

## The Effect of Spirituality in the Workplace and Spiritual Leadership on the Performance of Workers in the Production Part of PT. Makassar Tene

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### Abstract

Human resources as production support must be considered. Problems related to HR that often occur can hinder the performance of an organization. This study aims to see the effect of spirituality at work and spiritual leadership on performance through job satisfaction. Quantitative research method with cross sectional design with 62 respondents. The data was conducted by means of interviews. Bivariate analysis using the person Chi Square test, and Multivariate analysis using multiple logistic regression. The results of this study indicate that spirituality in the workplace has an effect on job satisfaction ( $p = 0,000$ ), spirituality at work has an effect on performance ( $p = 0.022$ ), spirituality has an effect on performance ( $p = 0.003$ ), and spiritual leadership has no effect on job satisfaction. ( $p = 0.264$ ), job satisfaction has no effect on performance ( $p = 0.606$ ), job satisfaction does not mediate between spirituality and performance ( $t \text{ count} = 0.431$ ), and job satisfaction does not mediate between spiritual leadership and performance ( $t \text{ count} = 0.009$ ). Spirituality at work has an effect on job satisfaction, spirituality in the workplace has an effect on work performance, spiritual leadership has an effect on performance, spiritual leadership has no effect on job satisfaction, job satisfaction does not affect performance, job satisfaction does not radiate between spirituality at work and performance and satisfaction. work does not mediate between spiritual leadership and performance of workers in the production section of PT. Makassar Tene.

**Keywords:** Spirituality, Leadership, Job Satisfaction, Performance

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### Introduction

Human resources (HR) in an organization are important things that must be considered by the leadership of the organization. One of the determining factors whether an organization develops or not is the human resources owned by the organization. Problems related to HR that often occur can hinder the performance of an organization, for example, such as decreased employee commitment, decreased job satisfaction and decreased employee performance (Khusnah, 2020).

Wibowo & Susilowati (2012) explain that performance comes from the notion of performance. There is also a definition of performance as a result of work or work performance. However, performance actually has a broader meaning, not only the result of

work, but including how the work process takes place. Performance is a product produced by an employee in a predetermined time unit with certain criteria (Karakas, 2010).

In achieving organizational goals, every organization needs resources to achieve them. These resources include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, the most important resource is human resources. Human resources are the most important organizational asset, and make other organizational resources work (Krisnaldy et al, 2019). Thus, without human resources other resources will be idle and less useful in achieving organizational goals.

The decline in performance caused by HR problems can be mitigated in several ways, one of which is the application of spirituality in the workplace. as quoted by Mangkunegara (2016) reveals that encouragement of spirituality in the workplace helps employees in the fields of creativity, process improvement, customer service, honesty and trust, personal fulfillment, and commitment, which will ultimately lead to increased performance as well as spiritual leadership, spiritual leadership is positively related with employee task performance (Wang et al, 2019).

At the initial observation at PT. Makssar Tene, the HRD department, has received information that the decline in performance occurs because of boredom that hit some employees. This kind of condition can often lead to decreased levels of commitment, satisfaction and employee performance. One solution to overcome this problem is to apply spirituality in the workplace for employees.

## Methods

The design of this study is a cross sectional study which aims to see the direct influence of spirituality at work on performance, the indirect effect of spirituality at work on performance through job satisfaction, the direct influence of spiritual leadership on performance and the indirect effect of spiritual leadership on performance through job satisfaction at production workers of PT. Makassar Tene. The total population in this study was 160 and after taking samples using the Sovin formula, a sample of 62 people was obtained. Data collection was carried out using questionnaires and interviews. The data obtained were analyzed using computer applications. Univariate, Bivariate and Muctivariate analyzed using the SPSS application.

## Results and Discussion

Table 1. Frequency Distribution of General Characteristics of Respondents

<b>Respondent Characteristics</b>	<b>Category</b>	<b>n</b>	<b>%</b>
Age	27-29 Years	8	12,9
	30-37 Years	41	66,1
	38-45 Years	10	16,1
	46-53 Years	3	4,8
	27-29 Years	8	12,9
	<b>Total</b>		<b>62</b>
Sex	Male	59	95,2
	Female	3	4,8
	<b>Total</b>		<b>62</b>
Years of service	New < 3 Years	1	1,6
	Old $\geq$ 3 Years	61	98,4

	<b>Total</b>	<b>62</b>	<b>100</b>
Education	High School	54	87,1
	D3/Diploma	1	1,6
	S1/Bachelor	7	11,3
	<b>Total</b>	<b>62</b>	<b>100</b>

Source: Primary Data, 2020

In table 1 it can be seen that the most age categories are 30-37 years as many as 41 respondents (66.1%) and at least 46-53 years old are 3 people (4.8). There are 59 men (95.2%) and 3 girls (4.8), 1 new working period (1.6%) and 59 people (95.2%) long working period, for High school education as many as 54 people (87.1%), D3 1 person and S1 as many as 7 people (11.3)

### Normality Test

The normality test is carried out with the intention of checking whether it is normally distributed or not. the guidelines used in this normality test are to use the Kolmogorov test. If the sig or significance value or the probability value (p) <0.05 (95% confidence level), the distribution is not normal, if the sig or significance value or the probability value (p) > 0.05 (95% confidence level), the distribution is normal. The result of data processing for the normality test note that the Asym. Sig (2-tailed) value of all research variables is greater than the significant level used in this study ( $\alpha = 0.05$ ). Thus it can be concluded that all research variables are normally distributed, thus multiple linear regression analysis can be carried out because the data is normally distributed.

### Validity Test

The validity test is useful for knowing how well an instrument measures the concept that should be measured and knowing the questions in the instrument are valid. A valid instrument means that the measuring instrument used to obtain the measurement is valid, which means that the instrument is used to measure what is being measured. The model for testing the validity is the product moment correlation using the help of the SPSS program version 17, where if r is a negative or small value from the r table (for n = 62 r table = 0.250) then the instrument is invalid and vice versa if the value is positive > r table , then the instrument is valid. As for the results of testing the validity of each research variable, namely testing the validity of the variables through Pearson correlation, it can be concluded that all items of each variable are valid where the correlated item total correlation value is > 0.250.

### Reliability Test

This test aims to assess the extent to which respondents' answers can give relatively different (consistent) results when repeated measurements are carried out on the same subject. Reliability instrument (reliable) means an instrument that when used several times to measure the same object, a valid instrument is then tested for reliability using the Cronbachs Alpha formula with the help of SPSS version 22. If r alpha is negative and is greater than critical r (0.600) it means all items of the instrument are reliable. The results of testing the reliability of each research variable show that all question items are realistic. All variables were reliability because the correlated results were the total item correlation of 0.600.



Figure 1. Regression Equations

In multivariate analysis using SPSS. The results obtained were that the influence of spirituality at work on job satisfaction was 0.383 with p value = 0.000, the magnitude of the influence of spirituality at work with a performance of 0.071 with p value = 0.022, the influence of spiritual leadership on job satisfaction was 0.124 with p value 0.646, the magnitude of influence spiritual leadership on performance of 0.093 with p value = 0.003.

Spirituality in the workplace has a significant effect on job satisfaction in the production workers of PT. Makassar Tene, this is in line with Mengko & Sambeka (2018), which examines the effect of spirituality at work on job satisfaction in lecturers at Manado Polytechnic and from the results of the research it is found that spirituality at work has a significant effect on job satisfaction with the implication if spirituality work is repaired, resulting in increased job satisfaction of lecturers

These findings support the opinion of Kinjerski & Skrypnek (2004) which defines work spirituality as the experience of employees who are passionate and get energy from their work, get meaning and purpose in their work, feel that they can express themselves in the workplace and feel a connection with people. the people who work with them. This definition describes the behavior of people who are satisfied in their work.

Spirituality in the workplace has a significant effect on the performance of workers in the production section of PT. Makassar Tene, this is in line with Milliman et al. (1999) in the education sector in Islamabad, Pakistan which shows a significant influence between spirituality at work on performance, in addition to that Hassan also stated that if the spirituality in the workplace is good, it will encourage those who are in the workplace to channel all their abilities to work. to produce high performance. Employee performance can be improved through employee spirituality, namely, the ability to find meaning in work life which can be done through building communication and working with others in the workplace. In other words, the factors of spirituality in the workplace consist of Meaningful work, sense of community, and alignment of values (Milliman et al., 1999).

Spiritual leadership does not have a significant effect on job satisfaction of workers in the production section of PT. Makassar Tene, this is in line with research which states that job satisfaction has no significant effect on job satisfaction because leaders never give rewards to workers (Gibson et al., 1994)

Spiritual leadership has a significant effect on the performance of the production workers of PT. Makassar Tene, this is in line with Wang et al. (2019) who examined the effect of spiritual leadership on performance in several energy companies located in northern China,

the results obtained by Wang stated that spiritual leadership has a significant effect on performance. Spiritual leadership is rooted in the theory of intrinsic motivation, consisting of the values, attitudes and behaviors needed to motivate workers to achieve goals at work, motivate workers to do something significant, such as better performance, increase knowledge and implement new ideas. This research also supports the theory of

Fry, who stated that spiritual leadership is needed and used to achieve a predetermined goal, besides that it can bring out different characteristics, attitudes, and even behaviors from other leadership because leadership in this case is not only seen as a matter related to fellow human beings or a business that is only for the sake of looking for money and profit, but also related to matters of God and the religion he believes in (Malone & Fry, 2003)

Job satisfaction does not have a significant effect on workers in the production section of PT. Makassar Tene, these results are in line with research conducted by Subakti (2013) which examined one food business, which states that job satisfaction has no effect on performance. the absence of competition which causes workers not to spend their optimal ability to work.

Job satisfaction with employee performance is not significant because employee performance is solely to comply with regulations. Company regulations are derivative of the parent company. Employees provide maximum results so that their work records are not badly scored by the company. Violations regarding poor work results can be subject to a warning letter to dismissal, violations committed by employees are targets set by the company not being properly met. This is what triggers employees to do their jobs on time and meet targets in terms of quantity and quality.

To test whether job satisfaction can moderate between spirituality in the workplace and performance, a single test is carried out where the results of the single test show the value of t count (0.431) < t table (1.67) where  $H_0$  is accepted  $H_a$  is rejected, meaning that job satisfaction cannot moderate between spirituality in the workplace and performance. To test whether job satisfaction moderates between spiritual leadership and performance, a single test is carried out where the results of the test show that from the t count the results are 0.009 < 1.67, which means that  $H_0$  is accepted and  $H_a$  is rejected, job satisfaction cannot mediate spiritual leadership on performance.

## Conclusion

Spirituality in the workplace affects job satisfaction, spirituality at work affects performance, spiritual leadership affects performance, spiritual leadership has no effect on job satisfaction, job satisfaction does not affect performance, job satisfaction does not radiate between spirituality in the workplace on performance and satisfaction. work does not mediate between spiritual leadership and performance of workers in the production section of PT. Makassar Tene: Company leadership must pay more attention to employees related to job promotions or rewards that must be given to employees who excel. This will make workers feel happy at work which will affect many, namely job satisfaction, performance even productivity, Counseling at PT. Makassar Tene must be expanded again so that the counseling is evenly distributed to the loyal workers at PT. Makassar Tene, Improve the quality of the relationship between employees and leaders by carrying out various activities that can strengthen the sense of brotherhood between employees and company leaders.

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