THE EFFECT OF SP I RITUALITY IN THE WORKPLACE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CULTURE AS *INTERVENING* VARIABLE AT THE MINISTRY OF RELIGION BULUNGAN DISTRICT

Try Rubianto[1], Nurul Hidayat[2], Mestika Sekarwinahyu[3]

1) University Terbuka, Tarakan, Indonesia
Email : tryrubianto.bul@gmail.com
2) University Tarakan Borneo, Tarakan, Indonesia
Email : tryrubianto.bul@gmail.com
3) University Terbuka, Tarakan, Indonesia
Email : tryrubianto.bul@gmail.com

Abstract

The purpose of this study was to examine the effect of workplace spirituality on employee performance at the Ministry of Religion, Bulungan Regency, North Kalimantan with organizational culture as an intervening variable. This research includes research *explanatory* with population of employee in Unit of the Ministry of Religious Bulungan North Borneo, 140 employees working on including the following: Ministry of Religious Affairs Bulungan District Religious Affairs Office (KUA) Bulungan 10 District and madrasa schools (*MAN, MTS, MIN*) in Bulungan Regency. This research sample as many as 140 employees. The data analysis technique used in this study uses a path analysis approach. The results showed that the spirituality variable had a positive and significant effect on the employee's work culture. Spirituality variable has a positive and significant effect on employee performance. The work culture variable has a positive and significant effect on employee performance. The work culture variable is able to mediate the influence of spirituality on employee performance.

Keywords: spirituality; work culture; employee performance

Introduction

Human resources are not only focused on improving performance, but also on developing spirituality in the work. Spirituality in the workplace can make employees interpret every job they do. Basically, the concept of spirituality recognizes that humans work not only with their hands, but also with the heart or soul (Ashmos & Duchon, 2000). Basically, humans work not just to look for material needs. At this time human needs began to move towards the search for meaning and purpose of a job. The workplace is now a place where people spend most of their life. Spiritualists in the workplace can encourage people to get certain values beyond material needs. In the workplace people build friendships, create value, and make their best contribution as part of a community. In an organization, of course, has a work culture that is applied by every employee.

Work culture is a view of the work rules that apply in an organization. As a system of meanings and values, work culture can be a reference for action and a characteristic that distinguishes one organization from another. Work culture is able to describe the condition of

employees in carrying out an activity that can be known and felt by outsiders. Through the leadership of the organization the attitudes, behaviors, norms, values and beliefs of an organization can be started. In the end, a positive work culture is formed to improve the performance of employees and organizational leaders. Organization performance depends on individual performance, or in other words, the performance of the individual will contribute to the performance of the organization. Employee performance can be assessed from the work performance produced in accordance with the duties and obligations in the organization (Ermayanti & Brahmasari, 2008: 96). The work achieved by an employee during a certain period can determine the success of an organization.

The Ministry of Religion of Bulungan Regency is one of the Government Agencies that always improves its performance. The Ministry of Religion has good employee performance. This is a phenomenon of an organization on employee performance. The Ministry of Religion of Bulungan Regency is able to form an organization that has good employee performance. The Ministry of Religion of Bulungan Regency can be a real example for organizations that have low employee performance. It is important to know the cause of the performance of the employees of the Ministry of Religion in Bulungan Regency to be very good. So, there is a need for research to determine the cause of the performance of the employees of the Ministry of Religion of Bulungan Regency to be very well. In order to be a role model for organizations that have low employee performance.

Based on previous studies regarding spirituality on performance. Jabbar & zakiy (2018) and Mulianti, et al (2019) explains that spirituality in the workplace positive and significant effect on employee performance. The higher the awareness of spirituality in the workplace increases, it will lead to an increase in employee performance. While different opinions expressed by Umam & Auliya (2017), spirituality at workplace has no significant effect on employee performance. There are differences in research results among researchers regarding the spirituality variable in the workplace. The research on variable culture of work, Rahayu (2012), work culture has no positive effect on the performance of employees. Silvia et al (2016), the results of the study show that there is a positive influence of work culture on employee performance. Rakhmawan, et al (2016) The results of the analysis concluded that there was a significant influence, the work culture variable on employee performance. From the results of research work culture is very influential on employee performance, but there are also research results which suggest that work culture has no effect on employee performance.

The fulfillment of spiritual needs will raise the level of trust and individual belief in the culture and values that exist within an organization. Individuals will be actively involved in efforts to mobilize the interests of the organization. Individual desires will emerge to remain part of the organization, so that work culture will be used as a guide for individuals (Arrasyidu, 2018).
The higher the spirituality of the workplace, the higher the employee's work culture.

Workplace spirituality is a *framework* of organizational values as evidenced by the creation of a culture through work processes that facilitate individuals to connect with other human resources so as to create a feeling of well-being and fun when working. The concept of employee performance is a result of work behavior that needs to be distinguished, because organizational system factors can affect work outcomes and behavior (Marwan, et al. 2019), with spirituality in the workplace, an employee can carry out work in accordance with organizational goals and also employees. employees can behave well in meeting the interests of the organization. This is supported by research conducted by (Marwan et al, 2019) concluding that, spirituality in the workplace helps employees in creativity, commitment,

service, honesty, process improvement, and trust which ultimately improves organizational performance. work can facilitate employees to be more committed to work and help improve and progress the organization. The results of research by Marwan et al. (2019) show that meaningful feelings, affection, attention and work overload affect employee performance. Thus, theoretically it can be concluded that, spirituality in the workplace has a positive and significant effect on employee performance.

The higher the spirituality of the workplace, the higher the employee's performance.

Organizational culture is socialized with good communication can determine the overall strength of the organization, performance and competitiveness in the long term. According Mangkunagara (2017: 28) says that the formation of the good performance generated if there is communication between all employees so as to form the internalization of a culture of strong work and understood in accordance with the values of the organization which can give rise to the perception that the positives among all levels of employees to support and affect the climate of satisfaction that has an impact on employee performance. Organizational culture with employee performance as stated by Mondy and Noe (1996:46), work culture is a system of shared values, beliefs and habits in an organization interacting with formal structures to obtain behavioral norms. Organizational culture also includes the values and standards that guide the behavior of organizational actors and determine the overall direction of the organization. Reinforced by Kotter & Hesket (2014) that in a strong corporate culture, almost all organizational members embrace a shared set of values and methods of doing business that are relatively consistent, which means that cultural strengths related to performance include: (1) pooling of ownership, (2) a strong culture helps business performance because it creates a level of employee motivation, (3) a strong culture helps performance because it provides the structure and control you need without having to rely on formal bureaucracy to emphasize motivation and innovation.

The higher the employee's work culture, the higher the employee's performance.

The results of this study by Beheshtifar & Zare (2013), workplace spirituality is a *framework* of organizational values as evidenced by the creation of culture through work processes that facilitate individuals to connect with other human resources so as to create a feeling of well-being and fun when working. Organizational culture with employee performance as stated by Mondy & Noe (1996: 46), work culture is a system of shared values, beliefs and habits in an organization interacting with formal structures to obtain behavioral norms. Organizational culture also includes the values and standards that guide the behavior of organizational actors and determine the overall direction of the organization. The level of spirituality of work on performance is influenced by employees work culture.

Research Methods

This research is an *explanatory research*, namely research that explains the causal relationship between variables through hypothesis testing. Sources of data come from primary and secondary data in the form of respondents' opinions about workplace spirituality, work culture and employee performance, as well as scientific journals, employee data and employee performance achievements. The population in this study are Civil Servants (PNS) and Contract Workers with a total of 140 employees who work in the Work Units of the Ministry of Religion of Bulungan Regency, North Kalimantan including the Office of the Ministry of Religion of Bulungan Regency, the Office of Religious Affairs (KUA) of Bulungan Regency in 10 (ten) sub-districts., and MAN, MTS, MIN Bulungan Regency. The

number of samples is all Work Units of the Ministry of Religion, Bulungan Regency, North Kalimantan with a total of 140 employees.

The research instrument using a questionnaire was then measured using a Likert scale. In the Likert scale, the variables will be measured and translated into variable indicators, then these indicators are used as a starting point for compiling instrument items which can be in the form of statements. In this study, questionnaires were distributed online using apps *google form* to the respondent, then responde n can provide feedback on the questionnaire y ang provided through links shared on mobile sm artphone respondents. The results of the responses to the ionary quizzes can be immediately known by the researchers after being filled in thoroughly by the respondents. Questionnaires were used to obtain the data needed in this study. While the data analysis with *p ath analysis* is an extension of the multiple linear regression analysis, or the use of regression analysis to estimate the causal relationships between variables are predetermined based on the theory (Ghozali, 20 18 : 210). In *path analysis* there are two regression models:

$Z = a + b_1 X + \varepsilon$
$Y = a + b_1 X + b_2 Z + \varepsilon$
a = Regression constant
X = Workplace spirituality variable
Z = Work culture variable
Y = Employee performance variable
b1 = Spirituality regression coefficient
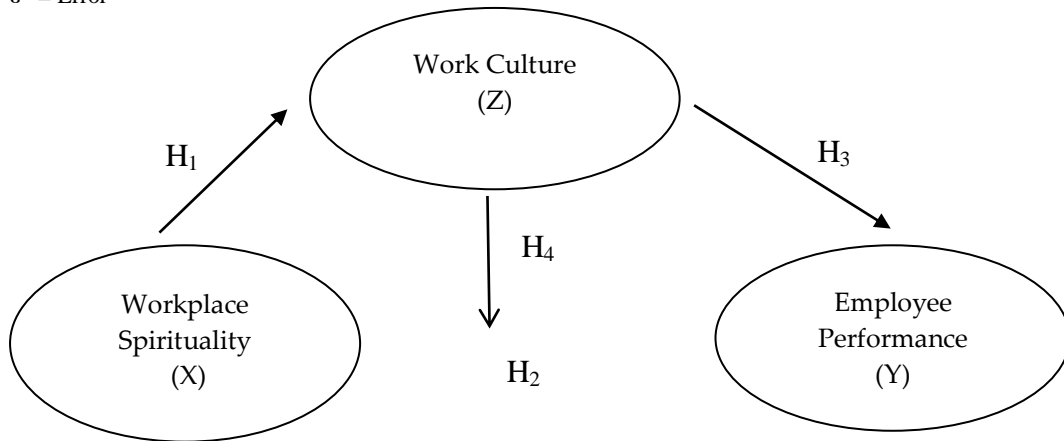b2 = Work culture regression coefficient
ε = Error

Figure 1. Thinking Framework

Result and Discussion

The results of the validity and reliability tests on each research variable.

Table 1. Validity and Reliability Test Results

Variable	Items	r count	r table	Result	Cronbach's Alpha
Spirituality (X)	X_1	0,640	0,198	Valid	
	X_2	0,784	0,198	Valid	
	X_3	0,792	0,198	Valid	
	X_4	0,676	0,198	Valid	0,923 (reliable)
	X_5	0,772	0,198	Valid	
	X_6	0,711	0,198	Valid	
	X_7	0,803	0,198	Valid	
	X_8	0,789	0,198	Valid	
Work Culture (Z)	Z_1	0,595	0,198	Valid	0,913 (reliable)
	Z_2	0,631	0,198	Valid	

	Z_3	0,793	0,198	Valid
	Z_4	0,565	0,198	Valid
	Z_5	0,621	0,198	Valid
	Z_6	0,391	0,198	Valid
	Z_7	0,768	0,198	Valid
	Z_8	0,739	0,198	Valid
	Z_9	0,728	0,198	Valid
	Z_10	0,664	0,198	Valid
	Z_11	0,744	0,198	Valid
	Z_12	0,757	0,198	Valid
	Y_1	0,687	0,198	Valid
	Y_2	0,751	0,198	Valid
	Y_3	0,801	0,198	Valid
	Y_4	0,737	0,198	Valid
Employee	Y_5	0,630	0,198	Valid	0,943
Performance (Y)	Y_6	0,794	0,198	Valid	(reliable)
	Y_7	0,864	0,198	Valid
	Y_8	0,865	0,198	Valid
	Y_9	0,777	0,198	Valid
	Y_10	0,764	0,198	Valid

The results of the calculation of validity indicate that the statement items for the variables of spirituality (X), work culture (Z), and employee performance (Y) are declared valid because they have a value of r count > r table. The alpha coefficient is said to be reliable because it is greater than 0.6. Thus, the measurement items on each indicator in the research variables are declared reliable and can then be used in research.

The first equation is about the influence of spirituality on work culture in the Work Unit of the Ministry of Religion, Bulungan Regency, North Kalimantan, as for the results obtained from the research and after going through the stages of the data processing process the results are obtained, which can then be implemented in the form of analysis as follows:

Table 2. Results of the First Equation Path Regression Test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig
	B	Beta		
(Constant)	31,854		11,741	0,000
Spirituality	0, 518	0, 452	5,948	0,000

Dependent variable: work culture

Variable regression coefficient spirituality (β_1) of 0, 452 meaning that if spirituality has increased by 0, 452 then the work culture in the Office of Religious Affairs Unit Bulungan North Kalimantan will increase by 0,452.

The second equation of the influence of spirituality on the performance of employees with a workplace culture as a variable *intervening* in Unit of the Office of Religious Affairs Bulungan North Borneo, as for the results obtained from the study and after going through the stages of data processing, obtained the results, which then can imple in analytical form as follows:

Table 3. Results of the Second Equation Path Regression Test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig
	B	Beta		
(Constant)	6.579		3,692	0,000

| Spirituality | 0, 190 | 0, 206 | 4,186 | 0,000 |
| work culture | 0, 598 | 0, 745 | 15,129 | 0,000 |

Dependent variable: employee performance

Source: Primary data processed by the author, appendix 6.

Variable regression coefficient spirituality (β_1) at 0, 2 06, meaning that if spirituality experienced peningka t 's, then the performance of employees will be increased by 0.2 06, d ith assuming variable work culture is considered a constant. The regression coefficient variable work culture (β_2) of 0, 745 meaning that if the work culture be improved, the performance of employees will be increased also by 0, 745, d ith variable assuming the spirituality assumed to be constant.

The t count the spirituality variable of 5, 948 with a significance value of 0, 0 00 and less than 0.05, it can be concluded that spirituality has a positive and significant effect on employee work culture. t count the spirituality variable of 4, 186 with a significance value of 0, 0 00 and less than 0.05, it can be concluded that spirituality has a positive and significant effect on employee performance. B udaya work positive influence and significant to the performance of employees. After knowing the effect of each spirituality and work culture variable on performance, the next step is to examine the work culture variable as an *intervening* variable, as follows:

Table 4. Path Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31,854	2,713		11,741	0,000
	Spirituality	0, 518	0, 087	0, 452	5,948	0,000
2	(Constant)	6.579	1,782		3,692	0,000
	Spirituality	0, 190	0, 045	0, 206	4,186	0,000
3	work culture	0, 598	0, 040	0, 745	15,129	0,000

Dependent variable: Performance

Can be interpreted that in step 1 spirituality is proven to have a significant effect on employee performance ($\beta = 0, 452$, significance 0.0 00 < 0.05). In step 2 when the spirituality and culture of regressed together to predict the performance of an employee in the Office of Religious Affairs Unit Bulungan North Borneo, spirituality remains significantly influence the value of $\beta = 0, 206$ and significance 0.0 00 <0.05. Thus the work culture is able to mediate the influence of spirituality on employee performance in the Work Unit of the Ministry of Religion, Bulungan Regency, North Kalimantan.

Test the coefficient of determination (R^2) obtained from the results of 0,732 or 73,2%, which means that the variability of the variable performance of employees in the unit of the Office of Religious Affairs Bulungan North Borneo can be explained by the spirituality and culture of work by 73,2%, while the remaining 26,8% is influenced by other variables not examined, such as morale, discipline, compensation, incentives and so on.

The results support the theory put forward by Azlimin (2015), that the spirituality of the workplace is a *framework* value- the value of organizational proven right to cultural creation through work processes that facilitate individuals to connect with another human, so

bring a prosperous and pleasant feeling when it works. Spirit Quality of work is the effort to seek and find the ultimate meaning of life in a pe of work early and communication between individuals, co-workers as well as those people who contribute to employment. Harmony or unity between the individual and co-workers were able to lift the value of their organization (Azlimin 2015: 346). Spiritual is something that gives life to a system or organism. Spirituality is not a matter of religion or belief. Spirituality concerns something universal, namely values, meanings, goals, in human life that do not depend on any religion adhered to by a person (Amin, 2010: 58). The results of the same study were also carried out by Marwan, et al. (2019). Spirituality in the workplace has a positive value and a significant influence on performance. While the results of different studies conducted by Umam & Zakky (2017), work spirituality has no significant effect on employee performance.

Supported by Kotter & Hesket (2014) that in a strong corporate culture, almost all organizational members embrace a shared set of values and methods of doing business that are relatively consistent, which means that cultural strengths related to performance include: (1) pooling of ownership, (2) a strong culture helps business performance because it creates a level of employee motivation, (3) a strong culture helps performance because it gives you the structure and control you need without having to rely on formal bureaucracy to emphasize the growth of motivation and innovation. The results of the same study were also carried out by Rakhmawan et al (2016), there was a significant influence of work culture variables on employee performance. In contrast to the results of research conducted by Rahayu (2012) states that work culture does not have a positive effect on employee performance in the organization. The results of this study Beheshtifar & Zare (2013), workplace spirituality is a *framework* of organizational values as evidenced by the creation of culture through work processes that facilitate individuals to connect with other human resources so as to create a feeling of well-being and fun when working. Organizational culture with employee performance as stated by Mondy & Noe (1996: 46), work culture is a system of shared values, beliefs and habits in an organization interacting with formal structures to obtain behavioral norms. Organizational culture also includes the values and standards that guide the behavior of organizational actors and determine the overall direction of the organization.

Conclusion

Based on the analysis and discussion in the previous chapter, it can take several conclusions as follows: Spirituality influence positively and significantly to the work culture of employees in the unit of the Office of Religious Affairs Bulungan North Borneo, d ith so the higher spirituality of the workplace, the higher employee work culture. Spirituality influence positively and significantly to the performance of employees in the Office of Religious Affairs Unit Bulungan North Borneo, d ith so the higher spirituality of the workplace, the higher the performance of employees.

Work culture positive influence and significant to the performance of employees in the unit of the Office of Religious Affairs Bulungan North Borneo, it so the higher the work culture of employees, the higher the performance of employees Bed udaya work capable of mediating the effect of spirituality on the performance of employees in the unit of the Office of Religious Affairs Bulungan North Borneo, d ith the level of spirituality as the workplace on the performance of employees affected by the work culture.

Suggestions to the authors give related research in order to improve employee performance Unit of the Office of Religious Affairs Bulungan North Borneo, u ntuk improve the performance of an employee, the employee who has a high spirituality key to successful agencies to achieve the vision, mission and objectives in Unit Work at the Office of the

Ministry of Religion, Bulungan Regency, North Kalimantan. Spirituality in the workplace that is owned by employees in the Work Unit of the Ministry of Religion, Bulungan Regency, North Kalimantan is basically assessed in the high category, this is based on the religious education background both formal and non-formal owned by the employee. To continue to improve employee performance, the leadership of each Office of the Ministry of Religion, Bulungan Regency, North Kalimantan must instill the organizational culture they have into a work culture that is carried out by all employees. Work culture is a characteristic or identity of the organization, so that a work culture is interpreted and carried out properly showing an attitude of loyalty to the institution where he works. High loyalty attitude that comes from work culture will have an impact on employee performance and agency performance.

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