each need is as follows:

- a. Satisfiers or motivators or intrinsic factors include a person's psychological needs, namely a series of intrinsic conditions. If job satisfaction is achieved in a job, it will drive a strong level of motivation for an employee and ultimately can produce high performance. Satisfaction factors (satisfiers) include, among others, achievement, appreciation, responsibility, opportunities to advance and the job itself.
- b. Dissatisfiers or hygiene or extrinsic factors include the need for maintenance (maintenance factor) which is the nature of humans who want to obtain physical health. The loss of these factors will cause job dissatisfaction. Hygiene factors that cause job dissatisfaction include physical conditions, interpersonal relationships, job security, salary, supervision and agency policies and administration.

Herzberg's theory divides aspects of work motivation into two parts, namely (Luthans, 2015):

1. Intrinsic motivation

Intrinsic factors are the driving force for someone to achieve that comes from within the person. Indicators of intrinsic motivation consist of (Luthans, 2015):

a. Achievement

The success of an employee can be seen from the achievements he has achieved. In order for an employee to be successful in carrying out his work, the leader must study his subordinates and their work by giving them the opportunity so that subordinates can strive to achieve the best results.

b. Recognition

Leaders must acknowledge their success by stating it directly, giving letters of appreciation, giving prizes and giving promotions.

c. The work itself (the work it self)

The leader makes a real and convincing effort so that subordinates understand the importance of the work being done and tries to ensure that subordinates do not get bored with their work and complete their work properly.

d. Responsibility

Responsibility can be a motivating factor for subordinates if the leader avoids strict supervision, namely by letting subordinates work alone as long as the work allows and applying the principle of participation. The principle of participation applied by the leader makes subordinates fully plan and carry out their own work.

e. Individual potential development (advancement)

Development is one of the motivating factors for subordinates. If this development factor really functions as a motivator, then the leader can start by training his subordinates for work to be more responsible. When this has been done, the leader then gives recommendations about subordinates who are ready for development, to raise their rank, sent to follow further education and training.

2. Extrinsic motivation

Extrinsic factors are a person's motivation to achieve that comes from outside the person, especially from the organization where he works. Extrinsic motivation indicators consist of (Luthans, 2015):

- a. Salary; is a form of payment or a right given by a company or agency to employees or staff.
- b. Working conditions (work conditions); are all aspects of physical work, psychological work and work regulations that can influence job satisfaction and achievement of work productivity.
- c. Company policy and administration; is the level of conformity felt by the workforce to all policies and regulations applicable in the company.
- d. Interpersonal relations; shows the personal relationship between subordinates and their superiors and between subordinates and their co-workers, where subordinates may feel unable to get along with their superiors or co-workers.
- e. Quality of supervision (quality supervisor); poor quality of supervision can cause disappointment for employees.

This study, the indicators used only come from intrinsic motivation, where if the indicators on intrinsic motivation are available, it will cause a sense of satisfaction. If job satisfaction is achieved in work, it will drive the level of motivation. In addition, intrinsic motivation in reality has a stronger endurance than extrinsic motivation. This happens because extrinsic factors can actually cause an individual's motivation to decrease when the extrinsic factors disappoint an individual.

3.4. Performance

Table 3.4 Employee Performance Description

Question	STS (1)		TS (2)		R (3)		S (4)		SS (5)		Index Value
	f	%	f	%	f	%	f	%	f	%	
I am able to meet the work targets that have been set	1	0.7	2	1.3	7	4.7	67	44.7	73	48.7	87.9
I am able to complete work according to the established work standards.	1	0.7	1	0.7	12	8.0	55	36.7	81	54.0	88.5
I take the initiative to complete the work well	1	0.7	1	0.7	4	2.7	56	37.3	88	58.7	90.5
I have a high attitude and awareness and demonstrate a great sense of responsibility towards work.	1	0.7	2	1.3	4	2.7	56	37.3	87	58.0	90.1
I can work together with colleagues in the same section/division	1	0.7	1	0.7	4	2.7	55	36.7	89	59.3	90.7
Average											89.5 Tall

Based on table 3.4 show that the respondents' responses regarding employee performance has an average index value of 89.5 which indicates that PT. Jasa Raharja employees have high performance. Respondents' responses regarding cooperation are the highest indicator with an index value of 90.7. This shows that PT. Jasa Raharja employees can work together with colleagues in the same section or division. Then the response regarding quantity obtained an index value of 87.9 which is the lowest indicator in this variable. This shows that PT. Jasa Raharja employees have not been able to meet the work targets that have been set.

According to (2018) performance is the implementation of employee responsibilities with the achievement of work results in accordance with the quality and quantity in the company. Performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit-oriented, which is produced during a period of time (Fahmi, 2019). Employee performance is the work result achieved by an employee in carrying out his/her duties and obligations (Tjihno Windryanto, 2019).

Employee performance refers to each result of a person's work in the workplace. This performance is achieved qualitatively and quantitatively in the workplace. (Robbins & Judge, 2015). Performance as a major contributor to the company causes management to have to consider improving the performance of each worker in the company by encouraging them to carry out their duties and tasks efficiently and effectively. Performance evaluation is in principle a form of employee performance assessment. Managers must ensure that employee activities and output are in accordance with company goals. (Mardikaningsih & Darmawan,

2022). The environment plays a big role in employee performance. According to Al-Omari and Okasheh (Al-Omari 2017), employee performance is the result of work in a workplace situation. Any disturbance in the work environment will have a direct effect on behavioral disturbances that specifically affect the decline in work motivation and employee performance.

Performance appraisal can be used to discourage inappropriate behavior and to encourage and enforce desirable behavior through timely performance feedback and rewards of both intrinsic and anti-intrinsic nature. There are several reasons for performance appraisal.(Siagian, 2018):

1. Assessments provide information on promotions and salary determination.
2. Assessment provides an opportunity for superiors and subordinates to review matters relating to subordinate performance.

According to Rivai and Sagala(Rivai, HV, & Sagala 2018)employee performance indicators as follows:

1. Work quantity includes work achievements in accordance with tasks and work achievements that exceed targets
2. Work quality includes the results of the work process and periodic optimization.
3. Punctuality includes time to complete work and willingness to complete work as soon as possible.
4. Cost emphasis includes production cost efficiency and use of technology.
5. Supervision includes the intensity of supervision from management and the effectiveness of supervision from management.
6. Relations between employees include cooperation between fellow employees and cooperation between employees and management.

4. Conclusion

Based on the results of the research that has been conducted to improve employee performance, PT Jasa Raharja requires work motivation. Employee work motivation can be improved with workplace spirituality in a company's work environment. Implementation of workplace spirituality as a strategy to improve employee performance through the integration of spiritual values in the culture of the organization/agency. In addition, the company must improve spiritual leadership, by means of company leaders implementing the values of Spiritual Leadership. Spiritual values in leadership are able to motivate and inspire employees in building the vision and culture of the organization, which ultimately also has an impact on improving employee performance.

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