

THE EFFECT OF *WORKPLACE SPIRITUALITY* ON WORK MOTIVATION AND EMPLOYEE PERFORMANCE IN. BANK MUAMALAT INDONESIA

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Abstract: This study aims to: examine, test and examine the effect of *workplace spirituality* on employee performance and work motivation. This study aims to determine the effect of *workplace spirituality* on employee performance and work motivation of PT. Bank Muamalat Indonesia. This research is an *explanatory research* which aims to test the hypothesis proposed about the effect of *workplace spirituality* on employee performance and work motivation. The population and sample in this study involved 74 employees of Bank Muamalat Malang Branch Office, Bank Muamalat KK Malang-Batu, and Bank Muamalat Surabaya Branch Office. Data is collected directly from respondents by using research data collection methods in the form of questionnaires. This study uses *Path Analysis* and Classical Assumption Test. The results of this study prove that *workplace spirituality* does not have a significant effect on employee performance, and work motivation is not as a mediation of the effect of *workplace spirituality* on employee performance.

Keywords: *workplace spirituality*, employee performance, work motivation.

Globalization has implications for increasingly tight company competition. Every organization or company is expected to be able to manage and regulate the aspects of its human resources as well as possible. Because the management of this central factor through good human resource management, company goals and ideals can be achieved, one of the factors that affect human resources is *workplace spirituality*, employee performance, and work motivation.

Workplace Spirituality is the recognition of people who have an inner life that nurtures and is nurtured with meaningful work in the context of the community (Ashmos and Duchon, 2000). Organizations that promote spiritual culture recognize that people with minds and souls try to find meaning and purpose in life from their work, want to connect with other people and become part of the community. (Sani *et al*, 2018).

Previous studies on *workplace spirituality* on work motivation were conducted by Rosalia and Ahyar (2016), Cenik *et al* (2016), found that there was a significant effect between *workplace spirituality* and work motivation. Anisah and Tinik (2016), Kidnafis (2017) found that there was a significant effect between *workplace spirituality* on employee performance. Usri and Lilik (2012), Islahiyatul (2016) states that there is a significant influence between work motivation on employee performance. While the relationship between *workplace spirituality* to work motivation is explained in the theory *workplace spirituality* (Ashmos and Duchon, 2000 in Azlimin, 2015). This theory explains that workplace spirituality is the recognition that employees have an inner life that nurtures and is nurtured by work which means taking place in the context of society.

Previous research on *workplace Spirituality* towards employee performance has been carried out by several studies, including Anisah and Tinik (2016), Kidnafis (2017), finding a positive relationship between *workplace spirituality* and employee performance.

On the other hand Jerry (2012) states that there is no direct relationship between *workplace* and employee performance. According to Mangkunegara (2000), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given.

Based on some research findings that are still contradictory, as well as differences in the object of the study, this study will examine the effect of variables *workplace spirituality* on employee performance mediated by work motivation. For the sake of testing the model, the employees at PT. Bank Muamalat Indonesia will be asked to participate in this study as a respondent.

According to Mathis (2006: 114), motivation is a desire in someone who causes the person to act. Usually people act for a reason to achieve goals. Understanding motivation is very important because performance, reaction to compensation and other human resource problems are influenced and influence motivation. The approach to understanding motivation varies, because different theories develop their own views and models.

The object of this research is PT. Bank Muamalat Indonesia, commonly known as BMI, is a sharia banking company engaged in financial services. Bank operations are also supported by a broad service network in the form of 710 Muamalat ATM units, 120,000 ATM Bersama and ATM Prima networks, and more than 11,000 ATM networks in Malaysia through Malaysia Electronic Payment (MEPS). Stepping on the age of 20 in 2012. Bank Muamalat Indonesia conducted a rebranding of the Bank's logo to further increase *awareness* of the *image* as an Islamic, Modern and Professional Islamic Bank.

The Bank continues to realize various achievements and achievements that are recognized both nationally and internationally. To date, the Bank operates with several of its subsidiaries in providing the best services, namely Al-Ijarah Indonesia Finance (ALIF), which provides sharia financing services (Muamalat Pension Fund) that provide pension funds through the Financial Institution Pension Fund, and Baitul Maal Muamalat which provides services to channel Zakat, Infak and Alms (ZIS) funds.

There is a fact in the field that there *isspirituality workplace* a conducive such as routine studies, recitation of Qur'anic verses, distribution of prayer books, and Al

Ma'sturat dhikr, and it is done every day and every morning. On the other hand conditions in the Islamic work environment have an impact on the employee's work ethic, and are able to improve and support the career performance of employees. However, starting from that, all *spirituality workplace* gooddoes not affect employee performance. This is evidenced by the data on employee work performance which shows the results of employee performance below 65%, more clearly can be seen from table 1.1 Key Performance Inform (KPI), below:

Table 1.1
 Key Performance Inform PT. Bank Muamalat Indonesia 2017 and 2018

	Achievement	Employee(%)	KPI Rating	2017 100%	Year 2018 105%
	Paid incentives> 65%	> 150%	1%		
	120 - <150%	1%	4 Star		
	100 <120%	3%	3 Star		
	80 <100%	5%	2 Star		
	65 <80%	10%	1 Star		
	<65%	80%	Non-Star		

Data processed from 2018 Key Performance Inform.

Based on Table 1.1 Key Performance Inform explains the results of measuring and evaluating performance in 2017 and 2018, it can be seen that the work performance experienced by all employees has increased from 2017 by 100% to 105% in 2018 The number of employees of PT. Bank Muamalat Indonesia in the table that gets a Key Performance Inform (KPI) every month is 80% and the majority gets the lowest rating, namely Non-Star. That is because every month employees in carrying out tasks and targeting given by the company employees are only able to reach a standard work limit.

So that the work performance obtained by employees every month is <65% and the results of its performance on the achievements achieved by employees get an incentive of > 65% every month. Based on previous findings that are still contradictions and phenomena in the field, this study wants to add motivation as a mediating variable, so this study examines "**The Effect of Workplace Spirituality on Mediated Employee Performance by Work Motivation at PT. Bank Muamalat Indonesia**".

Spirituality Workplace Meaningful

Work, a sense of togetherness, harmony between organizational and individual values, a sense of contribution to the community, and inner life are five dimensions of workplace spirituality. Meaningful work refers to a sense of enjoyment of work, consisting of matters relating to joy and pleasure in the workplace (Milliman *et al.*, 2003), (Ashmos and Duchon, 2000). The sense of community refers to team spirit, mutual care between members, a sense of community and a sense of shared purpose (Milliman *et al.*, 2003).

Employee Performance

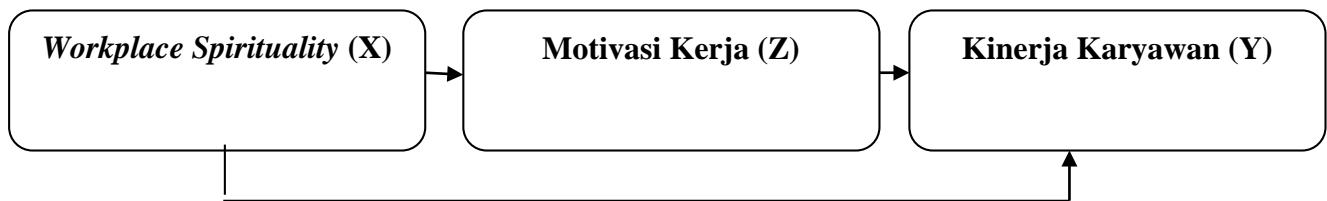
According to Armstrong and Baron (1998) are work results that meet strong relationships with organizational strategic goals, customer satisfaction, and contribute to the economy *in* (Wibowo, 2007). Job performance is someone's success in carrying out a worker. According to Lawler and Porter (1967) (Umar, 1979), work performance is the number of *task accomplishments* or *successful role achievements* that a person receives from his actions.

Kotter and Heskett (1998) define performance as the work produced by an employee in a certain time unit. This view shows that performance or work performance is the real work of a person or company that can be assessed, counted in number, and can be recorded the time of acquisition (Usman, 2008).

Work motivation

Abraham Maslow (1954) suggested that "*Motive is defined as a tendency to activity, started by a drive and ended by adjustment. The adjustment is said to satisfy the motive.* (Motives are defined as a tendency to move, starting from the drive in the self (*drive*) and ending with self-adjustment. Adjustment is said to satisfy the motive).

Model of Research Hypothesis



P = Path (Path) Coefficient

→ = The direction of the standardized path coefficient indicates influence.

Research Hypothesis:

H1: Workplace Spirituality influences Employee Performance.

H2: Motivation mediates the relationship between Workplace Spirituality and Employee Performance.

Research Methods

Type of Research This

Type of research is *explanatory research*. Population and sample are all employees of PT. Bank Muamalat Indonesia. Among them Bank Muamalat Malang Branch Office 24 employees, Bank Muamalat KK Malang-Batu 7 employees, and Surabaya Branch Offices 43 employees with a total of 74 people.

Sampling technique, according to Sugiyono (2001) *Non Probability Sampling* is a technique that does not provide the same opportunity / opportunity for each element or member of the population to be selected as a sample. The technique *Non Probability Sampling* is chosen, namely *Saturated Sampling* (census), which is a sampling method if

all members of the population are sampled. Because the number of employees at PT. Bank Muamalat Indonesia is 74 people, so the sample taken is 74 employees.

Operational definitions of variables in the form of indicators for each variable in this study are: 1) variable *Workplace spirituality* (X) with the indicator is meaningful work (*Meaningful Work*) (X1), Feelings connected with community (*Sense of community*) (X2), Enforcement of values (*alignment of Values*) (X3) from Milliman, *et al* (2003). 2) Employee performance variables (Y) with indicators of Quantity (Y1), Quality (Y2), Time Determination (Y3) from Darma (1991). 3) work motivation variable (Z) with self-esteem indicator (Z1), one's power (Z2), security needs (Z3) from utomo (2010).

Data Analysis Techniques

Based on hypotheses and research designs, collected data will be analyzed using several data analysis techniques, namely: Path Analysis (*Path Analysis*, and Classical Assumption Test. Test *Path Analysis* aims to answer the first problem used descriptive analysis using frequency distribution. Meanwhile, to answer the next issue adjusted to the hypothesized model, in which to test the hypothesis of this study used the technique Path Analysis (*Path Analysis*). Analysis Path (*Path Analysis*) was treated with a package of computer programs, sub-program *SPSS* (*Statistical program for Social Sciences Windows*), with the provisions of the F test on Alpha = 0.05 or p > 0.05 that appear in the code (Sig. T).

Results and Discussion of

Multicollinearity Test

Table 2
Multicollinearity Test Results

Model	Statistical of		Multicollinearity
	Tolerance	VIF	
<i>Workplace Spirituality</i>	0.953	1,049	No. occur
<i>Employee Performance</i>			
<i>Work Motivation</i>	0.953	1,049	Not occur

Based on the test data assuming multikolinieritas, VIF all independent variables is less than 5, this means that the independent variables used in this study does not happen multikolinieritas.

Test Heteroskedastsitas

Test heteroskedastsitas is to test whether a regression model occurred inequality variants of residuals, from one observation to another. If a different variant is called heteroskedastsitas. A good regression model is not heteroscedastic. Detect the presence of heteroscedastsitas by seeing whether there is a certain pattern on the graph, where the X axis is Y predicted, and the X axis is residual.

Autocorrelation Test

Based on Durbin Watson's numbers, with the following conditions:

1. DW numbers below -2 means there is positive autocorrelation.
2. The DW number between -2 to +2 means there is no autocorrelation.
3. The DW number above +2 means there is a negative autocorrelation (Santoso, 2000).

Table 3

Autocorrelation Test Results

Model	DW	Autocorrelation
<i>Workplace Spirituality</i> <i>Employee Performance</i> <i>Work Motivation</i>	1,827	No

Normality Test

Based on the significance values tested through SPSS as follows:

Table 4

Normality Test Results

Model	Skewness	Kurtosis	Normalitas
<i>Workplace Spirituality</i>	-0,622	0,173	Data berdistribusi normal
Kinerja Karyawan	0,284	0,219	Data berdistribusi normal
Motivasi Kerja	0,284	0,219	Data berdistribusi normal

Based on the above Table 4.12 data if the significance is greater than 0.05 then the data has a normal distribution, conversely if it is below 0.05 then the data does not have a normal distribution. Based on the table above shows that there are two variables that have a normal distribution, and one variable does not have a normal distribution.

Hypothesis Testing

In conducting verification of the hypothesis is done by using path analysis (*pathanalysis*) by using SPSS 16. Path analysis was to determine the direct and indirect influence. As previously formulated, in this study in accordance with the hypothesis:

1. *Workplace Spirituality* has a direct effect on Employee Performance.
2. Motivation mediates the effect of *Workplace Spirituality* on Employee Performance.

To test path analysis it is necessary to identify path coefficients at each stage as follows:

a) Stage one. Pathway A and B analysis tests

On line A, the beta coefficient on the workplace spirituality variable (X) is 0.191. This shows that workplace spirituality (X) has an influence on employee performance (Z). The coefficient of determination for the workplace spirituality variable (X) is 0.133. This shows that simultaneous variables of work spirituality (X) will affect employee performance (Z) by 13.3%.

Based on the t test, the workplace spirituality variable (X) has a significant influence on employee performance (Z) with a t value of 1.727, with a significance value of 0.089 which is greater than 0.05. Adjusted R square value of 0.109. In line B, the beta coefficient in the work motivation variable (Y) is 0.295. This shows that work motivation (Y) has expectations on employee performance (Z). The coefficient of determination for the work motivation variable (Y) is 0.133. This shows that simultaneous variables of work motivation (Y) will affect employee performance (Z) by 13.3%.

Based on the t test, the work motivation variable (Y) gives a significant influence on employee performance (Z) with a t value of 2.664, with a significance value of 0.010 which is smaller than 0.05. Adjusted R square value of 0.109. After being tested using the Sobel Online Test, then there are results of the Sobel Statistical Test 1.725 which can be interpreted as a value smaller than 1.98 or the work motivation variable being the non-mediating variable between increasing the spirituality of the workplace to the performance of employees at PT. Bank Muamalat Indonesia.

b) Phase two. Path C Analysis Test

In line C, the beta coefficient on the workplace spirituality variable (X) is 0.083. Workplace spirituality (X) has an influence on work motivation (Z). The coefficient of

determination for the workplace spirituality variable (X) is 0.007. This shows that the workplace spirituality partial variable (X) will affect work motivation (Z) by 0.7%. Based on the t test, the workplace spirituality variable (X) has a non-significant effect on work motivation (Z) with a t value of 709, with a significance value of 0.480 which is greater than 0.05. Adjusted R square value of 0.007. The following is a picture of 3.6 path analysis results, as follows:



Workplace Spirituality on Employee Performance

Based on the results of path analysis testing, it shows that workplace spirituality variables do not have a significant effect on employee performance ($p = 0.089 < 0.05$). Variation in changes in value of employee performance variables which can be explained by independent variables of 0.113. Beta value of 0.191. The results of this study do not support the research conducted by Sugiati (2016), Sa'adah (2017), which explains that there is a significant relationship between *workplace spirituality* and employee performance. The results of the study do not support the theory of Ashmos and Duchon (2000) describing workplace related spirituality in two aspects: individual experience and organizational environment.

This happened because of the reality in the field, namely at PT. Bank Muamalat Indonesia that the Islamic work environment (*workplace spirituality*) there is conducive such as routine studies, recitation of Qur'anic verses, distribution of prayer books, and Al Ma'sturat's dhikr. On the other hand, the Islamic work environment has no impact on employee performance but on the work ethic of the employee. But a good Islamic work environment there and neatly arranged, apparently did not have an impact or influence on the work performance of PT. Bank Muamalat Indonesia. This is because the performance of the employee's performance every month is only able to reach 65%. On the other hand, the Qur'anic view of *workplace spirituality* in employee performance is explained in Aal Imran: 159, which reads:

فبما رحمة من الله لنت لهم ولو كنت

Meaning: And due to grace of God You are gentle with them. If you are being harsh again, you will certainly distance yourself from your surroundings. Therefore forgive them, ask forgiveness for them, and deliberate with them in that matter. Then if you have made a determination, then put your trust in Allah. Surely Allah likes those who put their trust in Him. (Surah Ali Imran: 159).

Work Motivation Mediates Workplace Spirituality on The Employee Performance

In the mediation test using the Sobel Online Test on work motivation variables there are results that work motivation variables as mediating variables. This is evidenced by the results of tests that show that to improve workplace spirituality, the presence of work motivation variables as mediation is very important in strengthening the influence of workplace spirituality on employee performance at PT. Bank Muamalat Indonesia.

This is because workplace spirituality towards work motivation has a beta value of 0.083 with Standard Error 0.039. While work motivation on employee performance has a beta value of 0.295 with Standard Error 0.100 and after the above values are tested using the Sobel Online Test, then there are results of the Sobel Test Statistic 1.725 which can be interpreted that the value is smaller than 1.98 or the work motivation variable is variable not mediating between the influence of workplace spirituality on employee performance at PT. Bank Muamalat Indonesia.

The results of this study are not supported by previous research conducted by Sa'adah (2017) explaining that work motivation can affect spirituality in the workplace and employee performance. The results of this study do not support the theory presented by Widowati and Winarto (2013) which explains that the practice of spirituality in the workplace is able to create a new organizational culture that makes employees feel happier and perform better.

Limitations of Research

1. Problems Workplacespirituality, employee performance, and work motivation are complex. Therefore many indicators are used besides those in this study.
2. There are other variables that can affect employee performance and work motivation that are not examined, making it possible for other researchers to examine the same problem by adding other free variants.

Conclusion Suggestions

Conclusion

1. Workplace spirituality does not affect employee performance. This means that the increasingly improved workplace spirituality, will not improve the performance of employees at PT. Bank Muamalat Indonesia.
2. Work motivation is not as a mediation of the effect of workplace spirituality on employee performance.

Suggestions

For further research, it is expected to expand the research orientation in other organizational scopes. When further research was carried out at PT. Bank Muamalat Indonesia, it is recommended to examine other variables considering that *workplace spirituality* has an indirect effect on employee performance mediated by work motivation at PT. Bank Muamalat Indonesia.

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