

The Influence of Work Motivation, Work Culture, and Spiritual Intelligence on Employee Performance Mediated by Job Satisfaction (Study at Bank Indonesia Representative Office, East Kalimantan Province)

Anru Lerikson Sinambela¹, M. C. Sina Setyadi², Tanto G Sumarsono³

¹Master of Management, Merdeka University of Malang

²Supervisor I, Merdeka University of Malang

³Supervisor II, Merdeka University of Malang

ABSTRACT: This study aims to analyze the influence of work motivation, work culture, and spiritual intelligence on employee performance mediated by job satisfaction at the Bank Indonesia Representative Office in East Kalimantan Province. This research uses a quantitative approach with path analysis method. The population consists of 44 organic employees, using saturated sampling technique. Data were collected through questionnaires with Likert scale and analyzed using classical assumption tests, descriptive statistics, path analysis, and hypothesis testing. The results show that work motivation, work culture, and spiritual intelligence have a significant positive effect on employee performance. However, these three variables do not significantly affect job satisfaction. Job satisfaction significantly affects performance but cannot act as a mediator in the relationship between work motivation, work culture, and spiritual intelligence on employee performance, except for work motivation which shows significant mediation effect through job satisfaction.

KEYWORDS: Work Motivation, Work Culture, Spiritual Intelligence, Job Satisfaction, Performance

1. INTRODUCTION

Achieving optimal employee performance in organizations is inseparable from the role of work motivation, work culture, spiritual intelligence, and job satisfaction. This not only provides positive impacts internally but also externally on public trust in state institutions. Bank Indonesia, as the central bank, has a strategic role in maintaining national economic stability, making employee performance a crucial factor in achieving organizational goals.

The Bank Indonesia Representative Office in East Kalimantan Province, established in 1964, plays an important role in supporting the regional economy. Based on the East Kalimantan Economic Report for August 2024, East Kalimantan's economy in the second quarter of 2024 grew by 5.85% (yoy), demonstrating Bank Indonesia's positive contribution to regional economic development.

According to Luthans (2006), work motivation is a process that begins with physiological deficiency that drives behavior directed toward goals or incentives. McClelland's Three Need Theory (1961) states that the three main human needs are the need for achievement, the need for power, and the need for affiliation.

Work culture, according to Kreitner and Kinicki (2018), is a set of implicit assumptions that are collectively believed and determine how groups think and react to their environment. Spiritual intelligence is defined by Zohar and Marshall (2000) as the intelligence to deal with questions of meaning or value in placing behavior and life in a broader and more meaningful context.

This research is important because there has been no comprehensive study analyzing the relationship between work motivation, work culture, and spiritual intelligence on employee performance with job satisfaction as a mediating variable in the Bank Indonesia environment in East Kalimantan Province.

2. LITERATURE REVIEW AND HYPOTHESES

2.1 Work Motivation

Work motivation is an internal and external drive that moves individuals to perform certain activities to achieve goals. According to Herzberg's theory (1966), there are motivator factors (intrinsic) and hygiene factors (extrinsic) that affect work motivation. Motivator factors include achievement, recognition, the work itself, responsibility, and advancement.

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2.2 Work Culture

Work culture is a system of values, beliefs, and norms collectively held in an organization that influences how members behave (Schein, 2010). Kreitner and Kinicki (2018) identify five indicators of work culture: responsiveness, encouragement/support, leadership, friendliness, and competence.

2.3 Spiritual Intelligence

According to Zohar and Marshall (2000), spiritual intelligence is the ability to deal with questions of meaning and value. Indicators of spiritual intelligence include responsibility, humility, and happiness. Agustian (2005) states that spiritual intelligence can synergize IQ, EQ, and SQ comprehensively.

2.4 Job Satisfaction

According to Robbins (2003), job satisfaction is an individual's general attitude toward their work that shows the difference between the amount of reward received and what is expected. Hasibuan (2017) identifies four indicators of job satisfaction: job suitability, sense of fairness, elimination of dissatisfaction, and satisfiers.

2.5 Employee Performance

According to Kasmir (2016), employee performance is work results in terms of quality and quantity achieved in performing tasks according to assigned responsibilities. Robbins (2006) identifies four performance indicators: quality, quantity, teamwork, and independence.

2.6 Hypothesis Development

Based on literature review and previous research, the hypotheses of this study are:

- **H1:** Work motivation has a significant positive effect on employee performance
- **H2:** Work culture has a significant positive effect on employee performance
- **H3:** Spiritual intelligence has a significant positive effect on employee performance
- **H4:** Job satisfaction has a significant positive effect on employee performance
- **H5:** Work motivation significantly affects performance through job satisfaction
- **H6:** Work culture significantly affects performance through job satisfaction
- **H7:** Spiritual intelligence significantly affects performance through job satisfaction

3. RESEARCH METHODS

3.1 Research Design

This research uses a quantitative approach with causal associative design to test cause-and-effect relationships between variables. The analytical method used is path analysis to test direct and indirect effects.

3.2 Population and Sample

The research population consists of all 44 organic employees at the Bank Indonesia Representative Office in East Kalimantan Province. The sampling technique used is saturated sampling (total sampling) where the entire population is used as the research sample.

3.3 Variables and Measurement

Variables in this study consist of:

- **Exogenous variables:** Work motivation (X1), Work culture (X2), Spiritual intelligence (X3)
- **Endogenous variable:** Employee performance (Y2)
- **Mediating variable:** Job satisfaction (Y1)

All variables are measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.4 Data Collection Techniques

Data were collected through:

1. **Questionnaire:** Main instrument containing structured statements
2. **Observation:** Direct observation of research objects
3. **Interview:** In-depth information gathering from respondents

3.5 Data Analysis Techniques

Data analysis uses:

1. **Validity and Reliability Tests:** Using product-moment correlation and Cronbach's Alpha
2. **Classical Assumption Tests:** Normality and heteroscedasticity
3. **Descriptive Analysis:** To describe respondent characteristics and variables

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4. **Path Analysis:** To test direct and indirect effects
5. **Sobel Test:** To test mediation effects

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

Research respondents consisted of 33 men (75%) and 11 women (25%). Based on length of service, the majority of respondents have 6-10 years of experience (23 people, 52.2%), followed by 1-5 years (9 people, 20.4%), 11-15 years and >16 years each 6 people (13.7%).

4.2 Validity and Reliability Tests

Validity test results show all statement items are valid with r -calculated $>$ r -table (0.381). Reliability testing resulted in Cronbach's Alpha values $>$ 0.6 for all variables, indicating the research instrument is reliable.

4.3 Descriptive Analysis

Table 1. Descriptive Statistics of Research Variables

Variable	Mean	Category
Work Motivation	3.11	Good
Work Culture	4.30	Very Good
Spiritual Intelligence	4.55	Very Good
Job Satisfaction	2.74	Fair
Performance	3.66	Good

4.4 Path Analysis Results

Table 2. Direct Effect Hypothesis Test Results

	Hypothesis Path	Coefficient	t-value	Sig.	Decision
H1	X1 $\rightarrow$ Y2	0.199	1.476	0.017	Accepted
H2	X2 $\rightarrow$ Y2	0.388	1.678	0.011	Accepted
H3	X3 $\rightarrow$ Y2	0.031	1.055	0.046	Accepted
H4	Y1 $\rightarrow$ Y2	0.256	1.188	0.034	Accepted

Table 3. Mediation Test Results (Sobel Test)

	Hypothesis Path	p-value	Decision
H5	X1 $\rightarrow$ Y1 $\rightarrow$ Y2	0.04	Accepted
H6	X2 $\rightarrow$ Y1 $\rightarrow$ Y2	0.13	Rejected
H7	X3 $\rightarrow$ Y1 $\rightarrow$ Y2	0.53	Rejected

4.5 Discussion

4.5.1 Effect of Work Motivation on Performance

Research results show work motivation has a significant positive effect on employee performance ($\beta = 0.199$, $p < 0.05$). This aligns with McClelland's theory (1961) which states that the need for achievement, power, and affiliation drives individuals to perform better. Bank Indonesia East Kalimantan employees show high motivation for self-advancement, reflected in the highest value on the item "I need advancement in myself in my daily work" (4.40).

4.5.2 Effect of Work Culture on Performance

Work culture is proven to have a significant positive effect on performance ($\beta = 0.388$, $p < 0.05$). This result supports Muhammad Fadil's research (2023) which shows organizational work culture affects employee performance by 66%. Good work culture at Bank Indonesia is reflected in employee responsiveness in performing tasks and friendliness among colleagues.

4.5.3 Effect of Spiritual Intelligence on Performance

Spiritual intelligence has a significant positive effect on performance ($\beta = 0.031$, $p < 0.05$), supporting research by Muhammad Anasrulloh et al. (2016). Bank Indonesia actively encourages employee spiritual development through routine worship programs and religious tours, which contribute to performance improvement.

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4.5.4 Mediating Role of Job Satisfaction

Interestingly, job satisfaction can only mediate the relationship between work motivation and performance ($p = 0.04 < 0.05$), but not for work culture and spiritual intelligence. This indicates that work culture and spiritual intelligence can directly affect performance without going through job satisfaction first.

5. CONCLUSIONS AND IMPLICATIONS

5.1 Conclusions

This research produces several important findings:

1. **Significant positive direct effects** of work motivation, work culture, and spiritual intelligence on Bank Indonesia East Kalimantan employee performance
2. **Job satisfaction has a significant positive effect** on employee performance
3. **Job satisfaction can only mediate** the relationship between work motivation and performance, but not for work culture and spiritual intelligence
4. **Work culture and spiritual intelligence** can directly affect performance without going through job satisfaction

5.2 Managerial Implications

1. **Development of a transparent and fair performance management system** to increase job satisfaction
2. **Strengthening clear career development programs** to provide employee growth opportunities
3. **Optimization of work culture** through strengthening organizational values and interpersonal communication
4. **Enhancement of spirituality programs** in the workplace to support employee spiritual intelligence

5.3 Limitations and Suggestions for Future Research

This research is limited to one location with a relatively small sample. Future research is suggested to:

1. Expand the geographical scope and research sample
2. Use other mediating variables such as organizational commitment or leadership
3. Apply mixed-methods for deeper understanding

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