The Influence of Workplace Spirituality and Organizational Culture on Employee Performance with the Mediating Variable Individual Spirituality at PT. Tirtakencana Tatawarna Garut Regency, West Java

Atep Muhammad Lutfi
Universitas Garut, Indonesia
Email: ateplutfi@gmail.com

Abstract

Development and improvement of human resources in facing the challenges of the world of work related to the application of spiritual values in the workplace, the values of the company's organizational culture, both individual and group levels, are considered to have an important role in improving employee performance. This research aims to determine the effect of workplace spirituality and organizational culture on Employee performance with individual spirituality as a mediating variable at PT. Tirtakencana Tatawarna, Garut Regency, West Java. This research uses quantitative methods with types *of* purposive sampling, data processing, and testing using SEMPLS version 3.9.2. The research results show that there is a significant and positive direct influence, this means that the higher workplace spirituality, organizational culture, and individual spirituality, the higher employee performance, conversely, if workplace spirituality, organizational culture, and individual spirituality are low, employee performance will be low. Indirectly, it has been proven that individual spirituality mediates significantly and positively.

Keywords: *Workplace Spirituality, Organizational Culture, Individual Spirituality, Employee Performance.*

A. INTRODUCTION

In the current era of digitalization and technology, companies are faced with very tight business competition. Improving human resource competency is a must for business actors, both in the form of tangible assets and intangible assets (Rusdiana & Ibrahim, 2020). Current performance assessments focus more on resource capabilities in the form of tangible assets, namely focusing on technical capabilities in operating machines as a means of completing technical capabilities. In fact, behind this, other dimensions are also considered important for measuring employee performance in the intangible asset dimension, one of which is cultivating spiritual values in the workplace (workplace spirituality).

(Hafni, L., 2022) recommends the importance of applying spirituality in the world of work, it is hoped that employees can further increase their work productivity and in an integrative manner can maintain employees' mental and spiritual values in a balanced manner to avoid stress, burnout, and decreased work morale, which psychologically has an impact on employees' weak work mentality, not feeling meaningful in their work, not realizing that someone is watching the work, namely

God, the Creator. Apart from that, the benefits of applying spiritual values in the world of work can influence the following things:

1. Employee creativity and innovation
2. Honesty and trust
3. Employee job satisfaction
4. Formwork commitment
5. Good organizational performance
6. Increased employee performance

Realizing the Company's strategies and targets and responding to the challenges of business competition to obtain high business profits. Having superior and competitive human resources certainly requires an effort that is not easy and requires comprehensive methods that are efficient and effective for the sustainability of the Company (Kirklikçi, 2022). Problems that become obstacles to declining employee performance are caused by various factors, one of which is the level of obedience and discipline and a sense of responsibility for work, honesty, poor delivery and information services to consumers, inattention turnover, decreased sales, and profit turnover obtained. The company is low so the company is unable to provide appropriate salaries and employee incentives/rewards are not fulfilled (Asfitri, 2021). The problems above can be a trigger for researchers to mitigate so that employee performance is better by applying spiritual values at the individual and group level as well as instilling organizational culture values in the company. After the researcher made observations at PT. Tirtakencana Tatwarna, Garut, Answerarat district and conducted a literature review of previous research, obtained the following picture:

1. Decreased attendance levels



Figure 1 Employee Attendance graph

Source: Observation (2023)

2. Decreased sales target

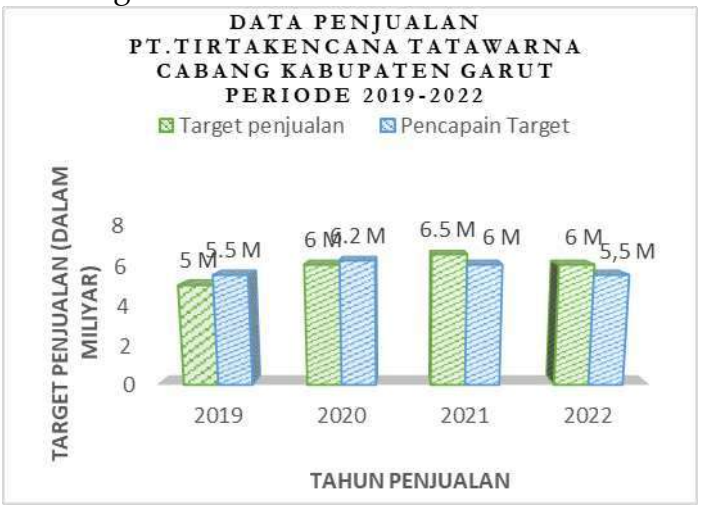


Figure 2 Sales graph

Source: SPV Sales Force Observations and Data (2023)

3. Decreased service levels and information to consumers

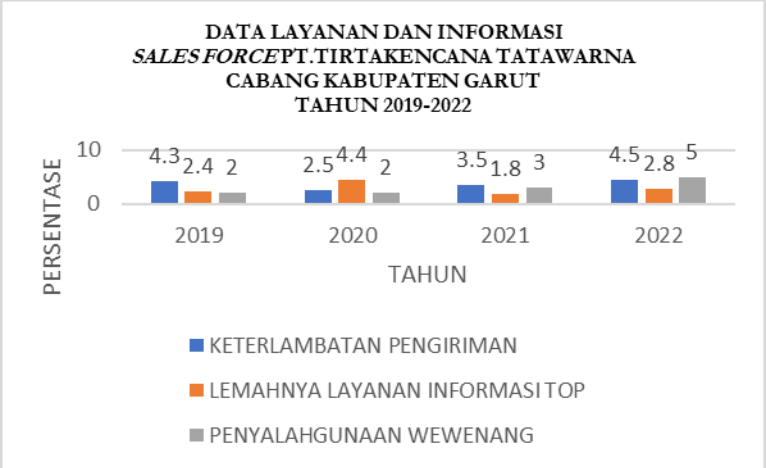


Figure 3 Service and Information Graphics

Source: SPV Observations and Data (2023)

Apart from that, researchers reviewed previous research conducted by (Jalaludin & Waliamin, 2022) about the influence of spiritual values and organizational commitment on employee performance, (Nurhasanah et al., 2022) about the influence of organizational culture on employee performance, (Handayani, 2021) regarding the influence of spiritual and emotional intelligence on performance. Thus, researchers consider it necessary to conduct research by developing the individual variable spirituality as a mediating variable. It is hoped that this research can provide a solution to improving employee performance. The problem formulation in this research is whether there is a direct and indirect influence from each variable. workplace spirituality, organizational culture, employee performance, and individual spirituality variables as mediating variables. This research aims to determine the direct and indirect influence of each variable. workplace spirituality, organizational culture, employee performance, and individual spirituality variables as mediating variables at PT. Tirtakencana Tatawarna Garut Regency, West Java.

B. LITERATURE REVIEW

1. Workplace spirituality

According to (Banuari et al., 2023) spirituality in the workplace is having a transcendental relationship with God, individual appreciation for the meaning of work, enthusiasm for work based on spiritual values, work comfort, mutual affection, and good interaction with workers, focus on organizational goals. According to (Banuari et al., 2023), In workplace spirituality there are five dimensions, namely:

a. Meaningful Work is feeling the value of meaningful work, a fundamental aspect of the value of spirituality in the workplace, in addition to the harmony and comfort felt by workers, self-awareness of feeling watched over by God at work.
b. Alignment with Organizational Value is the alignment of organizational values with individual values in terms of visibility and company mission. This second aspect shows the experiences of individuals who have a strong alignment between their values and the mission and goals of the organization. This is related to the premise that the organization's goals are greater than oneself and a person must make a contribution to the community or other parties. It is the second fundamental aspect of spirituality in the workplace that represents the organizational level.
c. Sense of Community is a dimension of spirituality in the workplace that refers to the group level of human behavior and focuses on community social interaction relationships between workers.
d. Inner Life is the sacred values that exist in individuals that arise from transcendental sacred impulses such as the values of honesty, discipline, and empathy.
e. Sense of Contribution to Society is the value of a good sense of togetherness in a corporate community and being able to work together solidly.

2. Organizational Culture

According to Moeheriono (2020), organizational culture is a system believed by individuals in a group or company that shows an organization can adapt, be responsive, be innovative according to the challenges and competition it faces, will simultaneously improve the organization's performance in achieving goals and have an advantage over the competition of other organizations.

Moeheriono (2020) believes that there are seven dimensions inherent in organizational culture, namely:

a. Innovative and taking risks is the extent to which employees can provide new ideas and dare to take risks in their decisions.
b. Attention to problems in detail is creating and identifying problems systematically and in clear detail.
c. Oriented towards achieving results, employees are required to focus on achieving results while still paying attention to the company's direction.

d. Oriented to the interests of all employees, that is, all management policies and decisions still take into account the beneficial effects and sustainability of the development of people in the organization
e. Aggressiveness at work; oriented towards the enthusiasm and responsiveness of employee work
f. Maintaining and maintaining work stability is maintaining an organizational culture that has been running well and developing a good organizational culture that does not yet exist on an ongoing basis
g. Team orientation: all organizational work activities are carried out synergistically according to the existing team, not individual wishes.

3. Individual Spirituality

According to(Sri Purnami et al., 2020)Individual spirituality is a connection with the transcendental, meaning of life, honesty, self-determination, and responsibility inherent in individuals which is manifested in daily life both in the work environment and outside the work environment.

The dimension of individual spirituality is a very strong factor influencing a person's spiritual values at work. According to(Sri Purnami et al., 2020)There are several dimensions of individual spirituality to measure the level of individual spirituality in working in an organization including:

a. Honesty is a person's behavior in working in a trustworthy manner, such as being trustworthy, consistent in carrying out their duties
b. Discipline, namely an attitude that shows orderly behavior and compliance with various rules and regulations,
c. Responsibility, namely a person's attitude and behavior to carry out his duties and obligations, which he should do, towards himself, society, the environment (natural, social, and cultural), the country, and God Almighty.
d. Self-confidence, namely a person's mental or psychological condition gives them strong confidence to act and act.

4. Employee Performance

According to Edison (2020), employee performance is the result of a work process that is directed and can be measured over a certain period based on previously established provisions and agreements. In the scientific development of human resource management, the dimensions of employee performance have changed according to the dynamics of the development of knowledge and science as well as research follow-up, according to the thoughts of Edison (2020) who developed the thoughts of Miner, J (1998) employee performance which originally focused on the use of working time has become focus on work completion targets, on the other hand, Edison (2020) believes that adherence to principles is an important dimension for performance dimensions. Changes in the dimensions of employee performance explained by Edison include:

a. Target is the fulfillment of needs for the number of production goods, sales targets, and the amount of profit generated
b. Quality is the quality of achieving work results, orientation toward customer satisfaction
c. Timeliness is working on time, ensuring that the product is accepted by consumers and can be sold
d. Obedient to principles; oriented towards obedience and principles, timeliness, quality, and all of this is done correctly, transparently, and can be accounted for by company operational standards (SOP: Standard Operating Procedure).

Based on the literature review above, the following conceptual framework and propositions are obtained:

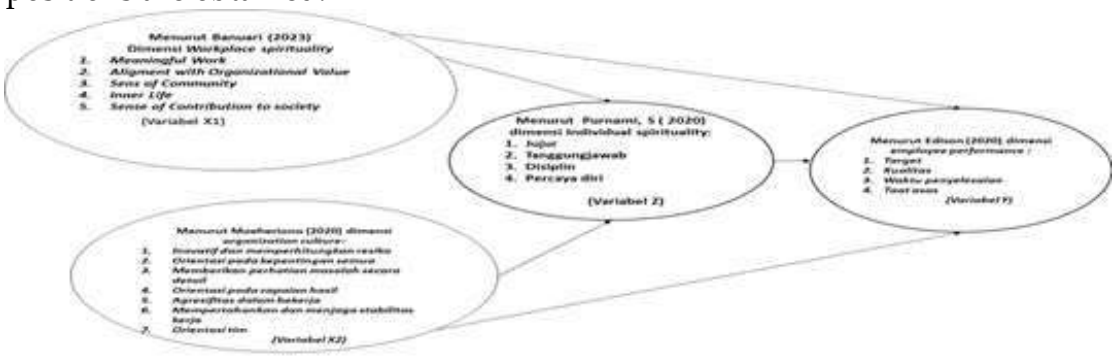


Figure 4 Conceptual Framework

Source: Literature Review (2023)

In clarifying the conceptual framework instruments above, the author describes the propositions and relationships or influences of each variable studied as follows:

5. Workplace Spirituality Variable (Independent/Exogenous X1)

According to (Banuari, 2023) spirituality in the workplace is having a transcendental relationship with God, individual appreciation for the meaning of work, enthusiasm for work based on spiritual values, work comfort, mutual affection and good interaction with workers, focus on organizational goals. *Workplace spirituality* is an individual's effort to live up to the values of spirituality in the workplace, or an organizational effort to foster enthusiasm for work based on spiritual values, build harmonious work relationships, integrity, focus on organizational goals, have a transcendental relationship with higher levels, have a sense of justice and compassion (Srivastava & Pradhan, 2021). Spirituality in the workplace is very useful for creating harmonious, productive working conditions, and being able to apply spiritual values synergistically with the company's organizational goals so that it can generate employee innovation and optimal company profitability. In several previous studies, including those conducted by Hafni, L., et al (2022), it was stated that workplace spirituality influences employee performance. Research (Mousa, 2020) concluded that the influence of workplace spirituality on employee performance What is very significant is the alignment with the organization value dimension of 0.599%.

Researchers conclude from several studies above that the importance of spirituality in the workplace has a positive impact on the company's organizational environment for the better, especially at the organizational level and work groups in the company. Research (Siregar & Rambe, 2022) states that there is an influence of spirituality in the workplace on performance with a significant influence of 3.36% greater than the t count of 1.96%.

6. **Organizational culture variables (Independent/Exogenous X2)**

Organizational culture Organizational culture according to Moeheriono (2020) is a shared system of a company organization or certain group, within which sacred values are embedded which are manifested in an organization's vision and mission, skills, and goals of the organization. Organizational culture as a basis of value for the company in making strategies and mapping the company's steps in carrying out various decisions that have been mutually agreed upon functions as a basic reference for the company in running and developing employees to increase their innovation power and being able to work together as a team. This is the company's hope so that the company can improve competitiveness. Research conducted by previous researchers Herlambang et al. (2022) states that there is a significant and positive influence of organizational culture on employee performance of 1.194%. The biggest influence is the dimension of aggressiveness at work. This research was also conducted by Fachriansyah et al. (2021) stating that 0.26% of the dimensions contributed to team orientation (cooperation).

7. **Individual Spirituality (Mediating Variable Z)**

According to Purnami, S., et al (2020), individual spirituality is a connection with the transcendental, meaning of life, honesty, self-determination, and responsibility inherent in individuals which are manifested in daily life both in the work environment and outside the work environment. Individual spirituality is an individual's experience and relationship with God in the form of spiritual values in daily life at work, manifesting in the vision and mission, the meaning of work, and alignment with company goals and the work environment (Salcedo & Lazatin, 2021). The researcher reviewed previous research, namely research conducted (Purnam, 2020) which turned out to show that individual spirituality influences employee performance with a strong dimension that influences employee performance. The largest significance value is 0.779% responsibility, which means a very positive influence on employees in carrying out their work with a full sense of responsibility.

8. **Employee Performance (Dependent variable /Endogen Y)**

According to Edison (2020), employee performance is the employee's readiness and willingness to carry out their duties and work according to the company's targets and goals optimally and carried out with a full sense of responsibility. In partial research by Hafni et al. (2022), employee performance is generally influenced by internal and external factors, while those that influence the internal scope are

individual employees themselves who are influenced by motivation, employee satisfaction, organizational commitment, individual spirituality, while factors externally are strongly influenced by organizational culture, leadership, compensation, incentives, spirituality in the workplace. The influence of organizational culture, individual spirituality, and workplace spirituality turns out to have a very positive influence on employee performance.

9. Research hypothesis

H_1: There is an influence of workplace spirituality on employee performance of PT Tirtakencana Tatawarna Garut Regency, West Java.
H_2: There is an influence of organizational culture on employee performance of PT Tirtakencana Tatawarna Garut Regency, West Java.
H_3: There is an influence of workplace spirituality on individual spirituality in PT Tirtakencana Tatawarna Garut Regency, West Java.
H_4: There is an influence of organizational culture on individual spirituality in PT Tirtakencana Tatawarna Garut Regency, West Java.
H_5: There is an influence of individual spirituality on employee performance of PT Tirtakencana Tatawarna Garut Regency, West Java.
H_6: There is an influence of workplace spirituality on employee performance through Individual Spirituality in PT Tirtakencana Tatawarna Garut Regency.
H_7: There is an influence of organizational culture on employee performance through individual spirituality in PT Tirtakencana Tatawarna Garut Regency, West Java.

C. METHODS

This research used quantitative research, with purposive sampling, totaling 40 sales force division employees at PT. Tirtakencana Tatawarana which is a group company PT. Avia Avian Group. One of the distribution companies for architectural products (wall paint, wood paint, varnish polish) and furniture, is Piva PVC. Carried out by distributing questionnaires via Google Forms to all sales force employees who become primary data with quantitative data research instruments which are given assessment criteria from respondents' answers with a 1-5 Likert scale; Strongly disagree = 1, Slightly agree = 2, Somewhat agree = 3, Agree = 4, Strongly agree = 5. Data processing and testing used SEMPLS version 3.9.2.

D. RESULTS AND DISCUSSION

1. Research Model

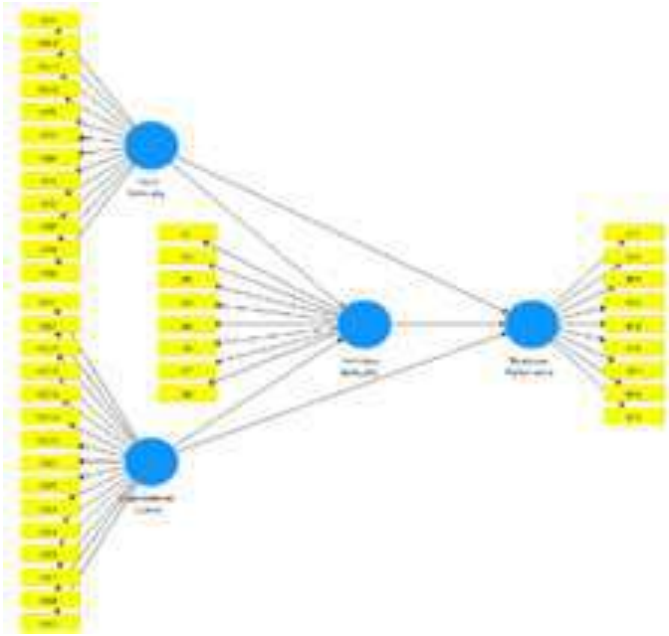


Figure 5 Research Model

Source: Data Processing (2023)

Outer Model Testing

Alogarithm data processing

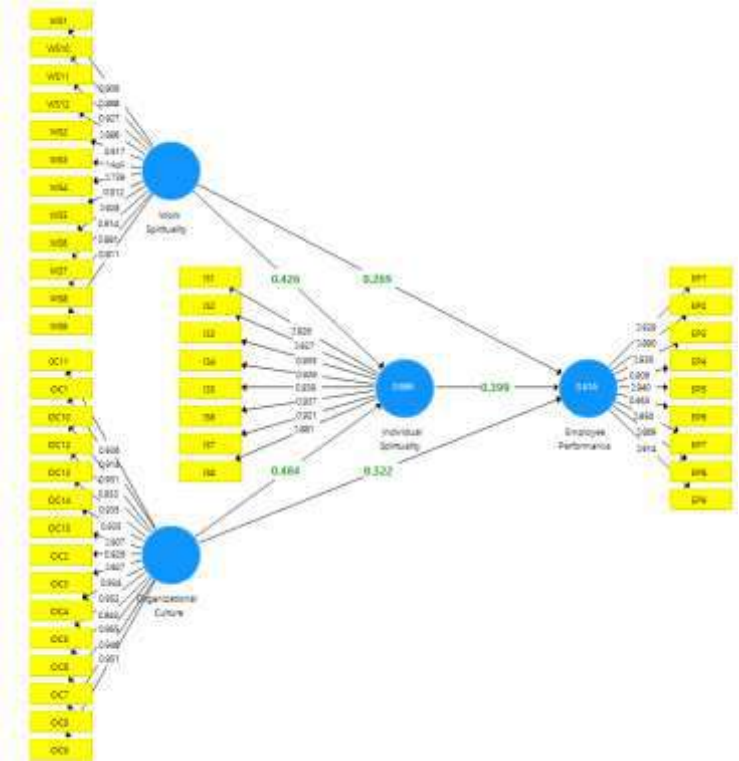


Figure 6 Model Estimation Results

Source: data processing (2023)

Table 1 Outer Loading / Cross Loading Validity Test

Variabel	Indikator	Loading factor	Cut Value	AVE	Validitas Konvergen
Employee performance	EP1	0,929	0,07	0,85	Valid
	EP2	0,890	0,07		Valid
	EP3	0,936	0,07		Valid
	EP4	0,906	0,07		Valid
	EP5	0,940	0,07		Valid
	EP6	0,953	0,07		Valid
	EP7	0,956	0,07		Valid
	EP8	0,869	0,07		Valid
	EP9	0,914	0,07		Valid
Individual spirituality	IS1	0,926	0,07	0,855	Valid
	IS2	0,927	0,07		Valid
	IS3	0,935	0,07		Valid
	IS4	0,929	0,07		Valid
	IS5	0,939	0,07		Valid
	IS6	0,937	0,07		Valid
Organizational culture	OC1	0,914	0,07	0,877	Valid
	OC10	0,931	0,07		Valid
	OC12	0,953	0,07		Valid
	OC13	0,935	0,07		Valid
	OC14	0,935	0,07		Valid
	OC15	0,907	0,07		Valid
	OC2	0,926	0,07		Valid
	OC3	0,927	0,07		Valid
	OC4	0,934	0,07		Valid
	OC5	0,952	0,07		Valid
	OC6	0,943	0,07		Valid
	OC7	0,955	0,07		Valid
	OC8	0,946	0,07		Valid
	OC9	0,951	0,07		Valid
	OC11	0,936	0,07		Valid
Work spirituality	WS1	0,909	0,07		Valid
	WS10	0,898	0,07		Valid
	WS11	0,927	0,07		Valid
	WS12	0,886	0,07		Valid
	WS2	0,917	0,07		Valid
	WS9	0,811	0,07		Valid

From table 1.1 above the data is considered valid because it is proven that the factor loading value is > 0.7, meaning the data is considered valid.

Table 2 Discriminant Validity of the Fornell Test

	EP	IS	OC	WS
EP	0,922			
IS	0,853	0,925		
OC	0,817	0,777	0,936	
WS	0,793	0,759	0,688	0,890

Sumber: data diolah (2023)

seen from the table based on the results of the discriminant validity test, the AVE value is > 0.05, meaning the data is considered valid.

Table 3 HTMT test

Variabel	EP	IS	OC	WS
EP				
IS	0.828			
OC	0.797	0.691		
WS	0.867	0.788	0.761	

Sumber: Output SEMPLS data diolah (2023)

From the table above you can see the HTMT value Each variable < 0.09 means All required constructs has met the discriminant validity criteria.

Test Bootstrapping

Variabel	R Square	Kriteria
Employee performance	0,816	*strong*
Individual spirituality	0,699	*strong*

Sumber: data diolah (2023)

From the table above it can be seen that the R Square value of employee performance is 0.816, meaning the model is considered strong, while individual spirituality is 0.699, meaning the model is strong.

Table 4 Q square

Variabel Latent	Q Square	Kriteria
Employee performance	0,680	*Big Predictive relevance*
Individual spirituality	0,578	*Big Predictive relevance*

Sumber: ouput data olah (2023)

Q Square shows the predictive relevance model, where the Q Square value of 0.02 – 0.15 shows that the model has small predictive relevance, Q Square of 0.15 – 0.35 indicates that the model has moderate predictive relevance and Q square > 0.35 indicates large predictive relevance of the model (Chin, 1998). The analysis results in Table 4.8 below show that Q Square employee performance and individual spirituality are in a large category, meaning that the model has large predictive relevance.

Table 5 SRMS

Komponen	SRMR	Estimated Model
Saturated Model	0,066	*perfect fit*
Esimated Model	0,066	

Sumber: ouput data diolah (2023)

Apart from being assessed from the R square and Q Square values, goodness of fit, the model is also seen from the SRMR estimated model value, the model is declared perfect fit if the SRMR estimated model is <0.08 and the model is declared fit if the SRMR estimated model value is between 0.08 – 0 .10. The analysis results in the table below show the SRMR estimated model value of 0.066 is in the perfect fit category.

Judging from the table above, the Cronbach alpha and alpha values
composite reliability has met the criteria
already >0.7 meaning data is considered reliable

Table 6 Reliability Construct

Konstruk	Cronbach's Alpha	Composite Reliability	Reliability
Employee performance	0,978	0,981	reliabel
Individual spirituality	0,990	0,991	reliabel
Organizational culture	0,976	0,979	reliabel
Work spirituality	0,976	0,979	reliabel

Sumber: Ouput SEMPLS olah data (2023)

Test hypothesis T

Table 7 Direct Effect Hypothesis test (direct influence)

Pengaruh Langsung (*direct effect*)					
Path	Koefisien Jalur	T Statistik	P Values	Hipotesis	Kesimpulan
IS -> EP	0,399	2,767	0,006		diterima
OC -> EP	0,322	2,625	0,009		diterima
OC -> IS	0,484	3,782	0,000		diterima
WS-> EP	0,269	2,354	0,019		diterima
WS -> IS	0,426	3,258	0,001		diterima

Sumber: data diolah (2023)

Looking at the results of the T-test, we can see in Table 1.6 that H0 is all accepted and the conclusion is that there is a positive and significant influence. It can be seen from the comparison that the T statistic is > 1.96 for all, and the P value is < 0.05 for all.

Table 8 Indirect Effects

Pengaruh Tidak Langsung (*indirect effect*)					
Path	Koefisien Jalur	T Statistik	P Values	Hipotesis	Kesimpulan
OC -> IS-> EP	0,193	2,159	0,031		diterima
WS -> IS -> EP	0,170	2,053	0,041		diterima

Sumber: ouput data olah SEMPLS (2023)

It can be seen in Table 1.8 that it is proven that the individual spirituality variable can mediate the workplace spirituality and organizational culture variables on employee performance and this indicates that H0 is accepted, meaning that there is a significant and positive indirect influence.

Direct Effect (Direct Influence)

Direct influence often referred to as direct effect is the influence of exogenous variables directly on endogenous variables without going through other variables (mediation/intervening). In SEM PLS analysis, the significance and direction of direct influence can be seen from the p-value, t-statistic, and path coefficient on each path connecting endogenous and exogenous. If the p-value obtained for the relationship between variables is < 0.05 the T statistic is > 1.96 (t value two tail, α 5%) and the T statistic is > 1.65 in the one-tail test, then it is concluded that the exogenous variable has an influence significant towards endogenous with the direction of influence according to the sign attached to the path coefficient. Furthermore, if the p-value obtained is > 0.05 and the T statistic < 1.96 (t value two tail, α 5%) in the two-tail test and the T statistic < 1.65 in the one-tail test, then it can be concluded that the exogenous variable has no significant effect on endogenous (Hair et al, 2019). Based on the test results, the following results were obtained:

a. *Individual spirituality* (IS)→Employee performance (EP)
Individual spirituality has a positive and significant effect on employee performance as indicated by a p-value of 0.006 < 0.05, T statistic of 2.767 > 1.96, and a positive path coefficient of 0.399, meaning that the higher the individual spirituality, the higher the employee performance and vice versa, the lower the individual spirituality, the higher the employee performance. the lower employee performance.
b. *Organizational culture* (OC)→Employee performance (EP)
Organizational culture has a positive and significant effect on employee performance as indicated by a p-value of 0.009 < 0.05, T statistic of 2.625 > 1.96, and a positive path coefficient of 0.322, meaning that the higher the organizational culture, the higher the employee performance and vice versa, the lower the organizational culture, the higher the employee performance. the lower employee performance.
c. *Organizational culture* (OC)→Individual spirituality (IS)
Organizational positive and significant effect on individual spirituality as indicated by a p-value of 0.000 < 0.05, T statistic of 3.782 > 1.96, and a positive path coefficient of 0.484, meaning that the higher the organizational culture, the higher the individual spirituality, and conversely, the lower the organizational culture, the higher low individual spirituality.
d. *Workplace Spirituality* (WS)→Employee performance (EP)
Workplace spirituality has a positive and significant effect on employee performance as indicated by a p-value of 0.019 < 0.011, T statistic of 2.354 > 1.96, and a positive path coefficient of 0.269, meaning that the higher the work spirituality, the higher the employee performance and conversely the lower the workplace spirituality, the higher the low employee performance.
e. *Workplace Spirituality* (WS)→Individual Spirituality (IS)
Work spirituality positive and significant effect on individual spirituality as indicated by a p-value of 0.001 < 0.000, T statistic 3.258 > 1.96, and a positive path coefficient of 0.426, meaning that the higher the work spirituality, the higher the individual spirituality, and vice versa, the lower the work spirituality, the lower the individual spirituality

Indirect effects

a. *Organizational culture* (OC)→Individual spirituality (IS)→*Employee performance* (EP)
In the indirect path of the influence of organizational culture on employee performance through individual spirituality, a p-value of 0.031 is obtained with a T statistic of 2.159 and a positive path coefficient of 0.913, because the p-value obtained is <0.05, the T statistic is > 1.96 and the coefficient positive path, it can be concluded that organizational culture has an indirect effect on employee performance, mediated by individual spirituality. In this PLS model,

individual spirituality is proven to be a mediating variable with an indirect influence on employee performance.

b. *Workplace spirituality* (WS)→Individual spirituality (IS)→*Employee performance* (EP)

In the indirect path, the influence of workplace spirituality on employee performance through individual spirituality obtained a p-value of 0.041 with a T statistic of 2.053 and a positive path coefficient of 0.170, because the p-value obtained was < 0.05, the T statistic was > 1.96 and the coefficient positive path, it can be concluded that workplace spirituality has an indirect effect on employee performance, mediated by individual spirituality. In this PLS model, individual spirituality is proven to be a mediating variable with an indirect influence on employee performance.

In a structural model, the exogenous variables in the research model simultaneously influence the endogenous ones. The large contribution of all exogenous to endogenous can be seen from the value of the coefficient of determination. The coefficient of determination can be seen from the Adjusted R Square value. This value ranges between 0 – 1 or can also be interpreted in the form of a percent (0 – 100%). The greater the coefficient of determination, the greater the endogenous variance explained by the exogenes, while a small coefficient of determination indicates that the influence of the exogenes on the endogenous is still low, this is because there are still quite a lot of factors outside the exogenes that can influence the endogenous.

Table 9 R Square Coefficient of determination

Variabel	R Square	Kriteria
Employee performance	**0,816**	***strong***
Individual spirituality	**0,699**	***strong***

Sumber: ouput data diolah (2023)

The analysis results in Table 1.9 show that the adjusted R square employee performance value is 0.816, meaning that 81.6% of the variance in employee performance is influenced by workplace spirituality, organizational culture, and individual spirituality, while the remaining 18.4% of employee performance is influenced by other factors outside workplace spirituality, organizational culture, and individual spirituality. Furthermore, the individual spirituality variable adjusted R square was obtained at 0.699, this means that 69.9% of the variance in individual spirituality is influenced by workplace spirituality and organizational culture. The remaining 30.1% of the variance in individual spirituality is influenced by other factors outside workplace spirituality and organizational culture.

E. CONCLUSIONS

There is a positive and significant direct effect of workplace spirituality on employee performance with a path coefficient significance value of 0.269. It is interpreted that if the influence of spirituality in the workplace increases, employee performance will also increase, conversely if spirituality in the workplace is low, it will lower the employee's performance.

There is a positive and significant direct influence of organizational culture on employee performance with a positive path coefficient value of 0.322, meaning that the higher the level of organizational culture, the higher the level of employee performance, conversely if the organizational culture is low, the employee performance will be low/decreased.

There is a direct influence of workplace spirituality on individual spirituality data processing results positive path coefficient is 0.426, meaning that the higher the level of spirituality in the workplace, the higher the individual's spirituality, conversely, if there is low spirituality in the workplace, the individual's spirituality will also be low.

There is a significant and positive direct influence of organizational culture on individual spirituality, the path coefficient value is 0.48, meaning that the more organizational culture increases, the more individual spirituality will increase, conversely if it is low, the individual spirituality will be low.

There is a significant and positive direct influence of individual spirituality on employee performance. The positive path coefficient is 0.399, meaning that the higher the individual spirituality, the higher the employee performance, and vice versa, the lower the individual spirituality, the lower the employee performance.

There is a significant and positive indirect influence of workplace spirituality through the mediating variable of individual spirituality on employee performance. The positive path coefficient is 0.170, meaning that individual spirituality is proven to mediate workplace spirituality on employee performance.

There is an indirect influence of organizational culture on employee performance mediated by individual spirituality with a positive path coefficient of 0.913, meaning that individual spirituality is proven to be a mediator between organizational culture variables and employee performance.

Based on the problem phenomena that the researcher has explained in the background of the research, namely a decreasing level of attendance, a decreasing sales turnover, a decreasing level of service to consumers regarding debt information, abuse of financial authority by manipulating financial data in a non-transparent manner, the researcher looks at the results of the data processing test. results in how much influence spirituality in the workplace, the influence of organizational culture, has on employee performance directly and is strengthened by the mediating variable of individual spirituality which is proven to mediate employee performance, it is very important to apply spiritual values in the workplace and individual spirituality and organizational culture.

The importance of implementing spirituality in the workplace, apart from improving performance, can also have an impact on the psychological well-being of employees, reducing boredom, and stress, and being more committed to the company, as a form of balancing work demands and employee needs in terms of spirituality, an integrative process of human appreciation and respect for employee performance.

This research certainly needs comprehensive development and study so that scientific dynamics and research continue to develop and become a broader scientific treasure. Researchers are well aware that this research still has limitations, both in terms of variable factors that can influence employee performance, or different research loci, of course, many phenomena will emerge in each company that exist differently.

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