

The Role of Work Environment and Spiritual Leadership on Employee Performance Mediated by Spiritual Motivation in Environmental Service Employees Regional Life (DLHD) of North Sulawesi Province

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Abstract. *This study aims to determine: (1) the effect of work environment on spiritual motivation among DLHD of North Sulawesi Province employees, (2) the effect of spiritual leadership on spiritual motivation among DLHD of North Sulawesi Province employees, (3) the effect of work environment on employee performance among DLHD of North Sulawesi Province employees, (4) the effect of spiritual leadership on employee performance among DLHD of North Sulawesi Province employees, and (5) the effect of spiritual motivation on employee performance among DLHD of North Sulawesi Province employees. This study is explanatory research. Sampling was conducted using purposive sampling. The sample consisted of 100 North Sulawesi Province Regional Environmental Service employees. Data collection was conducted by distributing questionnaires. Data analysis used the SEM-PLS (Structural Equation Model with Partial Least Squares) program. The results of the study indicate that: (1) work environment has a positive and significant effect on spiritual motivation, (2) spiritual has a positive and significant effect on spiritual motivation, (3) work leadership environment has a positive and significant effect on employee performance, (4) spiritual leadership has a positive and significant effect on employee performance, (5) spiritual motivation has a positive and significant effect on employee performance, (6) spiritual motivation is proven to play a significant role as a partial mediation variable in the relationship between work environment and employee performance, and (7) spiritual motivation is proven to play a significant role as a partial mediating variable in the relationship between spiritual leadership and employee performance.*

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

1. Introduction

Presidential Instruction (Inpres) No. 1 of 2025 concerning Budget Efficiency is a strategic effort by the government to address national fiscal challenges and increase the effectiveness of budget management. To achieve efficient and accountable governance, government agencies are required to implement savings and optimization in various aspects, including human resource (HR) management. This policy requires every apparatus to maintain optimal performance despite resource constraints, including budgetary constraints, limited facilities, and other operational support. This fiscal tightening directly puts psychological and physical pressure on employees, requiring organizations to seek alternative non-financial stimuli to maintain work productivity.

These conditions make the quality of the work environment and leadership style in public organizations increasingly crucial factors to research. A conducive work environment can create psychological and physical comfort for employees, ultimately driving productivity and sustainable performance. According to Nitisemito (2002), an ideal work environment can provide positive stimulation that boosts employee morale. Research by Ariyanto (2017) also shows that A supportive physical and non-physical work environment contributes positively to improving employee performance in the public sector. When operational budgets are constrained by efficiency regulations, a harmonious, supportive, and conflict-free (non-physical) work environment becomes the primary bulwark against which organizational performance is protected.

In addition to environmental aspects, in the context of government organizations that are imbued with the values of public service and devotion, spiritual leadership is a highly relevant approach. Spiritual leadership not only emphasizes the mechanistic achievement of work targets, but also fosters meaningful work, a sense of humanity, and spiritual significance in work. Fry (2003) explains that spiritual leadership creates a sense of calling and membership that strengthens employee commitment to the organization. A study by Reave (2005) supports these findings by stating that spiritual values applied in leadership have a significant impact on integrity and morality of performance. Furthermore, Chen & Yang (2012) emphasize that spiritual leadership can increase employee engagement and effectively reduce work stress in public organizations.

In the bureaucratic sector, employee performance is a key factor in assessing the effectiveness and success of government agencies, particularly in achieving strategic plan targets and the quality of public services. Amid budget constraints stemming from Presidential Instruction No. 1 of 2025, conventional incentives such as material incentives or physical facilities tend to be difficult to optimize. Therefore, stronger and more substantial internal incentives are needed, one of which is spiritual motivation.

2. Research Methods

This research was conducted to test a hypothesis with the aim of confirming or strengthening the hypothesis, which can ultimately strengthen the theory used as a basis. The type of research used was associative explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aimed to analyze the influence of the work environment and spiritual leadership on employee performance through spiritual motivation as an intervening variable.

3. Results and Discussion

3.1. Data Collection Description

The population in this study were employees of the Regional Environmental Service of North Sulawesi Province. The questionnaire distribution process was carried out directly to respondents from May 4, 2026 - June 25, 2026, and 100 responses were obtained. The data was then verified and 100 responses were used because they met the respondent criteria, namely employees with permanent and contract employees who had worked for at least the last 1 year at the DLHD of North Sulawesi Province. Furthermore, 100 responses after verification had met the requirements as respondents, so the data used came from the answers of 100 respondents. The data were analyzed based on the results of the questionnaire distribution which were then processed using Smart PLS 4 Software. The description of the respondents can be explained as follows.

a. Respondent Overview

Based on the research that has been conducted, the data obtained on the characteristics of employees of the North Sulawesi Provincial Environmental Service are presented as follows:

Table Respondent Characteristics

Characteristics	Frequency (N=100)	Percentage (%)
Gender		
Man	45	45.0
Woman	55	55.0

Age		
18-25 years old	5	5.0
26-35 years old	25	25.0
36-45 years	41	41.0
>45 years	29	29.0
Education		
High School/Equivalent	14	14.0
D3	10	10.0
S1	66	66.0
S2	10	10.0

Source: Primary Data 2026

Based on the data in table, it can be seen that the characteristics of the North Sulawesi Province DLHD employees who were respondents were male, 45 people (45%). Meanwhile, 55 employees were female (55.0%). This shows that the majority of North Sulawesi Province DLHD employees are female. The work of North Sulawesi Province DLHD employees mostly covers technical fields, such as monitoring water quality, air quality, conservation, environmental monitoring, etc. which are important parts of the North Sulawesi Province DLHD actually tend to be dominated by men.

DLHD employees of North Sulawesi Province aged between 18-25 years were 5 people (5.0%), employees aged between 26-35 years were 25 people (5.0%) people (25%), employees aged between 36-45 years were 41 people (41.0%), and employees aged over 45 years were 29 people (29.0%). This shows that the majority of North Sulawesi Province DLHD employees are aged 36-45 years (41%). This indicates that North Sulawesi Province DLHD has mature, experienced employees (the number of employees with more than 11 years of service is 67 people or 67%), and productive. Employees at this age are generally at the peak of

productivity, both physically and mentally. Employees tend to be more adaptable to new technologies and have high work enthusiasm. Mature employees often have fresh and innovative ideas that can help Regional Apparatus Organizations (OPD) to continue to grow. This age group tends to be more receptive to change and adapt to a dynamic work environment. The age group of 26-35 is also a crucial period in career development. Employees at this age group are usually pursuing higher career levels and are motivated to continue learning and developing.

The North Sulawesi Provincial Environmental Agency employees with a high school or equivalent education level are 14 people (14.0%), employees with a D3 education level are 10 people (10%), employees with a S1 education level are 66 people (66.0%), and employees with a S2 education level are 10 people (10.0%). This shows that the majority of the North Sulawesi Provincial Environmental Agency employees have a S1 education level (66%). This shows that the DLHD has a qualified and competent workforce, especially in the technical field. This indicates that the DLHD strives to have human resources capable of carrying out complex and strategic service operations in the environmental sector.

Environmental science. Bachelor's degree graduates generally have a deeper understanding of theories and concepts, as well as improved analytical and problem-solving skills. This is essential for addressing operational challenges and technological development in the environmental sector. Bachelor's degree education also equips employees with the management skills necessary to manage various aspects of the Department's operations.

b. Descriptive Analysis of Variables

Descriptive analysis aims to determine respondents' responses to each question posed. In this case, descriptive analysis explains employees' responses to questions posed for each variable, including work environment, spiritual leadership, spiritual motivation, and employee performance. To determine respondents' responses to each variable, in this study, they were grouped into one score category using a scale range with the following formula (Umar, 2012). The index number can summarize the degree of respondents' perception of the indicators of the variables in the study. The method for calculating the respondent's answer index can be done using the following formula:

The lowest assessment score is 1. The highest assessment score is 5.

Interval = (Maximum Value – Minimum Value) / (Number of Classes) = $(5-1)/3 = 1.3$ Thus the interval is explained as follows:

1.00 – 2.29 = Low

2.30 – 3.59 = Moderate

3.60– 5.00 = High

c. Descriptive Statistics of Work Environment Variables

Descriptive statistics on the work environment will illustrate the assessment of the work environment among employees of the North Sulawesi Provincial Environmental Service. Respondents' responses regarding the work environment among employees of the North Sulawesi Provincial Environmental Service are shown in Table 4.2 as follows:

Table Description of Work Environment Variables

Code	Indicator	STS	TS	CS	S	SS	Total	Mean	Criteria
LK1	Work comfort	0	11	12	49	28	100	3.94	Tall
LK2	Facility support	0	3	10	57	30	100	4.14	Tall
LK3	Communication between colleagues	0	6	5	60	29	100	4.12	Tall
LK4	Superior's award	0	1	4	59	36	100	4.30	Tall
Lk5	Job Stress Level	0	21	27	37	15	100	3.46	Currently
Average total indicators								3.99	Tall

Source: Processed primary data, 2026

Table shows that the average score was 3.99, indicating that overall, respondents rated their responses regarding the work environment as high, indicating that most respondents responded positively and had a strong connection to the indicators in the questionnaire. This high level of response suggests that it is important for employees to focus more on work environment indicators to improve their performance.

d. Descriptive Statistics of Spiritual Leadership Variables

Descriptive statistics of spiritual leadership will describe the assessment of spiritual leadership in the employees of the Regional Environmental Service of the Province.

North Sulawesi. Respondents' responses regarding spiritual leadership among employees of the North Sulawesi Provincial Environmental Service are shown in Table 4.3 as follows:

Table Description of Spiritual Leadership Variables

Code	Indicator	STS	TS	CS	S	SS	Total	Mean	Criteria
KS1	Spiritual Development	0	5	36	38	21	100	3.75	Tall
KS2	Prioritizing Moral Values	0	1	25	53	21	100	3.94	Tall
KS3	Inspiration of Leaders	0	6	22	48	24	100	3.90	Tall
KS4	Openness/Empathy	0	0	8	82	10	100	4.02	Tall
KS5	Mutual Trust/Family	0	0	7	77	16	100	4.09	Tall
Average total indicators								3.94	Tall

Source: Processed primary data, 2026

Table shows that the average score was 3.94, indicating that overall, respondents rated their responses regarding spiritual leadership as high. This means that most respondents responded positively and had a strong connection to the indicators in the questionnaire. This high level of response suggests that it is important for employees to focus more on spiritual leadership indicators to improve their performance.

3.2. Descriptive Statistics of Spiritual Motivation Variables

Descriptive statistics on spiritual motivation will illustrate the assessment of spiritual motivation among employees of the North Sulawesi Provincial Environmental Service. Respondents' responses regarding spiritual motivation among employees of the North Sulawesi Provincial Environmental Service are shown in Table 4.4 as follows:

Table Description of Spiritual Motivation Variables

Code	Indicator	STS	TS	CS	S	SS	Total	Mean	Criteria
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MS1	Encouragement of faith/honesty	0	0	1	64	35	100	4.34	Tall
MS2	Work as worship	0	0	0	64	36	100	4.36	Tall
MS3	Transcendental values/meaning of work	0	0	2	58	40	100	4.38	Tall
MS4	Sincerity in helping colleagues	0	0	0	65	35	100	4.35	Tall
MS5	Dedication to budget efficiency	0	0	0	65	35	100	4.35	Tall
Average total indicators								4.36	Tall

Source: Processed primary data, 2026

Table shows that the average score was 4.36, indicating that overall, respondents rated their responses regarding spiritual motivation as high, indicating that most responded positively and had a strong connection to the indicators in the questionnaire. This high level of response suggests that organizations need to focus more on spiritual motivation indicators to improve their performance.

a. Descriptive Statistics of Employee Performance Variables

Descriptive statistics on employee performance will illustrate the employee performance assessment of employees at the North Sulawesi Provincial Environmental Service. Respondents' responses regarding employee performance at the North Sulawesi Provincial Environmental Service are shown in Table 4.5 as follows:

Table Description of Employee Performance Variables

Code	Indicator	STS	TS	CS	S	SS	Total	Mean	Criteria
KP1	Quantity of Work Results	0	0	4	63	33	100	4.29	Tall
KP2	Quality of Work Results	0	0	6	66	28	100	4.22	Tall
KP3	Punctuality	0	0	5	64	31	100	4.26	Tall

KP4	Independence in Duty	0	0	8	46	46	100	4.38	Tall
KP5	Resource Efficiency	0	0	5	58	37	100	4.32	Tall
Average total indicators								4.29	Tall

Source: Processed primary data, 2026

From table it can be seen that the average score is 4.29, which means that overall respondents assessed that the respondents' responses regarding

Employee performance falls into the high category, meaning the majority of respondents responded positively and had a strong connection to the indicators in the questionnaire. This high level of response suggests that it is crucial for organizations to focus more on employee performance indicators to improve performance.

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

The data processing technique in this study was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) which consists of 3 stages, namely outer model testing, inner model testing and hypothesis testing with the following results:

c. Outer Model Evaluation

A measurement model, also known as an outer model, describes the relationship between latent variables and their indicators. To ensure the accuracy of this model, we need to conduct two types of tests: validity and reliability.

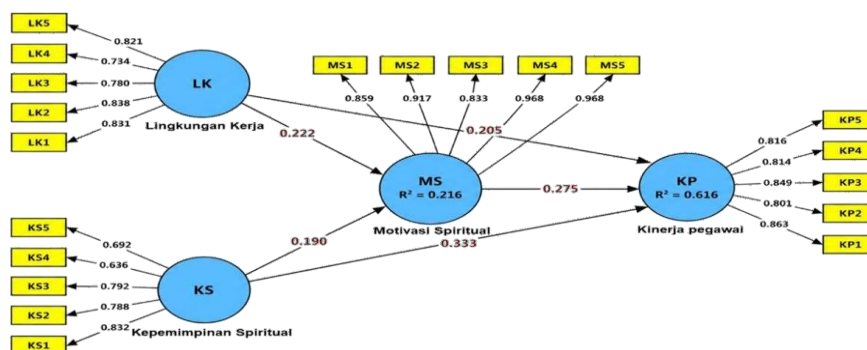


Figure Pre-Elimination Measurement Model (Outer Model)

Based on the image above, the outer loading value to provide understanding will be described in the form of a table as follows:

d. Test Convergent Validity

Validity testing is applied to all question items in each variable. Several stages of testing will be carried out, including convergent validity and discriminant validity.

Table Pre-Elimination Outer Loading Evaluation

Variables	Indicator	Outer Loading
Work environment	LK1	0.831
	LK2	0.838
	LK3	0.780
	LK4	0.734
	LK5	0.821
Spiritual leadership	KS1	0.832
	KS2	0.788
	KS3	0.792
	KS4	0.636
	KS5	0.692
Spiritual motivation	MS1	0.859

Employee performance	MS2	0.917
	MS3	0.833
	MS4	0.968
	MS5	0.968
	KP1	0.863
	KP2	0.801
	KP3	0.849
	KP4	0.814
	KP5	0.816

Table above shows that the majority of validity indicators of each variable in this study have a loading factor value greater than 0.70, so they are considered genuine.

3.3. Validity Test

a. Convergent Validity

To determine convergent validity, the outer loading value is used as a measure. An indicator is considered valid if its outer loading value is ≥ 0.7 , indicating that the indicator has a strong correlation with the construct it measures and contributes significantly to explaining the construct. Conversely, if the outer loading value is < 0.7 , the indicator is declared invalid, indicating that the indicator has a weak correlation with the construct and may need to be considered for removal. The following results were obtained:

Table Outer Loading Values

Variables	Indicator	Outer Loading	Information
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Work environment	LK1	0.831	Valid
	LK2	0.838	Valid
	LK3	0.780	Valid
	LK4	0.734	Valid
	LK5	0.821	Valid
Spiritual leadership	KS1	0.832	Valid
	KS2	0.788	Valid
	KS3	0.792	Valid
	KS4	0.636	Valid (Tolerance)_
	KS5	0.692	Valid (Tolerance)
Spiritual motivation	MS1	0.859	Valid
	MS2	0.917	Valid
	MS3	0.833	Valid
	MS4	0.968	Valid
	MS5	0.968	Valid
Employee performance	KP1	0.863	Valid
	KP2	0.801	Valid

KP3	0.849	Valid
KP4	0.814	Valid
KP5	0.816	Valid

The analysis results in table show that all indicators of work environment variables, spiritual leadership (except KS 4 and KS5), spiritual motivation, and employee performance have outer loading values > 0.7. This finding indicates that all indicators have good validity in measuring latent variables. The author still maintains KS4 (0.636) and KS5 (0.692) even though their values are below 0.70 because the AVE value of the parent variable (spiritual leadership) is already above 0.50) (AVE KS = 0.565 in table 4.10) (Hair et al, 2019).

b. Discriminant Validity

Discriminant validity is a concept used to assess the extent to which a construct is truly different from other constructs. Several methods used to evaluate discriminant variables include examining cross-loading values, AVE (Average Variance Extracted), and the Fornell-Larkel Criterion.

Table Cross Loading Values

Indicator	Work environment	Spiritual leadership	Spiritual Motivation	Employee performance
LK1	0.831	0.466	0.426	0.549
LK2	0.838	0.508	0.420	0.592
LK3	0.780	0.443	0.338	0.528
LK4	0.734	0.364	0.248	0.486
LK5	0.821	0.327	0.275	0.500
KS1	0.452	0.832	0.334	0.581

KS2	0.316	0.788	0.304	0.444
KS3	0.536	0.792	0.356	0.568
KS4	0.260	0.636	0.174	0.366
KS5	0.283	0.692	0.172	0.400
MS1	0.422	0.437	0.859	0.522
MS2	0.461	0.372	0.917	0.547
MS3	0.279	0.261	0.833	0.460
MS4	0.392	0.322	0.968	0.492
Indicator	Work environment	Spiritual leadership	Spiritual Motivation	Employee performance
MS5	0.392	0.322	0.968	0.492
KP1	0.536	0.579	0.499	0.863
KP2	0.453	0.484	0.390	0.801
KP3	0.518	0.529	0.388	0.849
KP4	0.587	0.554	0.553	0.814
KP5	0.626	0.521	0.447	0.816

Based on Table, it can be seen that the construct indicators have a higher correlation compared to other indicators. In other words, all discriminant validity tests of the indicators are valid. In addition to observing the cross-loading value, discriminant validity can also be determined through another method, namely by observing the Fornell-Larkel criterion value.

Table Fornell Larckel Criterion

Variables	Work environment	Spiritual leadership	Spiritual motivation	Employee performance
Work environment	0.802			
Spiritual leadership	0.515	0.751		
Spiritual motivation	0.427	0.377	0.911	
Employee performance	0.659	0.645	0.553	0.829

Table shows that the loading value of each indicator item on its construct is greater than the cross-loading value. Therefore, it can be concluded that all constructs or latent variables have good discriminant validity, with the indicator block of that construct performing better than the indicators in other blocks.

Table Average Variance Extracted (AVE)

Variables	Avarange Variance Extracted (AVE)	Sign off	Information
Work environment	0.643	0.5	Valid
Spiritual leadership	0.565	0.5	Valid
Spiritual motivation	0.829	0.5	Valid
Employee performance	0.688	0.5	Valid

From Table, all constructs (work environment, spiritual leadership, spiritual motivation, employee performance) have AVE values above the 0.5 threshold. This is a positive indication that the measurement model has good convergent validity.

c. Reliability Test

Reliability testing in PLS uses Composite Reliability (CR) and Cronbach Alpha (CA). Composite reliability aims to measure the internal consistency of a construct's indicators. A CR value >0.7 indicates that the construct's indicators have high internal consistency, meaning they consistently measure the same construct. Cronbach Alpha also aims to measure the reliability of internal consistency. A CA value >0.9 , which is very high reliability, indicates very good internal consistency. A CA value >0.7 , between $0.79-0.9$, is high reliability. A CA value between $0.7-0.8$, which is acceptable reliability, is generally considered the minimum acceptable limit in research. The following are the results of the reliability test in this study:

Table Composite Reliability and Cronbach Alpha

Variables	Composite Reliability (CR)	Cronbach Alpha (CA)	Sign off	Conclusion
Work environment	0.900	0.852	0.7	Reliable
Spiritual leadership	0.865	0.794	0.7	Reliable
Spiritual motivation	0.960	0.946	0.7	Reliable
Employee performance	0.917	0.884	0.7	Reliable

The results of the reliability analysis show that this research model has very good internal consistency. This can be seen from the value *Composite Reliability*(CR) and Cronbach's Alpha (CA). All latent variables in the model have CR values >0.7 , indicating that each construct has high reliability. In other words, the indicators used to measure each variable consistently represent the intended construct. All variables have CA values >0.7 , indicating high reliability, meaning the indicators for these variables are highly consistent in measuring the construct.

d. Inner Model Evaluation

After conducting an evaluation of the outer model and finding that each construct has met the validity and reliability requirements, the next step is to evaluate the structural model (inner model) with the following results:

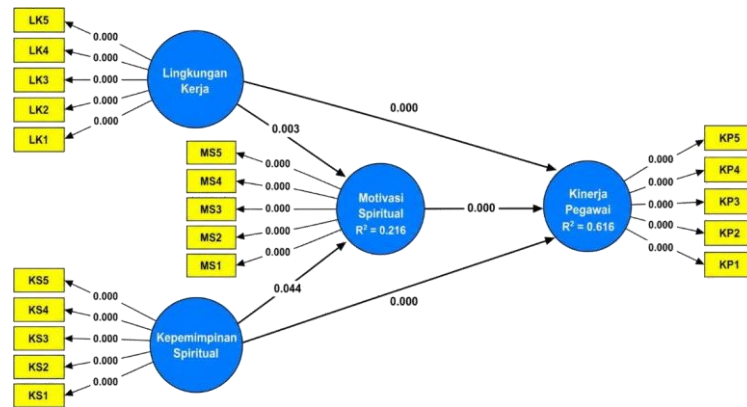


Figure Full Structural Model Partial Least Squares (Inner Model)

Based on the image above, the results of the goodness of fit test, R-square (R²), and f-square (F²) can be explained.

e. Model Fit Test

In this study, the evaluation of model fit used SRMR, d_ULS, d_G, Chi square and NFI, with the following results:

Table Results of the Goodness of Fit Model Test

Structural Model	Cut-Off Value	Estimated	Information
SRMR	< 0.10	0.083	Fit
d_ULS	> 0.05	0.932	Fit
d_G	> 0.05	0.448	Fit
Chi-square	>X ² table (df = 161; X ² = 191,743) table =	252,281	Fit

NFI	Approaching 1	0.752	Fit
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The analysis results show that the tested model exhibits an acceptable fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

4. Conclusion

Based on the results of data analysis, structural model testing, and in-depth discussions that have been described in the previous chapter regarding the role of the Work Environment (X1) and Spiritual Leadership (X2) on Employee Performance (Y) mediated by Spiritual Motivation (Z) at the Regional Environmental Service (DLHD) of North Sulawesi Province, several main conclusions can be drawn as follows:

1. The work environment has been shown to have a positive and significant impact on employee spiritual motivation. A healthy, tolerant, and respectful work climate fosters inner peace and psychological well-being, which serve as a foundation for employee spirituality growth in the workplace (workplace spirituality facilitation).
2. Spiritual leadership has been shown to have a positive and significant impact on employee spiritual motivation. Transcendental values such as vision, hope, and compassion conveyed by leaders successfully engage employees' moral conscience and foster a strong sense of calling and membership in the organization.
3. The work environment has been proven to have a direct, positive and significant impact on employee performance. A conducive, safe workplace, coupled with harmonious social support, can foster employee well-being so that it instantly encourages the achievement of the quality and quantity of the organization's work targets optimally.
4. Spiritual leadership has been proven to have a direct positive and significant impact on employee performance. Leadership characteristics that prioritize moral example, honesty, and altruistic compassion are the primary stimulus that triggers voluntary compliance and drives employee performance.
5. Spiritual motivation has been proven to have a positive and significant impact on employee performance. This deep inner drive, where employees orient their work activities as a form of devotion and worship to God Almighty, has been shown to foster integrity, perseverance, and high work efficiency.
6. Spiritual motivation has been shown to play a significant role as a partial mediation variable in the relationship between the work environment and employee performance.

This indicates that a positive work environment not only boosts employees' physical operational aspects but also stimulates their internal spiritual motivational energy, resulting in significantly more optimal performance.

7. Spiritual motivation has been shown to play a significant role as a partial mediation variable in the relationship between spiritual leadership and employee performance. This finding confirms that the exemplary spiritual leadership can touch the transcendental side of employees, which then... drive their spiritual motivation to contribute the best performance to the agency.

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