# Management Analysis Journal

# The Role Mediation in Improving Workplace Spirituality

## Suci Aprilia✉, Palupiningdyah

Management Department, Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia

| Article Information | Abstract |
|---|---|
| | This study aimed to examine the effect of Workplace spirituality and Perceived Organizational Support on Employee Performance Through Work Engagement Study on the production employees of PT. Busana UtamaTextile Buaran Pekalongan. The type and design of research used in this research is quantitative research. The population in this study was 237 employees. The samples in studies using probability sampling techniques, obtained the sample size should be used 149 employees. Collecting data using a questionnaire that measured with the Likert scale. Data analysis using partial test and path analysis using SPSS version 23. Data were collected through interviews, questionnaires, and literature study. Results from the study showed that workplace spirituality has a positive effect on employee performance. Results also showed perceived organizational support positive effect on employee performance. As for the influence of workplace spirituality and perceived organizational support on work engagement has a positive effect. In addition, the work engagement proved to mediate the relationship between workplace spirituality on employee performance and relationships perceived organizational support on employee performance. |

## INTRODUCTION

Human resources who are competent and have high competitiveness are needed by the company to survive, because it basically depends on the progress of a company's human resources (Rachmah & Setiabudhi, 2016). Management of human resources that will either make a positive contribution to an organization (Murniasih & Sudarma, 2016). Human resources and quality is an issue that is very strategic because human qualities will support success in carrying out the work (Rustiana, 2010). Each organization is always trying to improve performance to achieve goals (Fitriastuti, 2013). Generally organization will offer a considerable source of jobs, including feedback, social support and skills for its employees (Bakker & Tims, 2012).

For an organization's performance is the result of cooperation activities among the members or components of the organization in order to realize the objectives of the organization (Martono, 2013). The performance of the person sought by the company depends on the ability, motivation and support individuals who received, when an individual in the company is its human resources to be effective, the company will continue to run effectively, the survival of the company depends on the performance of employees (Ranihusna, 2010). The success of a company in achieving its objectives depends not only on infrastructure but relies on employee performance (Susanti & Palupiningdyah, 2016).

Milliman (2003) workplace spirituality refers to the employee's efforts to find meaning and purpose in his work or to strengthen the

© 2019 Universitas Negeri Semarang

work performed. Applying the mindset of workplace spirituality to encourage creativity and innovation in work as well as improve employee productivity which leads to performance within an organization (Marques, Dhiman & Richard, 2005). In view of spirituality that the job is not only to be an interesting and challenging, but about things to look for deeper meaning, purpose in life, a person's dreams and to express their inner needs someone to look for meaningful work and contribute to others (Ashmos & Duchon, 2000).Workplace spirituality is part of organizational climate in which people in it or in which employees have the perception of the spirit which consists of meaningfulness in work, vision and community (Wulandari & Sudarma, 2017),

The values that employees in tune with the spiritual values of the organization, the greater the employees understand the spiritual values which develop within the organization employees will find the true meaning in his work (Harrington, Preziosi & Gooden, 2001). Workplace spirituality in this case does not involve any particular religious tradition but was based on the values of the individual's own personal (Cavanagh, 1999).

According to Karakas (2010) sense of workplace spirituality that employees can support employee performance, providing benefits to employees to improve employee well-being and quality of life, provide purpose and meaning in the workplace for employees. (Albuquerque, Cunha & Martins, 2014) in his study claimed that three dimensionality of spirituality in such meaningful work, sense of community and the alignment of organizational values can contribute to improving employee performance. Good spirituality condition which is owned by the employee will improve employee performance (Gani, Hashim & Ismail, 2013)

Research conducted by Albuquerque, Cunha and Martin (2014) stated that workplace spirituality have a significant effect on the performance of other studies of Thanh Do (2016) states that workplace spirituality has a positive effect on performance. These studies but not in line with studies conducted Rifqi and Umam (2017) which states that one of the indicators of workplace spirituality is a sense of togetherness has no significant influence on employee performance.

Other variables that can affect the performance of employees is through the support of organizations or perceived organizational support (Ariarni, 2017). Perceived organizational support refers to employees believe that the organization appreciates the contribution of the employee

and the organization cares about the welfare of employees as it can meet the needs of employees sosioemosial (Rhoades & Eisenberger, 2002). Perceived organizational support given to employees can create the perception of employees to improve the quality of employee performance (Novira & Martono, 2015).

Rutherford (2014) in his research that employees who feel and understand when an organization provides considerable support to his subordinates will encourage employee performance to be increased. Research conducted by Afzali, Mohari and Hatami (2014) states that employees who feel supported by the organization in the sense of feeling valued in the work will lead to the emergence desire of employees reciprocate by doing something positive as a form of reciprocation for organizations that have an impact on performance improvement. However, research conducted by Kambu, Troena and Setiawan (2012) stated that the perceived organizational support has not been able to improve performance in this case the stronger the perceived organizational support has no impact on performance improvement.

Salanova, Sonia and Peiro (2005) engagement, and service climate. Furthermore, customers (N=1,140) in his research stating that the attachment of the work that employees can explain the employee's job performance variants. An employee who is involved psychologically to work feeling has completely to his work, the employee will work fairly and honestly toward their job, then the employees will have an awareness of the company to provide all its capabilities to the company or organization (Rachmah & Setiabudhi, 2016). Qualified employees will be able to contribute to the advancement of the organization then will be empowered and bound by the organization, employees will stay longer bound within an organization (Raharjo & Witiastuti, 2016),

Work engagement is always linked to the soul or spirit of man at work (May, Gilson & Harter, 2004). Employees who are tied in the workplace have the cognitive, physical, social and emotional in their work (Garg, 2015). So that when employees show a high sense of attachment to labor in the work, then the value of spirituality in the employee will be more fulfilled and lead to improvements in the quality of performance (Garg, 2017). It shows that the attachment work is an important aspect to improving the quality of employee performance.

Perceived organizational support reinforces the belief that organizations recognize emp-

loyees and provide benefits to increase employee performance (Rhoades & Eisenberger, 2002). Demeroutin and Brummelhuis (2010) stated that the work engagement provide benefits for individuals and organizations, work engagement can affect how an individual can perform the work and tasks of the organization.

According to Karatepe, Olusegun and Adekunle (2012) in his research states that when employees find that the organization provide adequate support to the employee, the employee will develop employee perceptions of the organization, employees will feel energetic in performing his job and dedicated to their work, so that employees will feel bound to work will have a good performance.

**Hypotheses Development**

Workplace spirituality has become an important element of the individual in the work. Workplace spirituality is an inner call someone at work, done by the fulfillment of a moral obligation, social services, as well as the fulfillment of corporate social responsibility (Garg, 2017). Values contained in the workplace spirituality have a positive effect on improving the performance of a person and is good for mental well-being of individuals (Milliman et al., 1999). Employee performance itself is the result of a person's job functions or activities in an organization are influenced by various factors to achieve organizational goals within a specific time period (Nawawi, 2013). Meanwhile, according to Sudarma (2012) stated that the performance is the degree to which a person's success in completing the work. Good spiritual condition to which every individual is characterized by having a sense of meaningfulness, a sense of belonging among individuals as well as the work and the work environment may increase a person's performance at work (Gani et al., 2013) therefore workplace spirituality positively related to employee performance.

H1: Workplace spirituality has a positive effect on employee performance

Organizations generally provide positive support forms that are useful for employees, the support provided was able to create employee perceived organizational support (Ariarni, 2017). To improve the performance of the employee, the organization will provide support to employees in the form of salary and benefits are worth it, maintaining a good relationship between superiors and subordinates, provide adequate facilities so as to create better working conditions (Murniasih & Sudarma, 2016). Employees performance

who feel supported by the organization, in this case the employee feel valued at work will boost morale for reciprocation by doing positive things about the company that is through improved performance.

H2: Perceived organizational support has a positive effect on employee performance

Workplace spirituality is defined as an element of national cultural organization that creates a unique environment with confidence, creativity and respect in the workplace and fertilize the effectiveness of the team (Gupta et al., 2014). Schaufeli et al., (2002) defining the work engagement as a central motivation and positive thinking related to the work which is characterized by vigor, dedication and absorption or appreciation. Employees who are tied to jobs that require a variety of cognitive, physical aspects, social emotional and psychological of the individual's personality, in this case the value contained in the workplace spirituality is able to meet the required aspects of the individual to feel attachment in his work (Milliman, Gatling & Kim, 2018). Therefore, it shows that workplace spirituality has a positive effect on the work engagement.

H3: Workplace spirituality has a positive effect on the work engagement

Supportive work environment by providing care and support to employees to motivate employees involved with the job (Saks, 2006). It shows employees will understand that the organization provides support to employees, the understanding raises employees' perceptions of support given by the organization. When employees get more support from the organization, the employee will develop a better perception of the organization, employees will feel the spirit, enthusiasm and will be dedicated to his work, it is the show that employees have an attachment on the job. Engagement is how workers work serving as a something truly want the employee to do with effort and devote their minds fully concentrated on the job (Bakker, 2009).

H4: Perceived organizational support has a positive effect on the work engagement

Employees who are tied to the company will be committed emotionally and intellectually to the company in this case the employee shall use its best efforts to exceed the target of job (Schaufeli et al., 2002). Individuals will feel the work attachment is caused by the physical, social and organizational as individuals try to reduce the demands on the job, working deep attachment wit-

hin every individual can indirectly improve the performance of the employee when the employee is doing his job. Performance is done and the display shown by someone in the his work task is not limited to products produced but also how to do it and any capital used (Amir, 2015).

H5: Work engagement has a positive effect on employee performance

A sense of meaningfulness that employees in the work will encourage these employees have an attachment on the job, it shows that employees who have a high sense of workplace spirituality tend to have a high work attachment (Milliman et al., 2017). Attachment of an employee at his work marked by a positive emotional sense of an employee through skill enhancement, and an increase in resources, it can be the contribution of the increase in employee performance (Khan & Yusoff, 2016). Employee performance can be interpreted as a display performed and shown by a person in performing job duties, that view is not limited to products but also how to do it and any capital used (Amir, 2015). Employees who have a good performance seen from the quantity and quality of the results in doing his job, judging from the presence of his work place, as well as the ability of employees to collaborate with colleagues (Mathis & Jackson, 2006). Research Garg (2017) explains that workplace spirituality has a positive influence on employee performance that is mediated by the work engagement. Employees who have workplace spirituality are high and have no attachment to their work will improve the employee's performance.

H6: Workplace spirituality has a positive effect on employee performance through work engagement.

The theory of organizational support that the treatment of employees of the organization based on the norms of reciprocity, where employees will feel obligated to help achieve its goal because the organization cares for the welfare of employees, in addition to a sense of caring, approval and respect connoted must meet the needs of socioemotional leading workers to combine membership organization with the status of employees in the work role and perceived organizational support strengthening and recognize its benefits as improving employee performance (Eisenberger & Huntington, 1986). Attachment work is not focused on any single object, extends on each event, individuals and certain behaviors, attachment work is characterized by a high sense of spirit at work, willingness to invest effort in one's work, high levels of energy and mental endurance at work, but it has a high sense of dedication marked by a sense of pride, enthusiasm and feel challenged to work, then the individual feels fully concentrated on his work (Schaufeli et al., 2002). So that when employees have a strong attachment to work in her work and in her, the employee will extend action in building physical resources, social resources and intellectual resources, these resources can be used to reduce the demands of the job and can do a good job (Xanthopoulou et al., 2009).

H7: Perceived organizational support has a positive effect on employee performance through work engagement.

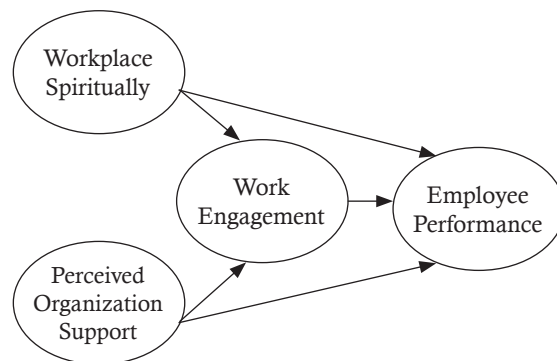Based on the description of hypotheses, it developed research model presented in Figure 1 as follows.



**Figure 1.** Research Model

## METHOD

The type and design of research used in this research is quantitative research. The population in this study is the production employees of PT. Busana Utama Textile Buaran Pekalongan as many as 237 employees. Sampling using probability sampling technique is thus obtained a sample size that should be used is by 149 employees. This study uses four variables workplace spirituality, perceived organizational support, the work engagement, employee performance. Methods of data collection can be done with the interview, a questionnaire, observation, and the combination of all three (Sugiyono, 2016).

In this study using partial test data analysis and path analysis using SPSS version 23. The data was collected using a questionnaire that measured with the Likert scale.

## RESULTS AND DISCUSSION

### Validity Test

Validity test used to measure whether a valid or invalid questionnaires (Ghozali, 2016). A questionnaire is said to be valid when a statement in the questionnaire can reveal something that can be measured by the questionnaire. a statement items considered valid if r count > r table (0.361). The number of respondents in the test the validity of this study were 30 respondents.

Test the validity of this research was processed using SPSS 23. In this study tested 43 items statement, in which the variable employee performance consists of 12 statements, workplace spirituality consists of 11 statements, perceived organizational support consists of 9 statement, and attachment work consists dari11 statement.

Validity test results on employee performance variables showed that 12 items statement, there is one item that is not a valid statement where the value of r arithmetic <r table (0.361) Thus, the number of items used in the employee performance variables as much as 11-item statement. Validity test results workplace spirituality variable showed that 11 items have a value statement r count> r table. R count value obtained from a number of samples (n) = 30, with a significance level of 5% is 0.361. Thus it can be said that all the items workplace spirituality declared valid and can be used on subsequent data retrieval. Validity test results on the perceived organizational support variable showed that 9 statement items have a value of r count > r table. R count value obtained from a number of samples (n) = 30, with a significance level of 5% is 0,361. can thus be said that all the items declared valid statements of support organizations and can be used on subsequent data retrieval. Validity test results on variable work engagement showed that 11 items of the statement contained an invalid statement items which have a value of count r <r table (0.361) so that the number of items used in the attachment variable working as many as 10 items.

### Reliability Test

A variable is said to be reliable (reliably) if it has a value of Cronbach Alpha> 0.70. Reliability test in this study were processed using SPSS 23.

Based on SPSS outpus results showed that Cronbach Alpha value for the variable performance of employees amounted to 0.753> 0.70, the value of Cronbach Alpha for workplace spirituality variable of 0.774> 0.70, Cronbach Alpha value of the variable perceived organizational support .729> 0.70, Cronbach Alpha value of the variable attachment of employment for 0.717> 0.70. It can be concluded that all the variables in this study had a Cronbach Alpha values greater than 0.70. This means that the variable employee performance, workplace spirituality, perceived organizational support, and attachment work said to be reliable.

### Descriptive Analysis of Respondents

Based on the results of the descriptive analysis of the respondents can be seen that the respondents in this study as many as 149 employees of most of the respondents were femaleie 87% of the respondents and male 36% aged 20-23 years than the number of respondents. For most of the last education level of respondents, namely SMK / SMA is 95%.

### Descriptive Analysis of Respondents Answers

This analysis was conducted to determine the general perception of respondents regarding the variables studied. The analysis was done using analysis techniques index numbers to describe the perception of respondents on the items to questions (Ferdinand, 2014). Based on research that has been done, the result of descriptive analysis in Table 1.

Based on the results of the analysis, it can be seen that all variables in this study included in the medium category. It shows that the respondents in this study still need to improve the workplace spirituality and perceived organizational support in the work.

**Table 1**. Descriptive Analysis

| No. | variables | Index | Criteria |
|-----|-----------|-------|----------|
| 1 | Employee performance | 67.25 | Medium |
| 2 | Workplace Spirituality | 68.10 | Medium |
| 3 | Perceived organizational support | 67.57 | Medium |
| 4 | entanglement work | 66.76 | Medium |

### Hypothesis Testing

t statistical test used to indicate how far the influence of the independent variables in explaining a dependent variable (Ghozali, 2016).

In this study, regression analysis is used to determine the correlation of independent variable workplace spirituality, perceived organizational support, and work engagement on the dependent variable, namely the employee performance. Tests carried out using a 0.05 significance level (α = 5%).

**Table 2.** Results of hypothesis testing

| | Coefficients | | |
|---|---|---|---|
| **Model beta** | **standardized Coefficients** | **T** | **Sig.** |
| (Constant) | | 3,159 | 0.002 |
| Workplace spirituality | 0.384 | 5,060 | 0.000 |
| Perceived organizational support | 0.229 | 3,082 | 0.002 |
| Work Engagement | 0.219 | 3,056 | 0.003 |

a. Dependent Variable: Employee perfomance

Sources: Primary data are processed in 2019

**Table 3.** Results of hypothesis testing

| | Coefficients | | |
|---|---|---|---|
| **Model beta** | **standardized Coefficients** | **T** | **Sig.** |
| (Constant) | | 5,032 | 0.000 |
| Workplace spirituality | 0.342 | 4,126 | 0.000 |
| Perceived Organizational Support | 0.266 | 3,208 | 0.002 |

a. Dependent Variable: Work engagement

Sources: Primary data are processed in 2019

Based on table 2 and table 3. Show that H1 is accepted with a significance value of 0.000 <0.05, which states that workplace spirituality has a positive effect on employee performance means higher levels of workplace spirituality that employees have the higher the performance of employees. Conversely the lower the level of workplace spirituality that employees will lower the performance is due to the production employees of PT. Busana Utama

Textile Buaran Pekalongan tend to think of the work carried out as an important thing in his life, the average production employee PT. Busana Utama Textile Buaran Pekalongan classified in the productive age work so that employees have good productivity at work. The results are consistent with previous research conducted by Gani et al., (2013) which states that workplace spirituality a positive effect on employee performance.

Research shows that perceived organizational support has a positive effect on employee performance. This is evidenced by the significant value of 0.002<0.05 or H2 acceptable means higher perceived organizational support given to employees of the organization will be the higher the performance of employees, conversely the lower the perceived organizational support received by the employee will get low performance of employees. Instead of a PT. Busana Utama Textile Buaran Pekalongan to the holding of production employees in the form of soft skills training, provisi on of sufficient salary, bonus, providing insurance and leave entitlements for employees it as the fulfillment of employees' welfare so that when employees feel the support provided by PT. Busana Utama Textile Buaran Pekalongan. The results are consistent with previous research conducted by Afzali et al., (2014) states that employees who feel supported by the organization, feel appreciated at work will trigger the employee's desire for reciprocation in the organization that have an impact on performance improvement.

The study also found that workplace spirituality has a positive effect on the work engagement . This is evidenced by the significant value of 0.000 <0.05 or H3 acceptable means higher levels of workplace spirituality that employees have the higher attachment to the work that employees, conversely the lower the workplace spirituality, the lower employee engagement employee. In this study, employees of PT. Busana Utama Textile Buaran Pekalongan average age classified as productive at work so employees will work with more enthusiasm and has a high spirit it can increase employee engagement owned work. The results of this study are supported by research Miner et al., (2015) in previous studies to explain that there is a positive relationship between workplace spirituality with the work engagement

The results of this study prove that perception attachment support a positive effect

on employment. This is evidenced by the significant value of 0.002<0.05 or H4 acceptable means higher perceived organizational support received by the employee, the higher the work engagement conversely the lower the perceived organizational support received by the employee will get low employee engagement. Instead of a PT. Busana Utama Textile Buaran Pekalongan in the form of providing insurance to their employees, their soft skills training to increase, the shape of the support can increase the enthusiasm and spirit of employees in the work so as to improve employee engagement. The results are consistent with results of previous studies conducted by Karatepe (2013) stated that the perceived organizational support has a positive effect on employee engagement.

The study also proved that the work engagement positive influence on employee performance. This is evidenced by the significant value of 0.003 <0.05 or received H5 attachment means higher employment that employees have the higher the performance of employees, conversely the lower the attachment to the work that employees will get low performance of employees. Production employees of PT. Busana Utama Textile Buaran Pekalongan mainly employees of the quality control and finishing work with full concentration in order to obtain that quality results. Their sense of appreciation that is characterized by high concentrations can increase employee engagement so that the effect on improving employee performance. The results of this study are supported by research from Khan & Yusoff (2016) in previous studies explain that the work engagement has a positive effect on employee performance.

**Path Analysis (Path Analysis)**

Path analysis is the use of regression analysis to estimate the causal relationships between variables are predetermined based on the theory (Ghozali, 2011). In this study will examine the influence of workplace spirituality and perceived organizational support on employee performance through work engagement. To measure whether there is influence of mediation, following the results of the calculation of the direct relationship, the relationship is not direct, indirect and total relationship between workplace spirituality, perceived organizational support and work engagement on the employee's performance first performed path coefficient comparison. The path coefficients calculated by making

two equations regression model. The regression equation in this study are as follows:
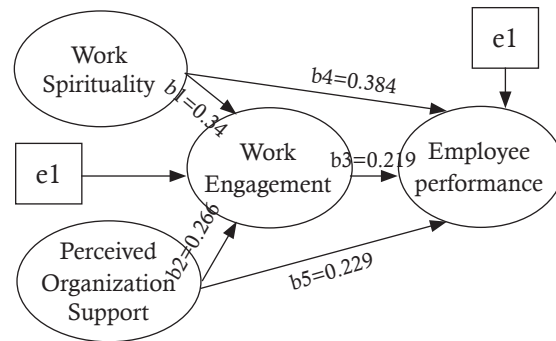


**Figure 2.** Path analysis

Based on the results of Figure 2 can be concluded direct and indirect influence of workplace spirituality and Perceived Organizational Support on Employee Performance through Work Engagement

**Table 4.** Path Coefficients Direct and Indirect Workplace Spirituality and Perceived organizational Support on Employee Performance through Work Engagement

| Variable | effect | WE | EP | Total |
|---|---|---|---|---|
| Workplace Spirituality | Direct | | 0,384 | 0,384 |
| | Indirect | 0,342 | 0,219 | 0,342x 0,219 = 0,075 |
| Effect total | | | | 0,384 + 0,075 = 0,459 |
| Perceiveid Organizational Support | Direct | | 0,229 | 0,229 |
| | Indirect | 0,266 | 0,219 | 0,266x 0,219 = 0,058 |
| Effect total + 0,058 | | | | 0,229 = 0,287 |

Source : Research data, 2019

Attachment mediates the relationship of workplace spirituality on employee performance. This is evident from the value of the indirect effect (0.459)> the value of direct influence (0,384) or H6 received. Thus it can be said that the influence of workplace spirituality that employees increase employee engagement part of production PT. Bu-

sana Utama Textile Buaran Pekalongan. With the engagement of employees part of production will be more enthusiastic in their work so as to improve employee performance.

The results are consistent with research conducted by Garg (2017) which states that the work engagement mediates the relationship of workplace spirituality on employee performance. Employees who feel meaningfulness in their work which is offset by the enthusiasm and passion will improve employee performance.

In addition to mediate relations workplace spirituality influence employee performance, work engagement may mediate the relationship perceived organizational support on employee performance is evidenced by the value of the indirect effect (0.287) > the value of the direct effect (0.229) or H7 received. Based on these results it can be seen that the level of employee performance of production. PT. Busana Utama Textile Buaran Pekaongan not necessarily due to direct influence by the perception of the support given to the organization, but due to high employee engagement work is influenced by their perception of the support given to the employee organization. Production employees have a high performance driven by their attachment to work, the employee has a work engagement will be more enthusiastic in their work.

The results of this study are supported by research conducted Karatepe (2014) stating that the work engagement relationships mediate the perceived organizational support on employee performance. The support given to the employees of the organization will lead to the emergence of positive behavior of employees to the organization as a reciprocation of support given to employees.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study is workplace spirituality has a positive effect on employee performance. In this study also proved that the higher the perceived organizational support received by the employee performance, the higher the performance of employees. Employees who have a sense of workplace spirituality and perceived organizational support that high, it will increase the sense of attachment to the work of employees, employees who have a sense of attachment to a high work in the work will be more enthusiastic and highly dedicated to their work so as to improve the performance of the production employees PT. Busana Utama Textile Buaran Pekalongan. Based on the research management should conduct joint tourism activities, the activity is intended to eliminate the boredom of employees in work as well as to increase the sense of unity among employees of the production so as to improve employee morale in the work. In addition, the company needs to conduct an evaluation in order to achieve a regular basis as well as improving employee performance.

This research is still limited, as the respondent decision solely on the production employees that need to generalize the results of this study by conducting more field research. For further research is expected that researchers can expand the variables related to other human resources to see the consistency of the results.

## REFERENCES

Afzali, A. (2014). Investigating The Influence Of Perceived Organizational Support ,Psychological Empowerment And Organizational Learning on Job Performance : An Empirical Investigation, *Technical Gazette. 3651*(55), 623–629.

Albuquerque.(2014). Primary health care services : workplace spirituality and organizational performance, *Journal of Organizational Change Management 27*(1), 59–82.

Amir, F. (2015). *Memahami evaluasi kinerja karyawan konsep dan penilaian kinerja di perusahaan*. Jakarta: Mitra Wacana Media.

Ariarni, N. (2017). Pengaruh Perceived Organizational Support Terhadap Kinerja Karyawan Dengan Employee Engagement Sebagai Variabel ( Studi pada Karyawan PT . Pos Indonesia Kota Madiun ),*Jurnal Administrasi Bisnis 50*(4), 169–177.

Ashmos.D. (2000). Spirituality At Work A Conceptualization and Measure. *Journal Of Management Inquiry.9*(2),137-138

Bakker,A.B.,Demerouti, (2012). Work engagement , performance , and active learning : The role of conscientiousness. *Journal Of Vocational Behaviour.*

Cavanagh, G. F. (1999). Spirituality for managers: context and critique. *Journal of Organizational Change Management*, (No.3), 186–199.

Eisenberger, R., & Huntington, R. (1986). Perceived Organizational Support. *Journal Of Applied Psycology,Vol.71*(3).500-507.

Fitriastuti, T. (2013). Pengaruh Kecerdasan Emosional, Komitmen Organisasional Dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan. *Jurnal Dinamika Manajemen*, *4*(2), 103–114.

Garg, D. N. (2015). Employee Engagement and Individual Differences: A Study in Indian Context. *Management Studies and Economic System*,*1*(1), 41–50.

Garg, N. (2017). Workplace Spirituality and Organizational Performance in Indian Context : Mediating Effect of Organizational Commitment ,Work Motivation and Employee. *South Asian Journal of Human Resources Management 4*(2*).*

Gupta, M., Kumar, V., & Singh, M. (2014). Creating Satisfied Employees Through Workplace Spiri-

tuality: A Study of the Private Insurance Sector in Punjab (India). *Journal of Business Ethics*, *122*(1), 79–88.

Harrington, W. J., Preziosi, R. C., & Gooden, D. J. (2001). Perceptions of workplace spirituality among professionals and executives. *Employee Responsibilities and Rights Journal*, *13*(3), 155–163.

Kahn, W. (2018). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, *33*(4),692–724.

Kambu,(2012). Pengaruh Leader-Member Exchange, Persepsi Dukungan Organisasional , Budaya Etnis Papua dan Organizational Citizenship Behavior terhadap Kinerja Pegawai pada Sekda Provinsi Papua. *Jurnal Aplikasi Manajemen,* 10(21), 262–272.

Karakas, F. (2010). Spirituality and performance in organizations: A literature review. *Journal of Business Ethics*, 94(1), 89–106.

Karatepe, O. M. (2013).High-performance work practices and hotel employee performance : The mediation of work engagement. *International Journal of Hospitality Management*, *32*, 132–140.

Marques, J., Dhiman, S., & King, R. (2005). Workplace spirituality : Developing an Integral Model and a Comprehensive Definition. *The Journal Of American Academy Of Business Cambrige.*

Martono, S. (2013). Strategi Peningkatan Kinerja Program Studi Melalui Optimalisasi Peran Pimpinan. *Jurnal Dinamika Manajemen, 4*(1), 30–45.

Mathis, R. L., & Jackson, J. H. (2006). *Human Resource Management* (kesepuluh). Jakarta.Salemba Empat.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness , safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psycology, 77,*11–37.

Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes. *Journal of Organizational Change Management*, *16*(4), 426–447.

Milliman, J., Gatling, A., & Sunny, J. (2018). Journal of Hospitality and Tourism Management The effect of workplace spirituality on hospitality employee engagement , intention to stay , and service delivery. *Journal of Hospitality and Tourism Management*, *35*, 56–65.

Miner. (2015). Spirituality and work engagement among church leaders. *Mental Health, Religion & Culture,* 18(1), 57–71.

Murniasih, E., & Sudarma, K. (2016). Pengaruh Persepsi Dukungan Organisasi Dan Kompetensi Pada Kinerja Karyawan Dimediasi Komitmen Afektif. *Management Analysis Journal 5*(1), 24–35.

Nawawi.(2013). *Budaya organisasi, kepemimpinan dan kinerja* (enam). Jakarta: Prenadamedia.

Novira, L., & S, Martono. (2015). Pengaruh persepsi dukungan organisasi pada perilaku kewargaan organisasi dengan kepuasan kerja sebagai variabel intervening. *Management Analysis Journal*, *4*(3), 180–189.

Rachmah, E. N., & Setiabudhi. (2016). Pengaruh Social Capital Dan Workplace Spirituality terhadap Employee Engagement, 375–386.

Raharjo,L &Witiastuti, R. S.(2016). Pengaruh Kepemimpinan Transformasional Terhadap Keterikatan Kerja Melalui Keadilan Organisasional Sebagai Variabel Mediasi. *Management Analysis Journal*, 5(4), 347–361.

Ranihusna, D. (2010). Efek Rantai motivasi pada kinerja karyawan. *Jurnal Dinamika Manajemen*, 1(2), 90–103.

Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support : A Review of the Literature. *Journal of Applied Psycology*, 87(4).

Rifqi, M., & Umam, K. (2017). Hubungan Kausalitas Workplace Spirituality Dan Kinerja Karyawan : Perspektif Mediasi Etika Kerja Islam. *Jurnal bisnis dan Manajemen Islam,* 5(1), 23–50.

Rustiana. (2010). Efektivitas Pelatihan Bagi Peningkatan Kinerja Karyawan. *Jurnal Dinamika Manajemen,* 1(2), 137–143.

Rutherford, B. N. (2014). The interplay of salesperson's job performance and satisfaction in the financial service industri. *Journal Of Financial Services Marketing,* 19(2) 104-117.

Saks,(2006). Antecedents and consequences of employee engagement. *Journal Of Managerial Psycology,* 21(7) 600-619 .

Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217–1227.

Schaufeli, W. B., Salanova, M., Bakker, A. B., & Alezrom, V. G. (2002). The Measurement Of Engagement And Burnout : A Two Sample Confirmatory Factor. *Journal Of Happiness Studies*, 71–92.

Sudarma, K. (2012). Mencapai Sumber Daya Manusia yang Unggul (Analisis Kinerja dan Kualitas pelayanan). *Jurnal Dinamika Manajemen.*

Susanti, & Palupiningdyah. (2016). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Dengan Turnover Intentio Sebagai Variabel. *Management Analysis Journal. 5*(1), 77–86.

Wulandari, K., & Sudarma, K. (2017). Pengaruh Spiritualitas Tempat Kerja, Kepemimpinan Spiritual, Kelebihan Beban Kerja Pada Kepuasan Kerja. *Management Analysis Journal,* 6(2)

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82(1), 183–200.