

Improving Human Resource Performance Through Spiritual Leadership in the Context of Psychological Empowerment

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Abstract. *This study aims to describe and empirically analyze the effect of spiritual leadership on HR performance, as well as the moderating role of psychological empowerment in strengthening this relationship. This research uses an explanatory research approach to test hypotheses with the purpose of reinforcing theories that can serve as a foundation for leadership and HR management practices. The population of this study consisted of all HR staff at the Tanjung Emas Class II Customs and Excise Supervision and Service Office in Semarang, totaling 253 employees, with a sample of 160 respondents selected using non-probability sampling through convenience sampling. Data were collected using a questionnaire with a 1–5 Likert scale and analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The results indicate that spiritual leadership positively affects HR performance, meaning that the better employees perceive the implementation of spiritual leadership, the higher their HR performance. Furthermore, psychological empowerment is proven to moderate and strengthen the effect of spiritual leadership on HR performance. In other words, the impact of spiritual leadership on HR performance is greater employees when possess a high level of psychological empowerment. These findings highlight the importance of integrating spiritual leadership and psychological empowerment to enhance HR performance, providing both theoretical and practical foundations for leadership strategies in public organizations.*

Keywords: Empowerment; Leadership; Performance; Psychological.

1. Introduction

In the modern era, which is characterized by rapid change and increasingly fierce global competition, organizations are required to not only adapt but also proactively encourage innovation in all aspects. (Porter, 2009). Improving HR performance is one of the keys to success in facing these dynamics. (Kedia & Mukherji, 1999).

The ability of human resources to adapt to technological developments, market needs, and increasingly tight competitive dynamics is becoming very important in the global era.

(Nurcholis, 2019). To achieve optimal productivity, the placement of appropriate human resources in jobs is very important, and the principle of "the right person in the right place at the right time" is very important.(Niessen et al., 2016)Organizations can maximize human resource potential, increase efficiency, and more efficiently address global challenges by placing the right people with the right competencies at the right time.(Tims et al., 2015). Wrong placement can cause a company to fail and lose competitiveness in the global market. (H. Wang et al., 2020).

A common phenomenon in many public organizations is when employees are placed in positions that do not match their abilities, resulting in reduced work efficiency, longer decision-making processes, and a decline in the quality of public services.(H. Wang et al., 2020). In addition, because of frequent mutations and promotions, the structure of the organization often changes, so that employees must quickly adapt to new jobs, sometimes without adequate training or preparation.(Petrou et al., 2015). So psychological empowerment is considered a very important factor in overcoming this problem.(Helmy et al., 2019).

This notification increases confidence, autonomy, and ownership in the new role, thereby helping HR better navigate change.(Lizar et al., 2015)With the right psychological support, HR can adapt more quickly, increase their motivation, and contribute better even though their work environment is constantly changing.(Lizar et al., 2015).

State Civil Apparatus (ASN) do not have the freedom to choose their placement location, as they must be prepared to be placed anywhere and at any time according to the country's needs. This is stipulated in Law Number 5 of 2014 concerning ASN and Government Regulation Number 11 of 2017 concerning Civil Servant Management. These regulations stipulate that every ASN must be willing to work throughout the territory of the Unitary State of the Republic of Indonesia or in other countries as assigned by government agencies.

The State Civil Apparatus (ASN) plays a critical role in running the government, particularly in a country as vast as Indonesia. The ability to formulate and implement strategic policies is highly demanded, underscoring the importance of having ASN who are not only competent but also innovative. (Pramudhita, 2022).

The quality and competence of ASN must start from the formation and development to build moral integrity, honesty, spirit and motivation of nationalism and nationality, as well as the formation of superior and responsible personality character, as well as strengthening professionalism and competence in the field. (Ayuningtyas, 2022)In this regard, support is needed from leaders who are able to internalize, implement, and actualize themselves so that human resources have the character of a professional ASN according to their field of duty in carrying out their duties and positions as implementers of public policy and public servants.

Leadership is a person's ability to influence others, generally through motivation to work in accordance with applicable goals and objectives.(Rachmawati & Lantu, 2014)Leadership is

part of the management function and plays an important role in improving quality and encouraging innovative work behavior through employee motivation, creating a conducive atmosphere, developing creativity and innovation, which leads to competitive advantage for the organization. (Supriyanto, Sujianto, et al., 2020).

One approach that is starting to receive attention is the application of spiritual leadership, which is considered to have ethical and moral values that can positively influence employee performance.(Nurhidayati et al., 2020)Spiritual leadership is needed to facilitate the transformation process of a learning organization to achieve sustainable success. Spiritual leadership encompasses the values, attitudes, and behaviors necessary to meet the mental and health needs of its followers.(Nurhidayati et al., 2020). Spiritual leadership can strengthen the mental strength of employees, has a unique effect in overcoming spiritual problems such as spiritual emptiness, loss of faith and disturbance of values.(Xinyu & Zhihua, 2020). According to(LW Fry, 2003a) Spirituality emerges as a prerequisite of this process and a source of creativity creating experiences of engagement and wholeness.(Zsolnai & Illes, 2017).

Research findings on spiritual leadership and performance still raise interesting controversies, including the inability of spiritual leadership 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 *Psychological Empowerment*.

2. Research Methods

This chapter describes the direction and method of conducting research, including the type of research, data sources, data collection methods, population and samples, variables and indicators, and data analysis techniques. This research was conducted to test a hypothesis with the intention of confirming or strengthening the hypothesis, with the hope that it will ultimately strengthen the theory that can be used as a basis. In relation to the above, the type of research used is "Explanatory Research" or research that is explanatory in nature, which means that this research emphasizes the relationship between research variables by testing hypotheses. The description contains descriptions but the focus is on the relationship between variables (Singarimbun, 1982). This data comes directly from data sources collected specifically for the problem being studied (Cooper & Emory, 1998). Primary data sources are obtained from the opinions of respondents studied, in the form of written answers to several questionnaires, observations of the objects being studied, and test results. The primary data to be explored are respondents' perceptions of the research variables, namely those related to Spiritual Leadership, Psychological Empowerment, and HR performance. This is published data collected but not for a single purpose, not only for research purposes, but also for other purposes (Supomo, 2002). Secondary data is obtained from research journals, articles, magazines, and scientific books that are related to the variables in this study.

3. Results and Discussion

This study used human resource employees from the Tanjung Emas Semarang Middle Customs and Excise Supervision and Service Office as respondents. The characteristics of the respondents are presented using statistical data obtained through questionnaire distribution. In the field, all respondents were willing to complete the questionnaire, resulting in 130 completed questionnaires that could be used in the data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, education and length of service, as explained below:

1) Gender

The characteristics of the respondents in this study can be explained based on gender as follows:

Table Respondent Description Based on Gender

Gender	Frequency	Percentage
Man	77	59.2
Woman	53	40.8
Total	130	100.0

The data presented in Table shows that the majority of respondents were male, 77 respondents (59.2%), while 53 respondents were female (40.8%). Based on gender, the majority of respondents were male, indicating that the workforce in this agency is still dominated by men. This is in line with the general trend in the customs and public service sectors, which require operational and technical personnel in the field, which are generally still filled by men.

2) Age

The characteristics of the respondents in this study can be explained based on age as follows:

Table Respondent Description Based on Age

Age	Frequency	Percentage
25 - 30 years	22	16.9
31 - 40 years old	65	50.0
41 - 50 years old	33	25.4
51 - 60 years	10	7.7
Total	130	100.0

Source: Data processing results, 2024.

The data presented in Table 4.2 shows that the majority of respondents are aged 31-40 years, amounting to 65 respondents (50.0%). Respondents aged 41-50 years are 33 respondents (25.4%), aged 25-30 years are 22 respondents (16.9%), and aged 51-60 years are 10 respondents (7.7%). In terms of age, the majority of respondents were between 31 and 40 years old, which is considered a productive age in the workforce. This age group indicates that the majority of employees are at a stage of professional maturity, with sufficient experience

and the ability to adapt to the dynamics of work and evolving policies within government agencies.

3) Last education

The characteristics of the employees who were respondents in this study can be explained based on their last education as follows:

Table Respondent Description Based on Last Education

Last education	Frequency	Percentage
Diploma	47	36.2
Bachelor degree	69	53.1
Postgraduate Masters	14	10.8
Total	130	100.0

Source: Data processing results, 2024.

Table shows that the majority of respondents had a Bachelor's degree (69 respondents (53.1%)), while 47 respondents (36.2%) had a Diploma, and 14 respondents (10.8%) had a Master's degree. The large number of employees with a Bachelor's degree indicates that employees at this agency have met the academic qualification standards that meet the demands of the organization's tasks and functions. An adequate educational background is an important asset in supporting service quality, regulatory implementation, and decision-making in a dynamic work environment.

4) Years of service

The characteristics of the employees who were respondents in this study can be explained based on their length of service as follows:

Table Respondent Description Based on Length of Service

Length of work	Frequency	Percentage
0 - 10 years	47	36.2
11 - 20 years	63	48.5
21 - 30 years old	18	13.8
>30 years	2	1.5
Total	130	100.0

Source: Primary Data Processing Results, 2024.

Table shows that most respondents have worked for 11-20 years, amounting to 63 respondents (48.5%). There are 47 respondents (36.2%) whose work period is less than 10 years. Respondents with a work period of 21-30 years are 18 respondents (13.8%), a work period of 20-<30 years is 7 respondents (11.7%), and there are 2 respondents (1.5%) with a work period of >30 years. The large number of employees who have a work period of 11-120 years means that employees already have quite a long work experience, which allows them to have a deep understanding of the work processes, organizational systems, and work culture within the Directorate General of Customs and Excise.

Descriptive analysis aims to obtain an overview of respondents' assessments of the variables studied. Through descriptive analysis, information will be obtained regarding respondents' tendencies in responding to the indicator items used to measure the research variables.

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 of the structural model or inner model. Assessment of the inner model means evaluating the relationship between latent constructs by observing the estimated results of the path parameter coefficients and their significance levels (Ghozali, 2011). In this study, the goodness of fit test of the structural model is evaluated by considering R-square (R²) and Q² (predictive relevance model). Q² determines how well the model produces the observed values. The coefficient of determination (R²) of all endogenous variables determines Q². The magnitude of Q² has a value in the range of 0 to 1 and indicates that the closer it is to 1, the better the model formed.

1) R square

R square indicates the extent to which the variation of an endogenous variable can be explained by other exogenous or endogenous variables in the model. The interpretation of R square according to Chin (1998) as quoted (Abdillah, W., & Hartono, 2015) is 0.19 (low influence), 0.33 (medium influence), and 0.67 (high influence). The following table presents the results of the coefficient of determination (R²) of the endogenous variables.

Table R-Square Value

	R-square
HR Performance	0.656

The coefficient of determination (R-square) for HR performance obtained from the model is 0.656, meaning that 65.6% of the HR performance variable can be explained by the spiritual leadership variable. The remaining 34.8% is influenced by other variables outside the research. The R square value (0.656) is above the value of 0.33 - 0.67, meaning that the variables of Spiritual leadership and Psychological Empowerment moderation have an influence on the HR Performance variable in the moderate category.

2) Q-square

The Q-Square (Q²) value is one test for assessing the goodness of fit of a structural model, indicating how well the model's observed values and parameter estimates align. A Q² value > 0 indicates the model has predictive relevance, while a Q² value < 0 indicates the model lacks predictive relevance. Q² values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong fit, respectively (Ghozali & Latan, 2015).

Table Q-Square Statistical Value

	SSO	SSE	Q ² (=1-SSE/SSO)
HR Performance	520,000	271,333	0.478

The Q-square (Q²) calculation for HR Performance yielded a value of 0.478, which is greater than 0.35, indicating strong predictive relevance in predicting HR Performance variables. This indicates that the structural model has a good fit with the data. This means that the estimated parameter values generated by the model are consistent with the observed values.

Multicollinearity testing is performed before hypothesis testing. Multicollinearity is a condition where there is a correlation between independent variables or where independent variables are not mutually independent. Multicollinearity testing can be performed by examining the collinearity statistics (VIF) values in the inner VIF values. An inner VIF value <5 indicates no multicollinearity (Hair et al., 2019).

Table Multicollinearity Test Results

	VIF
Psychological empowerment -> HR performance	1,069
Spiritual leadership -> Human Resources Performance	1,037
Psychological empowerment x Spiritual leadership -> HR performance	1,106

According to the results of the multicollinearity test above, it can be seen that the VIF value of all variables is not above 5. This means that there is no multicollinearity problem in the model formed.

The final analysis in PLS is the structural model analysis, or inner model. Hypothesis testing can be performed using t-statistics. The results can be seen in the structural model output, which examines the significance of the loading factors, which explain the influence of the Spiritual Leadership construct on Psychological Empowerment through the mediation of Human Resource Performance as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

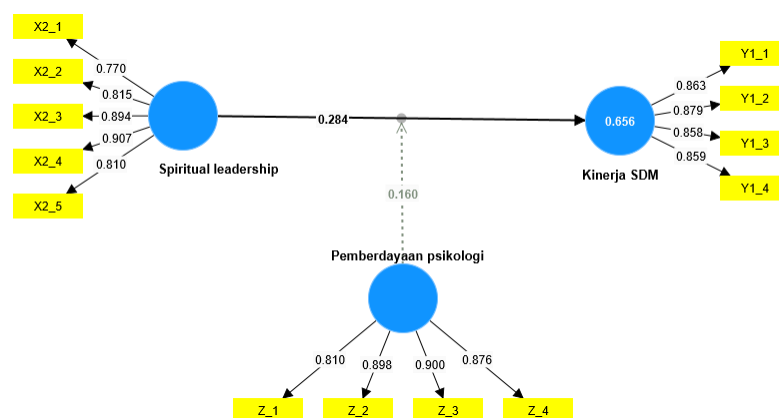


Figure Full Model SEM PLS Moderation

Source: Results of data processing with Smart PLS 4.0 (2024)

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Path Coefficients

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Psychological empowerment performance	-> HR	0.788	0.783	0.059	13,276	0.000
Spiritual Human Performance	leadership -> Resources	0.284	0.280	0.075	3,790	0.000
Psychological empowerment leadership performance	x Spiritual -> HR	0.160	0.153	0.057	2,807	0.005

Source: Results of data processing with Smart PLS 4.0 (2024)

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1:

H1 : The better the perception of the implementation of Spiritual leadership, the better the performance of HR.

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Spiritual leadership on HR Performance, which was 0.284. This result provides evidence that Spiritual leadership has a positive influence on HR Performance. The results of the t-test confirmed this finding, where it was known that the magnitude of the calculated t (3.790) was greater than the t-table (1.96) with p (0.000) smaller than 0.05. The conclusion of this test is that Spiritual leadership positively and significantly influences HR Performance. This result means that the better the Spiritual leadership, the HR Performance will tend to increase. Based on this, the first hypothesis proposed in this study, namely 'The better the perception of the implementation of Spiritual leadership, the better the HR performance will be', can be accepted.

2) Hypothesis Testing 2:

H2 : The influence of spiritual leadership on human resource performance will be greater if the human resource has high psychological empowerment. Conversely, the influence of spiritual leadership on human resource performance will be weaker if the human resource has low psychological empowerment.

The second hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of the interaction variable (Psychological Empowerment x Spiritual Leadership) on HR Performance, which was 0.160. This result provides evidence that the moderating effect of Psychological Empowerment can strengthen the relationship between Spiritual Leadership and HR Performance. The results of the t-test showed that the calculated t-value (2.807) was greater than the t-table (1.96) with p (0.027) less than 0.05. Based on this test, it can be concluded that there is a moderating effect of Psychological Empowerment on the relationship between Spiritual Leadership and HR Performance. This result means that high Psychological Empowerment can strengthen the influence of Spiritual Leadership on HR Performance. Based on this, the second hypothesis proposed in this study, namely "The influence of Spiritual Leadership on HR Performance will be higher if HR has high psychological empowerment. Conversely, the influence of Spiritual Leadership on HR Performance will be weaker if HR has low psychological empowerment" can be accepted.

Discussion:

1) Influence Spiritual leadership on HR performance.

Research result show that Spiritual leadership has a positive influence on HR performance. These results indicate that the better the perception of the implementation of spiritual leadership, the better HR performance. The Middle Type Customs Supervision and Service Office of Tanjung Emas Customs, Semarang. As other researchers have stated, several studies have revealed that spiritual leadership influences employee performance. (LW Fry et al., 2017; Idris et al., 2023; Rahmatica et al., 2022; Supriyanto, Ekowati, et al., 2020; Udin, 2019).

The dimensions of spiritual leadership, namely vision, hope/faith, altruistic love, meaning of work, and sense of membership, have been proven to improve human resource performance. Human resource performance measurement in this study was carried out through four main indicators, namely the speed of completion of customs and excise processes; Achievement of customs and excise revenues; Level of service user compliance and Quality of budget implementation.

The indicator with the highest outer loading value for the spiritual leadership variable is meaning, while for the HR performance variable, the indicator with the highest outer loading value is the achievement of customs and excise revenue. This indicates that the stronger employees' perception of the meaning of their work, the better the achievement of customs and excise revenue. In other words, a clear understanding of the meaning of work directly contributes to the achievement of organizational targets.

On the other hand, the indicator with the lowest outer loading value for the spiritual leadership variable was vision, while for the HR performance variable, the lowest indicator was compliance level. Although relatively lower than the other indicators, these results indicate that the better employees perceive the organization's vision, the higher the level of

compliance they demonstrate in carrying out their duties. This means that a leader's ability to instill a clear vision remains crucial for ensuring employee compliance with work rules and procedures.

2) Moderation Influence Psychological Empowerment in Relationship Spiritual Leadership on Human Resource Performance

The results of the study provide evidence that there is a moderating influence of psychological empowerment on the relationship between spiritual leadership and HR performance. Customs Supervision and Service Office of Tanjung Emas Customs Semarang. This result means that high psychological empowerment can strengthen the influence of spiritual leadership on HR performance. This result means that The influence of spiritual leadership on HR performance will be higher if HR has high psychological empowerment.

Siringoringo et al., (2023) revealed that empowering employees can have a positive impact on their performance, where effective empowerment will improve employee performance.

The results of this study indicate that higher the level of psychological empowerment, the stronger the influence of spiritual leadership on HR performance. These results indicate that the dimensions of psychological empowerment, namely meaning, self-determination, competence, and impact, are able to strengthen the influence of vision, hope/faith, altruistic love, meaning of work, and sense of membership on HR performance. This performance is reflected through four main indicators: speed of completion of customs and excise processes, achievement of customs and excise revenues, level of service user compliance, and quality of budget implementation.

The results of the study indicate that in the psychological empowerment variable, the indicator with the highest outer loading value is impact, while in the spiritual leadership variable, the highest indicator is meaning. For the HR performance variable, the indicator with the highest outer loading value is the achievement of customs and excise revenue. This finding suggests that increasing employee perceptions of the impact aspect of psychological empowerment can strengthen the influence of meaning in spiritual leadership on increasing customs and excise revenue achievement. In other words, the higher the level of employee influence and understanding of the impact they produce, the more effective spiritual leadership is in improving organizational performance on this indicator.

On the other hand, the research results also revealed that the indicator with the lowest outer loading value for the psychological empowerment variable was self-determination, while for the spiritual leadership variable it was vision, and for the HR performance variable it was compliance level. These findings suggest that increasing self-determination can strengthen the influence of vision in spiritual leadership on increasing user compliance levels. This means that when employees feel they have the freedom to determine how they work and feel able to control their work, the influence of the leader's vision on user compliance will be stronger and more effective.

4. Conclusion

The purpose of this study is to describe and empirically analyze the moderating influence of Psychological Empowerment on improving HR performance supported by Spiritual Leadership. Based on the results and discussion of the study, the answers to the research questions are as follows: Spiritual leadership has a positive influence on human resource performance. The better the perception of the implementation of spiritual leadership, the better the human resource performance. There is a moderating effect of psychological empowerment on the relationship between spiritual leadership and human resource performance. This result means that high psychological empowerment can strengthen the influence of spiritual leadership on human resource performance. This result means that influence of spiritual leadership on HR performance will be higher if HR has high psychological empowerment.

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