



Analysis of Spirituality Effect on Workplace and Work Motivation on Employee Performance Bank Syariah Mandiri in Jawa Barat Region

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received November 20, 2020 Received in revised form December 12, 2020 Available online December 31, 2020</p> <p><i>Keywords:</i> Spirituality at work, Work Motivation, Employee Performance</p> <p>http://dx.doi.org/10.31332/lifalah.v5i2.2307</p>	<p>This study aims to determine how much influence spirituality in the workplace on the performance of Bank Syariah Mandiri Bank employees in the West Java Region how much influence the motivation of work on the performance of Bank Syariah Mandiri employees in the West Java Region and how much power the Spirituality at work and work motivation simultaneous performance of Bank Syariah Mandiri employees in the West Java Region. This study uses a quantitative approach with the primary data collection tool questionnaire. The sampling technique used was the purposive sampling technique. While the data analysis technique used is multiple regression analysis. The study results illustrate that Spirituality at work has a positive and significant influence on employee performance. Then work motivation has a positive and significant effect on employee performance. Furthermore, Spirituality at work and work motivation together have a positive and significant impact on employee performance.</p>

I. Introduction

The success of an organization to run its business depends on the role of HR in it. Even though an organization has advantages in technology, operations, facilities, and infrastructure, the company will not succeed if there are no strong human resources. According to Kadarisman (2013), human resources live and have feelings, thoughts, self-esteem, desires, and behaviors that are very difficult to conclude. Currently, increasing human resources is receiving considerable attention from various groups, both government and private. The application in developing human resources can be realized through the development of science

and technology, mental abilities, the morale of employees, especially to improve employee performance. To achieve company goals is not as easy as what we imagine will surely encounter problems and obstacles. Therefore, to solve all the company's problems and obstacles, it requires human resources who can handle it. Leaders also will not clear up their duties or achieve company goals by working alone. Leaders need help from their employees to keep working diligently and work together to achieve their predetermined objectives.

The aspect of Spirituality in the workplace becomes an effort that the organization can carry out to develop employee work productivity. An understanding of Spirituality can help organizations better understand employee attitudes. Therefore the need for Spirituality in the workplace is the primary need to obtain the expected goals. There is empirical evidence that states that the practice of Spirituality in the workplace can make Spirituality in the new workplace that causes employees to be happy and have better work performance (Widowati and Winarto, 2013: 10). Similarly, organizations that care about Spirituality can automatically overcome problems that arise from conflicts between personal or work life (Robbins, 2008: 747).

In addition to aspects of Spirituality, another element that influences employee performance is motivation. Motivation is the encouragement from the individual concerned, both arising from oneself or the environment. Motivation factor becomes a very determining factor on a person's success and the organization's success. An organization's success in obtaining its objectives is highly determined by the motivation of employees in carrying out their duties. According to Rivai (2006: 207), the stronger the motivation of employees, the better the work performance of employees, meaning that any increase in employee motivation can improve employee performance. Thus, the employee's work motivation impacts the ups and downs of Bank Syariah Mandiri employees' work performance in the West Java Region.

In Altaf and Awan's research (2011), Spirituality at workplaces emphasizes the needs of employees. The results result in better productivity because good employees tend to show better performance because they feel satisfied. The more spiritual the work environment, the more positive and positive satisfaction. This study ultimately improves performance, job involvement, higher profits, organizational commitment, and general success.

The problems that arise at Bank Syariah Mandiri in the West Java Region are the level of employee spirituality at Bank Syariah Mandiri in the West Java Region is not yet optimal even though employees' Spirituality can balance the pressure and stress in chaotic life steps. On the other hand, employees at Bank Syariah Mandiri in the West Java Region do not yet have a high motivation to work well to cause performance that is not yet optimal. Therefore, the study

will discuss the "Analysis of the Effects of Spirituality in the Workplace and Work Motivation on the Performance of Bank Syariah Mandiri Employees in the West Java Region."

2. Literature Review

Spiritual comes from the word "spritus," which means something that gives life to a system or organism. Spiritus is defined as "the life-giving or vital principle held to give physical life organism" (Merriam-Webster in Azlimin, 2015). Spirituality is closely related to something universal, such as value, meaning, direction, in human life that is not based on any religion believed by someone (Amin, 2010: 58). Workplace spirituality acknowledges that employees have an inner life that is guarded and guarded by duties, which means taking place in society's context (Asmos and Duchon, 2000 in Azlimin, 2015). Gibbons (2001) in Azlimin (2015) describes workplace spirituality, including integrity and solidarity. Giacalone & Jurkiewicz (2004) in Laura (2005) define workplace spirituality as a framework of organizational values demonstrated in a culture that displays the experience of transcendent employees through work processes, facilitating their sense of being connected through ways that provide compassion and joy. Workplace spirituality is an effort to obtain and find the highest meaning of life for work-life and communication among individuals and their colleagues and others who contribute to work and believe in the organization's value (Mitroff and Denton, 1999 in Azlimin, 2015). Spirituality in the workplace encompasses the meaning of integrity and solidarity at work and understanding deep values at work (Gibbons, 2001 in Azlimin, 2015). Spirituality at work is a force that inspires and drives to achieve goals and meaning in work life, understanding the value of work, life, nature, living things, and belief systems (Myers, 1999) in Javanmard (2012: 1962)

Azlimin (2015) describes there are three aspects of workplace spirituality:

- a. The inner life is assuming oneself as someone who has Spirituality. Spirituality is the human brain's carrying capacity; Spirituality is based on forms from within the brain that provides basic expertise to form meaning, values, and beliefs.
- b. Work that has meaning is a task related to something primary in life.
- c. Part of the community is feeling like being part of the community at work. In this case, Spirituality includes the correlation of the mental, emotional, and spiritual community of workers in the organization.

According to Gibson, Ivancevich, and Donnelly (2005), the meaning of motivation is the ability to describe the forces at work that exist in individuals. Mangkunegara (2006: 93), quoting Stanford's opinion, defines inspiration as: "Motivation as an energizing condition of the organism that serves to direct the organism toward the goal of a certain class." This finding

means motivation is a situation that drives humans to achieve certain goals. Motivation is a process that considers the intensity, direction, and persistence of individual efforts to obtain goals. According to Tosi, Mero, and Rizzo (2000), motivation has psychological and managerial significance. Psychological means motivation refers to a person's internal mental state associated with initiation, direction, perseverance, intensity, and cessation of behavior.

On the other hand, the managerial meaning of motivation is related to the activities of managers and leaders moving people to obtain the results expected or outlined by the company following the relationship between motivation, ability, and performance. Meanwhile, Robbins (2008: 205) argues that the notion of motivation is as follows: "Motivation as a willingness to spend a high level of effort toward organizational goals, which is conditioned by the ability of those efforts to meet an individual's needs." Based on the above understanding, motivation can be said:

1. Passion or mobilization is found in individuals who are stimulated to want to do a good job.
2. Factors drive employees to want to work if the organization's needs, goals, and views are associated with and through what needs can be realized.
3. Competence in moving employees and companies to work so that the employees' will can be achieved, including achieving company goals.

According to Hasibuan (2006: 173), dimensions of motivation are as follows:

1. Need for achievement (Need for Achievement)
The need for an achievement is the driving force that drives one's morale. Therefore, the achievement will motivate someone to increase creativity and utilize expertise and strength to obtain superior performance.
2. Need for affiliation (Need for Affiliation)
Needs are a driving force that can drive one's morale, improve themselves, and utilize their strength to complete their work. Therefore, the need for affiliation is what drives employee morale because they want:
 - a) Other needs are accepted in the neighborhood and where he works.
 - b) Need is respected
 - c) The need to progress and not fail.
 - d) The need to be able to participate.
3. The need for power (Need for Power)
This need is the driving force that drives employee morale. The need for power can encourage employee morale and utilize their expertise to gain power

According to Bernardin and Russell (2010: 222), employee performance is the overall work results completed during a certain period. Robbins (2009: 629) states employee performance is a function that describes the relationship between competence, encouragement, and the

opportunity to show organizational performance. According to Mathis and Jackson (2006: 382), employee performance influences how much employees benefit the organization. Thus the version is the work achievement obtained by employees assessed both in quality and quantity to obtain organizational goals. Mangkunegara (2005: 67) said that employee performance is the work of quality and quantity achieved by an employee in carrying out their duties following the responsibilities given to him.

Meanwhile, according to Rivai (2004: 246), performance is the result or overall level of success of a person during a specific period in carrying out the task compared with various possibilities, such as work standards, targets/targets, or criteria that have been mutually agreed upon. Performance results from an employee's evaluation are useful for making decisions about employee remuneration packages, promotions, motivation for performance improvement, retention, and termination of employment. (Piercy et al., In Qaisar, 2012: 249). At the same time, Qureshi (2011: 643) argues that employee performance is the fulfillment of a given task measured against a predetermined standard of completeness, cost, and speed accuracy. Dimensions of employee performance, according to Bernardin and Russell (2010: 226), are as follows:

1. The quality of output is how the implementation of activities approaches the organization's objectives or carries out activities following the objectives set.
2. Output quantity is the total amount obtained from all activities carried out
3. Timeliness is the extent to which an activity or activity can be completed in a faster time than determined by the organization
4. Cost-effectiveness is the extent of the use of organizational resources that include human, financial, technological, material resources that are maximized to obtain targets following those set
5. The need for supervision is the extent to which employees can do a job without being strictly monitored, aimed at preventing any unexpected actions or behavior

The impact of personal relationships is the extent to which employees can work together with colleagues and subordinates who also show feelings of self-respect and good name.

3. Research Method

The research method used is the descriptive verification method. Descriptive analysis methods are used to describe the variables and characteristics of respondents. At the same time, verification is to test the hypotheses raised in the study. The sample used in this study was 153 employees of the BSM West Java Regional Office. Sampling is done by non-probabilities (non-random selection) and is carried out using purposive sampling or judgment sampling.

The data analysis technique used for data processing is multiple regression, a statistical method to determine the relationship between the independent and dependent variables. This study's independent variable is Spirituality at work and motivation, while the dependent variable is employee performance.

4. Result and Discussions

4.1 Results

Descriptive research results are explained in frequency tables, while hypothesis testing explains verification results. The findings show the frequency of respondents' answers on organizational culture variables. It can be seen in the table below:

Table 1. Recapitulation of Respondent Answer Scores

Sort Number	Statement Number	Amount of Score
1	Statement 1	549
2	Statement 2	555
3	Statement 3	548
4	Statement 4	570
5	Statement 5	553
6	Statement 6	523
Amount of Score		3298

Source: Primary Data Processing Results (2019)

To categorize the assessment of respondents on Spirituality in the workplace questionnaire following the results of the answers, the authors make categorization in the interval line as follows:

Interval for six questions with 153 respondents:

Minimum Index Value = Minimum Score x Number of Questions x Number of Respondents = $1 \times 6 \times 153 = 918$. Maximum Index Value = Maximum Score x Number of Questions x Number

of Respondents = $5 \times 6 \times 153 = 4590$. Interval = Maximum Index Value - Minimum Index Value = $4590 - 918 = 3672$. Distance Interval = Interval: Level (5)

Table 2. Recapitulation of Respondent Answer Scores Spirituality at Work

No.	Category	Interval
1	Very high	3855,7 - 4590
2	High	3121,3 - 3855,6
3	High enough	2386,9 - 3121,2
4	Not low	1652,5 - 2386,8
5	Very Not Low	918 - 1652,4

Source: Primary Data Processing Results (2019)

Based on the table above, the responses of employee respondents' assessment of Spirituality at work obtained a total score of 3298. This data means that employee spirituality is in the high category to have an adequate level of Spirituality. To find out the frequency of respondents' answers on work motivation variables, it can be seen in the table below

Table 3. Recapitulation of Respondents' Score Answers About Work Motivation

Sort Number	Statement Number	Amount of Score
1	Statement 1	569
2	Statement 2	565
3	Statement 3	563
4	Statement 4	556
5	Statement 5	570
6	Statement 6	555
7	Statement 7	587
8	Statement 8	569
9	Statement 9	575
10	Statement 10	570
11	Statement 11	583
12	Statement 12	571
13	Statement 13	537
14	Statement 14	522
Amount of Score		7892

Source: Primary Data Processing Results (2019)

To categorize the assessment of respondents on work motivation following the results of the answers, the authors make categorization in the interval line as follows: Interval for 14 questions with 153 respondents:

Minimum Index Value = Minimum Score x Number of Questions x Number of Respondents = $1 \times 14 \times 153 = 2142$ Maximum Index Value = Maximum Score x Number of Questions x Number of Respondents = $5 \times 14 \times 153 = 10710$. Interval = Maximum Index Value -

Minimum Index Value = $10710 - 2142 = 8568$. Distance Interval = Interval: Level (5) = $8568 : 5 = 1713,6$

Table 4. Recapitulation of Respondent Answer Scores Work motivation

No.	Category	Interval
1	Very high	8996,5 - 10710
2	High	7282,9 - 8996,4
3	High enough	5569,3 - 7282,8
4	Not low	3855,7 - 5569,2
5	Very Not Low	2142 - 3855,6

Source: Primary Data Processing Results (2019)

Based on the above table, the responses of employee respondents' assessment of work motivation obtained a total score of 7892. This data means that employees' work motivation at Bank Syariah Mandiri in the West Java Region has a high category. Thus, BSM employees have high work motivation. The employee performance score out of the respondents' answers on employee performance variables can be seen in the table below.

Table 5. Recapitulation of Respondents' Score Scores on Employee Performance

Sort Number	Statement Number	Amount of Score
1	Statement 1	560
2	Statement 2	564
3	Statement 3	549
4	Statement 4	550
5	Statement 5	563
6	Statement 6	533
7	Statement 7	598
8	Statement 8	571
9	Statement 9	576
10	Statement 10	562
11	Statement 11	569
12	Statement 12	544
13	Statement 13	576
Amount of Score		7315

Source: Primary Data Processing Results (2019)

To categorize the assessment of respondents on the performance of the questionnaire employees according to the results of the answers, the authors make categorization in the interval line as follows:

Interval for 13 questions with 153 respondents:

Minimum Index Value = Minimum Score x Number of Questions x Number of Respondent = $1 \times 13 \times 153 = 1989$. Maximum Index Value = Maximum Score x Number of Questions x Number of Respondents = $5 \times 13 \times 153 = 9945$. Interval = Maximum Index Value -

Minimum Index Value = 9945– 1989 = 7956. Distance Interval = Interval: Level (5) = 7956: 5 =1591,2

Table 6.Recapitulation of Respondent Answer Scores On Employee Performance Variables

No.	Category	Interval
1	Very high	8353,9- 9945
2	High	6762,7 – 8353,8
3	High enough	5171,4 - 6762,6
4	Not low	3580,3 - 5171,4
5	Very Not Low	1989 - 3580,2

Source: Primary Data Processing Results (2019)

Based on the table above, the responses of employee respondents' employee performance assessments obtained a total score of 7315. This data gives the sense that the company's employee performance is following company expectations due to good categories

4.1.1 Multiple Linear Regression Analysis

Based on the results of multiple regressions aimed at analyzing the influence of Spirituality and work motivation variables on employee performance as seen from the coefficient of determination (R Square). This research has one dependent variable: employee performance and two independent variables: workplace spirituality and work motivation. Therefore, this research uses multiple regression analysis.

Table 7. Regression Analysis

Model		Unstandardized		Standardized	t	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	8,764	1,844		4,753	,000
	X1	,421	,086	,264	4,896	,000
	X2	,581	,047	,672	12,469	,000

Source: Spss Output, v. 21 data processed by researchers (2019)

Based on the table above, the regression equation obtained is as follows:

$$Y = 8.764 + 0.421X1 + 0.581X2$$

Information:

Y = Employee Performance

X1 = Spirituality

X2 = Work Motivation

The equation of the regression model illustrates the effect of work motivation is more dominant than Spirituality. This data can be seen from the regression coefficient of work motivation that is 0.581 greater than the regression coefficient of Spirituality at work, worth

0.421. Therefore, employee performance is more influenced by work motivation than Spirituality. A constant value of 8.764 means that if there is no dimension of spirituality and work motivation or both of these variables are zero, then the amount of employee performance (Y) = 8.764. Then the calculation of the results of the multiple regression analysis of SPSS data results is shown in the following table.

Table 8. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,869 ^a	,755	,752	3,36717

a. Predictors: (Constant), X2, X1

In the table above then to calculate the contribution of Spirituality in the workplace and work motivation on employee performance, the following formula is used:
 $KD=R^2 \times 100\% = (0.869)^2 \times 100\% = 0.755 \times 100\% = 75.5\%$

Based on the SPSS model output summary, the adjusted R² is 0.755. This data means that 75.5% of the dependent variable of employee performance can be explained or influenced by the independent variables of Spirituality at work and work motivation. In comparison, other causes explain the remaining 24.5% (100%-75.5%) outside the model.

Hypothesis testing

4.1.2 Partial Hypothesis Test

Testing the hypothesis in this study will use a measurement tool that is the T-test and F test, using the application SPSS.v.21. Sugiyono (2009: 292) suggests determining the decision criteria for the results of the proposed hypothesis of the influence. It is first necessary to find the value of the t-count compared to the table's value, with an error tolerance of 0.05.

Table 9. Partial Test Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,764	1,844		4,753	,000
	X1	,421	,086	,264	4,896	,000
	X2	,581	,047	,672	12,469	,000

Source: Spss Output, v. 21 data processed by researchers (2019)

H0: r = Spirituality at work and work motivation have no significant effect partially on employee performance

Ha: r ≠ Spirituality at work and work motivation have a significant effect partially on employee performance

Based on the table above, with $\alpha = 0.05$ and $n = 153$, one-party test, $DK = n - 2 = 153 - 2 = 151$ so that the value of t-table = 1.976 is obtained. It turns out that the t-count is greater than the table, or $4.896 > 1.976$. Thus, H_0 is rejected, and H_a is accepted. This finding means that there is a significant influence between Spirituality at work on employee performance.

The second Hypothesis, Testing, is stated as follows:

H_0 : Work motivation does not have a significant partial effect on employee performance
 H_a : Work motivation has a partially significant effect on employee performance

Based on the table above, with $\alpha = 0.05$ and $n = 153$, one-party test, $DK = n - 2 = 153 - 3 = 150$ so that the value of t-table = 1.976 is obtained. It turns out that the t-count is greater than the table, or $12.469 > 1.976$. Thus, H_0 is rejected, and H_a is accepted. This data means a significant influence between work motivation and employee performance.

4.1.3 Simultaneous Test

Simultaneous testing is done with the F test tool. The F test is used to determine the independent variables simultaneously, which can influence the dependent variable. The simultaneous significance test results (F-test) using SPSS Program ver 21 for windows are as follows:

Table 10. Simultaneous Test Results (F-Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5234,824	2	2617,412	230,856	,000 ^b
	Residual	1700,679	150	11,338		
	Total	6935,503	152			

H_a : $r \neq$ Spirituality at work and work motivation simultaneously have a significant effect on employee performance
 H_0 : $r =$ Spirituality at work and work motivation simultaneously have a significant effect on employee performance

The table above shows that the F test results obtained a value of 230,856 at a significant level of 5% with a probability value = 0,000. F table value at 5% significance level with $df = 2$ is $df = 153 - 2 - 1 = 150$. Then obtained F-table of 3.0564. This shows that at a significance level of 5% $F_{calculate} = 230.885 > F_{table} 3.0564$, H_0 is rejected, which means that Spirituality at work and work motivation simultaneously influence employee performance.

4.2 Discussion

4.2.1 Effect of Spirituality at work on employee performance

Research results illustrate that Spirituality at work has a positive and significant influence on employee performance. The impact of Spirituality at work on employee performance is obtained t -count = 4.896, at a significant level ($\alpha = 0.05$), it turns out that t count > t -table or $4.896 > 1.976$. The amount of the contribution of Spirituality in the workplace to employee performance by 43.7%. The study results are the same as from Malikeh Beheshtifar's research (2013), which explains that Spirituality in the workplace impacts employee performance. In line with this, Campbell (2014) states that the results of his research that workplace spirituality and organizational commitment have an impact on employee performance, and also Petchsawanga (2012), Osman-Gani (2010) expressed similar things that Spirituality at work influences employee performance. Therefore, employees who have a high level of Spirituality will also have high performance. Workplace spirituality is an organizational value framework that is demonstrated by creating culture through work processes that provide facilities to individuals to connect with other human resources to develop a sense of prosperity and pleasure at work (Giacalone and Jurkiewicz, 2004). Spirituality can make employees more effective in carrying out work because they see work as a tool to develop Spirituality to carry out more effort than employees who view work as only a means to earn money.

4.2.2 The influence of work motivation on employee performance

The influence of work motivation on employee performance was obtained t -count = 12.469, at a significant level ($\alpha = 0.05$), the results obtained were t -count > t -table or $12.469 > 1.976$. The amount of work motivation contribution to employee performance is 75.5%. Thus, motivation has a positive and significant effect on employee performance. The higher the motivation of employees, the employee's performance will increase. Research results from Kuranchie-Mensah (2015), Belly Onanda (2015), and Irum Shahzadi (2015) revealed that motivation influences improving employee performance. Motivation can lead to increased employee performance. Thus motivation can improve employee performance and affect company goals (Veithzal Rivai, 2006: 456)). The relationship between motivation and performance from McClelland's (1961), Edward Murray (1957), Miller and Gordon W (1970), and Mangkunegara's (2006: 76) research findings provides a positive correlation between achievement motivation and maximum performance gain. Concerning work, motivation is the central aspect that drives employees to work. Motivation

can be interpreted as individuals willing to give a high effort in obtaining corporate goals (Robbins, 2008). There are three critical factors in reason: action, organizational goals, and needs. The step is a measure of intensity. If motivated, that person will try hard to achieve his goals, although that is not necessarily hard to get superior performance. Therefore, it takes the intensity and quality of the effort directed at the organization's goals. Needs are situations that originate from within the self that causes impulses, whereas unsatisfied needs can cause tension that stimulates impulses within the individual.

This drive causes an attitude to get a goal. If there is a need fulfilled, it can cause a decrease in tension. Therefore, motivated employees are intense and try to reduce uncertainty through various efforts. In principle, an employee is motivated to do his work influenced by strong motives. Employees are humans, and humans are creatures who have a lot of needs in. These needs increase the reasons that are the basis of one's activities. However, a person can behave based on specific methods to satisfy employees' needs because they have more impact.

4.2.3 Effect of Spirituality at work and work motivation on employee performance

Subsequent research revealed Spirituality in the workplace and work motivation simultaneously had a positive and significant effect on employee performance. The influence of Spirituality in the workplace and work motivation obtained by the F test value of 230,856 at a significant level of 5% with a probability value = 0,000, apparently $F\text{-count} = 230,856 > F\text{-table } 3,0564$. The amount of work motivation and Spirituality on employee performance equals 75.5%. That gives a picture

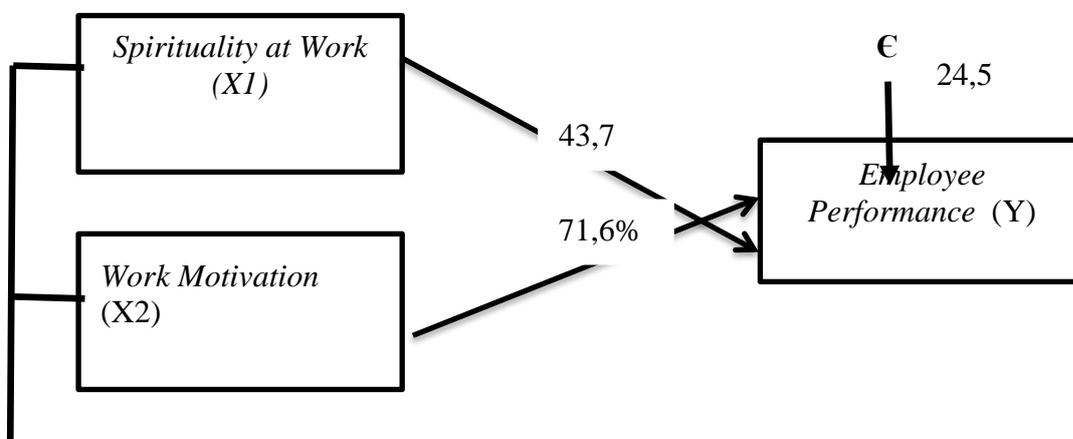


Figure 3. Results of the Effects of Spirituality on the Workplace and Work Motivation on Employee Performance

Based on the picture above, it is known:

1. Spirituality at work on employee performance yields a value of 43.6%, meaning that Spirituality at work affects employee performance at 43.6%
2. Work motivation on employee performance produces a figure of 71.6%, meaning that work motivation affects employee performance by 71.6%
3. Other variables on employee performance produce a figure of 24.5%, meaning other variables affect employee performance by 24.5%

5. Conclusion

From the research results described above, the following conclusions can be concluded:

1. Spirituality at work has a positive and significant influence on employee performance. Effect of Spirituality at work on employee performance obtained t -count = 4.896, at a significant level ($\alpha = 0.05$), it turns out that t count $>$ t -table or $4.896 > 1.976$. Thus the higher the level of employee spirituality, the higher the employee's performance.
2. Work motivation has a positive and significant effect on employee performance. At a significant level, the influence of work motivation on employee performance is obtained t -count = 12.469 ($\alpha = 0.05$). It turns out that the t count $>$ t -table or $12.469 > 1.976$. Thus the higher the work motivation, the higher the employee's performance.
3. Spirituality at work and work motivation have a positive and significant effect on employee performance. The influence of Spirituality in the workplace and work motivation obtained by the F test value of 230,856 at a significant level of 5% with a probability value = 0,000. It turns out that F -count = 230,856 $>$ F -table 3,0564. Thus the higher the level of Spirituality and work motivation of employees, the higher the performance of employees.

6. Suggestion

Based on describing the conclusions above, the authors suggest the following things:

1. The Bank Syariah Mandiri West Java Regional Office needs to pay attention to employee spirituality factors to improve employee performance.
2. The company needs to increase employee work motivation through guidance or counseling or even compensation to employees who have high performance.
3. Because this research only examines employee performance in terms of Spirituality in the workplace and work motivation, it is recommended that subsequent researchers conduct other studies to determine the correlation of other factors that affect employee performance beyond the aspects examined in this research.

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