



The importance of work spirituality and the role of lmx on performance

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ABSTRACT

Aceh Regional Secretariat is one of the Aceh Apparatus Work Units playing a role in supporting the improvement of Mandated Governance (Performance Report of Aceh Regional Secretariat, 2020). This achievement is carried out through the implementation of various programs and activities according to the Strategic Plan of Aceh Regional Secretariat and Rencana Pembangunan Jangka Menengah Aceh (RPJMA). However, in the implementation of its current activities, it is inseparable from various obstacles in improving its performance. Based on the description of previous research and because there are still differences in research results in the literature about the influence of LMX on performance, it is necessary to produce a new study to produce a clearer understanding for literature enrichment and also fill in the gaps that have occurred so far. This study wants to see the overall influence of LMX variables and work spirituality on the performance of employees of the Aceh Regional Secretariat. In this study, researchers used a descriptive method. Leader-member exchange and work spirituality has a positive and significant effect on the performance of employees of the Regional Secretariat of Aceh Province.

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INTRODUCTION

The management of good governance is inseparable from good human resource management as well. The goal is to produce the best performance by the system set applicable in the organization. Human resource management is one of the key factors to get the best performance, because in addition to dealing with skills and expertise issues, human resource management must build conducive behaviors for employees to get the best performance.

Performance is the result of work in quality and quantity that has been achieved by an employee in carrying out his duties based on the responsibilities assigned to him. Every organization and company will strive to improve employee performance to achieve the organizational goals that have been set. Performance in an organization experiences dynamic increases and decreases, depending on the conditions that exist in a person. The better the performance of human resources, the more it will support the achievement of organizational goals. To get the best performance from all employees in an organization is not a simple thing. Especially in government organizations such as Aceh Regional Secretariat.

Aceh Regional Secretariat is one of the Aceh Apparatus Work Units playing a role in supporting the improvement of Mandated Governance (Performance Report of Aceh Regional Secretariat, 2020). This achievement is carried out through the implementation of various programs and activities according to the Strategic Plan of Aceh Regional Secretariat and Rencana Pembangunan Jangka Menengah Aceh (RPJMA). However, in the implementation of its current activities, it is inseparable from various obstacles in improving its performance. A phenomenon related to organizational performance at the Aceh Regional Secretariat is the low performance of an effective and efficient bureaucracy. This can be seen in the percentage of regional profit growth (BUMA) through regional policies with a target of 1.08% but the realization is -13.00% with an achievement rate of -12.04% with a "less" category.

Based on preliminary observations, the performance of employees in the bureaus in the Economic and Development Assistant Environment of the Regional Secretariat of Aceh Province is still low. This can be seen from the following problem indicators, low employee work quality, for example in reconciling financial administration, where the process of preparing financial statements should be carried out every 3 months: quarters I, II, III and IV, and supported by the use of the Performance Reporting application (Monev Score Card). In fact, it is carried out every three months, with frequent delays, one of which is due to the late preparation of the SPJ (Letter of Responsibility). The reliability of employee work has not been as expected. For example, in the implementation of the activity program is not in accordance with predetermined quality standards. The preparation of work plans and programs is always not on schedule, this is partly due to delays in signing activity documents. As a result, there was a delay in the preparation of work plans and programs.

In addition, from the results of preliminary studies, it was found that there was a phenomenon, namely that in 2020 the Apparatus Resource Capacity Building Program was set a target of 100%, but the realization of achievements was only 85.64%. Furthermore, the Raperda Program set a target of 100%, but the realization achieved was only 31.25%. Furthermore, in the Plenary Meeting Program, a target of 100% was set, the realization achievement was only 50%. Guided by Government Regulation Number 46 of 2011 concerning Performance Assessment of Civil Servants, employee performance is said to be very good or optimal if the resulting work achievement is at least 91%. Referring to the data and phenomena above, it is stated that the optimization of performance in each employee of the Aceh Provincial Secretariat still needs to be improved.

Performance has the meaning of a job achievement, more value which is reflected as work fighting power. Mathis & Jackson in Prabowo (2019) defines performance as how much an employee gives his or her role to an organization. Improving the quality of work personally in the organization has a focus on efforts to improve work accumulatively for the organization. Gibson in Fitria (2018) stated that some aspects that contribute to performance success include personal aspects, organizational aspects and psychic aspects. Leader Member Exchange (LMX) is one aspect that is suspected of contributing to the suboptimal performance. The existence of positive interactions between leaders and employees will have a good effect on employees, for employees if good interpersonal with leaders can provide moral encouragement to them, it has an impact on optimizing the results of organizational achievements (Song et al 2022). In Hooper Research (2008)

examined the value of Leader Member Exchange interactions in having an impact on work achievements. Research provides results that if the value of the Leader Member Exchange is positive, it will result in better performance. Another study with similar results conducted by Justina (2019) explained that a good LMX makes employee performance better. The research gap found through the results of Hutama's research (2017) shows that LMX results partially have no impact on employee performance achievements. Furthermore, Zulfa's research (2021) that performance is stated not to be influenced by LMX values.

Leader-member exchange theory that focuses on the reciprocal relationship between superiors and subordinates has an influence on performance. Based on this theory, the relationship between superiors and subordinates has ranges ranging from low quality to high quality (Saeed, et al 2014). The quality of the relationship between superiors and subordinates depends on how the superior perceives subordinates. The high quality of leader-member exchange is classified based on mutual respect, trust, and the willingness of superiors and subordinates to display the best performance (Saeed et al., 2014). The meaning of a reciprocal relationship between superiors and subordinates is when superiors can convey expectations and tasks that must be done by subordinates properly. It doesn't stop there, but subordinates can also convey expectations for the leadership role assumed by their superiors and how they want to be treated by superiors. The existence of a harmonious reciprocal relationship between superiors and subordinates makes both parties have the willingness to perform at their best (Dulebohn, Bommer, Liden, Brouer & Ferris, 2012).

In addition to LMX, one of the factors that can affect employee performance is workplace spirituality. Workplace spirituality or spirituality in the environment or workplace is a form of awareness and understanding of the individual as a spiritual being in building a framework of organizational cultural values such as honesty, discipline, sincerity, responsibility, passion and care. Organizations that support spiritual culture recognize that human beings have the mind and soul to seek meaning in their work, the desire to connect with others and be part of a community (Ridi, 2022). Although the Leader Member Exchange (LMX) has been studied in several previous researchers, the researchers recommend that LMX be re-examined mainly about its impact and effect both directly and indirectly on employee performance.

Based on previous research, research gaps from LMX variables were found. First, the research of Martin et al (2015) in their research found a positive relationship between LMX and performance. Suryadi (2017) examined the value of Leader Member Exchange interactions in having an impact on work achievements. His research provides results that if the value of the Leader Member Exchange is positive, it will produce better performance.

Megheirkouni (2017) the results of her research on LMX fully mediate the relationship between job satisfaction and organizational commitment and employee performance. LMX also fully mediates the relationship between job satisfaction and job performance. In addition, job satisfaction is positively and directly related to work performance and organizational commitment.

Arrasyid, et al (2019) The quality of the relationship between leader and follower will influence organizational outcomes of both positive impact and negative impact, where the quality of LMX itself is influenced by factors that make it up such as organizational culture, leadership, communication, and task characteristics. This shows that in carrying out the leadership process, a leader must take into account the attributes perceived by his followers and build mutually beneficial interactions, thus delivering the results expected by the company, the leader, and the employees.

However, in another study, Hutama (2017) showed that LMX results partially had no impact on employee performance achievement. Adi et al. (2018), also said there was no significant influence of LMX on performance due to the lack of support from their superiors. Based on the description of previous research and because there are still differences in research results in the literature about the influence of LMX on performance, it is necessary to produce a new study to

produce a clearer understanding for literature enrichment and also fill in the gaps that have occurred so far. This study wants to see the overall influence of LMX variables and work spirituality on the performance of employees of the Aceh Regional Secretariat.

RESEARCH METHOD

In this study, researchers used a descriptive method. According to Nasution (2003), descriptive research is more specific by focusing on certain aspects and often showing the relationship between various variables". Meanwhile, the purpose of descriptive research according to Suryabrata (2010) is "to make a systematic, factual and accurate assessment of the facts and traits of a particular population or area". Based on the presentation of the descriptive method, researchers use descriptive methods to solve problems that occur today. Through this descriptive method, it is hoped that researchers can produce a precise picture of the influence of LMX and work spirituality on the performance of employees of the Aceh regional secretariat. The approach used in this study uses a quantitative approach. Where according to Sugiono (2014) revealed that: Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection is quantitative / statistical with the aim of testing predetermined hypotheses. The research design used in this study is a quantitative descriptive research design. The following is the research design design made by the researcher:

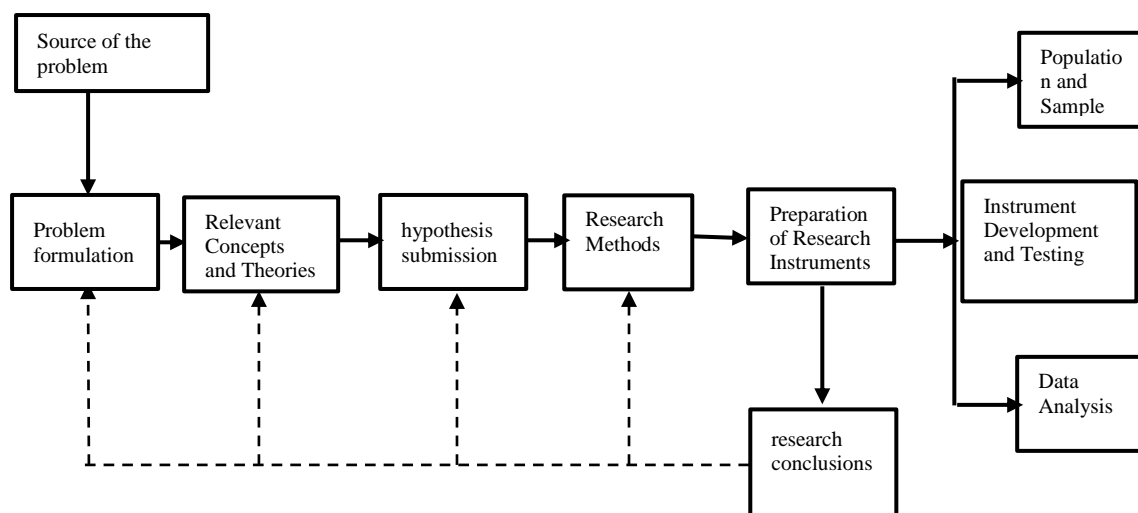


Figure 1. Research Design

The research location is the Regional Secretariat of Aceh Province, to determine the performance of employees of the Regional Secretariat of Aceh Province. In this regard, the population in this study was a number of Civil Servants within the Aceh Regional Secretariat, both those holding structural positions, certain functional positions and general functional positions according to the group of 613 people. After obtaining the number of populations in this study, the size of the sample as part of the population was determined, this was done to streamline costs, energy, time and the success of achieving the objectives of this study. As stated by Sugiyono (2014) that the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, energy and time, then the researcher can use samples taken from

that population. For this reason, researchers use the Slovin formula in Umar (2008) in determining research samples, namely:

$$n = \frac{N}{1+Ne^2}$$

Means:

n = number of samples

N = population size

E = standart error

Based on the Slovin formula it can be known the number of research samples is:

$$n = \frac{613}{1 + 613(0,05)^2}$$

The results of the sample calculation obtained a sample of 242 employees. In quantitative research, data analysis techniques use statistical calculations. As for the process of calculation and data processing, researchers use the help of software from the help of SPSS Statistics version 22.0 for Windows.

Research instruments are tools used by researchers to make it easier to measure the variables studied. Basically, the starting point of the preparation of the instrument is the variable of the research that is set for research. From these variables, an operational definition is given and then the indicators to be measured are determined. From this indicator is then broken down into items of questions or statements.

Table. 1. Operationalization of Variables

No	Variable and Definition	Indicator	Statement Items
1	Employee Performance Performance is any behavior, attitude or action carried out by civil servants in accordance with the provisions of laws and regulations related to their responsibilities and duties. (PP Number 46 Year 2011)	1. Kualitas Kerja (Quality of work) 2. Kuantitas Kerja (Quantity of work) 3. Ketetapan Waktu (Pomptnees) 4. Efektivty 5. Independence 6. Commitment (Robbins,2006))	1. As an employee, I can use the abilities I have in getting work done. 2. As an employee, I am able to work on different things from time to time independently 3. As an employee, I am able to work optimally throughout working hours 4. As an employee, I can arrive at the office on time. 5. As an employee, I can get the job done on time. 6. I can solve problems arising from work quickly. 7. In a work environment I can organize workgroups and manage available resources. 8. As an employee I have the initiative to make decisions related to the completion of tasks. 9. As an employee, I have a sufficient understanding of the relationship between the duties of his position and other positions within or outside the scope of the organization. 10. As an employee, I can analyze every type of work that I am responsible for. 11. My duties, authorities and job responsibilities are documented in writing in policies, procedures, and job descriptions.
2	Leader Member Exchange (LMX) LMX is a theory that focuses on the quality of the relationship between leaders and subordinates to understand the influence of the role of the leader on	1. Respect 2. Trust 3. Obligation (Graen dan Uhl-Bien,	1. The leader knows the problems and needs in the employee's work (LMX1) 2. The leader recognizes and appreciates the potential of employees (LMX2) 3. Employees side with their leaders, and vice versa (LMX3) 4. Employees know the leader's level of satisfaction with their work (LMX4) 5. Leaders are willing to help employees solve work problems (LMX5).

	members, teams or organizations. (Berrin, E., & Bauer, T, N, 2014)	1995)	6. The leader is willing to guarantee the employee who is in trouble with what he has. (LMX6). 7. Employees have confidence in their leader so that employees will defend and defend the leader's decisions even if the leader is not present to do so (LMX7). 8. Effectiveness of the working relationship between leaders and employees (LMX8)
3	Workplace Spirituality This framework of spirituality in the workplace, both at the micro and macro level, this should be of great concern because of its potential to be an effective framework for understanding and shaping attitudes and behaviors in the workplace in a positive way. (Altman, M , 2001)	1. Inner life 2. Meaningful work (individual aspects, where employees seek deep meaning and purpose of the work performed) 3. Sense of community (aspects of relationships with others, where employees seek the feeling of connecting with others in the work environment 4. Alignment with organizational values (organizational aspect, where employees look for common values between themselves and the organization in which they work. 5. Sense of contribution to society (a sense of community is the same as meaningful work. Milliman, Czaplewski dan Ferguson (2003), Ashmos&Dunchon,2000, Garcia-Zamor, J. C, 2003)	1. Praying is an important part of my life 2. The values of my spirituality influence the decisions I make 3. My work relates to the important goals of my life 4. My work is one of those things that means and makes me happy 5. I enjoy my time in the office with my co-workers 6. I feel that I and my co-workers support each other 7. I apply company values in my daily life 8. Employees get various supporting facilities as a form of company attention to employees 9. I feel part of a community where I work (departments, units, etc.) 10. I see the relationship between my work and the greater social good of my community.

RESULTS AND DISCUSSIONS

Validity Test

The indicator is said to be valid when the value of loading factor or regression weight ≥ 0.50 (Ghozali, 2018: 5). From the results of the analysis, all indicators have a standardized regression weight value ≥ 0.50 and are declared valid.

Reliability Test

The reliability test is said to be reliable in two ways, namely composite reliability and cronbach alpha. According to Ghozali (2018) a measuring instrument is declared reliable if each

variable value is above 0.70. From the results of the study, each variable has a value above 0.70 which states that all questions from each variable are declared reliable.

Coefficient of Determination Results

The provisions of a model can be seen in the Square Multiple Correlation (R²) table in the analysis for the value of the coefficient of determination as follows:

Table.3. the value of the coefficient of determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519 ^a	.269	.263	3.548

a. Predictors: (Constant), SPIRITUALITY_WORK, LMX
b. Dependent Variable: PERFORMANCE
b. Dependent Variable: PERFORMANCE

The determination of the model, obtained on the relationship of the coefficient of determination (R²) of the two equations. In the calculation of the model it can be seen that the relationship of the three variables studied by 0.263 or 26.3% for the rest is explained in other variables.

Hypothesis Test Results

Table.4. Hypothesis Test Results

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	25.708	2.777		9.257	.000
	LMX	.495	.063	.441	7.870	.000
	SPIRITUALITY_WORK	.194	.051	.211	3.770	.000

a. Dependent Variable: PERFORMANCE

Based on the results of the analysis of the influence of leader-member exchange on performance, a significance value of 0.000 with a beta coefficient value of 0.495 was obtained. Significance values of $0.000 < 0.05$ indicate that H₀ is rejected and H₁ is accepted. This result means that the leader-member exchange has a positive and significant effect on the performance of employees of the Regional Secretariat of Aceh Province. Based on the results of the analysis of the influence of Work Spirituality on Performance, a significance value of 0.000 was obtained with a beta coefficient value of 0.194. Significance values of $0.000 < 0.05$ indicate that H₀ is rejected and H₂ is accepted. This result means that work spirituality has a positive and significant effect on the performance of employees of the Regional Secretariat of Aceh Province. The results of the analysis show that the leader-member exchange has a positive and significant effect on performance. This means that the better the relationship between superiors and subordinates at the Regional Secretariat of Aceh Province, the higher the performance of employees. Vice versa, the worse the relationship between superiors and subordinates, the lower the employee's performance will decrease.

Employees have an important role in an organization. Employees are resources owned by a company that can make the company progress if the resources are developed properly. Development in human resources (HR) can trigger the performance of these human resources. This performance can be the reason for the increased productivity of human resources. When the company provides facilities that support employee work or meet employee needs and the

organization's ability to affect employee performance, then employee performance will be better because employees do their duties happily and have the motivation to advance the organization. This is one of the factors for employees to work optimally so that they become supporters in achieving company goals. This is in line with the research of Shu & Lazatkhan (2017) which says that LMX has an effect on employee performance, revealing that the relationship between superiors and subordinates is mutually correlated due to the existence of high-quality relationships determined by trust, loyalty, and commitment to their work.

Chaurasia & shukla (2013) in their research also outlines why and how leadership is important for effective employee engagement and performance. Adopting a survey-based research design, a sample of 198 managers in Indian companies at various levels including various sectors, has supported the researcher's hypothesis that employee engagement mediates the relationship between LMX and performance. It provides empirical evidence of how the employee engagement process affects LMX and the relationship with performance. The results also show that the quality of an employee's relationship with their leader is positively related to employee engagement and the performance of their work role.

Martin et al (2016) in their research found positive results on the relationship between LMX and performance. In addition, trust, motivation, empowerment and job satisfaction mediate the relationship between LMX and civic performance with trust in the leader who has the greatest influence.

Work spirituality is an important factor in improving performance. The spiritual paradigm basically recognizes that people work not only with their hands, but also their hearts or spirits (Ashmos and Duchon, 2000). Furthermore, the meaning of work spirituality means interpreting work is not just a routine carried out by an individual / employee on their work duties, more than that work is something that has a meaningful and valuable meaning and at the same time the individual/employee finds purpose in his work. The fulfillment of meaningfulness in the workplace can be a place where people can express themselves totally. Thus, it allows the expression of the human experience at the deepest level about their work duties, which not only reduces stress, conflict and absenteeism, but also improves employee performance (Krahnke et al. 2003), employee well-being, and quality of life (Karakas 2010).

This is in line with research conducted by Mousa (2020) Spirituality in the workplace is a framework of organizational values that shows an organizational culture characterized by improving employee performance by fostering communication and mutual understanding (Ekowati, 2022). Ashmos and Duchon (2000) recognize that organizations that promote spiritual culture recognize that people seek to find meaning and purpose in life in their work, connect with other human beings, and want to be part of society.

The research of Krishnakumar et al., (2002) also revealed that the drive of spirituality in the workplace helps employees in the areas of creativity, process improvement, customer service, honesty and trust, personal and commitment, which ultimately leads to improved performance.

CONCLUSION

Leader-member exchange has a positive and significant effect on the performance of employees of the Regional Secretariat of Aceh Province. This means that the better the relationship between superiors and subordinates at the Regional Secretariat of Aceh Province, the higher the performance of employees. Vice versa, the worse the relationship between superiors and subordinates, the lower the employee's performance will decrease. that the better the relationship between superiors and subordinates will create a higher level of employee job satisfaction. Work spirituality has a positive and significant effect on performance. This implies that work spirituality means interpreting work is not just a routine carried out by an individual / employee on their work duties, more than that work is something that has a meaningful and valuable meaning and at the same time individuals / employees find purpose in their work. The fulfillment of

meaningfulness in the workplace can be a forum where people can express themselves totally. Thus, it allows the expression of human experience at the deepest level about their work duties, which not only reduces stress, conflicts and absenteeism, but also improves employee performance.

This research is a literature study that investigates the effect of LMX on employee performance. The result reveals that this research has a limited scope of discussion. Therefore, this research still requires further studies to obtain more comprehensive results. Several things can be considered for further research, including the need for a study that does not only discuss the effect of LMX on employee performance, but also examines the variables that affect the quality of LMX within the organization. Future research can also conduct a meta-analysis study to gain quantitative evidence. Furthermore, future research may also consider discussing the role of LMX as a mediator influencing the relationship between variables, for instance the role of LMX in mediating the relationship between transformational leadership and the role of LMX as a mediator between ethical leadership and organizational performance, and so on.

This study has practical implications as well. Managers can create a reliable and relaxed environment by establishing high LMX and improving employee performance. That is, managers have considerable psychological influence on employees. Therefore, if an organization wants to encourage creativity, it could begin by training managers to demonstrate high LMX by strengthening their relationship skills. This would provide an environment that fosters performance in employees.

This was a quantitative study. In the future, qualitative methods could be used by employing participant observation or interviews. Examples include focus group interviews and openended questionnaires. Such approaches could promote a deeper understanding of the relationship between LMX and employee performance and its mediating processes.

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