



## THE INFLUENCE OF SPIRITUAL LEADERSHIP, ORGANIZATIONAL CLIMATE AND TOXIC WORKPLACE ON EMPLOYEE PERFORMANCE IN THE SOUTH OF BENGKULU DISTRICT HEALTH OFFICE

Syahrul Syaifullah<sup>1✉</sup>, Gerry Suryosukmono<sup>2</sup>, Sugeng Susetyo<sup>3</sup>

<sup>1,2,3</sup>Department of Management, Faculty of Economics and Business, Universitas Bengkulu

### Article Information    Abstract

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Spiritual leadership is considered a crucial factor in shaping a positive organizational culture, while a toxic workplace can have negative impacts on employee well-being and performance. This study aims to investigate the influence of spiritual leadership and a toxic workplace on employee performance with the mediation of organizational climate in the Health Office of South Bengkulu. The research utilized purposive sampling with 112 respondents, consisting of medical and staff personnel in the Health Office of South Bengkulu, employing SEM-PLS as the data analysis method. The findings of this study indicate that spiritual leadership, a toxic workplace, and organizational climate have a positive and significant impact on employee performance. Additionally, organizational climate can mediate the relationship between spiritual leadership, a toxic workplace, and employee performance. The practical implications of these findings can assist organizations, particularly the Health Office of South Bengkulu, in developing more effective management strategies to enhance employee well-being and performance.

✉correspondence Address:  
Fakultas Ekonomi dan Bisnis Universitas Bengkulu Jl.  
W.R. Supratman Kandang Limun Bengkulu 38371 A  
E-mail: [mannasyahrul43@gmail.com](mailto:mannasyahrul43@gmail.com)

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### INTRODUCTION

The health sector plays a fundamental role for all segments of society. Health is not only a right but also a basic need that influences the quality of life for every individual (Pieh et al., 2020). The availability of quality health services not only provides protection against diseases but also establishes a strong foundation for the growth and development of a nation (WHO, 2021). According to the Indonesian Statistical Report, there were 11,874 healthcare facilities in Indonesia in 2021. This figure represents a 1.27% increase compared to the previous year, which had 11,724 units. The increase in healthcare facilities is attributed to the government's role through health services in each region. One key measure of the success of health services, in general, is the ability to provide adequate health system management, such as the administration of the BPJS (Indonesia's national health insurance), handling stunting in toddlers, managing environmental health, and

implementing other health programs at the regional level (Saleh & Umiyati, 2021). The contrasting results are revealed by the National Socio-Economic Census in 2021, placing Bengkulu in the tenth position among provinces with the lowest BPJS ownership in Indonesia (Databoks, 2021). Furthermore, based on the Indonesian Nutrition Status Survey in 2022, Bengkulu is categorized as a province with the highest prevalence of stunted growth in toddlers in Indonesia, reaching 19.8% (Databoks, 2022). In light of this data, the performance of the health department in Bengkulu becomes a crucial aspect that warrants further investigation.

The performance of an institution can be comprehensively measured through the dedication and competence of its employees (Utomo et al., 2023). Employee performance is a crucial element that has a significant impact on the effectiveness and efficiency of public services (Utomo et al., 2023). The extent to which employees carry out their duties proficiently

directly influences the ultimate outcome of services provided to the community (Bakti & Hartono, 2022). Employee performance is not merely an internal success indicator for an institution; it is also a determining factor between success and failure in delivering appropriate and quality services to the public (Bakti & Hartono, 2022). The importance of employee performance in this context is not limited to the operational aspects of the institution but also has a direct impact on the well-being and satisfaction of the community as recipients of health services (Tortia et al., 2022). When employees demonstrate dedication and competence in carrying out their duties, healthcare services can be organized more effectively, providing accurate solutions and positively impacting public satisfaction (Nemteanu et al., 2022). Therefore, researching the performance of employees in the social health department and the factors influencing it becomes highly essential.

The importance of employee performance in social health institutions cannot be underestimated, considering its significant impact on the effectiveness and efficiency of public services. One aspect that can influence employee performance is spiritual leadership (Djaelani et al., 2021). Spiritual leadership plays a crucial role in shaping the dedication and competence of employees, making it a determining factor for success or failure in delivering quality healthcare services (Ali et al., 2020). The relationship between spiritual leadership and employee performance is confirmed by research conducted by Supriyanto et al. (2020), indicating that spiritual leadership has a positive and significant impact on employee performance. This is because spiritual leadership encourages employees to find meaning and purpose in their work, creating an inspirational and enthusiastic work environment (Supriyanto et al., 2020).

In the context of social health departments, spiritual leadership can provide strong moral guidance and ethics, create a conducive work atmosphere for competency development, and foster responsibility and dedication to public service (Hassan et al., 2022). Through this approach, employee performance can be enhanced, and the ultimate outcome of healthcare services can have a positive impact on the well-being and satisfaction of the community. However, referring to research findings presented by Pio, R. J. (2022), spiritual leadership does not necessarily correlate with employee performance. Spiritual leadership tends to be abstract and challenging to measure empirically. Spiritual qualities such as wisdom, empathy, and justice are often difficult to quantify using concrete performance parameters (Pio, R. J., 2022). Additionally, the diversification of backgrounds or beliefs among employees may render spiritual leadership not always relevant or acceptable to all

team members (Rapiya et al., 2023). This can diminish its effectiveness in improving overall performance.

The effectiveness of employee performance in an organization or institution can also be assessed through the work environment it provides (Sugiarti, E., 2022). When the work environment is characterized by detrimental behavior patterns or policies that harm the well-being and productivity of employees, it can lead to a decline in employee performance (Sugiarti, E., 2022). A toxic workplace often creates an atmosphere that is not conducive to professional growth and mental well-being (Rasool et al., 2021). The relationship between a toxic workplace and employee performance is affirmed by research conducted by Almeida et al. (2022) explains that employees exposed to high levels of stress, intimidation, or unethical behavior tend to experience a decrease in motivation and creativity. This can hinder employees' ability to contribute optimally to organizational goals. In addition, Wang et al. (2020) explains that the existence of conflicts among employees or even with superiors in a toxic work environment can damage collaboration and team cooperation. A team that is divided or competing in an unhealthy atmosphere tends to produce less effective performance.

The relationship between a toxic workplace and employee performance does not always yield positive findings. Some studies present different results, with Iqbal et al. (2022) explaining that a toxic workplace does not have an impact on employee performance, attributing this to various complex factors. Oakman et al. (2020) argue that even in a toxic work environment, not all individuals will experience it with the same intensity. Some employees may have effective coping mechanisms or a high tolerance for workplace stress situations (Oakman et al., 2020). Furthermore, Brouwers & Paltu (2020) also explain that the impact of a toxic workplace on employee performance can vary depending on the characteristics of the organization and the predominant work culture. Factors such as strong leadership, internal support systems, and effective conflict management policies can help mitigate the negative effects of a toxic work environment (Brouwers & Paltu, 2020).

The divergence in results regarding the relationships between spiritual leadership and employee performance, as well as toxic workplace and employee performance, further emphasizes a significant gap in this research. Therefore, the introduction of a mediating variable capable of bridging the gap and accommodating both relationships is necessary. In this context, the mediating variable used is organizational climate. A positive organizational climate plays a crucial

role in creating a work environment that supports employee growth, innovation, and productivity (Hoang et al., 2021). This positive atmosphere is often closely associated with a corporate culture that encourages collaboration, open communication, and self-improvement (Pan & Songco, 2023). In such an environment, employees feel valued, take ownership of their work, and feel supported in facing challenges. Such conditions provide a solid foundation for skill development, the generation of new ideas, and improvement in individual and team performance. On the contrary, a poor organizational climate can have detrimental effects. A toxic work environment with office politics, lack of transparency, and inequality can harm employee well-being (Jaiswal et al., 2022). Feelings of insecurity and discomfort can negatively impact motivation, increase stress levels, and even lead to a decline in performance.

This research on employee performance in the Bengkulu Health Office stands out for its innovative and novel approach, promising to make a significant contribution to the existing body of knowledge. The study uniquely incorporates the organizational climate variable as a mediating factor, a novel perspective not previously explored in the context of the interplay between spiritual leadership, toxic workplace, and employee performance. This novel methodology allows for a more comprehensive understanding of the dynamics at play in the workplace.

Moreover, the specific focus on the Bengkulu Health Office enhances the novelty of the research. By delving into the intricacies of this particular organizational setting, the study not only addresses a gap in the literature but also provides insights that are directly applicable to the local health environment. This tailored approach is a departure from more common generalizations and ensures that the findings are not only academically relevant but also practically significant for the Bengkulu Health Office.

The research's potential impact is broad, reaching beyond academic circles to benefit various stakeholders, including related agencies, the community, government, and other interested parties. The study is poised to shed light on the challenges and potentials unique to the local health context, making it an invaluable resource for those involved in enhancing employee performance and fostering a healthy workplace environment in the Bengkulu Health Office. Overall, this research's strength lies in its innovative methodology, specific focus, and potential to offer practical solutions, thereby reinforcing its novelty and significance in the field.

## **HYPOTHESES DEVELOPMENT**

### **Spiritual Leadership, Organizational Climate, and Employee Performance**

In accordance with Fry (2020), spiritual leadership is defined as a set of values, attitudes,

and actions necessary to intrinsically motivate oneself and others, aiming to enhance spirituality through calling and membership. Spiritual leadership is comprehended as an interaction between leaders and subordinates that emphasizes the spiritual dimension, encompassing broad beliefs and values to achieve greater meaning in the organizational context, thereby ensuring the attainment of organizational goals (Ida, 2020). According to Hebah (2021), indicators influencing spiritual leadership include vision, faith/hope, and altruistic love. This study finds support from the research findings of Haeruddin (2022), demonstrating the influence of spiritual leadership on employee performance in the Samsat Kabupaten Maros. Similar findings are also corroborated in studies by Febrianto et al. (2019), Putra (2020), and Rahmatika (2022).

Spiritual leadership goes beyond focusing solely on material aspects or work tasks; it also considers the spiritual and emotional needs of team members (Tabor et al., 2020). Spiritual leaders support the personal and professional development of their subordinates and create a space for holistic growth (Tabor et al., 2020). In managing an organization or institution, spiritual leadership has the potential to have a positive impact on the organizational climate (Djaelani et al., 2021). Spiritual leaders who can articulate a vision and values grounded in spirituality can foster a sense of shared purpose among team members (Djaelani et al., 2021). This can enhance work motivation and simultaneously create a positive atmosphere within the organization. Additionally, spiritual leaders tend to facilitate open and supportive communication, helping to reduce interpersonal conflicts and enhance collaboration among team members (Alblooshi et al., 2021). In conclusion, it can be inferred that spiritually-oriented leaders can create a work environment that supports individual development, inspires collaboration, and enhances the psychological well-being of team members.

The organizational climate plays a significant role in influencing employee performance. When an organization has a strong and positive climate, it can enhance the overall performance of its employees (Paaïs & Pattiruhu, 2020). A favorable work environment can provide a motivational boost to employees, foster a sense of engagement, and stimulate high work enthusiasm (Riyanto et al., 2021). Organizational climate supports the development of intrinsic and extrinsic motivation, leading to improvements in individual and group performance (Riyanto et al., 2021). Employees who feel comfortable and satisfied with the organizational climate tend to be more productive, creative, and dedicated to their tasks (Paramita et al., 2020). Thus, it can be concluded that there is a positive relationship between a good organizational climate and

employee performance. Consequently, hypotheses that can be formulated are:

**H1:** Spiritual Leadership has a positive and significant effect on Employee Performance.

**H2:** Spiritual Leadership has a positive and significant effect on Organizational Climate.

**H3:** Organizational Climate has a positive and significant effect on Employee Performance.

**H4:** Organizational Climate can mediate the relationship between Spiritual Leadership and Employee Performance.

#### **Toxic Workplace, Organizational Climate, and Employee Performance**

The concept of a toxic workplace constitutes a condition within the work environment that is part of extrinsic factors, and its presence can influence job satisfaction and dissatisfaction among employees. When unfavorable working conditions emerge, job dissatisfaction tends to increase, consequently diminishing the impact on productivity. In an organization where a positive and comfortable environment is prevalent, productivity is likely to increase. However, the identification of a toxic workplace suggests a potential negative impact on employee productivity (Anjum & Ming, 2018). Silviandari (2018) outlines several characteristics of a toxic workplace, including authoritarian leadership, inconsistent leadership, excessive criticism, unfavorable information distribution, and unrealistic targets. Research conducted by Anjum & Ming (2018) indicates that a toxic workplace significantly influences employee performance. Additionally, studies by Larasati (2022) and Silaen (2021) also assert the significant impact of a toxic workplace on employee performance.

Toxic workplace, or an unhealthy work environment, can have serious implications for organizational climate and employee performance. Toxic work environments are often characterized by detrimental behaviors such as intimidation, discrimination, and a lack of support from colleagues or leaders (Semedo et al., 2022). When an organization experiences a toxic work environment, it can create a negative organizational climate (Semedo et al., 2022). Employees may feel insecure, unmotivated, and a lack of fairness, all contributing to the formation of an organizational climate that is not conducive to productivity and well-being (Mbambe, R., 2021). Employees consistently in an unhealthy environment are likely to experience reduced productivity, motivation, and work quality

(Parashakti et al., 2020). These factors can lead to increased rates of absenteeism, employee turnover, and even mental health issues. Organizational climate serves as a mediator linking the impact of a toxic workplace to employee performance. When the organizational climate is influenced by toxicity in the work environment, it can become a fertile ground for various negative impacts on employee performance (Ofei et al., 2022). Therefore, the hypotheses that can be formulated are:

**H5:** Toxic Workplace has a positive and significant effect on Employee Performance.

**H6:** Toxic Workplace has a positive and significant effect on Organizational Climate.

**H7:** Organizational Climate mediates the relationship between Toxic Workplace and Employee Performance

#### **METHOD**

This research adopts a quantitative-explanatory approach, focusing on the study population that encompasses all employees of the South Bengkulu District Health Office. The population size for this study is precisely known, comprising a total of 112 employees. Following the recommendation outlined by Sugiyono (2016: 85), the research employs a total or saturated sampling method, where all members of the population become the sample. As a result, the total sample size for this study corresponds to the entire population, consisting of 112 respondents. The research questionnaire was directly distributed to all employees of the South Bengkulu District Health Office. Data collection was conducted using an online questionnaire distributed through the Google Form platform, utilizing a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The data analysis method involves descriptive statistical analysis and Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis, facilitated by the SmartPLS 4 software. The use of SEM-PLS analysis aims to understand the most influential factors on each variable used, driven by the relatively small sample size of 112 respondents. SEM-PLS analysis consists of three stages: outer model analysis, inner model analysis, and hypothesis testing (Hair et al., 2019). The variables under consideration involve Spiritual Leadership, Toxic Workplace, Organizational Climate, and Employee Performance (H1-H7).

**Table 1.** Definition of Operational Variable

Variable	Item	References
Spiritual Leadership	It appears that the organizational vision at my workplace inspires my best performance.	Alfarajat, H. S., & Emeagwali, O. L. (2021)
	I have confidence in my organization, and I am willing to do whatever it takes to ensure that the organization achieves its mission.	
	Leaders in my organization have the courage to advocate for their team members.	
	Leaders in my organization are honest and do not exhibit false pride.	
Toxic Workplace	Superiors/Colleagues/Subordinates assign tasks to me that do not align with my level of competence.	Rasool et al. (2021)
	Superiors/Colleagues/Subordinates speak rudely to me in public.	
	Superiors/Colleagues/Subordinates try to keep a distance from me in the workplace.	
	Superiors/Colleagues/Subordinates do not respond to my greetings.	
	Superiors/Colleagues/Subordinates often attempt to discuss my personal and sexual life.	
Organizational Climate	In our office, there is mutual trust between employees and superiors.	Pradoto et al. (2022)
	There is agreement and support from supervisors for initiatives related to the introduction of new ideas.	
	Management considers employees' opinions when making decisions.	
	Collaboration and knowledge sharing are highly valued within the organization.	
	Employees are treated fairly.	
	The communication style allows for free flow of information.	
Employee Performance	I consistently complete my tasks according to the predetermined quality standards.	Nguyen et al. (2020)
	I always strive to enhance my job performance to achieve optimal results.	
	I always arrive on time to the workplace.	
	I am willing to assist colleagues facing difficulties in completing their tasks.	
	I strive to improve my productivity.	

**RESULT AND DISCUSSION**

Table 1 shows that the average responses based on gender are predominantly from women, with a total of 167 respondents, accounting for 79.5%. Furthermore, in terms of age demographics, the majority falls within the 31-40 years range, with 51 respondents, representing

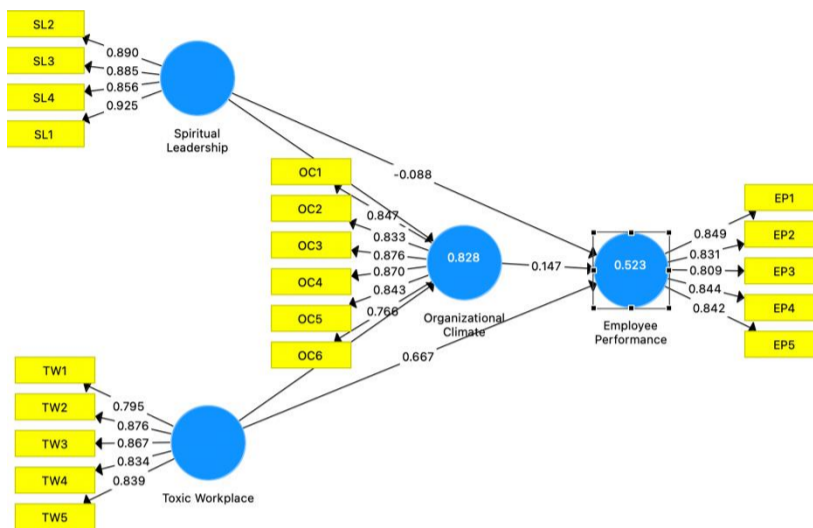
45.5%. Regarding the respondents' highest educational attainment, individuals with a bachelor's degree (S1) dominate, comprising 84 respondents and representing 75%. Lastly, in terms of work experience, the majority have worked for 3.5 years, with 43 respondents, constituting 38.4%.

**Table 2.** Respondents' Demographic

Description	Frequency	Percentage
<b>Gender</b>		
Female	67	79.5%
Male	43	20.5%
Total	112	100%
<b>Age</b>		
20-30	44	39.3%
31-40	51	45.5%
41-50	16	14.3%
>50	1	0.9%
Total	112	100%
<b>Education</b>		
D3	17	15.2%

S1	84	75%
S2	11	9.8%
Total	112	100%
<b>Employment Duration</b>		
<1	20	17.9%
1-3	26	23.2%
3-5	43	38.4%
>5	23	20.5%
Total	112	100%

**Validity and Reliability Test Result**



**Figure 1.** Outer Model

This study employs the Structural Equation Modeling (SEM) method with Partial Least Squares (PLS), supported by the SmartPLS 4 software, to analyze the research data. The initial step of the analysis involves testing the external model of the research constructs. External model analysis is conducted to evaluate the validity and reliability of the latent variable constructs. Validity is measured by assessing the factor

loading values, where indicators are considered valid and strong if the factor loading coefficients exceed 0.6 (Chin, 1998). This criterion is applied to all factor loading values for latent variables measured in this study. For further details regarding the factor loading values for each indicator, the Factor Loading data is presented in Table 2.

**Table 3.** Outer Model Analysis Result

Variables	Items	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE	Interpretation
<b>Spiritual Leadership</b>	SL1	0.925	0.912	0.938	0.791	Valid & Reliable
	SL2	0.890				Valid & Reliable
	SL3	0.885				Valid & Reliable
	SL4	0.856				Valid & Reliable
<b>Organizational Climate</b>	OC1	0.847	0.916	0.935	0.706	Valid & Reliable
	OC2	0.833				Valid & Reliable
	OC3	0.876				Valid & Reliable
	OC4	0.870				Valid & Reliable
	OC5	0.843				Valid & Reliable
	OC6	0.766				Valid & Reliable
<b>Toxic Workplace</b>	TW1	0.795	0.898	0.924	0.710	Valid & Reliable
	TW2	0.876				Valid & Reliable
	TW3	0.867				Valid & Reliable
	TW4	0.834				Valid & Reliable
	TW5	0.839				Valid & Reliable
<b>Employee Performance</b>	EP1	0.849	0.892	0.920	0.698	Valid & Reliable
	EP2	0.831				Valid & Reliable
	EP3	0.809				Valid & Reliable
	EP4	0.844				Valid & Reliable
	EP5	0.842				Valid & Reliable

Based on Table 2, it can be observed that the Factor Loading values for all indicators exceed the threshold of 0.6. Therefore, it can be suggested that all indicators applied in this study can be considered valid. It is noteworthy that the Spiritual Leadership variable shows the highest Factor Loading value, particularly for indicator SL1, reaching 0.925. Similarly, in the context of the Toxic Workplace variable, the most influential indicator is TW2, showing the highest Factor Loading value of 0.876. Meanwhile, for the Organizational Climate variable, the dominant indicator is OC3, with the highest Factor Loading value reaching 0.876. Lastly, the closest relationship between the Employee Performance variable and indicator EP1 is marked by the highest Factor Loading value of 0.849. The conclusion drawn from these highest Factor Loading values is that each indicator has the most significant contribution to its respective variable.

Table 2 presents an alternative approach to evaluating construct validity, where the reflective nature of measurements in this study provides high validity for each indicator in the respective variables. This is evident from the significant correlation values found for each indicator in the research constructs. All indicators show Factor Loading values above 0.60 for their respective construct variables, confirming the validity and strength of all indicators in this study. This

validation is further reinforced through the Average Variance Extracted (AVE) test, which aligns with the research criteria proposed by Hair et al. (2019) and Ghazali and Latan (2012). The AVE values for all research variables—Spiritual Leadership, Toxic Workplace, Organizational Climate, and Employee Performance—exceed 0.50 in this study. This reinforces the validity of all indicators, in accordance with the established threshold, and affirms the robustness of the measurement model.

In addition to testing validity, the external model analysis also evaluates the reliability of each research construct. Reliability assessment involves checking the values of Cronbach's alpha and composite reliability. When Cronbach's alpha values exceed 0.6 (Hair, 2019), and composite reliability exceeds 0.7 (Hair, 2019), it can be concluded that the constructs used are reliable. A comprehensive review of Table 2, which displays the composite reliability and Cronbach's alpha values for all variables, indicates that all variables used in this study—namely, Spiritual Leadership, Toxic Workplace, Organizational Climate, and Employee Performance in the South Bengkulu District Health Office—can be considered reliable, as all values exceed 0.7. These values reinforce the robustness and consistency of the measurement model, enhancing confidence in the reliability of the constructs under investigation.

**Tabel 4.** Inner Model Analysis Result

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Employee Performance</b>	0.523	0.510
<b>Organizational Climate</b>	0.828	0.825

After verifying the validity of all indicators in the research structure, the next step involves the analysis of the internal model. In this stage, the coefficient of determination (R-squared or R<sup>2</sup>) is used as a parameter to assess the extent to which the variation in the dependent variable can be explained by the variation in the independent variables in the regression model. The R<sup>2</sup> values range between 0 and 1, and as they approach 1, the model is considered more effective in explaining the variation present in the data.

Based on the information from Table 3.3, it is observed that the R<sup>2</sup> value for Employee

Performance reaches 0.523, indicating that 52.3% of the variation in Job Satisfaction can be explained by changes in the independent variables used in this study, namely Spiritual Leadership, Toxic Workplace, and Organizational Climate. Furthermore, the R<sup>2</sup> value for Organizational Climate reaches 0.828, indicating that as much as 82.8% of the variation in Organizational Climate can be explained by variations in independent variables such as Spiritual Leadership and Toxic Workplace. Thus, these R<sup>2</sup> values provide insight into the effectiveness of the model in explaining the variation in each dependent variable.

**Table 5.** Hypotheses Testing Result

	<b>PATH</b>	<b>Path coefficient</b>	<b>P-value</b>	<b>Result</b>
<b>H1</b>	Spiritual Leadership → Employee Performance	0.560	<b>0.026</b>	<b>Supported</b>
<b>H2</b>	Spiritual Leadership → Organizational Climate	0.880	<b>0.000</b>	<b>Supported</b>
<b>H3</b>	Organizational Climate → Employee Performance	0.330	<b>0.039</b>	<b>Supported</b>

<b>H4</b>	Spiritual Leadership → Organizational Climate → Employee Performance	0.290	<b>0.046</b>	<b>Supported</b>
<b>H5</b>	Toxic Workplace → Employee Performance	0.789	<b>0.000</b>	<b>Supported</b>
<b>H6</b>	Toxic Workplace → Organizational Climate	0.930	<b>0.000</b>	<b>Supported</b>
<b>H7</b>	Toxic Workplace → Organizational Climate → Employee Performance	0.734	<b>0.000</b>	<b>Supported</b>

Hypothesis testing is conducted to determine whether an assumption can be supported or not. This evaluation is based on the assessment of path coefficients at a significance level of 5%, where the significance level probability should be  $\leq 0.05$  ( $\alpha=5\%$ ). In Table 3.4, the results indicate that the significance values (p-values) for the influence of Spiritual Leadership, Toxic Workplace, and Organizational Climate on Employee Performance are 0.026 (H1), 0.000 (H5), and 0.039 (H3), respectively, all of which are less than 0.05 ( $<0.05$ ). Therefore, H1, H5, and H3 are considered supported. The analysis of the relationship between Spiritual Leadership and Toxic Workplace on Organizational Climate has p-Values of 0.000 (H2) and 0.000 (H6), respectively, both of which are less than 0.05 ( $<0.05$ ), indicating that both hypotheses can be accepted. In line with this, the analysis of the mediating role of Organizational Climate in the relationship between Spiritual Leadership and Organizational Climate on Employee Performance has respective p-values of 0.046 (H4) and 0.000 (H7). Both values are also less than 0.05 ( $<0.05$ ), confirming that both indirect influence hypotheses can be accepted.

**Spiritual Leadership, Organizational Climate, and Employee Performance**

The results of the data analysis in this study indicate that Spiritual Leadership has a positive and significant influence on Employee Performance. This suggests that the more positive the Spiritual Leadership is in the South Bengkulu District Health Office, the higher the resulting Employee Performance in the institution. This finding aligns with the results of research conducted by Hebah (2021); Haeruddin (2022); Febrianto et al. (2019); Putra (2020), and Rahmatika (2022), confirming that Spiritual Leadership has a positive and significant impact on Employee Performance. Spiritual Leadership emphasizes the role and responsibility of a leader, which can motivate a leader as reflected in their vision to achieve organizational goals, as confirmed by the indicator with the highest Factor Loading value (SL1). A leader with a good spiritual style will be able to articulate ideas and concepts into an inspirational vision, arousing the enthusiasm and productivity of their employees.

The relationship between Spiritual Leadership and Organizational Climate in the analysis of this research also yields positive

findings. This result implies that the higher the level of Spiritual Leadership, the better the Organizational Climate in the South Bengkulu District Health Office. This finding is consistent with the results of a study conducted by Ali et al., 2020, which revealed that a leader with good spiritual leadership style would be capable of. The research result is confirmed through the highest outer loading value of Organizational Climate (OC3). Spiritual leadership style can create a warm organizational climate through communication and employee involvement in decision-making. It can be concluded that the perceived employee engagement significantly impacts the creation of a positive Organizational Climate.

When an organization or institution successfully creates a positive climate, it will have an impact on the performance of its employees. The results of the analysis in this study support this relationship. In other words, the more positive the Organizational Climate, the better the Employee Performance in the South Bengkulu District Health Office. This relationship is also confirmed by the findings of researchers such as Wirawan (2017), Permana (2021), Dijah (2021), and Akbar (2022). A positive Organizational Culture tends to motivate employees and inspire them to dedicate themselves to providing their best contributions to the organization. The South Bengkulu District Health Office needs to pay attention to the tasks and balance between workloads and the personal lives of employees. This argument is confirmed by indicators with the highest Factor Loading values in the Employee Performance variable (EP1). Thus, Employee Performance will improve, ultimately enhancing focus and productivity.

The Organizational Climate in this study also demonstrates significant values. These results imply that Organizational Climate can function as a mediating variable. When the direct relationship between Spiritual Leadership and Employee Performance yields positive and significant outcomes, the Organizational Climate in this study serves as partial mediation. This suggests that when spiritual leadership alone is insufficient to enhance Employee Performance, the focus should be directed towards shaping a positive Organizational Climate. Based on the results of this research analysis, it is evident that doing so can effectively improve Employee Performance.



### **Toxic Workplace, Organizational Climate, and Employee Performance**

Based on the analysis results in this study, there exists a positive relationship between a Toxic Workplace and Employee Performance. The findings obtained from this research lead to the conclusion that there is a positive correlation between a toxic work environment (Toxic Workplace) and employee performance. This discovery indicates that a work environment characterized by various negative factors, such as discriminatory behavior, intimidation, or inequality, can positively or negatively influence individual performance within an organization. These findings align with research conducted by Anjum & Ming (2018), Silviandari (2018), Larasati (2022), and Silaen (2021). When colleagues in the workplace consistently use harsh language towards their peers, it can negatively impact their Employee Performance, as discussed by the TW2 indicator. This condition arises from the treatment received by employees, leading to feelings of discomfort, lack of appreciation, and a diminished sense of self-worth in the workplace, ultimately reducing motivation to contribute optimally to the organization or institution.

Furthermore, this study asserts that a Toxic Workplace can influence the Organizational Climate of an organization or institution. The more toxic the workplace conditions, the worse the atmosphere that will be formed. This positive relationship is corroborated by earlier studies conducted by Semedo et al., 2022. A toxic work environment will create a workplace with overly casual communication styles, ultimately leading to habits such as demeaning or using harsh language towards employees. This is confirmed by the lowest-rated Organizational Climate indicator (OC7). When employees experience such discomfort, it directly impacts their Employee Performance.

The role of Organizational Climate in the relationship between Toxic Workplace and Employee Performance is partially mediating. When efforts are made to minimize the impact of a Toxic Workplace but are not sufficient to enhance Employee Performance, organizations or institutions need to take strategic steps to change these habits, creating a more positive Organizational Climate. Therefore, this strategic approach aims to improve Employee Performance further.

### **CONCLUSION AND SUGGESTION**

Based on the analysis results in this study, it can be concluded that factors such as Spiritual Leadership, Toxic Workplace, and Organizational Climate have a significant influence on Employee Performance in the South Bengkulu District Health Office. The findings

indicate that Spiritual Leadership positively contributes to employee performance, creates a favorable organizational climate, and has a positive impact on Employee Performance. Additionally, the analysis results also reveal that a toxic work environment (Toxic Workplace) can negatively affect employee performance, with Organizational Climate playing a partial mediating role in this relationship. A positive Organizational Climate can mitigate the negative effects of a toxic work environment, thereby enhancing Employee Performance.

Furthermore, this research emphasizes the role of Organizational Climate as a partial mediating variable in the relationship between Spiritual Leadership and Employee Performance. When Spiritual Leadership alone is not directly sufficient to enhance Employee Performance, the focus on creating a positive Organizational Climate becomes key to achieving performance improvement. Conversely, the relationship between Toxic Workplace and Employee Performance also proves to be significant, with Organizational Climate acting as a partial mediator. Efforts to reduce the toxicity of the work environment must be accompanied by strategic steps to create a more positive Organizational Climate, which, in turn, enhances Employee Performance. This study not only validates the influence of Spiritual Leadership, Toxic Workplace, and Organizational Climate on Employee Performance but also highlights the importance of Organizational Climate as a mediating variable that can help optimize the impact of both factors. The implication is that the South Bengkulu District Health Office can enhance its employees' performance by strengthening the positive aspects of Spiritual Leadership, addressing toxic work conditions, and actively shaping a supportive Organizational Climate.

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