

**THE IMPACT OF JOB SATISFACTION MEDIATION ON WORKPLACE SPIRITUALITY RELATIONS AND PRESTIGE PERCEPTION OF THE PERFORMANCE OF THE STATE CIVIL APPARATUS (ASN) IN THE REGIONAL SECRETARIAT OF ACEH BESAR REGENCY**

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**ABSTRACT**

This research aims to measure the impact of job satisfaction mediation on workplace spirituality relationships and prestige perceptions on the performance of employees. The population used was the entire state civil apparatus (ASN) in the Regional Secretariat of Aceh Besar Regency (Setda Aceh Besar), Indonesia, which amounted to 132 employees. Structural equation modeling (SEM) was used as an analytical method to determine the influence of all the variables involved. The results show that Workplace Spirituality affects Satisfaction, Prestige Perception affects Satisfaction, Workplace Spirituality affects ASN performance, Prestige Perception does not affect ASN performance, Satisfaction affects ASN performance, Satisfaction partially mediates the Workplace Spirituality effect on ASN performance, and Satisfaction fully mediates Prestige Perception effect on ASN performance of Setda Aceh Besar. These findings prove that the ASN performance improvement model at the Aceh Besar District Secretariat is a function of increasing Workplace Spirituality, Prestige Perception, and Satisfaction, where Satisfaction acts as a partial mediator on the influence of workplace spirituality on ASN performance, and as a full mediator on the influence of Prestige Perception on ASN performance.

**Keyword:** Employee Performance, Job Satisfaction, Workplace Spirituality, Prestige Perception.

**1. INTRODUCTION**

One of the activities of the state or government related to the Human Development Index (HDI) is the implementation of the State Civil Apparatus (ASN). ASN is outsourced to perform public services, government operations, and certain development operations, so to create and build a well-functioning ASN, you need to build an ASN management implementation. Service is a task performed by each ASN in an organizational unit, depending on the purpose of the employee's work and behavior. This is in line with the views of (Bernardin & Russell, 2012), which states that performance is interpreted as a record of results achieved in a particular job or activity over a while. ASN performance should be structured and evaluated periodically. ASN work performance assessment aims to ensure the objectivity of ASN development carried out in career systems related to job performance systems. ASN performance assessment is based on objective, measurable, accountable, participatory, and transparent principles (Government Regulation No. 46, 2011: 34).

The state as the organizer of public services based on Law No. 5 of 2014 called ASN is a civil servant/state employee who is responsible for public services to realize the public interest

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through the implementation of ASN management. This is ideally related to the comparison of competencies and qualifications needed for good governance (Judiciary No. 5, 2014). To achieve executive ASN in the goal of bureaucratic reform, ASN must be defined as a profession responsible for the principles of performance and benefits in its implementation as well as obliged to lead and develop itself (Law of 2014 No. 5). Its competitive advantage can be seen in terms of knowledge, skills, attitudes, and work behavior of employees towards the achievement of company goals. The rapid development of technology, information, and science has brought the impact of globalization today on strategic positions and has a significant impact on changes in the systems and values of society, community organizations, and government organizations. Civil Servants, as elements of the national organization and public affairs, provide law-abiding, modern civilized, democratic, prosperous, moral, fair, and impartial civil society services. Instrumental in building a sustainable civil society Pancasila and the loyalty of the 1945 Constitution on the unity of the nation. ASN's performance in the Regional Secretariat of Aceh Besar Regency (Setda Aceh Besar) is considered not too good. This is known from the direction of the Regent of Aceh Besar on April 1, 2021, to ASN Aceh Besar Regency to improve discipline and poor performance. Based on the initial survey conducted can be seen the quality of performance of ASN employees of Aceh Besar Regency has not been too maximal.

Based on the survey, it can be explained that the ASN performance variable in the Setda Aceh Besar is perceived by respondents is still relatively low because the average value of 3.44 was obtained where the average value is in the category of less good (range 1-5 on the Likert scale unit), which indicates that the performance of ASN in the Setda Aceh Besar has not been achieved as expected. Aspects of performance that contribute to the lack of ASN performance in the Setda Aceh Besar are aspects of quality and quantity of work, commitment aspects, disciplinary aspects, and leadership aspects. While some other aspects seem to have shown good performance. The relationship between satisfaction and performance is more precisely called the "management myth", and it is difficult to determine which causal relationship between the two is headed. However, according to various surveys, organizations with high employee satisfaction tend to be more effective than organizations with low employee satisfaction (Robbins & Judge, 2017).

The initial survey obtained that in general Satisfaction has not been well perceived by respondents because the average figure was 3.41. Based on the results of the survey implicitly employees are not satisfied with the appreciation given by the organization. Employees feel the organization has not been maximal in providing an appreciation of work results for outstanding employees. Poor performance and employee satisfaction are affected by workplace spirituality (Komala & Ganesh, 2007); (Rego, Sousa, Cunha, Correia, & Saur-Amaral, 2007); (Chawla & Guda, 2010) and recognition of fame (Smidts, Pruyn, & Riel, 2001). Workplace spirituality is a framework of organizational values that arises in cultural creation through work processes that allow individuals to connect with others and create happiness and enjoyment at work (Giacalone and Jurkiewicz in). Sarwan 2014: 8). Based on previous research by (Sarwan, 2014) and (Winarto & Widowati, 2013), (Nurtjahjanti, 2010) considers work as a tool to improve spirituality, hence spirituality makes employee work more effective, the research showed targetable results are more shown. Efforts as employees who see work only as a tool to make money.

Early surveys explain that in general Workplace Spirituality has not been good because the average figure was 3.37. Based on the results of the survey implicitly employees do not have a noble and useful vision for the wider community and show an important role in the community.

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A study by (Habeeb & Khan, 2018) showed that the relationship between spirituality in the workplace was positively correlated with job satisfaction. (Pawar, 2009), quoted by (Walt & Klerk, 2014), reports that there is a strong relationship between spirituality in the workplace and positive attitudes toward work, such as satisfaction, while (Noor & Arif, 2011) found that spirituality is linked to employees. Satisfaction was found to play an important role. This suggests that organizations that include spirituality in the workplace, in general, can increase the satisfaction that their employees will experience. Early surveys explained that in general, prestige perception has not been good because the average number is 3.33.

Based on the results of the survey implicitly employees have not always received training to support the results of work. Because a company's performance depends on the performance of its employees, all employees in the organization must make a positive contribution through outstanding performance (Gibson, Ivancevic, & Konopaske, 2012).

Based on the previous description, so authors formulate the title of this study was the impact of job satisfaction mediation on workplace spirituality relations and prestige perceptions on the performance of the ASN in the Setda Aceh Besar.

## **2. LITERATURE**

### **Employee Performance**

All organizations require optimal performance from any individual or employee in the organization and its organization. Performance that is always strived for by all organizations is an organizational behavior that is directly related to the production of goods or the delivery of services and productivity (Admin\_prokomsetda, 2019). Performance includes business, loyalty, potential, leadership, and morale. (Yukl, 2010) Using the term proficiency which has a broader meaning, where proficiency is seen in three aspects, namely: the behaviors that a person exhibits in work, the real results or outcomes achieved by workers, and assessments on factors such as motivation, commitment, initiative, leadership potential and morale of workers. (Gibson et al., 2012) define performance as the result of work-related to organizational goals such as quality, efficiency, and other effectiveness criteria. Performance reflects how well and how appropriately an individual meets job demands. According to (Yunus, Iis, Adam, & Sofyan, 2020), Factors that affect performance are work motivation, employee empowerment, talent, work environment, and career development. Especially for the State Civil Apparatus (ASN), the measurement of employee performance refers to Indonesian Government Regulation No. 46 of 2011 on Assessment of Work Performance of Civil Servants which is divided into 2 (two) elements, namely:

1. ASN Work Target (SKP). It is a work plan and target that will be achieved by an ASN and carried out based on a specific time. ASN's work goals cover several aspects:
  - a. Quantity is the number of work achieved by an ASN person.
  - b. Quality is a measure of the quality of every work produced by an ASN person.
  - c. Time is a measure of the length of the process of each work achieved by an ASN.
  - d. Cost is the amount of budget used for each work by someone ASN
2. Work Behavior

Work behavior is any behavior, attitude or action carried out by an ASN that should be done or not done following the provisions of applicable laws and regulations. The elements of work behavior include:

- a. Service orientation

- b. Integrity;
- c. Commitment;
- d. Discipline;
- e. Cooperation; and
- f. Leadership.

From some of the above references, it can be stated that the performance of ASN needs to be improved and its measurements can be done with indicators for the state civil administration as regulated by the regulation of the minister of state civil apparatus and bureaucratic reform. The indicator is also accommodated from the indicators of experts who have been strengthened by the regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform which is binding for all ASNs or civil servants.

### **Job Satisfaction**

(Wulandari & Sudarma, 2017) state that the definition of employee job satisfaction is crucial that must be considered concerning using employee productivity and dissatisfaction is often associated with high demands and job dissatisfaction. (Wulantika & Koswara, 2017) found that satisfaction is generically related to using individual behavior toward work. Concerning using behavior, the concept of satisfaction includes many things such as individual terms and commonalities. Satisfaction is subtle and real, but it can be realized in work output. One of the most crucial questions to ask is to increase employee productivity.

According to (Ezeanyim, Ezinwa, Ufoaroh, Therasas, & Ajakpo, 2019), The definition of satisfaction is a person's generic behavior toward a job, which is the difference between the amount of income a worker receives and the amount that should be received. Basically, every company always expects its employees to work optimally, increase profits and increase the speed of achievement of other organizational goals.

Satisfaction in this study will be used as a mediation variable. Satisfaction in this study helped create the concept and mention the effect of independent variables on dependent variables. Thus the satisfaction mediation variable plays an intermediary in the effect of workplace spirituality variables and the perception of dignity on performance.

(Ezeanyim et al., 2019) state that individual satisfaction in various organizations, some variables related to satisfaction. Four factors determine or drive job satisfaction: rewarding employment, fair compensation, supportive working conditions, and supportive coworkers.

(Hartatik, 2014) said job satisfaction is related to productivity and attendance. In contrast to (Abdulkhaliq & Mohammadali, 2019), which claims that the variables related to satisfaction are as follows:

1. Motivation
2. Turnover
3. Absences
5. Involvement in work
6. Behavior as a good member of the organization
7. Workplace Spirituality
8. Stress
9. Work performance

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The level of satisfaction between individuals is different, especially those working in the private sector, such as manufacturing organizations and service organizations. People in private organizations tend to be sensitive to what leads to satisfaction. Factors affecting satisfaction are put forward by (Ezeanyim et al., 2019) Including the job itself, supervisors, colleagues, promotions, and salaries. According to Hartatik, the factors that affect satisfaction are not following the conditions of the individual organization.

According to (Afandi, 2018), the indicator of job satisfaction is: Work Content of one's work, whether there is a satisfactory element in it. The amount of remuneration received as a result of wage work is consistent with perceived and fair needs. Promotion of Opportunities for human development through promotion. This is because there may or may not be any career opportunities while working. A supervisor is a person who always gives directions or directions when doing work. Coworkers always interact when someone does their job. Colleagues can be very pleasant or offensive.

(Ulfa & Idris, 2019) mentioned the indicator of job satisfaction measured by discipline, work morale, and small turnover (Hasibuan, 2016). Furthermore, each of these variables can be explained as follows:

1. Discipline
2. Work morale
3. Turnover

According to (Hasibuan, 2014) Job Satisfaction indicators are as follows:

1. Loyalty
2. Ability
3. Honesty
4. Creativity
5. Leadership
6. Salary level
7. Indirect job satisfaction
8. Work environment

### **Workplace Spirituality**

According to (Ulfa & Idris, 2019), workplace spirituality can find meaning in life, build relationships with coworkers and other work-related people, and help align their beliefs with organizations, i.e working to produce. According to Ashmos and Duchon in (Yogatama & Widyarini, 2015), workplace spirituality means learning all the values, goals, and work that exist within an individual. Mutual respect for experienced connect with others and communities in the workplace. Workplace spirituality is a kind of psychological climate in which people see themselves as an inner life embedded in society, nurtured through meaningful work.

A highly spiritual work unit means having the right climate and having an impact on its performance. There is a lot of empirical evidence that spirituality in the workplace creates new perceptions of fame to make employees look happier and better. Workplace spirituality is an important aspect of spirituality that connects general motivation to the workplace, increases loyalty to the workplace, and helps employees face future challenges. One of the reasons leadership creates spirituality in the workplace is because leadership can stimulate creativity and make organizations more competitive (Gull & Doh, 2004). Workplace spirituality is a way for people to integrate work

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and spirituality, providing accuracy, consistency, and integrity in the workplace (Pandey, Gupta, & Arora, 2009). Employee spirituality is one of the things that enrich the workplace, making the workplace holistic or better, personal and anywhere.

Workplace Spirituality has the following benefits (Krishnakumar & Neck, 2002):

1. Intuition and creativity
2. Honesty and trust
3. Personal fulfillment
4. Commitment
5. Organizational Performance

According to (Anvari, Barzoki, Amiri, & Irum, 2017) workplace spirituality indicators can be explained as follows:

1. **Meaningful Work**

Companies that have a high workplace spirituality tend to be visible from the attitude of employees who feel comfortable at work, feel excited at work, feel treated well by the company.

2. **Sense of Community**

Sense of Community in a company can be reflected in the openness between employees, having strong inner feelings between employees, and high trust among employees.

3. **Positive Organizational**

Purpose Companies that have good workplace spirituality tend to think about the surroundings, have a noble and useful vision for the wider community, and show an important role in society.

### **Perception of Prestige**

Prestige is now a necessity after achievements can be achieved. In the era of globalization, organizations with any motive must be able to continuously improve their operational quality to compete with their organizations at a level and geographical level. Efforts to increase operational activities were achieved by improving the efficiency of the use of organizational resources in operational activities. Already, the organization cannot ignore its effectiveness by controlling the output it produces. The company's orientation to control output by optimizing the use of inputs will be able to improve the competitiveness of an organization including government organizations in improving government services and its development. All operating organizations have human and non-human resources. According to (Freud, 2010), Prestige in the form of recognition and fame, is defined as the belief of any member of the organization in a good relationship with the organization. According to (Smidts et al., 2001) Prestige Recognition is the ranking of everyone included in the organization, based on information received from other parties to maintain the dignity of the organization. Achieve organizational goals. Safira and Idris (According to (Ulfa & Idris, 2019), a comfortable work environment improves employee performance compared to other benefits and costs.

According to (Ashforth & Mael, 1989), states there are several indicators to be able to maintain prestigious external perceptions: Personality (Personality), Social Development (Social Development), and Career Training (Carrer Training).

### 3. RESEARCH METHOD

The population used was the entire ASN in the Setda Aceh Besar which amounted to 132 employees. All members of the population were taken as sample respondents. Data required/collected for analytical purposes includes primary and secondary data. Data were analyzed using Structural Equation Modeling (SEM) with AMOS software. The researchers aimed to verify whether the theory is still valid, whether the theory still can be applied in the organization, and whether the stated theory applies to one country and at a certain time applies to another country and at another particular time. For this reason, researchers also submitted hypotheses to be tested later using appropriate analysis. The research model and its hypotheses are shown as follows.

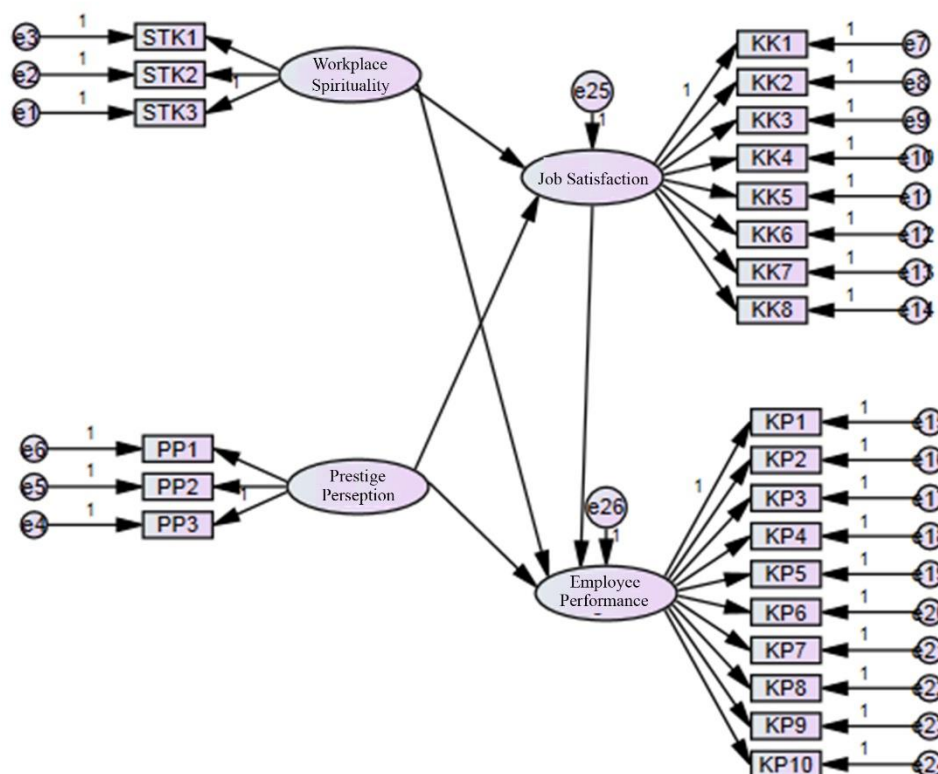


Figure 1. SEM Model

- H1 : Workplace Spirituality affects the Satisfaction of Setda Aceh Besar.
- H2 : Prestige Perception affects Satisfaction of Setda Aceh Besar.
- H3 : Workplace Spirituality affects the ASN performance of Setda Aceh Besar.
- H4 : Prestige Perception affects ASN performance of Setda Aceh Besar
- H5 : Satisfaction affects ASN performance of Setda Aceh Besar
- H6 : Satisfaction mediates the influence of Workplace Spirituality on the ASN performance of Setda Aceh Besar.
- H7 : Satisfaction mediates the influence of Prestige Perception on the ASN performance of Setda Aceh Besar.





	Effect	Estimate	S.E.	C.R.	P	R-Square
Satisfaction	<--- Workplace Spirituality	0.405	0.109	4.477	0.000	0.582
Satisfaction	<--- Perception of Prestige	0.646	0.101	2.630	0.009	
ASN performance	<--- Workplace Spirituality	0.494	0.111	0.977	0.000	0.537
ASN performance	<--- Perception of Prestige	0.231	0.107	2.373	0.329	
ASN performance	<--- Satisfaction	0.351	0.109	4.477	0.040	

From the results on the table regarding statistical equations (1) and (2), the formulation becomes:

$$\text{Job Satisfaction} = 0.405 \text{ Workplace Spirituality} + 0.646 \text{ Perception of Prestige}$$

$$\text{ASN performance} = 0.494 \text{ Workplace Spirituality} + 0.231 \text{ Perception of Prestige} + 0.351 \text{ Job Satisfaction}$$

We can see in table 1, the R square value for workplace spirituality and perception of prestige on satisfaction is 0.582. The value showed that the Workplace Spirituality and Prestige Perception variables simultaneously were able to explain the Satisfaction variable by 58.2%, while the remaining 41.8% was explained by other variables outside the study.

The R square value for workplace spirituality, prestige perception, and satisfaction for ASN performance is 0.537. This shows that Workplace Spirituality, Prestige Perception, and Satisfaction simultaneously were able to explain the ASN performance variable of 53.7%, while the remaining 46.3% is explained by other variables outside the study.

**1. Workplace Spirituality effect on Satisfaction**

Testing the Workplace Spirituality effect on Satisfaction provides the CR value of 4,477 and its significant rate of 0.000. Thus it explains that Workplace Spirituality affects increasing Satisfaction. The coefficient of Workplace Spirituality effect on Satisfaction is 0.405 or 40.5%. This figures that better workplace spirituality will increase satisfaction.

**2. Prestige Perception effect on Satisfaction**

Testing the Prestige Perception effect on Satisfaction provides the CR value of 2,630 and its significant rate of 0.009. Thus it reveals that Prestige Perception affects increasing Satisfaction. The coefficient of Prestige Perception effect on Satisfaction is 0.646 or 64.6%. This reveals that the higher the level of Prestige Perception will further increase employee satisfaction.

**3. Workplace Spirituality effect on ASN performance**

Testing the Workplace Spirituality effect on ASN performance provides the CR value of 3,910 and its significant rate of 0.000. Thus it indicates that Workplace Spirituality affects ASN

performance. The coefficient of workplace spirituality's effect on ASN performance is 0.494 or 49.4%. This figure that the higher the level of Workplace Spirituality will further improve ASN performance.

**4. Prestige Perception effect on ASN performance**

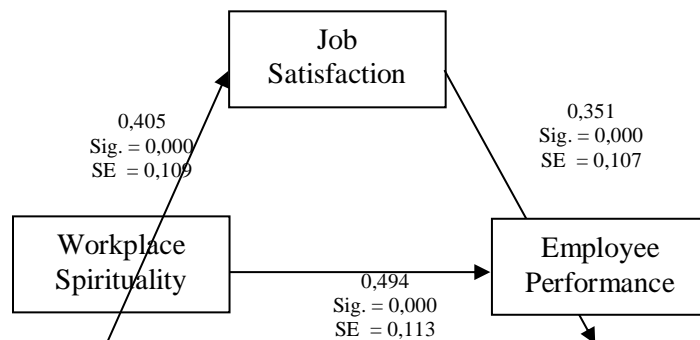
Testing the Prestige Perception on ASN performance provides the CR value of 0.977 and its significant rate of 0.329. Thus it shows that prestige perception does not influence the improvement of ASN performance.

**5. Satisfaction effect on ASN performance**

Testing the satisfaction on ASN performance provides the CR value of 2.373 and its significant rate of 0.040. Thus it indicates that Satisfaction affects ASN performance. The magnitude of the effect of Satisfaction on ASN performance is 0.351 or 35.1%. This reveals that higher satisfaction will have a direct influence on the improvement of ASN performance.

**6. Workplace Spirituality effect on ASN performance through Satisfaction**

Testing the satisfaction mediation effect on the workplace spirituality effect on ASN performance is shown as follows:



**Figure 3.** Workplace Spirituality Effect on ASN performance through Satisfaction

From the Sobel test calculation, the result provides significant (table 2) at  $\alpha = 0.013$ . Thus, Satisfaction acts as a variable that mediates between Workplace Spirituality and ASN performance. Therefore, because Satisfaction has a significant effect and acts as a mediation variable, Workplace Spirituality affects ASN performance, so the role of Satisfaction in mediating the Workplace Spirituality effect on ASN performance is as a partial mediator.

The result of the Sobel value is shown below.

**Table 2.** Sobel Test Result of Workplace Spirituality Effect On ASN performance Through

Satisfaction

Input:		Test statistic:		Std. Error:	p-value:
a	0.405	Sobel test:	2.4591224	0.05780721	0.01392771
b	0.351	Aroian test:	2.41055005	0.05897202	0.01592849
s <sub>a</sub>	0.109	Goodman test:	2.51075445	0.05661844	0.01204735
s <sub>b</sub>	0.107	Reset all	Calculate		

7. Prestige Perception Effect on ASN performance through Satisfaction

From the research obtained, the results of testing the Satisfaction mediation effect on prestige perception effect on satisfaction is revealed as follows:

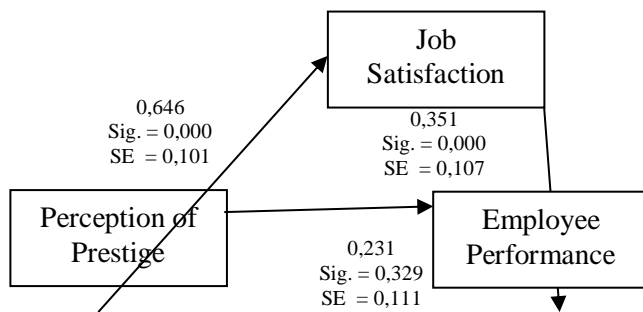


Figure 4. Prestige Perception Effect on ASN performance through Satisfaction

From the Sobel test calculation, the result provides a significant (table 3) at  $\alpha = 0.004$ . Thus, Satisfaction acts as a variable that mediates between Prestige Perception and ASN performance. Hence, because Satisfaction has a significant effect and acts as a mediation variable, and Prestige Perception has no significant effect on ASN performance, the role of Satisfaction in mediating the Perception of Prestige effect on ASN performance is as a full mediator.

The result of the Sobel values is shown below.

Table 3. Sobel Test Result of Prestige Perception Effect On ASN performance Through Satisfaction

Input:		Test statistic:		Std. Error:	p-value:
a	0.405	Sobel test:	2.4591224	0.05780721	0.01392771
b	0.351	Aroian test:	2.41055005	0.05897202	0.01592849
s <sub>a</sub>	0.109	Goodman test:	2.51075445	0.05661844	0.01204735
s <sub>b</sub>	0.107	Reset all	Calculate		

5. CONCLUSION

Based on the results described, it concludes as follows:

- 1) Workplace Spirituality affects the Satisfaction of Setda Aceh Besar.

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- 2) Prestige Perception affects Satisfaction of Setda Aceh Besar.
  - 3) Workplace Spirituality affects the ASN performance of Setda Aceh Besar.
  - 4) Prestige Perception does not affect the ASN performance of Setda Aceh Besar
  - 5) Satisfaction affects ASN performance of Setda Aceh Besar
  - 6) Satisfaction partially mediates the influence of Workplace Spirituality on the ASN performance of Setda Aceh Besar.
  - 7) Satisfaction fully mediates the influence of Prestige Perception on the ASN performance of Setda Aceh Besar.

These findings prove that the ASN performance improvement model at the Aceh Besar District Secretariat is a function of increasing Workplace Spirituality, Prestige Perception, and Satisfaction, where Satisfaction acts as a partial mediator on the influence of workplace spirituality on ASN performance, and as a full mediator on the influence of Prestige Perception on ASN performance. This tested model can be the basis for academics to conduct further research, by developing it through the addition of new variables such as workload and work stress. This model is also used as material for practitioners, especially research subjects, namely the Setda Aceh Besar in formulating policies to improve the performance of its ASN.

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