

# The Effect of Spirituality and Work Motivation on Employee Performance with Job Satisfaction as a Mediation Variable in RSUD Dr. R.M. Djoelham Binjai

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## ABSTRACT

This research is to analyze the influence of spirituality, work motivation, performance and job satisfaction in RSUD Dr. R.M. Djoelham Binjai. This study uses independent variables: spirituality and motivation, the dependent variable (independent variable): performance, and the moderator variable: job satisfaction. The population is employees in RSUD Dr. R.M. Djoelham Binjai amounted to 622 people, sampling with clustered random sampling technique with a sample of 86 people are representatives of each section/field. Data was collected by distributing questionnaires to respondents (employees) and the questionnaires were arranged using a Likert scale. This research method is a quantitative research method, in analyzing the data in this study using descriptive and inferential statistics. The result of the coefficient of performance determination is 0.839 and job satisfaction is 0.761. The results of the direct influence analysis are that spirituality has a positive and significant effect on employee performance, motivation has no effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. The results of the indirect influence analysis are that spirituality has a positive and significant effect on employee performance mediated by employee job satisfaction, and motivation has no effect on employee performance mediated by employee job satisfaction.

**Keywords:** Spirituality, Work Motivation, Performance, and Job Satisfaction

## INTRODUCTION

organizational goals, it is important to maintain the desire to keep working by forming a feeling of satisfaction and not being isolated in the workplace. All of these things lead to good employee performance. Employee performance is influenced by leadership behavior and motivation. Furthermore, there are several variables that affect employee performance, such as organizational culture, organizational commitment, self-efficacy, job satisfaction, and so on (Alaziz, A., (et.al), 2014).

Hospital Performance Dr. R.M. Djoelham as a government-owned hospital is measured by how well its employees provide services to the community. Employees as human resources are at the core of the effectiveness of health services which depend on the adequacy, quality and proper distribution of tasks. In terms of working hours, the number of patients and the variety of characters faced by employees make the conditions of employees working in this hospital must be considered so that every employee is aware and willingly can work according to their respective sections or fields.

Job satisfaction is an interesting and very important thing because of its enormous benefits for the interests of individuals, organizations or society. Many factors affect employees in terms of job satisfaction, such as: individual factors; social factors; and the main factor of the job. While the factors of job satisfaction according to Blum in A'sad, 2001 can be categorized as follows:

1. Psychological factors related to psychology, peace of mind at work, skills and talents;
2. Social factors related to interactions in the work environment either with superiors/leaders or fellow co-workers/between employees;
3. Physical factors related to the condition of the work environment and the physical condition of the employee can be from the work room, work arrangement time;
4. Financial factors related to employee welfare insurance in the form of rewards, incentives, social security, promotions.

Blum & Naylor (in Rao, 2003), defines job satisfaction as the result of a person's attitude related to his work and factors. Meanwhile, according to Taylor (in Houtte, 2006), defines that job satisfaction is a person's feelings towards his job. Very often job satisfaction is associated with extrinsic and intrinsic rewards at work. The reason for the importance of the performance of RSUD Dr. R.M. Djoelham Binjai is the existence of competition in quality health services with other private hospitals which is increasingly stringent, requiring hospitals to continue to change and make continuous quality improvements which of course cannot be separated from the hard work of all hospital employees. In other words, the hospital has no choice but to improve quality management. Improvement and in the process of changing the total quality of a hospital requires dedication, commitment and employee involvement.

Table 1.1 shows the number of employees in RSUD Dr. R.M. Djoelham Binjai.

Researchers conducted a study to analyze the extent to which RSUD Dr. R.M. Djoelham Binjai carrying out his job duties and responsibilities is influenced by spirituality, work motivation and employee performance increases so that job satisfaction is accepted by employees.

Table 1. 1 Number of employees at RSUD Dr. R.M. Djoelham Binjai

Number	Table 1. 1 Number of employees at RSUD Dr. R.M. Djoelham Binjai	
	Information	Number of people
1	Service Area	512
2	General Affairs and Human Resources	46
3	Financial department	64
<b>Total</b>		<b>622</b>

Source: Financial department

Organizations that recognize and are sensitive to employee needs and provide opportunities for development and engagement will provide a better quality of work life and thereby increase their ability to attract and retain the best employees.

There are so many factors that influence spirituality and work motivation on employee performance with job satisfaction, and starting from the many thoughts mentioned above, the authors feel interested in conducting research on "The Effect of Spirituality and Work Motivation on Employee Performance with Job Satisfaction as a Mediation Variable at Dr. Hospital. R.M. Djoelham Binjai".

## MATERIALS & METHODS

### R-Square. Coefficient of Determination Test

The coefficient of determination (Goodness of fit), which is denoted by R<sup>2</sup> is an important measure in regression. According to Ghozali, determination (R<sup>2</sup>) reflects the ability of the dependent variable. The purpose of this analysis is to calculate the magnitude of the influence of the independent variable on the dependent variable. The value of R<sup>2</sup> shows how big the proportion of the total variation of the dependent variable can be explained by the explanatory variable. The higher the value of R<sup>2</sup>, the greater the proportion of the total

variation in the dependent variable that can be explained by the independent variable.

## RESULT

### Coefficient of Determination Results

Table 1.2 Coefficient of Determination Test Results (R2)

Model Summary <sup>b</sup>					
Modle	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,940 <sup>a</sup>	,883	,879	4,965	1,651
a. Predictors: (Constant), Job Satisfaction, Spirituality, Work Motivation					
b. Dependent Variable: performance					

Source: Primary Data Processed with SPSS 25, 2022

From Table 1.2 it is known that the Adjusted R Square value is 0.883 or 88.3%. This value provides an understanding that Spirituality (X1), work motivation (X2) and job satisfaction (Z) affect employee performance (Y) by 88.3%. The rest is influenced by other variables outside the research analysis such as leadership and work discipline.

### Structural Model Testing

The structural model test uses the R-squared (R2) value. the value of R-squared (R2) is used to assess how much influence certain independent latent variables have on the dependent latent variable.

Table 1.3 R-square. value

	R Square	R Square Adjusted
Employee Performance (Y)	0,845	0,839
Job Satisfaction (Z)	0,767	0,761

Source: Smart PLS Processing Results, 2022

From Table 1.3 it is known that the value of Adjusted R Square for performance is 0.839 or 83.9%. This value provides an understanding that Spirituality (X1), work motivation (X2) and job satisfaction (Z) affect employee performance (Y) by 83.9%. The rest is influenced by other variables. From Table 1.3 it is known that the Adjusted R Square value of job satisfaction is 0.761 or 76.1%. This value gives an understanding that Spirituality (X1) and work motivation (X2) affect job satisfaction (Z) by 76.1%. The rest is influenced by other variables.

### Hypothesis Test Results

#### Direct Effect

To calculate the direct effect, the following formula is used:

- The direct influence of Spirituality on employee performance  
 $X1 \rightarrow Y = 5.832$  and P Value = 0.000
- The direct effect of work motivation on employee performance  
 $X2 \rightarrow Y = 0.583$  and P Value = 0.560
- The direct effect of work motivation on employee performance  
 $Z \rightarrow Y = 2,420$  and P Value = 0.016
- The direct influence of the Spirituality variable on job satisfaction  
 $X1 \rightarrow Z = 4,581$  and P Value = 0.000
- The direct effect of work motivation on job satisfaction  
 $X2 \rightarrow Z = 1.722$  and P Value = 0.086

## DISCUSSION

### Spirituality has a positive and significant effect on employee performance

Based on the results of data analysis, it is known that the value of t arithmetic  $>$  t table, namely  $5.832 > 1.989$  and significant  $0.000 < 0.05$ . This means that Spirituality has a positive and significant effect on the performance of employees at RSUD Dr. R.M. Djoelham City of Binjai. This indicates that if Spirituality is increased, it will improve the performance of employees at RSUD Dr. R.M. Djoelham City of Binjai. Performance is a measure of an employee's work on the work he does. Companies usually use performance in assessing an employee, ASDFG to be eligible for a bonus or performance allowance, to be eligible for a promotion. Workplace spirituality is the

experience of connectedness and trust among those involved in the work process, generated by individual good intentions; leads to the collective creation of a motivational organizational culture, symbolized by reciprocity and solidarity; and result in improved overall performance, which ultimately translates into lasting organizational excellence. With a good spirituality at work or owned by employees, it will affect the performance of an employee. This is in line with the research of Prihono, et al (2016) which states that Spirituality has a positive and significant effect on performance. Spirituality is considered able to improve employee performance, because Spirituality can motivate the employee personally to work well, provide the best service and have good performance as well.

#### **Motivation has no effect on employee performance.**

Based on the results of data analysis, it is known that the value of  $t_{count} < t_{table}$ , namely  $0.583 < 1.989$  and significant  $0.560 > 0.05$ . This means that motivation does not affect the performance of employees at RSUD Dr. R.M. Djoelham City of Binjai. This indicates that the employees at RSUD Dr. R.M. Djoelham Kota Binjai does not have the motivation to have performance at work. According to Wibowo motivation is an encouragement to a series of processes of human behavior in achieving goals. From the results of the analysis, it can be seen that the employees who work at RSUD Dr. R.M. Djoelham Kota Binjai does not have the motivation to improve his performance. This is in accordance with the research of Syawal (2018) which states that motivation does not affect the performance of CV employees. Mega Services. Employees who work in the company do not have the motivation to improve their performance in the company.

#### **Job Satisfaction Affects Employee Performance.**

Based on the results of data analysis, it is known that the value of  $t_{arithmetic} > t_{table}$ , which is  $2.420 > 1.989$  and significant  $0.016$ . This means that job satisfaction has a positive and significant effect on employee performance. This indicates that with job satisfaction owned by employees, the employee will improve his performance. According to Edison E., Anwar, Y and Komariyah define job satisfaction as a set of employee feelings about things that are pleasant or not to a job they are facing. From the understanding it can be said that if the employee works with a happy heart or without a burden of thought, then the employee will work well, and it is also in tune with his performance. This is in line with the research of Syawal (2018) which states that job satisfaction has a positive and significant effect on employee performance at CV. Mega Services. It can be said that the employees of CV. Mega Jasa works satisfactorily, so that its employees also have good performance.

#### **Spirituality affects employee job satisfaction**

Based on the results of data analysis, it is known that the value of  $t_{arithmetic} > t_{table}$ , namely  $4.581 > 1.989$  and significant  $0.000 < 0.05$ . This means that spirituality has a positive and significant effect on job satisfaction. This indicates that the more satisfied employees are at work, the employee's performance will also increase. This is in accordance with the research by Mengko and Sambeka (2018) which states that spirituality has a positive and significant effect on the job satisfaction of lecturers at the Manado State Polytechnic. It can be said that lecturers who teach at Manado State Polytechnic have high spirituality, so their employees have high job satisfaction as well.

### **Work motivation has no effect on job satisfaction**

Based on the results of data analysis, it is known that the value of  $t$  arithmetic  $<$   $t$  table, namely  $1.722 < 1.989$  and significant  $0.086 > 0.05$ . This means that motivation has no effect on employee job satisfaction. This indicates that the employees who work in RSUD Dr. R.M. Djoelham Kota Binjai lacks motivation, so they are not satisfied with their work. This is in line with Mengko and Sambeka's research (2018) which states that motivation has no effect on lecturer job satisfaction. It can be said that the lecturers who work at the Manado State Polytechnic have no motivation, so they are not satisfied at work.

### **Spirituality Affects Employee Performance Mediated by Employee Job Satisfaction**

Based on the results of data analysis, it is known that the value of  $t$  count  $>$   $t$  table, which is  $2,016 > 1,989$  and significant  $0,044 < 0,05$ . This means that spirituality affects employee performance, which is mediated by job satisfaction of RSUD Dr. R.M. Djoelham City of Binjai. This indicates that by mediating job satisfaction on spirituality, it can improve the performance of RSUD Dr. R.M. Djoelham City of Binjai. This is in line with Bidakul's research (2018) which states that spirituality has a positive and significant effect on employee performance through job satisfaction. From this research, it can be seen that the mediation of job satisfaction on spirituality can improve employee performance in drinking water companies in the Malang area.

### **Motivation Does Not Affect Employee Performance Mediated by Job Satisfaction**

Based on the results of data analysis, it is known that the value of  $t$  count  $<$   $t$  table, namely  $1.444 < 1.989$  and significant  $0.149 > 0.05$ . This means that work motivation has no effect on employee performance mediated by employee job satisfaction. This indicates that the staff of RSUD Dr. R.M.

Djoelham Kota Binjai does not have the motivation to improve his performance. This is in line with Andara's research (2020) which states that motivation has no effect on employee performance mediated by job satisfaction. This shows that job satisfaction is not able to increase employee motivation so that employee performance can increase.

### **CONCLUSION**

Employee spirituality has a positive and significant effect on the performance of RSUD Dr. R.M. Djoelham City of Binjai. Work motivation does not affect the performance of RSUD Dr. R.M. Djoelham City of Binjai. Job satisfaction has a positive and significant effect on the performance of RSUD Dr. R.M. Djoelham City of Binjai. Employee spirituality has a positive and significant effect on job satisfaction of RSUD Dr. R.M. Djoelham City of Binjai. Work motivation has no effect on job satisfaction of RSUD Dr. R.M. Djoelham City of Binjai. Spirituality has a positive and significant effect on employee performance mediated by job satisfaction. Work motivation has no effect on employee performance mediated by job satisfaction

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