The role of spiritual corporate culture in improving company performance

Imam Mahfud*, Mariya Ulpah, Inti Ulfi Sholichah

STAI Binamadani, Banten 15148, Indonesia
e-mail: imam.mahfud74@yahoo.co.id

ABSTRACT

This study discusses the role of a spiritual corporate culture in improving company performance. This study aimed to determine the role of spiritual corporate culture in improving company performance. This research uses a library research method with descriptive analysis. The research data collection technique was obtained from books, various journals, and various other articles, and then an analysis was carried out to obtain research results. The results of the study showed that the results of aqidah or tauhid motivation manifested in Faith in Allah SWT, Faith in the Holy Book of the Qur'an, and Faith in the Apostles had a significant influence on religious performance. Several studies have found research results that show that there is a significant relationship between spiritual culture and company performance, Islamic culture has a significant influence on employee performance, which ultimately will improve company performance. The industrial sector in this country shows good growth, but on the other hand, there are still several strategic problems that hinder business growth, namely the quality and quantity of human resources that are not optimal. Human resources are a central factor in a company, and human resources that can compete really help companies achieve their goals and produce good performance. Human resources are an important part of a company, especially in achieving common goals.

Keywords: Spiritual Corporate Culture, Company Performance, Library Research, Human Resources.

priviet *lab.*
RESEARCH & PUBLISHING

1. INTRODUCTION

The success of a company is highly dependent on how the company's efforts in carrying out the development of human resources are very much needed, because the success of company development is determined by the quality of human resources, management, and the level of knowledge and skills in managing the company must always be done. Human resources (HR) are central factors in organizations. Whatever the form and purpose, the organization is created based on a vision for the benefit of humans and society. During its implementation, the mission is managed and regulated by humans. Humans are a strategic factor in institutional/organisational activities. In an organization, human resource activities *are* part of the actions taken to provide and maintain an effective workforce. Therefore, developing human resource potential is an important strategy because it can encourage growth and performance that can be produced by a system or organization. Human existence will have meaning if all its activities are dedicated to Allah SWT. Human resources are the driving factor in the implementation of company activities because HR has the creativity and expertise required to make the company achieve its goals. In addition to competition between companies, HR is also one way to present competition in business. One of the factors that causes HR to be able to compete and help the company achieve its goals is the good performance of each workforce. Performance is the real behavior displayed by each person as work achievement produced by employees according to their role in the company.

Employee performance is the main demand of a company to guarantee its survival or operations. In reality, employees are continuously driven by universal needs that are arranged from the lowest to the highest level and usually tend to ignore spiritual motivation in their lives. The problem is that employees as individuals tend to always want to serve their own interests, and if they do not do so, their behavior can be said to be not conducive to optimal efficiency in the use of resources. Employees play an important role in running all company activities, allowing them to grow and develop to maintain survival. The creation of reliable human resources requires good management to optimize employee performance. The realization of company goals is influenced by the performance of the company's employees. Therefore, the company needs potential and quality human resources, both as leaders and employees, in the pattern of tasks, responsibilities, compliance, and supervision, whose efficiency is a determining factor in achieving company goals. One factor that can influence employee performance based on experience is the value of workplace spiritual culture (workplace spirituality).

Milliman claims that spiritual and cultural values have a positive impact on well-being and performance. Workplace spirituality is a model of management and organizational behavior, particularly organizational culture. This concept has been thoroughly explained in the context of organizational behavior, such as values, ethics, and many more. Robbins (2005) explained this as follows: Conceptual image of workplace spirituality regarding the topics we discussed earlier, such as values, ethics, motivation, leadership, and work/life balance. This workplace spirituality refers to the growth and development of values in the workplace; thus, it becomes spiritual for people in the organization. Thus, people in this organization "enjoy" all the advantages and disadvantages of their work makes them happy, makes them want to achieve their best to be themselves until finally more efficient in various jobs. The leadership style of a leader is necessary in an organization, because the progress of the organization depends on how the leader plays his role, so that the organization continues to survive and develop. For that, leaders need to pay attention to their leadership style in the process of influencing, directing the activities of group members, and coordinating the goals of organizational members and organizational goals so that both can be achieved. Every company needs innovative behavior from its employees.

Employees with innovative behavior can create or combine creative ideas into new things and have the courage to develop these ideas in the company. Employees with innovative behavior will be very critical and will always try anything to bring new things to their surroundings, making them more useful and having added value, so that people with innovative behavior will try to use more effective and efficient ways to solve problems. Companies should allow employees to participate more in various activities, provide opportunities for employees to express opinions or participate in decision-making, improve their performance, make participating employees more focused on their work, and improve their performance.

Meaningful work is an individual choice and experience that includes self-confidence about the role and purpose of work that has been fought for to give meaning to their work to make an optimal contribution to the organization.

2. THEORETICAL BASIS

Spiritual Role

Spirituality is an inherent human characteristic that does not intrinsically indicate a religious meaning. Spirituality is the essence of elements that exist in every individual, and spirituality cannot be separated from the individual. Spirituality in the workplace will be created without pressure from other humans, spirituality is not spoken, but spirituality in the workplace will be created when people's behavior can practice spirituality into every action and deed. Workplace spirituality places employees as spiritual beings who need soul care in the workplace, who have a sense of purpose and meaning in their work and a sense of connection with each other. Horizontal spirituality is directed by service orientation and is a deep concern for others. Consideration for others is indicated by attention and high-quality interpersonal work relationships in the workplace, low turnover, group cohesion, and group efficiency. Spirituality is related to identity, ethics, and morality. A state of aligning oneself with the basic values of all noble teachings and talking about the existence of identity andGod. These teachings include unity with the existence of the universe, the most important hidden elements, the manifestation of thought, the power to change life, andpower in collective consciousness. Ashmos and Duchon (2000) described workplace spirituality as related to two aspects: individual experience and organizational environment. They define workplace spirituality as emerging because individuals can express themselves personally by doing meaningful work in their communities.

Corporate Culture

Corporate or organizational culture is the embodiment of life in the workplace. More specifically, work culture is a system of meanings related to work, jobs, and work interactions that are mutually agreed upon and used in everyday life. Work culture in an organization is a place to hone members of the organization to work there. The quality of the character of this work culture shapes the size of the willingness, desire, and passion of members of the organization to bring out and utilize their human potential to contribute to the process of creating organizational performance (Hartanto, 2009).

Employee performance

Performance is defined as the work result produced by an employee, which is interpreted to achieve the expected goals. According to Mangkunegara (2000), performance is the result of work quality and quantity. achieved by an employee carrying out his/her duties in accordance with the responsibilities given. The definition of work achievement, often referred to as performance or in English, is called *job performance*. Kotter and Hesket (1998) defined performance as the work results produced by an employee in a certain time unit. This view shows that performance or work achievement is the real work of a person or company that can be assessed and calculated, and the time of its acquisition can be recorded. Employee performance is the level of achievement of results from the implementation of certain tasks. The success of an organization is influenced by employee performance (*job performance*), as every organization will try to improve its employees' performance to achieve the goals of the organization that have been set. An organizational culture that grows and is well-maintained will be able to spur the organization towards better development. On the other hand, leaders' ability to move and empower employees affects their performance. Brahmasari (2004) stated that performance is the achievement of organizational goals in the form of quantitative or qualitative *output*, creativity, flexibility, reliability, or other things desired by the organization. The emphasis on performance can be short- or long-term, and can also be at the individual, group, or organizational level. Performance management is a process designed to link organizational goals with individual goals to meet them. Performance can also be an action or the implementation of tasks that have been completed by someone within a certain period of time and can be measured.

3. METHODOLOGY

The research method used in this study is a qualitative library research method using a descriptive approach, formed from various references, books, and journal articles. This study discusses the Role of Spiritual Corporate Culture in Improving Company Performance. The data sources for this research come from various books, journals, and several other articles, which are then analyzed and ultimately concluded.

4. DISCUSSION

Spiritual

Spirituality is a teaching related to identity, ethics and morals. A state of aligning oneself with the basic values of all noble teachings and talking about the existence of identity and the existence of God. These teachings include unity with the existence of the universe, the most important hidden elements, the manifestation of thought, the power to change life, and the power in collective consciousness. Ashmos and Duchon (2000) describe workplace spirituality as related to two aspects: individual experience and organizational environment. They define workplace spirituality as emerging because individuals can express themselves personally by doing meaningful work in their community. Meaningful work, sense of community, alignment between organizational and individual values, sense of contribution to the community, and inner life are the five dimensions of the WPS. Meaningful work refers to a sense of enjoyment, consisting of things related to the joy and pleasure of being at work. Sense of community refers to team spirit, mutual caring among members, sense of community, and a sense of shared purpose. Alignment between organizational and individual values refers to the fit between the organization's values and the individual's values and inner life. A sense of contribution to society refers to the aggregate of items, which means that the work done by the individual is in accordance with his/her personal life values and is helpful to society. Likewise, opportunities for inner life include descriptors of how the organization respects an individual's spirituality and spiritual values.

The dimensions of spirituality in the workplace are divided into three: the meaning of work, the feeling of being part of a community at work, and the value of harmony. The meaning of the work dimension shows the level of deep feelings felt by an individual regarding the meaning and purpose of work. The dimension of feeling part of a community at work, namely that employees have become part of others and the workplace community. The dimension of alignment value is a strong feeling felt by an individual about how personal values become one with the mission and goals of the organization. In the context of the work environment, spirituality can be identified on two levels, according to Giacalone and Jurkiewicz (2003):

a) Individual level: This refers to a set of values that encourages individual transcendental experiences through the work process by facilitating feelings of connection with others.

b) Organizational level: This refers to the framework of organizational cultural values that foster transcendent experiences.

Workplace spirituality is part of the subject of organizational culture, which is also part of the study of sociology. Sociologists contribute to organizational behavior by studying group behavior in organizations, especially formal and complex organizations. Workplace spirituality gives birth to meaning as a manifestation of a population of people who have thoughts and spirits, and the belief that fostering spirits plays an important role in growing thoughts in the context of community. Workplace spirituality is a more direct assessment of some of the more general processes in which big concepts of spirituality are involved in everyday life.

Corporate Culture

According to Robbins, work culture refers to a unified system of shared meanings held by members of an organization that distinguishes it from other organizations. Work culture is a manifestation of one's life in the workplace. Specifically, work culture is a system of meanings related to work, jobs, and work

interactions that are mutually agreed upon and used in everyday life. The work culture in an organization is a place to hone members of the organization to work in the organization. The quality of the character of this work culture shapes the extent of the willingness, desire, and passion of members of the organization to bring out and utilize their human potential to contribute to the process of creating organizational performance. According to Moeljono, culture has a strong and increasing impact on organizational work performance. This study has the following four conclusions.

1. Corporate culture can significantly impact an organization's long-term economic performance.
2. Corporate culture may be an even more important factor in determining the future success or failure of an organization.
3. Corporate cultures that hinder long-term financial performance are not uncommon, and they develop easily, even in organizations that are wise and intelligent.
4. Although difficult to change, a corporate culture can be created to further improve performance.

Work Culture According to Islam The work culture according to Islam that is applied by the organization is the NATURE of the Prophet Muhammad SAW which is an abbreviation of Shiddiq, Istiqomah, Fathanah, Amanah and Tabliq.

1. Shiddiq means honesty and always basing speech, beliefs, and actions on Islamic teachings. Allah commands believers to have the nature of shiddiq. The word of Allah SWT Surah At-Taubah: 119

يَٰٓأَيُّهَا ٱلَّذِينَ ءَامَنُوا۟ ٱتَّقُوا۟ ٱللَّهَ وَكُونُوا۟ مَعَ ٱلصَّٰدِقِينَ

Meaning: O you who believe, fear Allah, and be righteous (QS. At-Taubah [9]: 119).

2. Istiqomah means being consistent in faith and good values, even when facing various temptations and challenges.
3. Fathanah , is a trait that understands, appreciates and deeply understands all things that are duties and obligations. This trait fosters creativity and the ability to carry out various kinds of useful innovations.
4. Amanah is responsible for performing every task and obligation. Every believer must possess the nature of amanah, especially those who have jobs related to service to the community.
5. Tabliq provides an example for others to carry out Islamic teachings in our daily lives.

Indicators Of Spiritual Work Culture

Work culture comprises a number of basic thoughts or mental programs that can be utilized to improve the effectiveness of work and human cooperation owned by a group of people. Work culture is divided into two elements (Sulaeman, 2014):

1. Attitude towards work, namely the success of work compared to other activities, such as relaxing, simply getting satisfaction from the busyness of work itself, or feeling forced to do something just for the sake of survival.
2. Behavior at work, such as being diligent, dedicated, responsible, careful, meticulous, precise, having a strong desire to learn one's duties and obligations, liking to help fellow employees, and vice versa.

Work culture has now been applied to all organizations. Because of the existence of a work culture, the policy of work culture values implemented by the organization makes all employees comply with established regulations. Therefore, work culture is considered to be very important in the banking sector. This is because, in a banking organization, it is identical to discipline. Islam also recommends that every job we do must be instilled with the value of discipline. With the existence of Sharia Banks that apply Sharia principles in all their activities, the work culture discipline must be applied in accordance with Islamic recommendations. One of them is Bank Aceh Syariah implementing the values of "ISLAMIC" work culture which consists of several, namely:

1. Integrity, namely carrying out duties with full responsibility, honesty, commitment, and consistency.
2. Silaturahmi, namely, building good relationships through partnerships with customers and *stakeholders.*

3. Loyalty provides the best products and services to customers.
4. Trust is building an attitude to keep and fulfill promises to customers.
5. Madani, namely, creating and building banks, has continued to progress.
6. Sincere, namely, creating and forming a sincere attitude toward work and devotion.

Characteristics Of Spiritual Work Culture

Organizational culture in one organization can differ from that in another. However, organizational culture exhibits certain traits, properties, and characteristics that indicate its similarities. The terminology used by experts to indicate the characteristics of organizational culture varies widely. This shows the diversity of traits, properties, and elements in organizational culture. The key characteristics of this culture are as follows:

a) Culture is learned
b) Norms and customs are common across all cultures.
c) Culture mostly functions subconsciously.
d) Social process
e) Cultural elements are passed on from one generation to another.
f) Conforming to acceptable customs and patterns of behavior tends to be associated with moral virtue and superiority.
g) Like other customs, cultural behavior is comfortable and widely known. The roots of organizational culture are a set of core characteristics shared by all members of the organization.

The characteristics of organizational culture show the traits, properties, elements, and elements contained therein. Each organization shows its nature and characteristics based on its characteristics in an organizational culture. The character plays an important role in an individual's work culture. In these habits, there are forms of behavior, talents, norms, and principles that serve as references and standards in developing habits into a culture that is embedded in the individual to improve his/her work culture. Thus, it can be explained that the character of an employee's work culture is reflected through the employee's attitude and behavior in carrying out activities in his work environment.

Functions and Benefits of Spiritual Work Culture

The cultural functions and benefits of work culture are as follows.

1. Having *boundary-defining roles*, namely, creating differences between one organization and another;
2. Convey a sense of identity to the members of the organization.
3. Culture facilitates a rise in commitment to something larger than an individual's self-interest.
4. Enhancing the stability of social systems. Culture is a social glue that helps hold an organization by providing appropriate standards for what employees say and do.
5. Culture serves as a sense-making and control mechanism that guides and shapes employees' attitudes and behaviors.

Work culture can be interpreted very deeply because it will change the attitude and behavior of human resources to achieve higher work productivity when facing future challenges. The benefits that can be obtained include ensuring better quality work results, opening up all communication networks, openness, togetherness, mutual cooperation, kinship, finding mistakes and quickly correcting mistakes, quickly adapting to developments from outside (external factors) the organization, and reducing reports in the form of incorrect and false data and information. In addition, there are several other benefits of work culture, such as increased job satisfaction, closer relationships, increased discipline, reduced functional supervision, reduced waste, decreased attendance rates, a desire to continue learning, and a desire to give the best for the organization.

Company Performance

The term performance comes from the word *job performance* or *actual performance* (actual achievement). Employee performance is a function of a person's or group's work in an organization, influenced by

various factors, to achieve organizational goals within a certain period. There are several definitions of performance according to experts; performance is the work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Performance is defined as the result or level of success of a person as a whole during a certain period in carrying out tasks compared to the work result standards, targets, goals, or criteria that have been determined in advance and agreed upon together. Performance also does not stand alone, but is related to job satisfaction and compensation, influenced by the skills, abilities, and characteristics of the individual. Thus, performance is determined by ability, desire, and environment. Therefore, to achieve good performance, a person must have a high desire to do and know his work and can be improved if there is a match between work and ability. Performance is defined as the result of work in terms of quality and quantity that can be achieved by an employee carrying out tasks in accordance with the responsibilities given to him. Employee performance is work achievement, namely, the comparison between real work results and work standards set in carrying out one's duties as an employee. Robbins terms performance *with* work achievement, that is, the process through which an organization evaluates or assesses employee work performance.

A person's performance is a combination of ability, effort, and opportunity that can be assessed as work results; it is also a real behavior displayed by each person as a work achievement produced by employees with roles in government. Performance (work achievement) is the work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Employee performance is the level of achievement of results from the implementation of certain tasks. The success of an organization is influenced by employee performance (*job performance*), for that every organization will try to improve the performance of its employees in achieving the goals of the organization that have been set. An organizational culture that grows and is well maintained will be able to spur the organization towards better development. On the other hand, the ability of leaders to move and empower employees will affect performance. Employee performance refers to a person's achievement, as measured by the standards and criteria set by the organization. Management to achieve high human resource performance is intended to improve the organization as a whole. Performance is a combination of behavior with the achievement of what is expected and its choices, or part of the requirements of the tasks that exist in each individual in the organization. The achievement of these results can be assessed according to the perpetrator, namely, the results achieved by individuals (individual performance), groups (group performance), institutions (organizational performance), and a program or policy (program/policy performance). Performance is also the process of a person's work behavior to produce something that is the goal of his work.

Performance is the result or indicator of a job that reflects the success achieved in carrying out tasks and responsibilities according to predetermined standards and is in line with organizational goals within a certain time and can be measured. Based on the definitions of performance above, it can be concluded that performance is achieved by employees in the work they do based on certain criteria that apply to a particular job. Employee Performance refers to employee productivity and output resulting from employee development. Employee performance ultimately affects organizational effectiveness. Performance is an important factor in regulating the success of an organization in achieving its goals. It is important for everyone to always assess their performance because it can be used as an input for improving and enhancing their performance. Employee performance refers to what an employee does and does not do. Employee performance involves the quality and quantity of output, attendance at work, accommodating and helpful nature, and the timeliness of output.

The Influence of Spiritual Work Culture on Company Performance

Research by Duchon and Plowman on the impact of spirituality on employee performance in hospitals concluded that the application of spiritual values in the workplace correlates with increased employee performance. Furthermore, research by Ebrahim and Mousa showed that workplace spirituality has a strong influence on employee performance. Such results should encourage those responsible for implementing activities that strengthen workplace spirituality in their organizations to improve adaptive, task, and contextual employee performance. Spirituality has a significant influence on employee

performance because good spiritual conditions improve a person's performance at work, while religion is a moderation between the two. So it can be concluded that the results of the study show that increasing *workplace spirituality* has a positive effect on *employee performance. performance,* which ultimately impacts company performance.
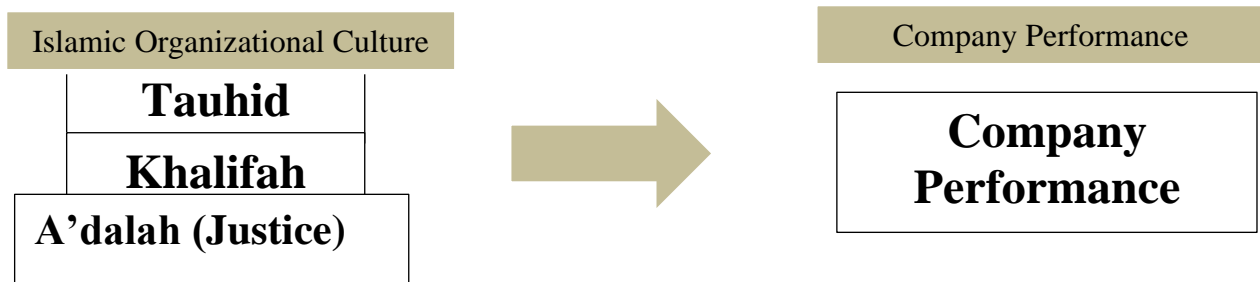
Figure 1. Results

Source: *Processed from Library Research (2024)*

With this rsult in figure 1, it can be explained that Islamic organizational culture, which can be described in three basic concepts, namely monotheism, caliphate, and justice, can influence a company's performance. Monotheism is a concept that is most fundamental in organizational culture Islam because it is the basis for implementing all activities for each individual within a company or organization. Tawhid is a grip, knowledge, and crescent with an appreciation of unity and The Oneness of Allah SWT. By increasing the value of monotheism for every individual in the organization or company, performance is expected to improve. Based on the values of a'dalah in Islam, every individual has a good work ethic, which will form a good organizational culture and ultimately produce better company performance. Some indicators that can be used as measures of work ethics are:

1) Work is an expression of faith
2) Work based on knowledge
3) Work to imitate God's nature and follow His instructions

5. CONCLUSIONS

Meaningful work, sense of community, balance between organizational and personal values, community involvement, and inner well-being are the five dimensions of the WPS. Workplace spirit can be defined as the expression of a group of thoughtful and passionate people who believe that a nurturing spirit plays a vital role in nurturing ideas in a social context. For many, workplace spirituality is a more accurate assessment of the general way in which larger spiritual themes are integrated into everyday life. According to Robbins, work ethics refers to a unified system of shared meaning among members of an organization that distinguishes it from other organizations. Work culture is a system of norms regarding work, work, and work interactions that are accepted and used in everyday life. The organization works by training members of the management to work in the organization. These aspects of work culture generate a lot of interest, desire, and desire among management members to produce and use their people to contribute to the creation of management work.

According to Moeljono, culture has a strong and growing influence on organizational performance. Islamic Working Method The Islamic Working Method implemented by this organization is the NATURE of the Prophet Muhammad SAW, short for Shiddiq, Istiqomah, Fathanah, Amanah, and Tabliq. Work ethics refers to a set of basic ideas and psychological principles that exist in a group and can be used to improve work efficiency and human cooperation. Therefore, to achieve good results, a person must really want to do their job and have a strong desire to know, which can be improved with the same effort. Work (task performance) is the result of work done by people who do the work assigned to them based on skills, experience, pressure, and time. The success of an organization is influenced by its employees

(performance). For this reason, every organization tries to improve its employees' performance to achieve the organization that have been set goals.

Employee performance is related to individual achievement and is measured based on the standards set by the organization. Routine refers to a series of actions, choices, or tasks that are expected, and some work requirements for each person in the organization. Performance is an attribute or performance indicator that can reflect and measure the success achieved in carrying out tasks and responsibilities in accordance with predetermined standards and at the same time in accordance with organizational goals. Duchon and Plowman's research on the influence of spirituality on employee performance in hospitals concluded that the use of spiritual values in the workplace led to better employee performance. Research by Ebrahim and Mousa shows that work spirit significantly influences employee performance. These findings encourage leaders to implement actions to improve workplace spirituality in their organizations to improve adaptive employee, job, and contextual performance. Work spirit has a significant influence on employee performance. This is because good spiritual quality improves work because religion acts as a mediator between the two relationships. Through this way of thinking, it can be explained that Islamic management practices that can be explained by three main principles, namely tauhid, khilafah and justice will have a better impact on business activities. I hope that, with the increasing value of each person's faith in an organization or company, the performance of the company will increase. According to Islamic values, everyone has a good work ethic, which creates a good management culture that ultimately improves company performance.

REFERENCES

Ahmad Janan Asifudin, *Islamic Work Ethic,* (Surakarta: Muhammadiyah University, 2004)

Ashmos, D. P. And Duchon, D. (2000). *Spirituality At Work: A Conceptualization And Measure. Journal Of Management Inquiry* . Vol 9. No 2.

Brahmasari Ida Ayu, 2004. *The Influence of Corporate Culture Variables on Employee Commitment and Company Performance of the Jawa Pos Press Publishing Group,* Surabaya: Airlangga University.

C. Pujiani, *Analysis of Work Culture of PT. Bank Mandiri Tbk (Persero)* Regional Office, 2014

Chapra, MU, *Islam and Economic Development,* (Jakarta: Gema Insani, 2000)

Duchon, D., & Plowman, D.A. , *Nurturing the spirit at work: impact on work unit performance,* The Leadership Quarterly. Vol. 16 No. 5 pp. 807-33

Hafidhuddin Didin and Hendri Tanjung, *Sharia Management in Practice,* (Jakarta: Gema Insani Press, 2003)

Hartanto Mardi Frans, *New Paradigm of Indonesian Management: Creating Value by Relying on Policy and Human Potential* , (Bandung: Mizan, 2009)

Jurkiewicz, C.L., Dan Giacalone, R.A. (2004). *A Values Framework For Measuring The Impact Of Workplace Spirituality On Organizational Performance. Journal Of Business Ethics,* Vol. 492, pp. 129-135.

Kotter, JP & Heskett, JL, 1998, *Corporate Culture and Performance,* Jakarta: Prehalindo

Malay SP Hasibuan, *Human Resource Management,* (Jakarta: PT. Bumi Aksara, 2010)

Mangkunegara, AP (2000). *Corporate Human Resource Management. Bandung: Remaja Rosda Karya* .

Milliman, J., Czaplewski, A. j., & Ferguson, *Workplace Spirituality and Employee Work Attitudes. An Exploratory Empirical Assessment.* (Journal of Organizational Change Management, 2003)

Moeljono Djokosantoso, *Organizational Culture in Challenges,* (Jakarta: PT. Elex Media Komputindo, 2005)

Rahayu, Scientific Journal of Sultan Agung, Sultan Agung Islamic University, Semarang, August 26, 2022 ISSN: 2963-2730 948, 2017

Rivai Veithzal, *Human Resource Management for Companies,* (Jakarta: Grafindo, 2004)

Robbins Stephen, *Organizational Behavior* , (Jakarta: Salemba Empat, 2015)

Robbins, Stephen P. & Mary Coulter, *Management.* 7th Edition, Volume 2. Indonesian Edition, (Jakarta: PT. Indeks, 2005)

Robbins, Stephen P. and Judge, Timothy A. (2008). *Organizational Behavior.* Jakarta: Salemba Empat.

Sangkan, A. (2008b). *Spiritual Misconceptions* . Jakarta: Gybraltar.

Sani, Achmad, Wekke, Suardi, Ismail, Ekowati, Maharani, Vivin, Abbas, Bakhtiar, Idris, Idris, Ibrahim, Fuad. 2018. *Moderation Effect of Workplace Spituality on Organizational Citizenship Behavior*

Sayuti A. Suminto, *Getting to Know Fictional Prose* , (Yogyakarta: Gama Media, 2000)

Simanjuntak, 2005, *Management and Performance Evaluation* , Jakarta: Faculty of Economics, University of Indonesia

Sulaeman Ardika, *"The Effect of Wages and Work Experience on the Productivity of Craft Carving Employees in Subang Regency"* Trikonomika, Vol. 13 No. 1, 2014.

T. Yeremias Keban, *Six Strategic Dimensions of Public Administration, Concepts, Theories and Issues* , (Yogyakarta: Gava Media, 2004)

Underwood, Lynn G. And Teresi, Jeanne A. (2002). *The Daily Spiritual Experience Scale: Development, Theoretical Description, Reliability, Exploratory Factor Analysis, And Preliminary Construct Validity Using Health-Related Data. The Society Of Behavioral Medicine, Vol.* 24, no. 1, Pp. 22-33.

Wibowo, *Performance Management,* (Jakarta: Rajawali Press, 2010)

Yusuf Al-Qardhawi, *Halal and Haram in Islam, translated by Muammal Hamidy* , (Surabaya: Binailmu, 1993)

Zwell Michael, *Creating a Culture of Competence,* (New York: John Wiley & Sons, Inc. 2000)