

Work Values and Workplace Spirituality on Employee Performance: A Study at LPMP Maluku Province

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Abstract

Performance has become an actual issue in an organization because it is a key question to the success of an organization, both private and public. The focal point of the performance analyzed in this study is central employees who work in regional agencies. Work values and spirituality in the workplace can influence employee performance. This can be seen from the performance of employees at LPMP Maluku Province. This study analyzed the influence of work values and spirituality in the workplace on employee performance at LPMP Maluku Province. The research approach used in this study is quantitative, survey, and explanatory research. Participants in this study were LPMP Maluku employees totalling 94 people and saturated sampling. The analysis technique used multiple linear regression with the assistance of SPSS 20.00. The results showed that 1) work values have a positive and significant effect on employee performance, 2) spirituality in the workplace has a positive and significant effect on employee performance, and 3) work values and spirituality in the workplace have a positive and significant effect simultaneously on employee performance. The suggestions that can be found are LPMP Maluku Province to pay attention to the dimensions of work values and spirituality in the workplace in synergy and strive to improve continuously because it is proven to affect employee performance.

Keywords: Work Values, Workplace Spirituality, Performance

INTRODUCTION

Performance has become an issue in organizations because performance is a key question to the organization's success in any organization, (Sinha & Dhall, 2020). All organizations strive to achieve the best performance that all their resources can produce to realize their success. One of the most important organizational resources is human resources. Therefore, a successful organization will be supported by good human resource performance. Thus, there is a correspondence between organizational success or organizational performance and individual performance or human resources (Brito & Oliveira, 2016; Otoo, 2019).

The success or failure of an organization or institution will be determined by its human factors in achieving organizational goals. (Jasimuddin & Zhang, 2014). This shows the importance of discussing employee performance for the organization's benefit. However, it must be realized that employee performance results from a complex process involving employees' factors and strategic efforts made by the company. Employee performance is one of the most fundamental challenges because performance is a phenomenon that is more closely related to aspects of effectiveness, knowledge, quality of management, financing, and organizational development than others (Iqbal et al., 2018).

Maluku Education Quality Assurance Institute (LPMP) is a Technical Implementation Unit of the Ministry of Education and Culture which is structurally under the Directorate General of

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Primary and Secondary Education, which carries out the mission to carry out quality assurance of primary and secondary education in Maluku Province. The capacity of the Maluku LPMP from year to year continues to increase and always follows the development of Science and Technology. With the capacities possessed and supported by a good organizational order and management system, the Maluku LPMP is ready to provide support for the work program, vision, and mission of the institutions above it.

Therefore, LPMP Maluku establishes a vision and mission which further elaborates the vision and mission of the Directorate General of Primary and Secondary Education. Education can increase labour productivity through increased knowledge and skills (Smith et al., 2016). Secondary education plays a major role in this productivity improvement by providing the basic knowledge and skills required by prospective workers (Cook et al., 2016). In addition, it prepares secondary education graduates to continue higher education. The Directorate General of Primary and Secondary Education through LPMP Maluku is responsible for primary and secondary education in Maluku Province (Rahabav et al., 2021).

Human resources are one of several production factors that are very difficult to control, so they often cause difficulties if they are not well understood. (Blaga & Jozsef, 2014; Jeenanunta et al., 2017). An organization will run smoothly if all the services individuals contribute receive equal attention and rewards (Zhu et al., 2019). Healthy organizations have employees who are happy to work in the organization, have a sense of pride in being part of the organization, and do not easily move to other organizations or companies just because of offers such as better income and facilities. Employees want to maintain the atmosphere (Rehman et al., 2019). Therefore, building a work-life balance is important so employees can contribute optimistically to organizational performance. One of the important variables in achieving this is building a work culture that can balance employees' work life and personal life (Berberoglu, 2018; Notanubun et al., 2019).

Rehman et al. (2019) argued that harmonizing one's personal and work life is challenging and very important for living a happier and more fulfilling life. The current generation constantly seeks to explore meaning in their personal and professional lives. Specifically, they are constantly looking for job profiles that can provide them with a sense of motivation. Hence, the recent focus of organizations is to embody work-life balance in their corporate culture while maintaining the spiritual competence of an individual professional (Gehrisch & Süß, 2022). Researchers have found a significant relationship between spiritual competence and work-life balance regardless of demographic profile (Zhu et al., 2018).

Joelle & Coelho (2019) revealed in their research that spirituality in the workplace could be divided into three dimensions. Each dimension operates at the individual, community, and organizational levels. First is the dimension of *meaningful* work, which operates at the individual level. This dimension is a fundamental aspect of *workplace spirituality* which consists of the ability to feel the deepest meaning and purpose of work. Second is a *sense of* community that operates at the community level. It involves human behaviour and focuses on interactions between workers and their co-workers. Finally, operating at the *organizational level* is *aligned with organizational* values, which align employees' values with the company's mission and goals (Miller & Ewest, 2015). Based on the explanation above, two variables are thought to affect employee performance, namely, work values *and* spirituality in the workplace. Therefore, this study aimed to analyze the effect of work values on employee performance in LPMP Maluku Province.

RESEARCH METHOD

The research approach taken in this study is quantitative research. According to Watson (2016), quantitative methods are used to research certain populations or samples, data collection using research instruments, and data analysis are quantitative/statistical, with the aim of testing predetermined hypotheses.

The research approach used is quantitative, survey, and explanatory, which takes samples from a population and uses a questionnaire as a data collection tool. In general, the unit of analysis in survey research is the individual. Therefore, in this study, the unit of analysis is LPMP Maluku Province employees.

This survey research is used to descriptively explain the causal relationship between variables, namely, the influence of work values and spirituality in the workplace on employee performance. This research analyzes a sample of the population data of LPMP Maluku Province employees. The research was conducted from April to May 2021 at the LPMP Maluku Province office. The sample used in this study was 94 employees of LPMP Maluku. Sample determination is done by saturation.

The data used in this study are primary data and secondary data. Primary data comes directly from data sources or respondents specifically collected and directly related to the problem under study (Draper et al., 2021). This type of data is obtained by distributing questionnaires to several respondents who are asked to answer the research questions contained in the questionnaire. The data source for this research was obtained directly from employees of the LPMP Maluku Province. Meanwhile, secondary data is a collection of previous research results obtained from books or journals related to the research.

The data collection techniques used in this study were 1) List of statements or questionnaires, namely data collection techniques by submitting written statements to respondents to obtain data regarding research problems. The questionnaire used was a closed questionnaire, which is prepared by providing answer choices so that respondents only need to choose the answers that have been provided, which had been compiled in a list. 2) Researchers conducted interviews to complete the understanding of the research sample. This interview was conducted with several respondents in the hope that there was consistency in the respondents' answers to the questionnaires filled in. It could be a source of information in describing the discussion of research data.

Descriptive analysis was used to describe or describe work values and spirituality in the workplace and employee performance. In this analysis, the form of tables and average values are used to clarify the description of variables. Quantitative data analysis techniques were obtained from the results of the questionnaire using multiple regression analysis. Multiple linear analysis of independent variables (X) is done to see the influence of work values and spirituality in the workplace on the dependent variable (Y) shown by employee performance. Before conducting multiple regression testing, the regression test requirements must be met.

RESULTS AND DISCUSSION

1. Work Values

Work Values are a person's behaviour and way of carrying out tasks at work based on

values. This variable was measured on three indicators, namely responsibility (3 statements), perfectionism (3 statements), and virtue (3 statements). The frequency distribution of respondents' answers can be seen in Table 1.

Table 1: Frequency Distribution of Respondents on Work Values Variable

No.	Statement	Average Value
Responsibility		
1.	I realize that LPMP Maluku Province is counting on me to do the best job possible	4,62
2.	I carry out my work as well as possible because of my sense of responsibility as an employee of LPMP Maluku Province	4,43
3.	I always take seriously every responsibility entrusted to me.	4,62
Perfectionism		
1.	I will do the assigned tasks systematically and well-organized according to the plan.	4,42
2.	I enjoy learning new tasks that help me cope with changing job demands	4,55
3.	I am always thinking of plans to improve my own performance.	4,46
Virtue		
1.	I work hard to do my duties because I know that God is constantly looking at what I am doing	4,42
2.	I will feel bad if I don't do my job better than before	4,48
3.	I develop myself continuously in my profession	4,58

Table 1 shows that the responsibility dimension in the first indicator regarding LPMP Maluku Province relies on employees to do the best possible job with an average value of 4.62 (very high category); the second indicator regarding employees doing the best possible job because of a sense of responsibility as an employee of LPMP Maluku Province with an average value of 4.43 (very high category); the third indicator regarding employees always taking each responsibility seriously with an average value of 4.62 (very high category).

The dimension of perfectionism in the first indicator regarding employees will carry out assigned tasks systematically and well organized according to plan with an average value of 4.42 (very high category); the second indicator is employees are happy to learn new tasks that help me cope with changing job demands with an average value of 4.55 (very high category); the third indicator is employees always thinking of plans to improve my performance with an average value of 4.46 (very high category).

The dimension of virtue is in the first indicator regarding employees working hard to do my tasks because I know that God is constantly watching what I do with an average value of 4.42 (very high category); the second indicator is employees will feel bad if I don't do my job better than before with an average value of 4.48 (very high category); the third indicator regarding employees developing themselves continuously in my profession with an average value of 4.58 (very high category).

2. Spirituality in the Workplace

Workplace Spirituality is an employee's self-understanding of the value that exists in him that has a purpose, is meaningful in his work, and is connected to other people and the community

where he works. This variable was measured on three indicators, namely feeling *meaningful work*, feeling connected to the community (*sense of community*), and upholding *organizational values* (*alignment with organizational values*), each with 4 (four) statements. The frequency distribution of respondents' answers can be seen in the following table:

Table 2: Frequency Distribution of Respondents on the Workplace Spirituality Variable

No.	Statement	Average Value
Feeling meaningful at work (Meaningful Work)		
1.	I feel comfortable at work, and my work keeps me energized.	4,35
2.	There is a better future for this job.	4,48
3.	My work benefits many people.	4,35
4.	My work is important and gives me personal meaning.	4,52
Sense of community		
1.	My co-workers support each other in our work.	4,35
2.	In the community, I am free to express my opinion.	4,48
3.	The employees of LPMP Maluku Province care about each other.	4,26
4.	I feel like a family in the community.	4,69
Alignment of Values		
1.	The organization's values align with the values I believe in.	4,69
2.	The organization pays attention to all employees of LPMP Maluku Province	4,48
3.	I see that the organization cares about employees' health	4,31
4.	The organization cares about keeping me motivated	4,41

Table 2 shows that the dimension of feeling meaningful in work in the first indicator regarding employees feeling comfortable at work and work makes me always excited with an average value of 4.35 (very high category); the second indicator regarding employees feeling a better future for this job with an average value of 4.48 (very high category); the third indicator regarding employees seeing that my work provides benefits to many people with an average value of 4.35 (very high category); the fourth indicator regarding work has importance and gives meaning to myself with an average value of 4.52 (very high category).

The dimension of sense of community to the community in the first indicator regarding employees believing that with colleagues, we support each other at work with an average value of 4.35 (very high category); the second indicator regarding employee freedom to express opinions with an average value of 4.48 (very high category); the third indicator regarding employees believe that LPMP Maluku Province employees care about each other with an average value of 4.26 (very high category); the fourth indicator regarding employees feel as a family in the community with an average value of 4.69 (very high category).

The dimension of Alignment values in the first indicator regarding employees feeling that the organization's values are in line with the values I believe in with an average value of 4.69 (very high category); the second indicator regarding the organization pays attention to all LPMP Maluku Province employees with an average value of 4.48 (very high category); the third indicator regarding employees see that the organization cares about employee health with an average value of 4.31 (very high category); the fourth indicator regarding the organization cares that I am always excited with an average value of 4.41 (very high category).

3. Employee Performance

Employee performance is the work employees do in carrying out their duties following their responsibilities. The variable was measured on four indicators, namely *the quality of work*, sincerity in work (*cooperative*), intention to serve (*initiative*), and honesty (*personal qualities*), each with 2 (two) statements. The frequency distribution of respondents' answers can be seen in Table 3.

Table 3: Frequency Distribution of Respondents on Employee Performance Variables

No.	Statement	Average Value
<i>Quality of work</i>		
1.	The target always realizes work	4,78
2.	Completion of work by the planned time	4,44
<i>Sincerity in work (cooperative)</i>		
1.	In carrying out my job duties, I do not expect any compensation other than salary and allowances	4,48
2.	In every job that is my duty and responsibility, I always do it well and by applicable regulations.	4,31
<i>Intention to serve (initiative)</i>		
1.	I am always committed to complying with the organization's rules and behavioural policies.	4,35
2.	In carrying out my job duties, I build good interactions with my co-workers and help each other in carrying out tasks.	4,48
<i>Honesty (personal qualities)</i>		
1.	I have never received gratuities in any form.	4,48
2.	I have never taken any action that could potentially lead to sanctions	4,31

Table 3 shows that the dimension of work quality in the first indicator of work is always realized by the target with an average value of 4.78 (very high category); the second indicator regarding completion of work by the planned time with an average value of 4.44 (very high category).

The dimension of sincerity in work in the first indicator, employees carry out job duties not expecting any compensation other than salaries and allowances with an average value of 4.48 (very high category); the second indicator regarding every job that is my duty and responsibility, employees always do it well and by applicable regulations with an average value of 4.31 (very high category).

The dimension of sincerity in work in the first indicator, employees carry out job duties not expecting any compensation other than salaries and allowances with an average value of 4.48 (very high category); the second indicator regarding every job that is my duty and responsibility,

employees always do it well and following applicable regulations with an average value of 4.31 (very high category).

The intention to serve dimension in the first indicator regarding employees always committed to complying with the rules and policies of behaviour in the organization with an average value of 4.35 (very high category); the second indicator regarding carrying out job duties, employees build good interactions with colleagues and help each other in carrying out tasks with an average value of 4.31 (very high category).

The first indicator is regarding employees never receiving gratuities, with an average value of 4.48 (very high category). The second indicator is regarding employees never taking actions that could be sanctioned, with an average value of 4.31 (very high category).

D. Inferential Analysis

1. Hypothesis Test

The effect of independent variables, namely the *tangible*, *reliability*, *responsiveness*, *assurance*, and *empathy* dimensions, on the dependent variable (Y) taxpayer satisfaction is known through linear regression calculations, as shown in Table 4.

Table 4: Multiple Linear Regression Analysis Results

Variables	Coef.Reg	t.count	Probability	r ² Partial
Work Values (X) ₁	0,393	4.930	0,000	0,459
Spirituality in the Workplace (X) ₂	0,320	3.308	0,000	0,329
Constant: 3.054	F. Ratio		: 12,265	
R square: 0,770	Prob.		: 0,000	
Multiple R : 0,883	n		: 94	

The first hypothesis states that work values positively and significantly affect the performance of LPMP Maluku Province employees. While the second hypothesis also states that spirituality in the workplace has a positive and significant effect on the performance of employees of LPMP Maluku Province. The test was conducted by confirming the calculated t value with the t table value at the independent degree (df=91).

- 1) The calculated t value for the *work values* variable is 4.390 > the t table value (df = 91) of 1.960; so it is concluded that Ho is rejected, Ha is accepted, which means that *work values* partially affect employee performance.
- 2) The t value for the *workplace spirituality* variable is 3.308 > the t table value (df = 91) of 1.960; so it is concluded that Ho is rejected, Ha is accepted, which means that *spirituality in the workplace* has a partial effect on employee performance.

The third hypothesis states that work values and spirituality in the workplace have a positive and significant effect simultaneously on the performance of employees of LPMP Maluku Province. The test confirms the calculated F value with the F table value at df₍₂₎₍₉₁₎. The table above shows the calculated F value of 12.265 > F table at df₍₂₎₍₉₁₎ of 2.364; so it is concluded that Ho is rejected and Ha is accepted, which means that work values and spirituality in the workplace have a positive and significant effect simultaneously on the performance of employees of LPMP Maluku Province. The magnitude of the influence of these five variables is 0.770 or 77.0% of employee performance variables influenced by work values (X₁) and spirituality in the workplace (X₂), and the remaining 23.0% (100%-77.0%) is influenced by other variables not included in the research model.

Table 4 shows the results of multiple linear regression analysis, where it can be seen that the largest regression coefficient value is work values, as well as the calculated t value and partial r^2 value, which shows that the greatest influence comes from work values with a large influence of 39.3% because it has the largest regression coefficient value among other variables. The regression coefficient shows the influence of each *independent* variable (X_1, X_2) on the *dependent variable* (Y) if the other *independent* variables in the model are fixed.

2. Classical Assumption Test

a. Multicollinearity

One of the assumptions of the classical linear regression model is that there is no multicollinearity between the independent variables in the model, or it can be said that there is no perfect linear relationship between the independent variables in the model. (Duxbury, 2021). The definition of multicollinearity is the occurrence of perfect or imperfect correlation but relatively very high in the independent variables in this study. (Olvera Astivia & Kroc, 2019).

According to Shrestha (2020), The detection of multicollinearity can be done in two ways, namely: (1) The VIF number is around 1 (one), and the TOLERANCE number is close to 1 (one) and (2) The correlation coefficient between *independent* variables must be weak (below 0.05). If there is a strong correlation, then there is a multicollinearity problem. The presence or absence of multicollinearity between independent variables can be determined by looking at the *Variance Inflation Factor* (VIF) value of each variable, where the VIF value of the independent variable has a value around one and has a Tolerance number close to 1.

Table 5: Multicollinearity Test Results

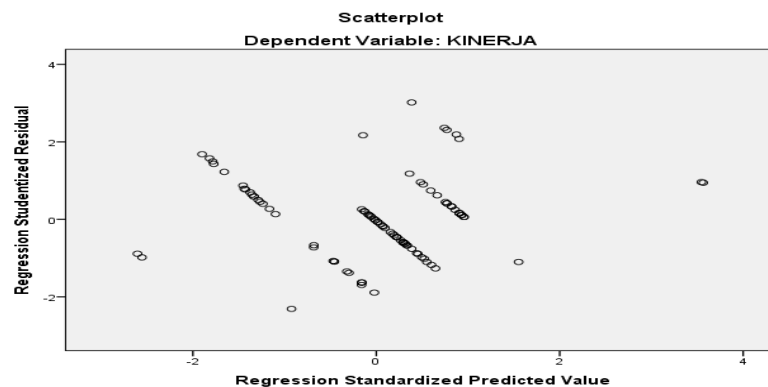
Correlation Coefficient Matrix	Collinearity Statistic	
	Tolerance	VIF
Work values (X_1)	0,273	3,666
Spirituality in the Workplace (X_2)	0,136	7,348

Table 5 shows that the partial correlation coefficient between the independent variables has a tolerance value close to 1 (one), while the VIF value is less than 10. Thus the regression equation above does not have multicollinearity.

b. Heteroscedasticity

The heteroscedasticity multiple regression assumption tests aim to test whether, in a regression model, there is an inequality of variance from residuals from one observation to another (Klein et al., 2016). If the variance of the residuals from one observation to another is constant, it is called *homoscedasticity*; if the variance is different, it is called *heteroscedasticity*. A good regression model is not heteroscedasticity.

Detection of the presence or absence of heteroscedasticity can be done by looking at the presence or absence of certain patterns in the *scatterplot diagram*, where the X axis is the predicted Y, where the X axis is the residual (Y prediction - Y actual) which has been standardized. (Shrestha, 2020). For more details, it can be seen in Figure 1.



Heteroscedasticity Test Results

The results of the heteroscedasticity test show a regression graph where the points spread randomly, do not form a certain regular pattern, and are scattered above and below the number 0 (zero) on the Y axis, so this indicates that there are no symptoms of heteroscedasticity in the regression model. Thus the regression model is feasible to use to predict the effect of work values variables (X_1) and spirituality in the workplace (X_2) on performance based on the input of the independent variables.

The Effect of Work Values on Employee Performance

Work values (X_1) have a positive and significant effect on performance (Y) with $P = 0.000 < 0.05$ with a coefficient value of 0.393; this indicates that the better the work values, the better the employee performance. Based on the data from this study, the work values variable empirically has a significant positive effect on employee performance. The coefficient value found between the two variables is not statistically significant. The direct contribution of the work values variable to employee performance is significant, so work values are a predictor of employee performance of LPMP Maluku Province. This finding indicates that the work values variable can predict the employee performance variable of LPMP Maluku Province.

Work values are built by indicators of responsibility, perfectionism, and benevolence. The application of responsibility indicators is reflected by the ability to carry out work as well as possible, carry out work with a sense of responsibility, and seriousness in carrying out the responsibilities given. The application of perfectionism indicators is reflected in implementing tasks carried out systematically and well organized, viewing new tasks as an effort to overcome changes in job demands, and the willingness to always think about plans to improve performance. Meanwhile, the application of the virtue indicator is reflected by the realization that God always sees what is done, feeling bad if you don't do a better job than before and continuous self-development efforts.

Employee performance is built by work quality, discipline, cooperation, and honesty indicators. The application of work quality indicators is reflected by the quality of work results that are always realized according to the target and completion of work as planned. In contrast, discipline indicators are reflected by discipline in carrying out work following applicable regulations and commitment to comply with organizational regulations and policies. Meanwhile, cooperation indicators are applied in the ability to build good interactions with co-workers and work in a team. The application of honesty indicators is shown by honesty in work by never

accepting gratuities and never taking actions that could be sanctioned.

Based on respondents' responses, the highest index number for the work values variable is the responsibility indicator. Studies show that the average respondent perceives that they have carried out their work based on work values with full responsibility, while the highest index for employee performance is the work quality indicator. This result shows that the average respondent perceives that the quality of employees is good. The results prove that work values positively but significantly affect employee performance in LPMP Maluku Province. The condition of the relationship between work values and employee performance, where employees carry out work as well as possible and are serious in carrying out the responsibilities given at first, of course, will improve employee performance, but at some point, it does not increase again because the quality of work results is always realized according to the target. An employee will only necessarily want to work hard if he is sure that working hard will cause his work results to be maximized (Tengelin et al., 2022).

In line with this study, several other researchers researching the relationship between work values and performance used different variables and found different results, such as the research proposed by Huijs et al. (2017), which states that work values are proven to improve employee performance. Likewise, research by Mergaliyev et al. (2021) found that applying Islamic work values in Islamic banks affects bank performance. Other empirical results that align with this research are those of Ahmed et al. (2022) who empirically examined the effect of work values and organizational commitment on employee performance in conventional and Islamic banks. This study found that applying work values and organizational commitment partially and jointly impacts the performance of marketing employees of Al-Tadamon Islamic Bank in Sudan (Enad & Gerinda, 2022).

The Influence of Spirituality in the Workplace on employee performance

Spirituality in the Workplace (X2) has a positive and significant effect on employee performance (Y) with $P = 0.000 < 0.05$ with a coefficient value of 0.320; this coefficient indicates that the better the spirituality in the workplace, the more employee performance increases. Referring to the data from this study, the variable of spirituality in the workplace empirically has a positive and significant effect on employee performance. The coefficient value found between the two variables is statistically significant. The direct contribution of the workplace spirituality variable to employee performance is positive and significant, so workplace spirituality is a predictor of employee performance at LPMP Maluku Province. This finding indicates that the workplace spirituality variable is not able to predict the employee performance variable of LPMP Maluku Province.

Spirituality in the workplace is built by indicators, namely feeling meaningful at work, feeling connected to the community, and upholding values. The application of the indicator of feeling meaningful at work from the workplace spirituality variable is illustrated by employees who feel comfortable at work. Work makes them always excited. They feel that there is a better future for this job and feel that their work benefits many people who feel that work has importance and gives meaning to their personality.

The application of the indicator of feeling connected to the community from the workplace spirituality variable is illustrated by employees who feel they support each other at work with their co-workers, then feel free to express their opinions in the community, and who feel that employees care about each other and who feel that they feel as a family in the community.

Furthermore, for the application of the values enforcement indicator of the workplace spirituality variable, it is illustrated from the organizational values in line with the values that employees believe in, then feel that the organization pays attention to all employees and feel that the organization cares about employee health and feel that the organization cares so that employees are always enthusiastic.

Employee performance is built by work quality, discipline, cooperation, and honesty indicators. The application of work quality indicators is reflected by the quality of work results that are always realized according to the target and completion of work as planned. In contrast, discipline indicators are reflected by discipline in carrying out work by applicable regulations and commitment to comply with organizational regulations and policies. Meanwhile, the application of cooperation indicators is reflected in the ability to build good interactions with co-workers and work in teamwork. The application of honesty indicators is shown by honesty in work by never accepting gratuities and never taking actions with the potential for sanctions.

Based on respondents' responses, the highest index number for the workplace spirituality variable is the indicator of upholding organizational values. Study shows that the average respondent perceives that organizational values have been enforced well, while the highest index for employee performance is the work quality indicator. This result shows that the average respondent perceives that the quality of employees is good.

The results prove that spirituality in the workplace directly has a positive and significant effect on the performance of employees of LPMP Maluku Province. The relationship between spirituality in the workplace and employee performance, and the enforcement of organizational values that are in line with the values that exist within employees and have the same goals as the organization is a factor that causes an increase in the quality of work results so that linearly spirituality in the workplace can be said to improve employee performance.

This study's results align with Hassan et al.'s (2016) study, which analyzed the relationship between creating spirituality in the workplace and how it affects employee productivity in hospitality organizations in Pakistan. The study concluded a positive relationship between spirituality and work productivity, and work spirituality positively predicts employee productivity in hospitality organizations. The result suggests that workplace spirituality is important in making employees productive and satisfied. Thus employees become more productive in the long run compared to employees in organizations where spirituality is ignored or not valued. (Mousa, 2020). Other research shows a meaningful relationship between workplace spirituality, meaningful work, feeling connected and positive social relationships with co-workers, individual alignment with organizational values, and job performance (Jena, 2022).

CONCLUSION

Based on the findings, the following conclusions are obtained: 1) Work values have a positive and significant effect on employee performance of LPMP Maluku Province, 2) Spirituality in the workplace has a positive and significant effect on employee performance of LPMP Maluku Province, 3) Work values and spirituality in the workplace have a positive and significant effect simultaneously on employee performance of LPMP Maluku Province. Based on the conclusion, it is suggested that LPMP Maluku Province should pay attention to the dimensions of work values and spirituality in the workplace in synergy and strive to improve continuously and sustainably because it is proven to affect employee performance.

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