The Influence of Work Ethics and Spiritual Leadership on Employee Performance

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Abstract

Work ethic is a system of values or norms used by all human resources of the organization, in the implementation of work every day. Work ethics is related to work morality, as a parameter of one's ability to carry out good and avoid evil, with the aim of establishing integrity, besides that ethics is also related to human spirituality. Work ethic is a basic value in shaping culture, both in organizational and individual principles. Ethical behavior in the workplace is the implementation of the internalization of values in every member of the organization. The purpose of this study is to analyze and prove the effect of work ethics and spiritual leadership on employee performance. This research was conducted at PT. Petrokimia Gresik, this type of research is quantitative research. The population of this study were employees of PT. Petrokimia Gresik in the production of 1142, using a systemic random sampling technique. The sample in this study were 296 employees of PT. Gresik Petrochemicals. The data source used is primary data in the form of questionnaire answers. The data analysis method used AMOS version 20. The results showed that work ethics had a significant effect on the performance of employees of PT. Petrokimia Gresik and spiritual leadership strengthen the influence of work ethics on employee performance.

Keywords: Work Ethics, Spiritual, Leadership, Employee Performance

1. Introduction

PT Petrokimia Gresik is one of the largest fertilizer companies in Indonesia, trying to survive in business competence, employee performance is the main concern, with a large number of employees, age background, employee status and education can affect employee performance.

Table 1. Number of Employees of PT. Gresik Petrokimia by Age

No	Employee Age	Year 2019		Year 2018	
		Number of Employees	%	Number of Employees	%
1	*Age* 20-24	495	19,21	565	19,77
2	*Age* 25-29	803	31,16	729	25,50
3	*Age* 30-34	465	18,04	310	10,85
4	*Age* 35-39	39	1,51	30	1,0
5	*Age* 40-44	10	0,39	5	0,18
6	*Age* 45-49	33	1,28	46	1,60
7	*Age* 50-54	352	13,66	688	24,07
8	*Age* > 55	380	14,75	485	16,98
	Total	**2577**	**100,00**	**2858**	**100,00**

Based on the data in table 1 the number of employees of PT. Petrokimia Gresik based on age, it is known that there are differences in the age range of the total number of employees. Data in 2019 shows that in the age range of 20-24 years, the number of employees is 495 or 19.21% of the total employees. Meanwhile, in the age range of 25-29 and 30-34 years, the number of employees is 803 and 465 or 31.16% and 18.04% of the total number of employees. This data contradicts the number of employees in the age range of 40-44 years as many as 10 people or only 0.39% of the total number of employees. The same thing happened to the number of employees in the age range of 45-49 and 50-54 years. The numbers were 33 and 352 people or 1.28% and 13.66% of the total number of employees, respectively. This fact certainly triggers problems in organizing employees to achieve maximum performance. Many organizations compete in the market to achieve performance indicators. According to Griffin (2004:107) employee performance indicators are directly related to goals to objectives and from goals to corporate strategy, for that employee involvement in maintaining business competence needs to pay attention to performance excellence.

Company data in the 2018 – 2019 period there has been a decrease in the number of permanent employees, from 2,745 people in 2018 to 2,577 people in 2019. There has been an increase in the number of contract employees, from 112 people in 2018 to 676 people in 2019. Number of employees of course, can cause companies to experience complex problems, especially those related to their management. Based on data from PT. Petrokimia

Gresik is known in 2019 as many as 1706 employees are high school graduates, 152 people are Diploma three graduates, 419 people are undergraduate graduates and 81 people are postgraduate graduates (master).

The results of research in the United States by Fry, Hannah, Noel, and Walumbwa (2011) show that the development of spirituality in the workplace by the management has a positive effect on organizational and individual outputs as well as performance. Studies (Sanusi and Manan, 2014) show that spiritual leadership has a significant effect on job satisfaction and improving employee performance at Darul Ulum University, Jombang. In contrast to the research results above, the study from Sulistyo (2009) shows that spiritual leadership has no significant effect on job satisfaction and employee performance. Several empirical researches show that there are still inconsistencies in the theoretical relationship between spiritual leadership on job satisfaction and employee performance.

Ethics is the study of human behavior and human actions (Stackhouse, McCann, Roels, and Williams, 1995:105). (Guttmann, 2013:19) describes ethics as rational thinking critical of the values, norms, and morals that underlie the formation of attitudes that are manifested in the form of human behavior, both at the individual and group level. One of the standards of behavior related to ethics is work ethics. Work Ethics can be understood as a basic belief that a person should do work that refers to basic moral values, and that everyone should do it in the best way, without thinking about rewards (Yankelovich and Immerwahr, 1984:78). This opinion is supported by Weber and Seger (2002:46) who say that work ethics is related to the belief system believed by individuals or groups. Weber then formulated the Protestant Work Ethics (Protestant Work Ethics), which was based on the Protestant teachings of Calvinism in Europe.

L.W. Fry (2003) states that spiritual leadership is a leadership style that prioritizes a collection of values, attitudes, and behaviors needed to intrinsically motivate oneself and others, so that each has a feeling of spiritual survival through membership and calling based on love, service, and attendance. Employee performance is the work achieved by employees within a certain period of time based on work standards set by the company. The indicators used in employee performance variables refer to several opinions such as Bernadin and Russel (1993); Judges et al. (2003); R. L. Mathis and Jackson (2011). Brahmasari and Siregar (2009:242) stated that performance is the achievement of organizational goals which can be in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization.

1.1 Research Problem
1) Does work ethics have a significant effect on the performance of employees of PT. Petrochemical Gresik ?
2) Does spiritual leadership have a significant effect on the performance of employees of PT. Petrochemical Gresik ?
3) Does spiritual leadership moderate the effect of work ethics on the performance of employees of PT. Petrochemical Gresik ?

1.2 Research Objectives
1) Test and analyze the effect of work ethics on the performance of employees of PT Petrokimia Gresik
2) Test and analyze the influence of spiritual leadership on the performance of employees of PT Petrokimia Gresik.
3) Test and analyze the effect of work ethics on employee performance through spiritual leadership at PT Petrokimia Gresik.

2. Literature Review
2.1 The Work Ethics
Ethics is rational thinking critical of values, norms, and morals that underlie the formation of attitudes that are manifested in the form of human behavior, both at the individual and group level (Guttmann, 2013: 19). One of the standards of behavior related to ethics is work ethics. Work ethic is a system of values and norms used by all human resources of the organization, in the implementation of daily work. Work ethics is related to work morality, as a parameter of a person's ability to carry out good and avoid evil, with the aim of establishing integrity.

Work ethic is a system of values or norms used by all human resources of the organization, in the implementation of work every day. Work ethics is related to work morality, as a parameter of one's ability to carry out good and avoid evil, with the aim of establishing integrity, besides that ethics is also related to human spirituality. Ethical behavior in the workplace is the implementation of the internalization of values, within each member of the organization, which if carried out with high consistency will have an impact on increasing the quality of one's integrity, and increasing the ability to create a holistic and happy work environment for everyone (Suprayogo, 2012: 57).

Work ethic can be understood as a basic belief that one should do work that refers to the main moral values, and that everyone should do it in the best way, without thinking about rewards (Yankelovich and Immerwahr, 1984:78). This opinion is supported by Weber and Seger (2002:46) who say that work ethics is related to the belief system believed by individuals or groups. Weber then formulated the Protestant Work Ethics (Protestant Work

Ethics), which was based on the Protestant teachings of Calvinism in Europe. One must have the views and attitudes to appreciate work as something noble for human existence. Views and attitudes towards work are known as work ethics.

"Work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by a total commitment to an inseparable work paradigm" (Sinamo (2004: 55). Ernawan (2007:15) says that "ethics is a branch of the philosophy of looking for bad human behavior." "Ethics wants to find out which human action is good. Ethics relates to all sciences related to humans and society such as anthropology, psychology, sociology, economics, political science, and law. Ethics is a branch of philosophy, The aim is to study behavior, both moral and immoral, with the aim of making reasonable considerations and finally arriving at recommendations that are certainly acceptable to a certain group or individual.

2.2 The Spiritual Leadership

Human spirituality in the workplace is about self-understanding of workers as spiritual beings whose souls are at work, about experiencing a sense of purpose and meaning in their work, experiencing feelings of interconnectedness with others and with their community at work (Utoyo, 2011:23). Human spirituality in the workplace can be created, when there is a leadership role that supports and directs it. One of the leadership theories that emerged in the 2000s period was the spiritual leadership theory developed by L. W. Fry (2003:113). Spiritual leadership is "comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership". Spiritual leadership is also defined as leadership based on love, service, and presence (L. Fry and Kriger, 2009:119).

This definition shows that spiritual leadership will create "Human Spirituality" in the organization, because of the values held by the leader, thus influencing the attitude and behavior of the leader. These values will ultimately affect the spiritual survival of the leader and followers, so that it will create a spiritual atmosphere in the organization. L. W. Fry (2003:105) revealed the results of a review conducted by Duchon and Plowman that there is an impact given by work unit spirituality on unit performance and there is a relationship between work unit spirituality and leadership. The relationship between leadership and spirituality and workplace religiosity with leadership is not always significant, because under certain conditions the relationship is very weak and even statistically not tested significant (Ayranci and Semercioz, 2011:85).

Research conducted by Dubin in 1978, and disclosed by LW Fry (2003:106) and explains that the theory of spiritual leadership defines the connection with religion, characterized by enlightenment, can be taught, individual development, measurable, and productive, and is a phenomenon experience. In this case, the relationship with religion (has congruence with the law) shows that there is a clear consistency between spiritual values and practical and effective leadership.

2.3 Performance

Performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Prawirosentono, 1999:27). A person's performance is an individual thing, because everyone has a different level of ability in doing their job. Performance depends on a combination of ability, effort, and opportunities obtained (Giri et al., 2016:75). Sinambela (2012:38) suggests that employee performance is the ability of employees to do work using a certain skill. Employee performance is very important, because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him is, for that it is necessary to determine measurable criteria and set and agree together to serve as a reference.

The definition of performance based on etymology, performance comes from the word "performance", originally "to perform" which has the meaning (1) to enter, run, carry out, (2) fulfill or carry out the obligations of a vow, (3) describe a character in a game, (4) describe it with a voice or musical instrument, (5) carry out or complete responsibilities, (6) perform an activity in a game, (7) play music, (8) do something that is expected by a person or machine (North, Ulatowska , Macaluso-Haynes, and Bell, 1986:74). Performance can be interpreted as the implementation of a job and the completion of the work in accordance with the responsibilities so as to achieve the expected results. Performance is more emphasized on the process, where improvements are made during the execution of the work so that the achievement of work results or performance can be optimized.

Performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Prawirosentono, 1999: 27). Individual performance, because everyone has a different level of ability in doing their job. Performance depends on a combination of ability, effort, and opportunities obtained (Giri et al., 2016:75). Sinambela (2012: 38) suggests that employee performance is the ability of employees to do work using a certain skill.

Employee performance is very important, because with this performance it will be known how far the

employee's ability to carry out the tasks assigned to him is, for that it is necessary to determine measurable criteria and set and agree together to serve as a guide. Performance is the level of success of a person or institution in carrying out the work. There are four elements of performance, namely (1) the work achieved individually or institutionally, (2) in carrying out the duties, the person or institution is given authority and responsibility, which means that the person or institution is given the right and power to act so that the work can be carried out in a safe manner. good, (3) the work must be done legally, which means that in carrying out individual or institutional duties, of course, it must follow the established rules, and (4) the work does not conflict with morals or ethics.

2.4 Research Hypothesis
1) Work ethic has a significant influence on employee performance.
2) Spiritual leadership has a significant influence on employee performance.
3) Work ethic through spiritual leadership has a significant influence on employee performance.

3. Research Method
This type of research is explanatory research, because it explains the causal relationship between variables through hypothesis testing. The data collection technique in this study was to use a survey collected from respondents using a questionnaire, the data was obtained from a sample to represent the entire population (Hermawan and Amirullah, 2016). The research uses the positivist paradigm, because the research is conducted quantitatively on the measurement of the constructs that make up the model and analyzes the influence of one construct with another construct. The population of this study were employees of PT. Petrokimia Gresik in the production division totaling 1142. The sampling technique for respondents used systemic random sampling. Referring to the Slovin formula with a tolerance of 5%, the number of sufficient samples is 296.23 or rounded up to 296 respondents.

4. Research Results
The data analysis method uses SEM-AMOS version 20. Structural Equation Modeling (SEM) is a multivariate technique that combines aspects of factor analysis and multiple regression analysis that allows researchers to simultaneously examine the interrelated relationship between indicators in measuring latent constructs and examine a series of the relationship between these latent constructs (Hair et al., 2014:546). SEM provides a precise and efficient estimation technique for a series of multiple regression equations that are estimated simultaneously.

The next stage of structural model analysis is testing structural relationships on the direct effect path, namely examining the estimated parameter relationships between variables that represent each theoretical hypothesis. The hypothesis can be accepted if the path parameter is statistically significant with the direction of influence as predicted, meaning that the path parameter must be greater than zero for the positive direction and less than zero for the negative direction (Hair et al., 2014:589). Based on the results of the SEM analysis, a tested hypothesis model is obtained, as shown in table 2 below:

Table 2. Structural Model Test Results

Hypothesis	Path	Path Coeficients			
		Coeficients	CR	P-Value	Information
H1	Work Ethics → Employee performance	0.496	5,829	0.00	Significant
H2	Spiritual Leadership → Employee performance	0.346	4,581	0.00	Significant
H3	Work ethic through spiritual leadership → Employee performance	0.365	5,012	0.00	Significant
CR* = Significant at 0,05 level					
Source: SEM analysis results processed in 2021					

In testing structural relationships, hypothesis testing is carried out to test the significance of the influence between variables, using the critical ratio (CR) and probability values (p-value). Whether or not there is a significant effect between variables using the provisions if the CR value 1.96 or the p-value 5% significance level, then it is decided that there is a significant effect between these variables. The following are the results of testing structural relationships in order to test each research hypothesis based on SEM output:

4.1 Hypothesis Testing 1
The estimation results of the coefficient of the influence of work ethics on employee performance show a significant effect with a CR value of 5.829 (greater than 1.96) and a significance level (p-value) of 0.000 (less than 5%). The resulting coefficient of influence is 0.496 (positive), meaning that the higher the work ethic, the higher the employee's performance. The decision to accept Hypothesis 1: Work ethic has a significant influence on employee performance.

4.2 Hyphothesis Testing 2

The estimation results of the coefficient of the influence of spiritual leadership on employee performance also show a significant effect with a CR value of 4.581 (greater than 1.96) and a significance level (p-value) of 0.000 (less than 5%). The resulting coefficient of influence is 0.346 (positive), meaning that the higher the spiritual leadership, the higher the employee's performance. Decision to accept Hypothesis 2: Spiritual leadership has a significant effect on employee performance.

4.3 Hyphothesis Testing 3

The results of the moderating analysis of spiritual leadership on the effect of work ethics on employee performance also showed a significant effect with a CR value of 5.012 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than 5% significance level). The resulting coefficient of influence is 0.365 (positive/strengthening), meaning that spiritual leadership also significantly strengthens the influence of work ethics on employee performance. The decision to accept hypothesis 3: Work ethic through spiritual leadership has a significant influence on employee performance.

5. Discussion

5.1 The Influence of Work Ethics on Employee Performance

Employees of PT. Petrokimia Gresik perceives that an employee who has high ethics will get a better performance, because they consider that work is honor and service so that employees who work with high ethics will get a sense of satisfaction. The results of this study indicate that work ethics have a positive and significant effect on employee performance. The higher the work ethic, the higher the employee's performance.

The results of this study confirm the theory that work ethics can be understood as a basic belief that one should do work that refers to basic moral values, and that everyone should do it in the best way, without thinking about rewards (Düşmezkalender et al., 2021:173). This opinion is supported by Weber and Seger (2002: 46) who say that work ethics is related to the belief system believed by individuals or groups. Berten (2007:30) states that ethics has an effect on moral obligations, responsibilities, performance and social justice. Ethics more contemporary reflects the character of the company, which is a collection of individuals. Rudito and Famiola (2007:41) state that ethics is a belief that serves as a behavioral guide for a person, group, or institution. So, work ethics can be interpreted as a doctrine about work that is believed by a person or group of people to be good and right which is manifested specifically in their work behavior. Furthermore, Rudito and Famiola (2007:21) state that work ethic is a work spirit based on certain values or norms.

The results of this study confirm the research of Zheng, Molineux, Mirshekary, and Scarparo (2015:129), and the research of Gheitani, Imani, Seyyedamiri, and Foroudi (2019:410) which states that work ethic affects performance. Employees of PT. Petrokimia Gresik agree that work is an honor and service for them so that in carrying out their work duties, employees always instill good ethics so that they will have good performance as well. Work ethic is a system of values or norms used by all human resources of the organization, in the implementation of work every day. Work ethics is related to work morality, as a parameter of one's ability to carry out good and avoid evil, with the aim of establishing integrity, besides that ethics is also related to human spirituality.

5.2 The Influence of Spiritual Leadership on Employee Performance

Employees of PT. Petrokimia Gresik have the premise that work is an honor, if it is associated with human nature who likes to be respected, then having this rationale can encourage (motivate) employees to work better. If spiritual leadership is getting better, then employee performance will also be higher. The results of this study indicate that spiritual leadership has a positive and significant effect on employee performance. Shows that spiritual leadership is an important variable that affects employee performance.

The results of this study confirm the research of Rahmawaty, (2016: 84). Hidayah and Sutopo's (2017:33) research shows that spiritual-based leadership has a positive and significant effect on employee performance. Spiritual-based leadership can be said to have a role as a predictor in improving employee performance. Honesty, fairness, self-knowledge, altruistic focus, non-dogmatic spiritualism, working more efficiently, bringing out the best in oneself and others, openness to change, disciplined, flexible, relaxed, intelligent, and humble, are the items which contributes positively to improving employee performance.

5.3 The Influence of Work Ethics Through Spiritual Leadership on Employee Performance

Employees of PT. Petrokimia Gresik perceives that spiritual leadership is able to moderate the influence of work ethics on performance. The results of the analysis of spiritual leadership moderation on the effect of work ethics on employee performance also show a significant effect. Spiritual leadership also significantly strengthens the effect of work ethics on employee performance.

The results of this study confirm the research of Baykal and Zehir (2018:158), which states that spiritual

leadership is able to strengthen the relationship between motivation and employee performance. Leaders set an example for continuing to worship in the midst of busy work. The leader maintains a harmonious relationship with the employees as a role model for employees so that employees are motivated to complete their work.

The spiritual nature and spiritualist leadership style instilled by the leadership of PT. Petrokimia Gresik is proven to have a role in motivating employees to produce good performance. Indirectly, spiritual attitudes give employees freedom in carrying out their individual duties in a relationship with God, so that employees feel that the work they do does not interfere with their worship, even though the implementation of spiritual leadership is able to strengthen employee motivation to produce high performance.

According to Iphank and Ardiana (2017:42) performance is described as follows: (1) Goals are different states that an individual or organization is actively seeking to achieve. (2) Standards have an important meaning because they tell when a goal can be completed. (3) Feedback that is between goals, standards and feedback are interrelated. (4) Tools or facilities are resources that are used to help complete the objectives with access. (5) Competence is the ability possessed by a person to carry out the work given to him well. (6) Motive is a reason or impetus for someone to do something. (7) Opportunity workers need to get the opportunity to show their work performance.

6. Conclusion

The results of this study indicate that work ethics have a significant effect on the performance of employees of PT. Petrokimia Gresik and spiritual leadership strengthen the influence of work ethics on employee performance. Leader of PT. Petrokimia Gresik is expected to continue to maintain and improve the spiritual leadership style and organizational culture that is applied in the company environment, especially leaders must be able to be role models for employees, have a high human spirit so that employees feel comfortable at work so they are motivated to improve their performance. PT. Petrokimia Gresik needs to study and identify the level of work balance by carrying out and implementing spiritual leadership and good work ethics so that employees can optimize performance.

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