IMPROVING EMPLOYEE PERFORMANCE THROUGH SPIRITUAL LEADERSHIP AND WORK MOTIVATION WITH JOB SATISFACTION AS MODERATION

a Hendri Khuan, b Ifan Rizky Kurniyanto, c Mohammad Gifari Sono, d Hermyn Benny Hina, e Eva Yuniarti Utami, f Sutama Wisnu Dyatmika

ABSTRACT

Objectives: This study aims to determine the effect of spiritual leadership and work motivation on the performance of Bank BRI employees in Indonesia with job satisfaction as a moderating variable.

Methods: This study uses a quantitative approach with an explanatory research design. Data collection technique is done by survey. The study population consisted of 300 BRI Bank employees spread across Indonesia. The population is infinite, so the sample size is determined based on the analytical technique. The sampling technique was purposive sampling, with the criteria of selecting respondents who were real Bank BRI employees who had worked for more than 3 months. And the analysis technique uses Smart PLS software.

Results: Research result shows that spiritual leadership is the most important factor that significantly influences employee performance with a t-statistic value of 3.023 and a p-value of 0.000. This is followed by work motivation and job satisfaction which are able to moderate spiritual leadership. However, job satisfaction as a moderator was found to be unable to moderate work motivation on employee performance in this study.

Implications: Based on the results of this study, leaders in their leadership regularly develop and disseminate spiritual values within the organization, especially altruistic traits that do not prioritize personal interests and show compassion for employees through attention, care, fairness, trustworthiness, respect and uphold honesty. In the end, employees feel valued and feel together as part of the workplace community, are encouraged and motivated to help each other, have faith in the meaning of work for their lives and think positively when solving problems.

Keywords: spiritual leadership, work motivation, job satisfaction, employee performance.

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a PhD in Strategic Management, The Philippine Women's University (PWU), Philippines, E-mail: hendri.khuan@gmail.com, Orcid: https://orcid.org/0009-0000-9806-646X
b Master of Science in Agribusiness, Trunojoyo University Madura, Indonesia, E-mail: ifan.kurniyanto@trunojoyo.ac.id, Orcid: https://orcid.org/0000-0001-7717-0815
c PhD in Management Science, Luwuk Muhammadiyah University, Indonesia, E-mail: mohgifari@gmail.com, Orcid: https://orcid.org/0000-0002-4581-0694
d Master of Science in Human Resource Management, Artha Wacana Christian University Kupang, Indonesia, E-mail: hermynhina25@gmail.com, Orcid: https://orcid.org/0009-0000-1784-1562
e Master of Business Administration, Sebelas Maret University, Indonesia, E-mail: eva.yuniarti.utami@staff.uns.ac.id, Orcid: https://orcid.org/0009-0000-7951-9238
f Master of Management, PGRI Adi Buana University Surabaya, Indonesia, E-mail: sutama@unipasby.ac.id, Orcid: https://orcid.org/0000-0003-1811-2337
MELHORAR O DESEMPENHO DOS FUNCIONÁRIOS ATRAVÉS DA LIDERANÇA ESPIRITUAL E DA MOTIVAÇÃO DO TRABALHO COM A SATISFAÇÃO NO TRABALHO COMO MODERAÇÃO

RESUMO

Objetivos: Este estudo visa determinar o efeito da liderança espiritual e da motivação do trabalho no desempenho dos funcionários do Banco BRI na Indonésia com satisfação no trabalho como uma variável moderadora.

Métodos: Este estudo utiliza uma abordagem quantitativa com um desenho de pesquisa explicativa. A técnica de coleta de dados é feita por levantamento. A população do estudo consistia em 300 funcionários do BRI Bank espalhados pela Indonésia. A população é infinita, então o tamanho da amostra é determinado com base na técnica analítica. A técnica de amostragem foi a amostragem intensiva, com os critérios de seleção de inquiridos que eram verdadeiros funcionários BRI do Banco que tinham trabalhado por mais de 3 meses. E a técnica de análise usa software Smart PLS.

Resultados: O resultado da pesquisa mostra que a liderança espiritual é o fator mais importante que influencia significativamente o desempenho do funcionário com um valor de t-estatística de 3,023 e um p-valor de 0,000. Isto é seguido por motivação do trabalho e satisfação no trabalho que são capazes de moderar a liderança espiritual. No entanto, a satisfação no trabalho como moderador foi considerada incapaz de moderar a motivação no trabalho sobre o desempenho dos funcionários neste estudo.

Implicações: Com base nos resultados deste estudo, os líderes em sua liderança desenvolvem e disseminam regularmente valores espirituais dentro da organização, especialmente traços altruístas que não priorizam interesses pessoais e demonstram compaixão pelos funcionários através da atenção, cuidado, justiça, confiabilidade, respeito e defesa da honestidade. No final, os funcionários se sentem valorizados e se sentem juntos como parte da comunidade de trabalho, são incentivados e motivados a ajudar uns aos outros, ter fé no significado do trabalho para suas vidas e pensar positivamente ao resolver problemas.

Palavras-chave: liderança espiritual, motivação do trabalho, satisfação no trabalho, desempenho dos funcionários.

1 INTRODUCTION

Along with the development of science and technology which continues to increase rapidly, it has created a dynamic condition and has changed a new paradigm in the development of the world between institutions. This condition has created competition that requires serious attention from every organization that is required to have strategic and concrete capabilities in taking steps to adapt to an increasingly dynamic climate change. Based on these conditions, it really requires a thought to see that the social conditions of society, the large variety of social classes, religions and educational
backgrounds are concentrations that must be taken seriously, so that human resources in an institution or company can work in harmony. Human resources (HR) are a crucial component of any organization, including businesses and organizations, and cannot even be separated from them. Additionally, human resources is another element that affects how a firm develops. Therefore, it can be claimed that a company may develop very quickly if it has a large number of competent human resources in their sector but, if the human resources working in a company are not qualified, then the firm's development will also be impeded.

At the beginning of the 21st century, as people's spiritual awareness grows in almost every sector of the company, top executives, managers and even employees are starting to seek spirituality in their work and trying to express it in various forms. One of the concrete proofs that society pays attention to spirituality can be seen through the increasing trend in sales of religious and spirituality books that surpass sales of other books (Aburdene, 2007). In the United States, for example, the revival of spirituality can be recognized through the publication of more than 300 books on spirituality in the workplace, which were supplied to bookstores in the 1990s (Garcia & Jean-Claude, 2003). Bestselling books such as Conversations with God, The Power of Now, The Seven Habits of Highly Effective People, The Secret Built to Last, God is My CEO, The Spiritual Capital, Spiritual Quotient, Quantum Ikhlás, ESQ (Emotional Spiritual Quotient), The Corporate Mystic, which represents the high public interest in ethics, morality and spirituality. Which after all this time, humans have been imprisoned in rationalism and materialism as a result of the traditional system of capitalism and secularism which makes their souls dry and lonely in the midst of the worldly bustle. Currently there are many groups with various activities oriented towards fulfilling spiritual calls to increase spirituality and find identity.

Another aspect that also causes society to move towards spirituality is the existence of problems that arise or complex uncertainties. Therefore, it is easy to understand that repeated economic recessions, rising unemployment, downsizing of employees, and financial losses have strengthened spiritual seeker groups. According to (Aburdene, 2007), Religion and spirituality, usually taboo in companies, are suddenly on the agenda as many employees are looking for meaning in their workplace and company leaders are looking for a more socially responsible approach to business and looking for new ways to motivate and inspire. employee. Many companies encourage the
development of such new trends because they believe that a humanistic work environment creates a win-win situation for employees and the organization. If organizational members are happy, they are more productive, more creative, and happier. Various ways are used by the community to express their longing for spirituality. There are those who do meditation, yoga and even many executives who become activists in the field of religious rituals, such as Tasawwuf and Sufi.

Some earlier theorists and researchers stated that in the 21st century, we will find true mystics, saints or Sufisists in large modern companies or organizations and no longer in religious places such as (mosques, monasteries, temples, and churches). They state that "The successful corporate leader of the twenty-first century will become a spiritual leader" (Hendricks & Ludeman, 1996). The facts show that almost every entrepreneur and executive in the leading companies they studied has mystical characteristics, including concern for ethics, upholding spiritual values and implementing them not only in their "wallet" but also in their hearts and souls while working hence (Hendricks & Ludeman, 1996) refer to them as corporate mystics. Furthermore, (Mitroff & Denton, 1999) concluded that “Spirituality can be the ultimate competitive advantage.” In addition, (Collins & Porras (2002) states that a company that is 10 years old and is still a market leader today is a company that is full of spiritual nuances in its vision, mission and core values.

The spiritual leadership model is leadership in which every action and leadership behavior focuses on conscience as the center of self-control. In this model, a leader is required not only to be visionary, but also to have values, including a sensitive conscience, strong character and a strong desire and belief to develop and mobilize resources as a whole to achieve organizational goals to be achieved. Spiritual leadership is not only about intelligence and leadership skills, but also about upholding spiritual values such as truth, honesty, integrity, credibility, wisdom, conscience and compassion that shape character and morality. Spiritual leadership is considered successful if the leader is able to understand himself and others, (Salehzadeh et al., 2015; Sani et al., 2016). Therefore, it is important to incorporate spiritual leadership into the implementation to improve employee performance.

Apart from spiritual leadership, performance improvement is also influenced by work motivation. According to (Herzberg, 2008), There are two types of elements that impact employee motivation: motivational factors and hygienic aspects. Each employee's
internal driving force is known as their motivation factor. While the motivation for maintaining personal cleanliness comes from outside the individual, particularly from the company or institution where he works. The motivational factor comes from outside the individual, typically in the form of pay and the supportive nature of the workplace. (Supriyanto & Ekowati, 2019) says that it’s crucial to boost employee morale in order for them to provide the outcomes that management is looking for. This is done by using encouragement as a type of incentive. The link between motivation, work passion, and ideal outcomes has a linear structure in that it is possible to raise employee morale and achieve ideal work results in accordance with predetermined performance requirements by fostering good work motivation (Furman et al., 2023). According to McDonald in Oemar Hamalik (1992) Motivation is a shift in a person's energy that is defined by the development of affection and a desire to accomplish goals. This is consistent with the findings made by (Dimulyo et al., 2018) states that work motivation has a significant effect on employee performance.

Today's business requires human resources that are fast, adaptive, accurate and efficient, therefore human resources are one of the most important components of an institutional organization (Fanggidae et al., 2016). (Sanjaya, 2020) also states that human resources are qualities that can demonstrate a work ethic that leads to the achievement of organizational goals. High competition also demands the optimization of human resources to achieve organizational effectiveness and efficiency (Susanti & Palupiningdyah, 2016). The important role of human resources in a company organization is a very important factor in determining the course of the company, so management must pay attention to existing human resources (Irzani & Witjaksono, 2018). (Irawan & Sudarmana, 2016) also found that human resources are a resource for organizations to maintain their growth. Leadership is an important factor and plays an important role in the organization. Forms of different styles, one of the factors related to job satisfaction is spiritual leadership and work motivation (Junita & Sutanto, 2015). Spiritual leadership and work motivation is one of the new leadership styles, which is an alternative model of classical leadership, one of the expected life goals of work motivation spiritual leadership is welfare, increasing job satisfaction.

Job satisfaction as a moderator in this study, because job satisfaction also has a significant correlation with leaders treating and motivating employees by sharing activities that increase job satisfaction. Job satisfaction is an affective or emotional
response in various aspects of work. Employee job satisfaction can be seen from the employee's sense of fair and reasonable wages (compensation), placement according to work skills, work atmosphere and work environment, manager characteristics, and work monotony. Therefore, job satisfaction acts as a moderator in this study. Among others, (Irwan, 2019) explained in an Imperial study related to this research that job satisfaction can mitigate the indirect effect on employee performance. Study (Kishore & Padayachee, 2009) also explained that job satisfaction is a mediator in improving organizational performance.

2 THEORETICAL FRAMEWORK

2.1 PERFORMANCE

Performance is understood as the result of a person's efforts that are achieved with his abilities in certain circumstances. This holds that the link between effort, aptitude, and perception of the work at hand determines performance (Timpe, 2002). According to Griffith (2004), performance is the culmination of all of an employee's efforts. According to Mathis and Jackson (2004), there are five (five) factors that determine how effective a worker is: amount of results, quality of results, timeliness of results, involvement, and cooperativeness.

2.2 SPIRITUAL LEADERSHIP

The ideals, attitudes, and actions required to inspire oneself and others so that leaders and followers might attain a greater degree of reflexive spiritual well-being are the functional components of spiritual leadership. The role of leadership in creating a workplace that can support and foster spiritual growth is highly powerful and decisive. If leaders are unable to give specific examples of action, it is challenging to bring spirituality into the workplace. Thus, spiritual leadership is the kind of leadership required to preserve and enhance employee performance (Fry et al., 2005). Research conducted by (Permana et al., 2021; Supriyanto & Ekowati, 2019; Wahyono et al., 2020) states that spiritual leadership affects employee performance.

H1: Spiritual leadership influences employee performance

2.3 WORK MOTIVATION

According to Hasibuan (2008), motivation is the supply of a driving force that
sparks excitement for one's job, enabling them to collaborate, work efficiently, and work with integrity in order to obtain fulfillment. The primary factor that motivates someone to work is motivation. Theoretically, according to Dessler (2009), motivation develops as a result of the types of basic requirements that people have, including ego, social, physiological, and self-actualization needs. Each of these requirements has a place in a hierarchy and will become active once the others have been satisfied. Basic requirements including the need for food, water, shelter, and the like are known as physiological needs.

H2: Work motivation affects employee performance

2.4 JOB SATISFACTION

Job satisfaction is an attitude that expresses how one feels about a job, both overall and in relation to specific employment characteristics. Extrinsic satisfaction (compensation, advancement, coworkers, human relations and technical oversight, company policy and practice, working conditions, and recognition) and intrinsic satisfaction (diversity, social and moral status, security, social service, authority, ability utilization, responsibility, creativity, and achievement) are two ways that job satisfaction is measured (Weiss et al., 1967).

The link between job satisfaction and performance is more specifically referred to as a "management myth", and it is difficult to determine which direction the causal relationship lies between the two (Robbins, 2007). Job satisfaction is a comfortable emotional state that results from evaluating one's job or work experience (Dimulyo et al., 2018). Job satisfaction reflects a person's feelings towards his work. This is reflected in the positive attitude of employees towards work and everything they encounter in the work environment. According to research conducted by (Irwansyah, 2019; Tahir et al., 2023), also found a significant influence between job satisfaction with individual performance. Based on the description above regarding the relationship between job satisfaction and performance variables, it is formulated as follows:

H3: Satisfaction is able to moderate spiritual leadership on employee performance
H4: Satisfaction is able to moderate work motivation on employee performance
3 METHODOLOGY

This study uses a quantitative approach with an explanatory research design. Data collection technique is done by survey. The study population consisted of 300 BRI Bank employees spread across Indonesia. The population is infinite, so the sample size is determined based on the analytical technique. The sampling technique was purposive sampling, with the criteria of selecting respondents who were real Bank BRI employees who had worked for more than 3 months. And the analysis technique uses Smart PLS software.

4 RESULTS AND DISCUSSION
4.1 ANALYSIS STATISTICS DESCRIPTIVE

The statistical description of the data was performed using descriptive statistical analysis. Using a significance threshold of 5% (0.05), descriptive statistical analysis in this study refers to the mean (mean) and standard deviation (sd) values as well as the lowest and maximum values of all variables (model measurement test and hypothesis test). The data has been received and is being analyzed. The outcomes of the descriptive analysis of each variable used in the success model are displayed in Table 1.

Table 1 Descriptive Statistical Analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Means</th>
<th>Median</th>
<th>Min</th>
<th>Max</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spiritual Leadership (X1)</td>
<td>SL1</td>
<td>4.390</td>
<td>4</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>SL2</td>
<td>3.927</td>
<td>4</td>
<td>3</td>
<td>5</td>
</tr>
</tbody>
</table>
Based on Table 1 which explains the variables of spiritual leadership (X1), work motivation (X2) on employee performance (Y), and job satisfaction (Z) as moderating variables, it can be explained as follows:

Spiritual leadership variable (X1) in this study consists of 6 statements. Based on Table 1, the results show that the maximum score for all items is 5 and 4. The highest average score is 4,390 at SL.1 and the lowest average score is at SL. 2 of 3,927.

Work motivation variable (X2) in this study consists of 6 statements. Based on Table 1, the results show that the maximum score for all items is 5, and the highest average score is 4.390 in WM.1 and the lowest average score is in WM. 2 of 3,927.

Job satisfaction variable (Z) in this study consists of 6 statements. Based on Table 1, the results show that the maximum score for all items is 5, and the highest average score is 4.390 in JS.1 and the lowest average score is in JS. 2 of 3,927.

Employee performance variable (Y) in this study consists of 8 statements. Based on Table 1, the results show that the maximum score for all items is 5, and the highest average score is 4.390 at PE.1 and the lowest average score is at PE. 2 of 3,927.

4.2 EVALUATION OF THE MEASUREMENT MODEL OR OUTER MODEL

To evaluate variable indicators that represent a construct, an evaluation
measurement model is required. Convergent validity tests, Cronbach alpha, and AVE values can be used to evaluate models. The outcome of the measuring model is as follows.

The validity test is used to confirm the measurement model. The fact that the standardized factor loading values for every indicator in this investigation were all more than 0.70 led to positive findings for the validity test, as shown in Table 3. All construct reliability values over 0.60 and all AVEs better than 0.50 demonstrate the reliability test's success. Overall, the findings demonstrate the validity and dependability of the study indicators in assessing latent variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Statement Items</th>
<th>Loading Factor</th>
<th>Cronbach alpha</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spiritual Leadership (X1)</td>
<td>Leaders provide a clear vision, mission in achieving company goals</td>
<td>0.876</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leaders always direct work well and sincerely</td>
<td>0.834</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leaders direct work with trustworthiness, honesty, and responsibility</td>
<td>0.874</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leaders maintain harmonious relationships with employees</td>
<td>0.809</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leaders always advise employees when problems occur at work</td>
<td>0.833</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leaders try to generate employee confidence and consistency with work rules</td>
<td>0.902</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Motivation (X2)</td>
<td>The duties and responsibilities given by the leadership are in accordance with my education and abilities</td>
<td>0.798</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees feel happy to accept work challenges provided by the company</td>
<td>0.834</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees feel motivated to do the job properly and quickly according to company targets</td>
<td>0.897</td>
<td>0.904</td>
<td>0.832</td>
</tr>
<tr>
<td></td>
<td>Employees are satisfied to receive bonuses in accordance with the assessment of personal performance results</td>
<td>0.785</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees are able to use their potential and work independently</td>
<td>0.822</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees like to work for companies that provide career advancement for employees who have the ability</td>
<td>0.898</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction (Z)</td>
<td>Employees always learn new things at work even though they are beyond their capabilities</td>
<td>0.811</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees will be happy to do even the most difficult tasks</td>
<td>0.721</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees work well not only because of the rewards given</td>
<td>0.897</td>
<td>0.854</td>
<td>0.803</td>
</tr>
<tr>
<td></td>
<td>Employees always comply with the terms of working hours set by the company</td>
<td>0.756</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The work assigned is always completed with maximum results</td>
<td>0.877</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees are able to work together with teams according to predetermined task areas</td>
<td>0.924</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees can complete work according to standards set by the company</td>
<td>0.852</td>
<td>0.892</td>
<td>0.865</td>
</tr>
</tbody>
</table>
4.3 EVALUATION STRUCTURE MODEL (INNER MODEL)

Finding the connection between the construct's significant value and the R-square research model requires testing the structural model (inner model). Each independent or dependent latent variable's R-square is used to estimate the structural model. The table below displays the R-Square test results using SmartPLS.

<table>
<thead>
<tr>
<th>Employee Performance (Y)</th>
<th>R Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees can fulfill the workload that has been set by the leadership</td>
<td>0.785</td>
</tr>
<tr>
<td>Employees always try to correct mistakes that have been made in carrying out work</td>
<td>0.723</td>
</tr>
<tr>
<td>Employees have knowledge of the work being done</td>
<td>0.809</td>
</tr>
<tr>
<td>Employees do the work that has been determined correctly until the job is done</td>
<td>0.882</td>
</tr>
<tr>
<td>Employees always try to achieve work targets set by the company</td>
<td>0.834</td>
</tr>
<tr>
<td>Employees can complete my work properly and thoroughly</td>
<td>0.854</td>
</tr>
<tr>
<td>Employees can complete work on time</td>
<td>0.843</td>
</tr>
</tbody>
</table>

Source: Data processed by researchers, 2023

The R-Square results in table 3 give a value of 0.823, this means that 82.3% of employee performance variables are influenced by spiritual leadership, work motivation and job satisfaction, while the remaining 17.7% are influenced by variables other than this research model. That is, there are still other variables that affect employee performance.

4.4 HYPOTHESIS

Testing the hypothesis in this study aims to prove the truth of the conjecture of the research hypothesis by looking at the relationship between constructs in research on the path coefficient and its significance level. In this study the significance level used was 5% (0.05). The following are the results of direct and indirect hypothesis testing as follows.
The results of hypothesis testing show the t-statistic value which shows the significant influence of each variable X and Z on Y. The findings show that spiritual leadership is the most important factor that significantly influences employee performance with a t-statistic value of 3.023 and a p-value of 0.000. This is followed by work motivation and job satisfaction which are able to moderate spiritual leadership. However, job satisfaction as a moderator was found to be unable to moderate work motivation on employee performance in this study. Therefore, the four hypotheses tested in this study were confirmed.

5 DISCUSSION

5.1 SPIRITUAL LEADERSHIP INFLUENCES EMPLOYEE PERFORMANCE

Spiritual leadership in this study influences employee performance. Based on the findings of this study, it can be assumed that in order to create a soul-friendly work environment in improving employee performance, a spiritual leader is needed. In other words, to cultivate and maintain spirituality in the workplace, spiritual leadership is essential. Spiritual leaders must direct what must be done, so that through the actions of leaders, employees and staff can have examples and standards of behavior in the organization. Spiritual leadership as a leadership paradigm believes that the root of successful leadership is the spiritual dimension of the leader's personality and behavior, which influences his followers. This is understandable because leadership is a reciprocal process between those who lead and those who follow. According to (Kishore & Padayachee, 2009) argues that an effective leader employs sustainable and appreciative practices for spiritual needs and that when the spiritual dimension is not valued and maintained, there will be distorted consequences for individuals, organizations and the public. In addition, (Kouzes & Posner, 2004) also found that in order for people to follow someone, the majority of followers must believe that their leader is honest, visionary, competent and inspirational. In short, every institution or organization, both profit and
non-profit, appeals to its leaders and followers to be honest, have integrity, be diligent, creative, visionary and have a good work ethic.

5.2 WORK MOTIVATION INFLUENCE ON EMPLOYEE PERFORMANCE

Work motivation in this study affects employee performance. The results of this study are in line with Rivai's theory (2011) which shows that the higher the employee's work motivation, the higher the employee's performance. With high work motivation possessed by employees, these employees will be motivated and have a sense of enthusiasm at work, when employees already have encouragement and enthusiasm for work, employees will work well so that they will produce maximum performance. This study supports previous research conducted by (Larasati & Gilang, 2016; Miskiani & Bagia, 2020) which reveals that work motivation has a positive effect on employee performance.

Work motivation is a leader's way of influencing the behavior of its members to be able to work together in completing work more productively in order to achieve organizational or agency goals (Koesmono, 2015; Ng & Feldman, 2011). Based on the results of the scale range analysis, the work motivation provided by Bank BRI is high, this high motivation can in turn encourage employees to show good morale, the work motivation assessment indicators are limited to the need for existence, the need to establish relationships, the need for growth.

5.3 JOB SATISFACTION ABLE TO MODERATE SPIRITUAL LEADERSHIP ON EMPLOYEE PERFORMANCE

Job satisfaction in this study is able to moderate spiritual leadership on employee performance, especially intrinsic satisfaction including spiritual well-being. This can be seen from the dominance of employees in doing work according to their conscience, doing many good things for other people who have social values and doing jobs that are more diverse. From this research it can be revealed that spiritual leadership will affect job satisfaction. The better the spiritual leadership, the level of satisfaction with work will also increase. With high spiritual leadership, humans are able to interpret positively every problem event and even the suffering they experience, so that they are able to awaken their souls and carry out positive actions. Besides that, (Ilham, 2019; Supriyanto & Troena, 2012).
5.4 JOB SATISFACTION NOT ABLE TO MODERATE WORK MOTIVATION ON EMPLOYEE PERFORMANCE

Job satisfaction in this study was not able to moderate work motivation on employee performance. This shows that work motivation is a factor supporting the performance of employees seen in the dedication of employees where they are required to have patience, emotional control in serving customers who visit the bank so that at work employees do not think about a sense of job satisfaction because they are motivated enough to always improve performance. The results of this study are in contrast to research conducted by (Larasati & Gilang, 2016; Permana et al., 2021; Tahir et al., 2023) which states that satisfaction is able to moderate work motivation and affect employee performance. But this research is in line with research (Majidah et al., 2020) who found that job satisfaction is not able to moderate work motivation on employee performance.

6 CONCLUSION

Based on the results of spiritual leadership analysis tests, work motivation and job satisfaction are able to moderate spiritual leadership can affect employee performance where the leaders in their leadership regularly develop and spread spiritual values within the organization, especially altruistic traits that do not prioritize personal interests and show compassion to employees through care, concern, fairness, trustworthiness, respect and uphold honesty. In the end, employees feel valued and feel together as part of the workplace community, are encouraged and motivated to help each other, have faith in the meaning of work for their lives and think positively when solving problems. Then satisfaction as a moderation is able to moderate the influence of non-spiritual leadership on performance. However, job satisfaction as a moderator was found to be unable to moderate work motivation on employee performance in this study.

This study has several limitations that can be overcome by other authors. In future research, it is suggested that further research include more independent variables or add moderating variables that have not been studied in this study.
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