

Spiritual Leadership and Rewards on Employee Performance through Job Satisfaction as an Intervening Variable at Puskesmas Sidoharjo

Hekizaro Waruwu, Ronal Aprianto, Muhammad Yusuf, Dhea Savira & Surajiyo

Bina Insan University, Lubuklinggau Indonesia

Email: hekizaro.w@gmail.com

Abstract

This study aims to identify and analyze spiritual leadership and rewards on employee performance through job satisfaction as an intervening variable at L Sidoharjo Health Center. The sample used was 43 respondents. Research data obtained from the results of questionnaires, direct observation and documentation. The data analysis technique uses the PLS (Partial Least Square) test, namely the Outer Model (Measurent Model), Inner Model (Structural Model) and Hypothesis Testing. The results showed that the spiritual leadership variable had a positive and significant effect on employee performance, the reward variable had a negative and not significant effect on employee performance through job satisfaction as an intervening variable, the reward variable had a negative and not significant effect on employee performance through job satisfaction as an intervening variable, spiritual leadership and reward variables have a positive and significant effect on employee performance and spiritual leadership and reward variables have a negative and not significant effect on employee performance through job satisfaction as an intervening variable.

Keywords: spiritual leadership, reward, job satisfaction, employee.

1. Introduction

Puskesmas L Sidoharjo is one of the effective organizations in the health sector, its vision and goal is to improve Human Resources with high morale. Employee participation is needed to achieve goals, then organizational performance is influenced by Human Resources, because Human Resources actions will be part of every Puskemas activity. Employee performance is very important because it reveals how capable they are of completing the tasks that have been given to them. Performance is a term used to describe how effective an activity, program, or policy is in carrying out its intended objectives in relation to the organization's mission, vision, and other strategic objectives. Fahmi (2017). Leaders who instill spiritual values in their employees will contribute to improving their performance. Spiritual leadership is a set of leadership qualities that are based on the belief that God has given authority to govern life. Strecker et al (2018). Puskesmas has various options to improve employee performance, including offering rewards or giving rewards to employees. Reward / reward is a form of appreciation from superiors to subordinates who have invested time, energy, and ideas to move forward to meet predetermined goals. Efendy et al. (2017). Job satisfaction is satisfaction achieved by receiving praise for one's performance, placement, handling of situations, equipment, and work environment. Maulana (2016). Job satisfaction is also a factor that must exist in employees because it aims to create optimal performance.

2. Literature Review

The results of Azlimin, Juslan's (2021) research and Riane Johnly Pio's research, Johnny Revo Elia Tampi (2018) stated that spiritual leadership affects employee performance. Added by the results of research by Ifah Finatry Latiep, Reski Fausia Putri, Drianus Aprilus (2022) stated that rewards affect employee performance. But on the contrary, the results of Padmayuda Tri Rachmawan's research, Dwi Nita Aryani (2020) which concluded that spiritual leadership has no effect to employee performance through job satisfaction as variable intervening. In essence, job satisfaction is a personal matter because everyone will experience job satisfaction at different levels depending on the values that apply to him. Situations, conditions and work environments such as interesting job topics, complete and adequate infrastructure and well-established relationships between employees are also determining factors for employee job satisfaction. My observation also saw that the number of visitors per day at Puskesmas L Sidoharjo was not too crowded, making employees feel that the topic of work was less interesting, coupled with the inadequate facilities, tools and infrastructure that support employee work and there was still a lack of supportive relationships between employees, making job satisfaction in employees not optimal.

3. Research Method

The design in this study is a quantitative method research design with an associative approach. Quantitative methods aim to test established hypotheses by collecting data using research instruments, analyzing data quantitatively or statistically, and examining specific populations or samples. The purpose of associative research is to find out the relationship between two or more variables. (Sugiyono, 2016). Population is a broad category consisting of objects and subjects with certain qualities and characteristics that researchers have determined to investigate and then draw conclusions. (Sugiyono, 2016). The population in this study were all ASN and non-ASN employees at Puskesmas L Sidoharjo, totaling 75 people. The sample is part of the population in terms of size and certain characteristics. (Sugiyono, 2016). Determination of the sample using *puposive* sampling which is a sampling technique with certain considerations. (Sugiyono, 2013). The sample in this study were all ASN employees at Puskesmas L Sidoharjo, totaling 43 employees.

4. Findings and Discussions

To determine the structural relationship between latent variables, hypothesis testing must be carried out on the path coefficient between variables by comparing the p-value with alpha (0.005) or a statistic of (>1.96). The amount of P-value and also the t-statistic are obtained from the output in SmartPLS using the bootstrapping method. The results of this test get 3 hypotheses that are valid because they have a p-value <0.05 or with a t-statistic >1.96 and there are also 3 hypotheses that are invalid because they have a p-value >0.05 or with a t-statistic <1.96 , the conclusion of the results can be seen from the explanation below:

Table 1. Hypotesis

Hypothesis	Hypothesis	Conclusion
------------	------------	------------

Hypothesis 1	There is an influence of Leadership Spirituality to Employee Performance	Accepted
Hypothesis 2	There is an effect of Reward on Employee Performance	Accepted
Hypothesis 3	There is no effect of Spiritual Leadership on Employee Performance through Job Satisfaction as a Variable Intervening	Accepted
Hypothesis 4	There is no effect of Reward on Employee Performance through Job Satisfaction as Intervening Variable	Accepted
Hypothesis 5	There is an influence of Leadership Spirituality and Reward on Employee Performance	Accepted
Hypothesis 6	There is no effect of Spiritual Leadership and Reward on Employee Performance through Job Satisfaction as a variable. Intervening Variable	Accepted

Spiritual leadership has a positive and significant effect on employee performance (H1). This means that the development of spiritual leadership at Puskesmas L Sidoharjo has a good impact on employee performance because employees will always contribute through work improvement brought by leaders who instill spiritual values in their leadership which is in line with the results of research by Azlimin, Juslan (2021) and the results of research by Riane Johnly Pio, Johny Revo Elia Tampi (2018) stating that spiritual leadership affects employee performance. Reward has a positive and significant effect on employee performance (H2). This means that when employees feel that their work is recognized and appreciated properly and fairly, they will also show their performance well, which is in line with the results of research by Ifah Finatry Latiep, Reski Fausia Putri, Drianus Aprilius (2022) which states that rewards affect employee performance. Spiritual leadership has a negative and insignificant effect on employee performance through job satisfaction as an intervening variable (H3). This means that the spiritual leadership system in Puskesmas L Sidoarjo is not optimal in increasing job satisfaction on employee performance, which is in line with the results of Padmayuda Tri Rachmawan's research, Dwi Nita Aryani (2020) which also concluded that spiritual leadership has no effect on employee performance through job satisfaction as an intervening variable.

Reward has a negative and insignificant effect on employee performance through job

satisfaction as an intervening variable (H4). This means that the provision of rewards is not good which results in job satisfaction on employee performance not being optimal either. Spiritual leadership and rewards have a positive and significant effect on performance (H5). This means that leadership that applies spiritual values and if the leader plays a role in providing incentives, bonuses or other awards to employees will create job satisfaction and improve performance in employees. Spiritual leadership and rewards have a negative and insignificant effect on performance through job satisfaction as an intervening variable (H6). This means that spiritual leadership and rewards have not met the level of job satisfaction in employees which makes employee performance not good because if an organization with employees who are not satisfied in their work will make the level of employee performance low.

5. Conclusion

The conclusion of this research is : Spiritual Leadership has a positive relationship and a significant effect on Employee Performance as evidenced by a p-value of $0.000 < 0.05$ or with a t-statistic of $13.767 > 1.96$. Reward has a positive relationship and a significant effect on Employee Performance as evidenced by a p-value of $0.005 < 0.05$ or with a t-statistic of $2.983 > 1.96$. Spiritual Leadership has a negative relationship and has no significant effect on Employee Performance with Job Satisfaction as an Intervening Variable as evidenced by a p-value of $0.121 > 0.05$ or with a t-statistic of $1.582 < 1.96$. Reward has a negative relationship and has no significant effect on employee performance with job satisfaction as an intervening variable as evidenced by a p-value of $0.782 > 0.05$ or with a t-statistic of $0.279 < 1.96$. Spiritual Leadership and Reward have a positive relationship and significant effect on Employee Performance as evidenced by p-value $0.007 < 0.05$ or t statistic $2.847 > 1.96$. Spiritual leadership and Reward have a negative relationship and have no significant effect on Employee Performance with Job Satisfaction as an Intervening Variable as evidenced by a p-value of $0.261 > 0.05$ or t-statistic $2.847 > 1.96$.

References

- Afandi P. (2021). *Human Resource Management*. Pekanbaru: Zanafra Publishing.
- Alex S.N. (2012). *Personnel Management Human Resource Management*. Jakarta: Ghalia Indonesia.
- Andy Pratama, M. F., & Putri Handayani, W. P. (2022). The Effect of Reward and Punishment on Employee Performance. *Journal of Business Socio-Economics*, 2(2), 62-70. <https://doi.org/10.55587/jseb.v2i2.46>
- Astuti, W. S., Sjahrudin, H., & Purnomo, S. (2018). The Effect of Reward and Punishment on Employee Performance with Job Satisfaction as an Intervening Variable. *Organization and Management*, 1(1), 31-46.
- Ayrancy, E., & F. S. (2012). The Relationship Between. Spiritual Leadership and Issues of Spirituality and Religiosity: A Study of Turkish Managers. *International Journal of Business and Management*, 6, 136-149.
- Efendy, R., Sjahrudin, H., & Gani, M. (2017). *Work Motivation Practices and its Consequences on the Performance of State Civil Apparatus*.

- Fahmi. (2017). *Human Resource Management Theory and Application*. Bandung: CV. Alfabeta.
- Gohari, D. (2013). The Relationship Between Rewards and Employee Performance. *Institute of Interdisciplinary Business Research*, 5.
- Hamid, Rahmadsolling (2019) . *structuralequationmodeling (SEM)*.
<https://www.ptonline.com/articles/how-to-get-better-mfi-results>
- Hani, H. (2012). *Human Resource Management*. Yogyakarta: BPFE. Hidayah, A. (2018). THE INFLUENCE OF REWARD AND PUNISHMENT ON EMPLOYEE PERFORMANCE AT PT. EVANS GROUP SIMPANG KIRI ACEH TAMIANG. *Bitkom Research*, 63(2), 1-3.
http://forschungsunion.de/pdf/industrie_4_0_umsetzungsempfehlungen.pdf%0Ahttps://www.dfki.de/fileadmin/user_upload/import/9744_171012-KI-0Ahttps://www.dfki.de/fileadmin/user_upload/import/9744_171012-KI-Gipfelpapier-online.pdf%0Ahttps://www.bitkom.org/sites/default/files/pdf/Presse/Anhaenge-an-PIs/2018/180607-Bitkom
- Ida, P. (2020). *Moderation of Spiritual Leadership*. Surabaya: Scopindo Media Pustaka.
- Cashmere. (2016). *Human Resource Management (Theory and Practice)*. Jakarta: Rajawali Press.
- Kusumaningrum, D. E., Sumarsono, R. B., & Gunawan, I. (2020). The Influence of Learning Leadership, Change Leadership, Leadership Spirituality, School Culture, and Professional Ethics on Teachers' Teaching Performance. *Journal of Educational Management and Supervision*, 4(3), 198-219.
<https://doi.org/10.17977/um025v4i32020p198>
- Lubis, Ri. D. (2020). THE EFFECT OF SPIRITUAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT WITH SPIRITUALITY IN THE WORKPLACE AS AN INTERVENING VARIABLE IN PT PLN (PERSERO) UNIT INDUK REGION OF NORTH SUMATRA.
- Malayu, H. (2013). *Human Resource Management*. Jakarta: Bumi Aksara. Maulana. (2016). *Human Resource Management*.
- Mila B. (2017). *Human Resource Management*. Bandung: CV. Faithful Library.
- Moorhead G and Griffin R W. (2013). *Organizational Behavior: Human Resources and Organizational Management*. Fourth Edition.
- Nunut Pangestu, R. (2020). Department of management, faculty of economics, semarang state university 2020. *Thesis*, 18-30.
- Pramesti, R. A., Sambul, S. A. P., & Rumawas, W. (2019). The Effect of Reward and Punishment on Employee Performance KFC Artha Gading. *Journal of Business Administration*, 9(1), 57. <https://doi.org/10.35797/jab.9.1.2019.23557.57>
- Putri, V. I., Tewal, B., & Walangitan, M. D. B. (2022). THE EFFECT OF GIVING REWARD AND PUNISHMENT ON EMPLOYEE Loyalty WITH WORK

SATISFACTION AS A MODERATING VARIABLE (Study of

Case at PT. BRI (Persero) Tbk. Manado Branch Office). *EMBA Journal: Journal of Economic Research, Management, Business and Accounting*, 10 (2), 207.
<https://doi.org/10.35794/emba.v10i2.39582>

Sofiati, E. (2021). The Effect of Reward and Punishment on Employee Performance (Study at Grand Aquila Hotel Bandung). *Incentive Econo*, 15(1), 44-56.

Strecker, S., Kuckertz, A., & Pawlowski, J. M. (2018). Education management and supervision. *ICB Research Reports*, 2(9), 427.

Sugiyono. (2016). *Educational Research Methods Quantitative, Qualitative and R&D Approaches* (12th). Bandung: CV. Alfabeta.

Sugiyono. (2018). *Management Research Methods*. Bandung: Alfabeta

Sugiyono, D. (2013). *Quantitative, Qualitative, and Action Research Methods*. Bandung: Alfabeta

Sujarweni W. (2014). *research methodology*. Yogyakarta: new library press. Syahril, R. R., & Nurbiyati, T. (2016). THE *EFFECT OF EXTRINSIC & INTRINSIC REWARDS ON PERFORMANCE WITH JOB SATISFACTION AS A VARIABLE*. 3(1), 23-37.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)