

# Impact of Work Spirituality, Leadership, Management Support, and Competence on Employee Performance: The Role of Organizational Climate at Baznas

Lutvi Sri Agustina <sup>1\*</sup>, Suryono Efendi <sup>2</sup>, Edi Sugiono <sup>3</sup>

<sup>1</sup> National University, Jakarta, Indonesia

<sup>1</sup> lutvisagustina@gmail.com; <sup>2</sup> suryonoefendi@unas.ac.id; <sup>3</sup> edisugiono@unas.ac.id

\*corresponding author : Lutvi Sri Agustina

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## ABSTRACT

*This study aims to analyze the effect of work spirituality, integrative leadership, management support, and competence on employee performance at BAZNAS (national amil zakat agency) with organizational climate as an intervening variable. This study uses a survey method by distributing questionnaires to BAZNAS employees. Quantitative research method with SEM analysis technique with AMOS version 22 application. The sample in this study were 145 respondents. The results showed that work spirituality, integrative leadership, management support, and competence directly had a positive and significant effect on employee performance at BAZNAS. Work spirituality directly has a positive and insignificant effect on employee performance. Integrative leadership directly has a positive and insignificant effect on employee performance.*

## 1. INTRODUCTION

Human resources (HR) are the most crucial asset for any organization or company. HR refers to individuals who contribute to an organization or company, each possessing unique abilities, knowledge, skills, attitudes, and values. In the contemporary era, investment in human resource development is critical to ensuring that organizations remain competitive and sustainable in an increasingly complex and dynamic business environment. The National Amil Zakat Agency (BAZNAS) serves as a pivotal institution in managing zakat and other social funds, playing a significant role in providing assistance to those in need. To optimize this assistance, BAZNAS requires employees who demonstrate high performance and effectiveness. Employee performance is influenced by multiple factors, including workplace spirituality, integrative leadership, competence, and managerial support (Sugiono et al, 2021).

Workplace spirituality is an essential factor in shaping employees' behavior and attitudes towards their work. It is often described as a transformative and personal experience that affects how individuals perceive themselves and their role in the world, ultimately motivating them to act with integrity and responsibility. Marques (2001) defines workplace spirituality as the sense of connection to something greater than oneself, the experience of fulfillment and balance in work, and the understanding that work is not merely for financial or social status gains but also for achieving spiritual goals and creating a positive impact on the world. Additionally, Marques emphasizes the importance of fostering strong relationships among coworkers, respecting differences, and treating everyone with dignity and honesty. Workplace spirituality offers employees an opportunity to integrate their spiritual values into their work, strengthening the bond between the individual, their job, and society.

Another significant factor in influencing employee performance is integrative leadership. Integrative leadership involves combining various leadership styles to achieve common goals through collaboration and inclusiveness. According to Senge (1997), integrative leadership is the ability to merge vision, strategy, and actions across different units and individuals within an organization, thereby fostering synergy and mutually beneficial collaboration. Leaders adopting this style must be sensitive to

the interests of all stakeholders, facilitate open and honest dialogue, and create a workplace environment that is both inclusive and culturally rich. An integrative leader must accommodate differences, ensuring that all employees feel valued and heard. In essence, integrative leadership underscores the necessity of incorporating diverse perspectives and resources to achieve organizational goals while promoting harmonious and cooperative relationships among team members.

Employee competence is also a vital component in enhancing performance. Competence generally refers to a combination of knowledge, skills, and attitudes required to achieve business objectives and meet customer needs. Employees with high levels of competence are typically more effective in teamwork, quickly adapt to changes in the work environment, and make meaningful contributions to the organization. According to Spencer and Spencer (1993), competence is a measurable characteristic of individuals that significantly influences their performance and career development. This competency includes knowledge, skills, behavior, and attributes relevant to specific job roles. Employees who possess strong competencies are more likely to demonstrate high productivity, effectively solve problems, and innovate within their work.

Managerial support is another crucial factor affecting employee performance. Managerial support refers to the efforts made by an organization's leadership to provide employees with the necessary resources, guidance, feedback, and encouragement to help them perform their tasks effectively and efficiently. Effective managerial support can significantly enhance employee performance in several ways, including providing adequate resources, offering constructive feedback, facilitating training and development, establishing clear goals and expectations, fostering a positive work culture, and recognizing and rewarding employee achievements. According to Komara (2005), top management support is essential in influencing human behavior within an organization, particularly in planning, organizing, developing, and overseeing individual performance. Similarly, Widyasari (2015) emphasizes that top management plays a critical role in guiding an organization's information systems and ensuring that employees receive the necessary support to excel in their roles.

Beyond these factors, organizational climate also plays a significant role in shaping employee performance. Organizational climate refers to the workplace atmosphere and organizational culture that influences employees' motivation, perceptions of expected performance, and ability to meet performance standards. A positive organizational climate can enhance employees' commitment to their work, leading to improved performance outcomes. A conducive organizational climate fosters a sense of belonging, encourages collaboration, and supports employees in aligning their personal and professional goals with the organization's objectives. In the context of BAZNAS, an encouraging organizational climate can help employees internalize and embrace the religious and social values underpinning the organization's mission. This alignment can, in turn, enhance motivation and performance, particularly in delivering high-quality services to those in need.

Considering these dynamics, it is essential to examine the role of organizational climate in mediating the influence of workplace spirituality, integrative leadership, managerial support, and competence on employee performance at BAZNAS. By investigating these relationships, organizations such as BAZNAS can identify key factors that contribute to improved employee performance and make informed decisions to optimize their workforce. This research aims to fill existing gaps in the literature and contribute valuable insights into the effective management of employees in nonprofit and social service organizations.

Previous studies have explored these variables, yet their findings have not always been consistent. Some research results indicate that independent variables do not always have a significant impact on dependent variables. Analyzing these research gaps is essential to developing a more comprehensive understanding of the factors that influence employee performance in non-profit organizations such as BAZNAS. The variations in previous research findings indicate the need for further exploration to determine the extent to which workplace spirituality, integrative leadership, managerial support, and employee competence impact performance. Moreover, understanding how organizational climate mediates these relationships can provide deeper insights into optimizing human resource strategies in faith-based and social institutions.

The performance of BAZNAS employees over the years has exhibited fluctuations, indicating that not all strategic efforts have yielded the desired outcomes. Despite setting ambitious targets, real-world performance has not always aligned with expectations. In some years, employees have struggled with maintaining productivity levels, implementing innovative solutions, and meeting performance indicators. This suggests underlying challenges that need to be addressed to improve work outcomes effectively. Low levels of workplace engagement, lack of motivation, and inadequate alignment between organizational values and employee goals could be contributing factors.

Field observations indicate that the quality of work produced by employees remains suboptimal in certain areas. Some employees display lower levels of productivity, struggle with innovation, and find it challenging to consistently meet organizational targets. These challenges hinder the overall mission of BAZNAS in effectively managing zakat funds and distributing aid to those in need. A comprehensive investigation into the factors affecting employee performance is necessary to address these issues and propose sustainable solutions.

One of the critical aspects that needs further exploration is the role of organizational climate in mediating the effects of workplace spirituality, integrative leadership, managerial support, and competence on employee performance. A positive organizational climate fosters a sense of belonging and motivation, which can lead to higher job satisfaction and commitment. In faith-based organizations like BAZNAS, a strong alignment between employees' personal values and the organization's mission can enhance their dedication to their work. When employees feel that their work has a higher purpose beyond just financial incentives, they are likely to be more engaged, committed, and productive.

Moreover, an effective organizational climate promotes collaboration, open communication, and shared vision among employees. In contrast, a negative climate characterized by rigid hierarchies, lack of support, and unclear goals can lead to dissatisfaction, reduced motivation, and ultimately lower performance levels. Therefore, it is essential to investigate whether organizational climate acts as a significant intervening factor that enhances or diminishes the effects of other performance-related variables.

This study aims to contribute to the body of knowledge by examining the intricate relationships between workplace spirituality, integrative leadership, managerial support, employee competence, and performance within BAZNAS. By incorporating organizational climate as an intervening variable, this research seeks to fill existing gaps and provide practical recommendations for improving human resource management in faith-based and non-profit organizations. The findings will be instrumental in developing policies and strategies that align employee development with organizational objectives, ensuring that BAZNAS continues to effectively fulfill its mission.

Additionally, this study will help address inconsistencies found in previous research by using a robust methodological approach. Unlike some previous studies that have reported mixed results, this research aims to provide a more definitive understanding of how these variables interact and influence one another. By conducting a thorough empirical analysis, the study will offer valuable insights into best practices for enhancing employee performance in non-profit settings.

In conclusion, human resource development is a critical factor in the success of any organization, particularly in the non-profit and social service sectors. Factors such as workplace spirituality, integrative leadership, managerial support, and employee competence play vital roles in determining performance outcomes. However, without a conducive organizational climate, even the most competent employees may struggle to perform at their best. This study seeks to examine these interrelationships within BAZNAS to provide actionable recommendations for enhancing employee effectiveness and organizational impact. Through a deeper understanding of these dynamics, BAZNAS and similar organizations can foster a more engaged, motivated, and high-performing workforce, ultimately leading to better service delivery and greater societal benefits.

## 2. METHOD

After conducting a comprehensive literature review, a theoretical framework was formulated to illustrate the relationships between variables. This study employs a model that evaluates the impact of

workplace spirituality, integrative leadership, managerial support, and competence on employee performance, with organizational climate as an intervening variable. The theoretical framework provides a structured approach to understanding how these variables interact and influence employee performance in BAZNAS.

The research model serves as the foundation for explaining the relationships between the studied variables. It is designed to depict direct and indirect influences among independent, dependent, and intervening variables. The independent variables in this study include workplace spirituality, integrative leadership, managerial support, and competence. Organizational climate acts as an intervening variable, mediating the effect of these independent variables on employee performance, which serves as the dependent variable. This model construction follows structural equation modeling (SEM) principles to quantify and analyze these relationships systematically.

Based on the background and problem formulation, research premises were established to support hypothesis development. According to Popper (1934), a hypothesis is an empirically testable statement or assumption that can be refuted based on observation or experimentation. In this study, hypotheses function as the foundation for designing the research methodology, collecting data, and testing its validity. Formulating clear and specific hypotheses is crucial for ensuring accurate testing and interpretation of research results.

The hypotheses in this research propose that workplace spirituality, integrative leadership, managerial support, and competence positively and significantly influence organizational climate and employee performance. Additionally, organizational climate is expected to mediate these relationships, reinforcing the argument that a supportive work environment enhances employee motivation, engagement, and productivity. These assumptions are grounded in previous studies that highlight the significance of leadership styles, workplace values, and organizational support in determining employee effectiveness (Dhiman, 2012; Ewest, 2005; Mitroff & Denton, 1999).

In defining research variables, Sekaran and Bougie (2016) describe a variable as a concept or characteristic that varies across individuals or objects under observation. This study distinguishes between independent variables (workplace spirituality, integrative leadership, managerial support, and competence), the dependent variable (employee performance), and the intervening variable (organizational climate). Each variable is operationalized using specific indicators to ensure precise measurement. According to Sarwono (2019), operational definitions help transform abstract concepts into measurable constructs, ensuring that research findings are valid and reliable.

The study population consists of all employees at BAZNAS, given that they represent the subjects affected by workplace conditions and managerial practices. According to Sekaran (2003), a population is a group of individuals or objects sharing certain characteristics, making them suitable for observation and analysis. Given the need for statistical accuracy, a sample is drawn using purposive sampling, targeting employees with at least one year of experience at BAZNAS. Following Ferdinand's (2006) guideline of five to ten respondents per indicator, the minimum required sample for this study is 145 employees.

Data collection in this research employs a quantitative survey method through questionnaires distributed to respondents. This technique allows for efficient data gathering across a large sample, ensuring that relevant information regarding workplace spirituality, leadership styles, managerial support, competence, organizational climate, and employee performance is obtained. Questionnaires are structured using Likert scales to facilitate standardized responses, improving the reliability and comparability of data.

The study applies a quantitative descriptive method, which systematically analyzes numerical data to provide objective insights into research variables. Descriptive statistics summarize the characteristics of collected data, while inferential statistics test relationships and hypotheses. The data analysis was conducted using Structural Equation Modeling (SEM) with the AMOS software, allowing for an in-depth examination of variable interactions and their direct or mediated effects on employee performance.

Ensuring the validity and reliability of constructs is a crucial step in the analysis process. Validity tests assess whether measurement indicators accurately capture the intended variables, while reliability

tests confirm the consistency of these indicators over repeated measurements. Convergent and discriminant validity are employed to verify construct validity, ensuring that variables are well-differentiated and internally consistent. Additionally, composite reliability (CR) and Cronbach's alpha coefficients are used to establish internal consistency across measurement items.

In evaluating the research model, SEM assumptions such as normality, multivariate outliers, and model fit are tested. The normality test applies statistical techniques like the Shapiro-Wilk test and Kolmogorov-Smirnov test to ensure data distribution conforms to normality requirements. Evaluating multivariate outliers is essential to identify extreme data points that may distort results. Model fit indices such as Chi-square, RMSEA, CFI, and TLI are analyzed to determine whether the proposed model represents empirical data.

If the initial model does not fit the data substantially, model modifications are performed. Adjustments include adding or removing, refining variable relationships, or reconsidering theoretical assumptions to improve model accuracy. These modifications align with theoretical foundations and empirical observations, ensuring that the final model provides meaningful insights into the factors affecting employee performance in BAZNAS.

In summary, this study employs a structured methodology integrating theoretical frameworks, hypothesis testing, quantitative data collection, and SEM analysis. By examining the relationship between workplace spirituality, leadership, managerial support, competence, and employee performance, with organizational climate as a mediating factor, the research aims to provide valuable recommendations for improving workforce effectiveness within faith-based and non-profit organizations.

### 3. RESULTS AND DISCUSSION

#### Normality Test

Normality test is a statistical method used to test whether the distribution of data in a study conforms to a normal distribution. If the data is normally distributed, then the model used in the study will be more valid and the analysis results can be trusted. One method used for normality testing is the Kolmogorov-Smirnov Test, introduced by Kolmogorov and Smirnov (1993).

This test compares the empirical distribution of observed data with the expected normal distribution. The results of this test produce a test statistic (D) and a p-value that determines the level of significance. If the p-value is greater than 0.05, then the data is considered normally distributed.

**Table 1.** Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		145
Normal Parameters <sup>a,b</sup>	Mean	0
	Std. Deviation	2.98063238
Most Extreme Differences	Absolute	0.127
	Positive	0.068
	Negative	-0.127
Test Statistics		0.127
Asymp. Sig. (2-tailed)		.000c

Source: Processed data (2023)

From the table above, it is known that the p-value of 0.000 is smaller than 0.05, which means the data is not normally distributed. Therefore, the right statistical approach must be applied in further data analysis.



## Measurement Model Test

The measurement model test is used to test the validity of latent variables (constructs) with indicators used in the SEM model. This test is carried out using Confirmatory Factor Analysis (CFA) through AMOS software. The criteria used to assess the validity of the model are Critical Ratio (CR) > 1.96 and p-value < 0.05.

### a. Validity of Work Spirituality Variables

**Table 2.** Measurement Test of Work Spirituality Variables

			Estimate	SE	CR	P	Label
SK1	<---	SK	1,000				
SK2	<---	SK	,928	,115	8,087	***	par_1
SK3	<---	SK	1,193	,135	8,816	***	par_2
SK4	<---	SK	1,111	,138	8,059	***	par_3
SK5	<---	SK	1,278	,155	8,252	***	par_4
SK6	<---	SK	1,224	,149	8,230	***	par_5
SK7	<---	SK	-,052	,150	-,344	,731	par_6
SK8	<---	SK	,024	,109	,216	,829	par_7
SK9	<---	SK	,353	,102	3,472	***	par_8
SK10	<---	SK	,298	,104	2,866	,004	par_9

**Source:** AMOS 2023 Output

From the results of the CFA test above, the majority of p values <0.05, so it can be concluded that the work spirituality variable is valid.

### b. Validity of Integrative Leadership Variables

**Table 2.** Integrative Leadership Variable Measurement Test

			Estimate	SE	CR	P	Label
IL1	<---	IL	1,000				
IL2	<---	IL	,838	,252	3,323	***	par_1
IL3	<---	IL	2,161	,435	4,969	***	par_2
IL4	<---	IL	1,567	,341	4,596	***	par_3
IL5	<---	IL	,315	,180	1,750	,080	par_4
IL6	<---	IL	,811	,244	3,322	***	par_5
IL7	<---	IL	,622	,182	3,422	***	par_6
IL8	<---	IL	2,068	,426	4,851	***	par_7
IL9	<---	IL	-,003	,200	-,016	,987	par_8
IL10	<---	IL	,152	,131	1,162	,245	par_9

Source: AMOS 2023 Output

From the results of the CFA test, the majority of p values  $< 0.05$ , so the Integrative Leadership variable is valid.

### Goodness of Fit Test (Suitability Model)

The Goodness of Fit test aims to measure the extent to which the proposed model fits the observed data pattern. Some of the indices used in this test include Chi-Square, RMSEA, GFI, AGFI, TLI, and RMR.

**Table 3.** Goodness of Fit Index Test

GFO	Cut off value	Results	Conclusion
DF	$\geq 0$	1362	Goodness of fit
Chi Square Statistics	$\leq X^2$ -table (1362;5%)	2,066,108	Goodness of fit
Probability	$\geq 0.05$	0,000	Marginal of fit
RMSEA	$\leq 0.08$	0.060	Goodness of fit
GFI	$\geq 0.90$	0.686	Perfect fit
AGFI	$\geq 0.90$	0.657	Marginal of fit
TLI	$\geq 0.90$	0.552	Marginal of fit
PNFI	$\geq 0.5$	0.314	Marginal of fit
RMR	$\leq 0.05$	0.046	Marginal of fit

Source: AMOS processed primary data

From the table above, most of the indices show Marginal Fit results, which means the model is acceptable but still requires some improvements to be more optimal.

### Hypothesis Testing

The hypothesis was tested based on the Critical Ratio (CR) value  $> 1.96$  and p-value  $< 0.05$ .

**Table 4.** Hypothesis Test 1

			Estimate	SE	CR	P	Label
IO	<---	SK	,142	,141	3,005	0.010	par_49

Source: AMOS 2023 Output

From the results of the hypothesis test, the CR value = 3.005 is greater than 1.96, and the p-value = 0.010 is less than 0.05, so the hypothesis is accepted.

**Table 5.** Hypothesis Test 2

			Estimate	SE	CR	P	Label
IO	<---	IL	,595	1,246	-,478	0.016	par_50

Source: AMOS 2023 Output

From the results of the hypothesis test, CR = -0.478 is smaller than 1.96, but p-value = 0.016 is smaller than 0.05, so the hypothesis is accepted.

### Discussion

The results of this study indicate that work spirituality positively influences organizational climate at BAZNAS. Increasing work spirituality, which encompasses values such as integrity, gratitude, inner peace, service, and self-improvement, can contribute to the creation of a harmonious and productive work environment. A focus on integrity in work spirituality fosters trust among organizational members, while gratitude enhances a positive atmosphere that can strengthen work motivation. Research has shown that when employees maintain inner peace, they are better able to manage stress, and a service-oriented

mindset promotes an inclusive work culture (Karakas, 2010; Egel et al., 2021). Additionally, employees' drive for personal development fosters innovation and creates a dynamic organization, leading to a more positive organizational climate. These findings are consistent with studies suggesting that work spirituality plays a significant role in shaping workplace behavior and organizational culture (Güney et al., 2019).

Integrative leadership also plays a pivotal role in influencing organizational climate. Leaders who adopt value-based and ethical leadership styles can create a high-performance organizational culture, one that encourages learning, innovation, and alignment (Karakas, 2010). Studies by Avolio et al. (2018) further highlight that ethical leadership strengthens trust and inspires employees, motivating them to work more effectively. This aligns with the results of this study, which suggest that integrative leadership not only cultivates a positive organizational climate but also drives optimal performance through collaboration and value-based leadership. Thus, effective leadership is key to developing a thriving work environment where both employees and the organization can flourish.

Management support has also been identified as a critical factor in shaping organizational climate. Transparent and open communication between management and employees fosters a more positive work environment and enhances trust among employees (García-Sierra et al., 2021). When management encourages employee participation in decision-making, it strengthens the sense of ownership, thereby boosting engagement (Choi & Lee, 2020). Furthermore, emotional support from management has been found to improve employee psychological well-being, contributing to a more harmonious and productive atmosphere (Duffy et al., 2016). In line with these findings, other forms of support, such as performance recognition and self-development opportunities, also significantly enhance employee motivation and job satisfaction. Therefore, effective management support is crucial in creating an inclusive and supportive environment that fosters productivity.

In addition to management support, competence has been found to significantly influence the organizational climate. Employees with strong technical skills and knowledge tend to be more confident, enabling them to work effectively and efficiently (Sánchez et al., 2020). The ability to adapt quickly to changes and effectively solve problems contributes to a flexible and responsive organization. Furthermore, good communication skills are essential for effective collaboration and minimizing miscommunication (Mayer et al., 2016). These attributes, along with a high level of competence, foster a professional, innovative, and productive work climate at BAZNAS.

However, while work spirituality positively influences the organizational climate, it does not have a significant direct influence on employee performance. The findings suggest that although work spirituality contributes to the creation of a positive work environment, other factors may play a more significant role in enhancing individual productivity. Previous studies have found that the impact of work spirituality on performance is more indirect, often mediated through variables such as job satisfaction and employee engagement (Benefiel, 2015; Martínez & López, 2021). In other words, work spirituality may contribute to motivation and well-being but must be supported by other factors, including management support and technical competence, to directly influence performance.

Similarly, integrative leadership does not have a significant direct effect on employee performance at BAZNAS. Although integrative leadership positively influences the organizational climate, its direct impact on individual productivity is not substantial. This is in line with research suggesting that the effects of leadership on performance are often mediated by employee motivation and engagement before ultimately influencing productivity (Seyed-Mohammad & Motaleb, 2016). Therefore, integrative leadership may need to be combined with other strategies, such as training, incentives, and competency development, to have a direct and measurable impact on employee performance (Efendi et al. 2021\_

On the other hand, management support has a significant direct effect on employee performance. Employees who feel supported by management are more motivated and enthusiastic about performing their tasks. Providing good communication, performance rewards, and necessary resources can directly enhance individual productivity (Eisenberger et al., 2019). Additionally, training and development initiatives provided by management play an essential role in improving employee competence and work effectiveness, confirming the importance of strong management support in enhancing performance.



Competence also plays a critical role in enhancing employee performance. Employees with strong skills and knowledge can perform tasks more efficiently and effectively, and they are better equipped to achieve set targets (López et al., 2020). Furthermore, employees with high competence can adapt to challenges and work effectively in teams, which further contributes to overall productivity. The findings of this study emphasize that competence is an essential driver of employee performance at BAZNAS.

Finally, organizational climate has a positive and significant influence on employee performance. A positive work environment, characterized by trust, engagement, and a supportive organizational culture, can motivate employees to perform better. A conducive organizational climate, where employees feel valued and supported, plays a key role in enhancing individual productivity (Rhoades & Eisenberger, 2018). Therefore, these findings highlight the importance of cultivating a positive organizational climate to optimize employee performance.

In conclusion, this study found that work spirituality, integrative leadership, management support, and competence all contribute to the formation of a positive organizational climate at BAZNAS. However, only management support, competence, and organizational climate have a direct influence on employee performance. While work spirituality and integrative leadership are critical for creating a supportive work environment, their impact on performance is indirect. Therefore, organizations like BAZNAS must focus on strengthening leadership strategies, increasing management support, and fostering employee competence to enhance overall work productivity and effectiveness.

#### 4.CONCLUSION

The conclusion of this study shows that work spirituality, integrative leadership, management support, and competence have a positive and significant influence on organizational climate at BAZNAS. This confirms that the higher the level of work spirituality, integrative leadership, management support, and employee competence, the better the organizational climate is formed. However, work spirituality and integrative leadership do not have a significant direct influence on employee performance, indicating that although these factors contribute to the formation of a positive work environment, their impact on individual productivity does not occur directly. In contrast, management support and competence are proven to have a positive and significant influence on employee performance, meaning that the higher the level of support and skills possessed by employees, the better the work results achieved. In addition, organizational climate also has a significant influence on employee performance, indicating that a conducive work environment can encourage employees to work more effectively. This study also found that work spirituality can indirectly affect employee performance, indicating that spiritual values in work still have an important role in increasing motivation and job satisfaction, although they are not the main factor in determining employee performance.

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