



The Influence of Spiritual Leadership Style, Motivation, and Organizational Culture on the Performance of Employees at BAPPEDA (*Badan Perencanaan Pembangunan Daerah*) Jember

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ABSTRACT: Employee performance is one of the main factors that determine an organization's effectiveness in achieving goals, especially in the public sector, such as the BAPPEDA Jember Regency. However, challenges such as weak motivation, suboptimal implementation of organizational culture, and non-integrated leadership styles often become obstacles to achieving maximum performance. This research aims to analyze the influence of Spiritual Leadership Style, Motivation, and Organizational Culture on Employee Performance at BAPPEDA Jember Regency. The research uses quantitative methods with a survey approach. Data was collected through a questionnaire distributed to all BAPPEDA Jember Regency employees using a total sampling technique with 53 respondents. Data analysis was carried out using multiple linear regression to test the influence of the independent variable on the dependent variable. The research results show that, partially, spiritual leadership style and motivation have a significant influence on employee performance, while organizational culture does not have a significant influence. Simultaneously, these three variables have a significant influence on employee performance, with a contribution of 79.9% ($R^2 = 0.799$). This research concludes that strengthening motivation and implementing leadership based on spiritual values is very important to improve employee performance. Meanwhile, the development of a more adaptive organizational culture needs to be strengthened to support sustainable organizational performance.

Keywords: Retention, Spiritual Leadership Style, Motivation, Organizational Culture, Employee Performance.



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INTRODUCTION

Employee performance is one of the key indicators in determining the success of an organization, particularly in the public sector. In the era of globalization and increasing competition, local governments are required to enhance organizational performance to achieve development goals (I Putu Santika, 2023). Improving employee performance has become a critical priority, as competent

and competitive employees can accelerate the process of planning and implementing work programs. One approach that is gaining increasing attention is the application of the spiritual leadership style, which not only focuses on achieving targets but also emphasizes values and morals within the workplace (Darmawan, 2022).

The Spiritual Leadership Style plays a significant role in shaping a harmonious work culture, motivating employees, and creating a conducive work environment. Leadership based on spirituality not only boosts individual performance but also nurtures a sense of social and emotional responsibility within the work team. (Hasbuloh & Taharudin, 2023). Furthermore, both intrinsic and extrinsic motivation are crucial factors influencing employee performance. A combination of inspirational leadership and a strong organizational culture can foster a productive, innovative, and competitive work environment. (Koroh et al., 2023).

Although many public organizations have adopted various leadership models and motivational strategies, challenges in achieving optimal performance remain. The phenomenon of low motivation and employee performance in various government agencies highlights a gap between expectations and reality in the field (Sawahru et al., 2024). Employee performance is often hindered by poor leadership quality, weak organizational culture, and a lack of work motivation (Ekhsan & Mariyono, 2020). In this context, there is a growing need for a leadership model that focuses on work outcomes and instills moral and spiritual values.

This condition directly impacts the low quality of regional development planning. Unmotivated employees tend to exhibit suboptimal performance, which affects the timely achievement of targets and the quality of public services. Such inefficiencies hinder local governments' efforts to meet community needs and enhance regional competitiveness. (Sumarno et al., 2022). Therefore, a comprehensive analysis of the factors influencing employee performance—particularly spiritual leadership, motivation, and organizational culture—is necessary.

Based on performance data from local government agencies in several regions, significant gaps have been identified between set targets and actual achievements (Arifqi, 2020). Government performance reports indicate that over the past five years, the average realization rate of work programs reached only 75% of the established targets. In 2020, program realization dropped to 72%, the lowest level during the period, likely due to the initial impact of the COVID-19 pandemic, which disrupted the implementation of various work programs. In 2021, realization improved to 78%, reflecting recovery efforts and adaptation to pandemic conditions. However, in 2022, realization decreased again to 74%, potentially indicating new challenges or a lack of continuity in program implementation. By 2023, a slight increase to 76% was observed, though this figure still fell short of the set targets. Overall, these data highlight structural and managerial issues that hinder the optimization of government performance (Prawar, 2024). This gap underscores the need to enhance effectiveness in leadership, organizational culture, and employee motivation to ensure program targets are achieved as planned.

Preliminary observations in this study revealed that employee performance at BAPPEDA of Jember Regency has not been optimal, despite various improvement efforts. One of the main causes is the weak implementation of spiritual leadership, which has led to low work motivation and an organizational culture that inadequately supports team collaboration. Furthermore, some

employees lack commitment to achieving organizational targets, which slows down the regional development planning process.

Spiritual leadership focuses on empowering employees through an approach that prioritizes religious values, morality, and work ethics (Wahab Khasbulloh et al., 2023). This concept aims to create a harmonious work environment that balances achieving organizational goals with employees' mental well-being. According to (Bisma Ayodha Kurniawan Putra et al., 2023), a strong organizational culture can encourage employees to work more effectively and efficiently. Moreover, both intrinsic and extrinsic motivation play a crucial role in enhancing performance. Motivated employees demonstrate high enthusiasm, are result-oriented, and contribute maximally to the organization (Mubarok, 2025).

Research by (Moon et al., 2020) shows that spiritual leadership positively impacts employee performance by increasing intrinsic motivation. Meanwhile, (Cherian et al., 2021) highlight the role of organizational culture in shaping productive work behaviors. Another study by (Widarko & Anwarodin, 2022) found that a combination of motivation and organizational culture can increase work efficiency by up to 30%. (Cahyono et al., 2020) revealed that transformational leadership styles incorporating spiritual aspects can enhance employee job satisfaction.

Based on the studies above, it appears that most research focuses primarily on individual aspects, such as motivation and leadership, while giving less attention to the interaction between these factors within the context of organizational culture. To address this gap, this study will focus on the synergistic relationship between spiritual leadership, motivation, and organizational culture in enhancing employee performance. The novelty of this research lies in developing an integrative framework that emphasizes the importance of spiritual leadership in fostering an adaptive organizational culture while motivating employees to achieve optimal performance.

A theory that can be used to analyze all the variables in your study is the "Path-Goal Theory" developed by Robert J. House in (Nzeneri, 2020). This theory explains how a leader's behavior can motivate and influence employee performance by creating clear pathways to achieve both individual and organizational goals. The Path-Goal Theory encompasses aspects of leadership, motivation, and organizational culture, as it highlights the importance of leaders in fostering a supportive and adaptive work environment, identifying subordinates' needs, and aligning their behaviors with organizational objectives (Olalekan, 2024). This theory is relevant for examining how spiritual leadership can influence motivation and shape an organizational culture that supports improved employee performance.

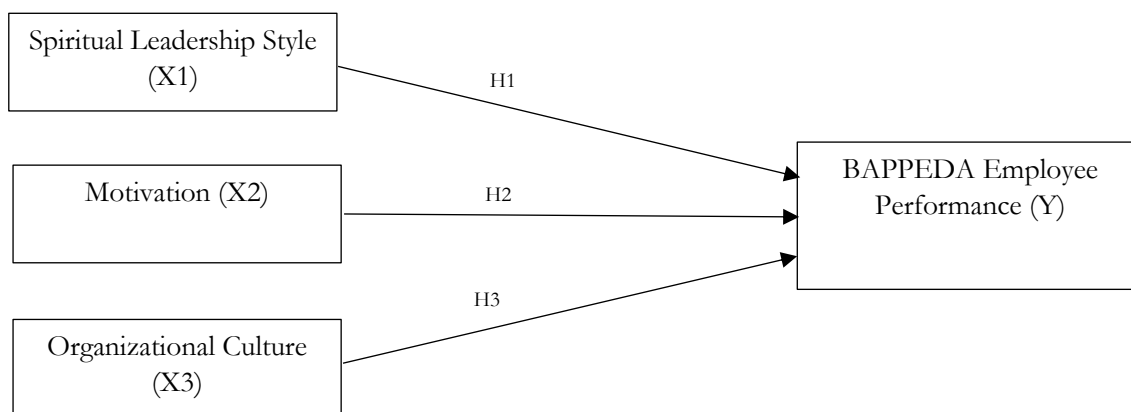


Figure 1. Conceptual Framework

Spiritual leadership is believed to have a significant influence on employee performance. According to (Iqbal et al., 2024) Spiritual leadership enhances employees' emotional engagement by instilling values of meaningful work and dedication, leading to improved productivity and work quality. In the context of BAPPEDA, this leadership style can encourage employees to work more focused on achieving development targets. Similarly, motivation—both intrinsic and extrinsic—plays a critical role in driving employee performance. (Ayalew et al., 2021) highlight that highly motivated employees tend to be more productive, proactive, and consistent in their work spirit, helping them overcome challenges and contribute effectively to organizational goals. Furthermore, a strong organizational culture provides a framework that supports optimal performance. As noted by (Paramita et al., 2020). A positive culture strengthens employees' commitment to organizational objectives and enhances work effectiveness. In government agencies, a harmonious organizational culture is essential for fostering team synergy and maximizing quality work outcomes aligned with development targets.

The study aims to analyze the influence of spiritual leadership style, motivation, and organizational culture on the performance of BAPPEDA employees in Jember Regency. Additionally, it seeks to provide strategic recommendations to improve organizational effectiveness in regional development planning.

METHOD

The research design used in this study is quantitative. According to (Sugiyono, 2018) Quantitative research is a method that employs numerical data analysis using statistical techniques to test pre-formulated hypotheses. This study aims to determine the influence of independent variables, namely Spiritual Leadership Style, Motivation, and Organizational Culture, on the dependent variable, which is the Performance of BAPPEDA Employees. Through a quantitative approach, the study examines the relationships and impacts between variables by collecting data using questionnaires, which are then processed and analyzed statistically to obtain objective results and generalizations applicable to a broader context.

This study utilizes two types of data sources: primary data and secondary data. Primary data is directly obtained from respondents through the distribution of questionnaires to employees of

BAPPEDA in Jember Regency (Sugiyono, 2019). These questionnaires are designed to measure the variables under study, such as Spiritual Leadership Style, Motivation, Organizational Culture, and Employee Performance. Meanwhile, secondary data is gathered from various documents, performance reports, and official publications, such as BAPPEDA's annual reports and data from the Central Bureau of Statistics (BPS). Secondary data serves as a complement, providing a broader context and supporting the analysis of research findings. The combination of these two data types ensures that the study is comprehensive and well-founded.

The population in this study consists of all 53 employees of BAPPEDA in Jember Regency. Given the relatively small and manageable size of the population, this study employs the total sampling technique. According to (Sugiyono, 2021), total sampling is a sampling method in which all members of the population are included as research participants. Consequently, all employees of BAPPEDA will participate in this study, ensuring that the results accurately represent the overall population and enhance the validity and generalizability of the findings.

The data collection techniques in this study employed two primary methods: questionnaires and documentation. Questionnaires were used to collect primary data from all employees of BAPPEDA in Jember Regency. The questionnaire instrument was designed using a Likert scale to measure the research variables, namely Spiritual Leadership Style, Motivation, Organizational Culture, and Employee Performance. Each respondent was asked to respond based on their perceptions of the given statements (J. Creswell, 2017). Additionally, the documentation method was utilized to gather secondary data, such as BAPPEDA's annual performance reports, statistical data from the Central Bureau of Statistics (BPS), and other relevant internal documents. The use of these two methods aims to obtain comprehensive data and support the analysis of the research findings.

The data analysis in this study was conducted using descriptive and inferential statistical methods with the assistance of SPSS 27. Descriptive analysis was used to describe the characteristics of respondents and the distribution of the research data (J. W. Creswell & Creswell, 2018). Validity and reliability tests were performed to ensure the questionnaire instruments accurately and consistently measured the research variables. Multiple linear regression analysis was then applied to examine the influence of independent variables (Spiritual Leadership Style, Motivation, and Organizational Culture) on the dependent variable (Employee Performance). Simultaneous (F-test) and partial (t-test) significance tests were used to evaluate the relationships between variables. These methods ensured accurate and reliable results in addressing the research hypotheses.

RESULT AND DISCUSSION

The Regional Development Planning Agency (BAPPEDA) of Jember Regency is a key governmental body responsible for formulating regional development policies and ensuring that planning aligns with community needs and the region's development vision. Acting as a cross-sectoral coordinator, BAPPEDA integrates programs from various departments and agencies at the regency level, focusing not only on economic aspects but also on social, environmental, and cultural dimensions to achieve sustainable development. Established during the reform era in

response to decentralization policies under Regional Autonomy Law, BAPPEDA has undergone structural and functional transformations. It spearheads the preparation of strategic plans, including the Regional Long-Term Development Plan (RPJPD), the Regional Medium-Term Development Plan (RPJMD), and the Regional Government Work Plan (RKPD). With Jember's diverse geographical landscape, BAPPEDA plays a vital role in identifying local potentials and addressing developmental challenges such as regional economic disparities and infrastructure issues.

Table 1. Informant Characteristics

Characteristics	Frequency	Percentage (%)
Age		
< 25 years	15	28.3
25-35 years	28	52.8
> 35 years	10	18.9
Gender		
Male	30	56.6
Female	23	43.4
Educational Background		
High School/Equivalent	20	37.7
Diploma	18	34.0
Bachelor's Degree	15	28.3

Table 1 illustrates the distribution of informants' characteristics in this study. The majority of informants fall within the age range of 25-35 years (52.8%), representing the dominance of a productive age group with the potential to contribute to the organization significantly. In terms of gender, males dominate at 56.6%, while females account for 43.4%, indicating a fairly balanced representation. Regarding educational background, the majority of informants have a high school education or equivalent (37.7%), followed by diploma holders (34.0%) and bachelor's degree holders (28.3%). This composition reflects the diversity in educational levels within BAPPEDA Jember Regency, which may influence employees' perspectives and approaches in carrying out regional development planning tasks.

Validity and Reliability Test

Table 2. Validity Test

Variable	Question Item	r Calculated	Description
Spiritual Leadership Style (X1)	X1.1	0.884	VALID
	X1.2	0.900	VALID
	X1.3	0.928	VALID
Motivation (X2)	X2.1	0.807	VALID
	X2.2	0.908	VALID
	X2.3	0.843	VALID
Organizational Culture (X3)	X3.1	0.828	VALID

	X3.2	0.862	VALID
	X3.3	0.827	VALID
Employee Performance (Y)	Y1.1	0.881	VALID
	Y1.2	0.939	VALID
	Y1.3	0.874	VALID

Source: SPSS Version 27 (2024)

Based on the validity test results presented in Table 2, all question items for the research variables, namely *Spiritual Leadership Style* (X1), Motivation (X2), Organizational Culture (X3), and Employee Performance (Y), show *r calculated* values above 0.60. This indicates that all items are valid for use in this study. The item with the highest correlation value is X1.3 under the *Spiritual Leadership Style* variable, with a value of 0.928, demonstrating a very strong correlation in measuring this aspect. Similarly, other variables such as Motivation, Organizational Culture, and Employee Performance also have valid items with strong correlation values, ensuring that the research instrument accurately represents the constructs being measured. These results provide confidence that the data obtained from respondents is relevant and suitable for further analysis.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Cut-Off Value	Description
Spiritual Leadership Style (X1)	0.887	0.60	Reliable
Motivation (X2)	0.814	0.60	Reliable
Organizational Culture (X3)	0.866	0.60	Reliable
Employee Performance (Y)	0.875	0.60	Reliable

Source: SPSS Version 27 (2024)

Based on the reliability test results presented in Table 3, all research variables, namely *Spiritual Leadership Style* (X1), Motivation (X2), Organizational Culture (X3), and Employee Performance (Y), have Cronbach's Alpha values above the cut-off value of 0.60. This indicates that the research instruments used exhibit a high level of internal consistency and are reliable in measuring each variable. The *Spiritual Leadership Style* variable has the highest Cronbach's Alpha value of 0.887, followed by Employee Performance (0.875), Organizational Culture (0.866), and Motivation (0.814). These results confirm that the instruments used provide stable and consistent measurements, making them effective for further analysis in the study.

Correlation Test

Table 4. Pearson Correlation Test

		Spiritual Leadership Style	Motivasi	Budaya Organisasi	Kinerja Pegawai
Spiritual Leadership Style	Pearson Correlation	1	.215	.521**	.056
	Sig. (2-tailed)		.122	.000	.688
	N	53	53	53	53

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Motivation	Pearson Correlation	.215	1	.264	.312*
	Sig. (2-tailed)	.122		.056	.023
	N	53	53	53	53
	Organizational culture	Pearson Correlation	.521**	.264	1
Employee Performance	Sig. (2-tailed)	.000	.056		.423
	N	53	53	53	53
	Pearson Correlation	.056	.312*	.112	1
	Sig. (2-tailed)	.688	.023	.423	
N	53	53	53	53	

Source: SPSS Version 27 (2024)

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4 presents the results of the Pearson correlation test to examine the relationships among Spiritual Leadership Style, Motivation, Organizational Culture, and Employee Performance. The analysis reveals that Spiritual Leadership Style has a significant correlation with Organizational Culture ($r = 0.521$, $p < 0.01$), but does not show a significant relationship with Motivation ($r = 0.215$, $p > 0.05$) or Employee Performance ($r = 0.056$, $p > 0.05$). Motivation is significantly correlated with Employee Performance ($r = 0.312$, $p < 0.05$) but not with Organizational Culture ($r = 0.264$, $p > 0.05$). Meanwhile, Organizational Culture does not show a significant relationship with Employee Performance ($r = 0.112$, $p > 0.05$). These results indicate that Spiritual Leadership Style plays a role in shaping a better Organizational Culture. At the same time, Motivation has a direct impact on improving Employee Performance, underscoring the importance of both variables in an organizational context.

The findings show that Spiritual Leadership Style significantly correlates with Organizational Culture but not with Motivation or Employee Performance. This is consistent with previous studies that highlight the influence of leadership on shaping organizational culture, such as research by (Ángeles López-Cabarcos et al., 2022). However, the lack of a significant relationship with Employee Performance differs from earlier findings that identified leadership as a direct factor influencing performance. Similarly, the significant correlation between Motivation and Employee Performance aligns with prior studies showing motivation as a key driver of performance improvement. The absence of a significant relationship between Organizational Culture and Employee Performance contradicts studies that found culture to be a critical factor in enhancing performance. These results suggest that efforts to strengthen motivation and better integrate leadership and culture within the organization could have a more pronounced impact on performance outcomes.

Classical Assumption Test

1. Normality Test

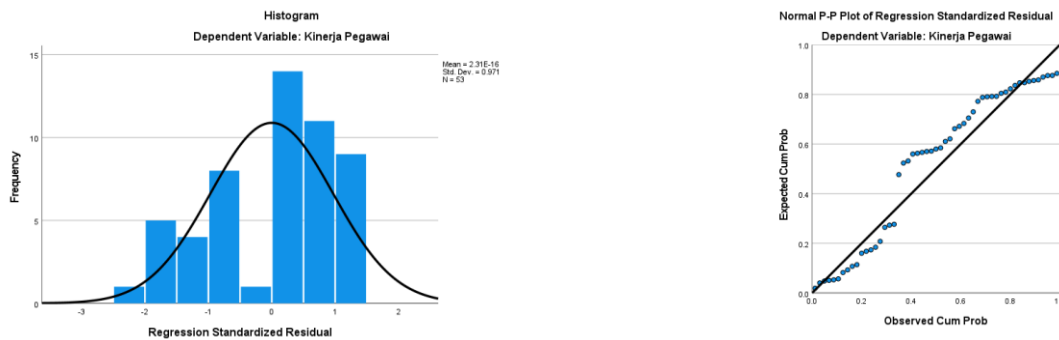


Figure 2. Histogram Normality Test and P-Plots

Figure 2 displays the results of the normality test using a histogram and a normal P-P Plot for the regression standardized residuals of the dependent variable, Employee Performance. The histogram shows that the data distribution resembles a normal curve pattern, with a mean value close to zero, indicating relatively symmetric residual distribution. The normal P-P Plot reveals that most points align closely with the diagonal line, suggesting that the residuals follow a normal distribution. These results confirm that the normality assumption for regression analysis has been met, making the regression model valid for further analysis. This strengthens the reliability of the research findings regarding the relationships between variables.

2. Multicollinearity Test

Table 5. Multicollinearity Test

		Coefficients					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta	t	Sig.		
1	(Constant)	5.234	3.090		1.694	.097		
	Spiritual Leadership Style	.449	.222	.305	2.223	.025	.822	1.384
	Motivation	.468	.215	.307	2.171	.035	.922	1.085
	Organizational culture	.076	.248	.050	.309	.759	.705	1.419

a. Dependent Variable: Employee Performance

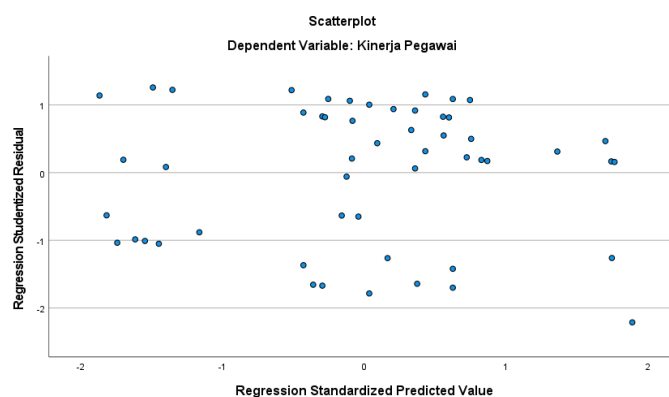
Source: SPSS Version 27 (2024)

Table 5 presents the results of the multicollinearity test to ensure the absence of high linear relationships among the independent variables (Spiritual Leadership Style, Motivation, and Organizational Culture). The Tolerance values for all variables are above 0.1 (Spiritual Leadership Style = 0.722, Motivation = 0.922, Organizational Culture = 0.705), and the Variance Inflation Factor (VIF) values are below 10 (Spiritual Leadership Style = 1.384, Motivation = 1.085,

Organizational Culture = 1.419). These results indicate that there is no multicollinearity issue among the independent variables. Therefore, each independent variable contributes uniquely to the regression model without mutual interference. This ensures that the regression analysis can be interpreted accurately and yields valid results.

The multicollinearity test results in Table 5 confirm no issues of high linear relationships among the independent variables, as shown by Tolerance values above 0.1 and VIF values below 10. This aligns with previous research, such as (Teixeira et al., 2021), which emphasized the importance of independent variables contributing uniquely to regression models for reliable analysis. The absence of multicollinearity supports the robustness of the findings, ensuring that the effects of Spiritual Leadership Style, Motivation, and Organizational Culture on Employee Performance can be interpreted without mutual interference. The implication is that organizations like BAPPEDA can confidently focus on enhancing specific factors, such as leadership and motivation, knowing that their impacts are measurable and distinct. This clarity aids in designing targeted interventions to improve employee performance effectively.

3. Heteroscedasticity Test



Source: SPSS Version 27 (2024)

Figure 3. Scatterplots Heteroscedasticity Test

Figure 3 shows the results of the heteroscedasticity test using a scatterplot between the Regression Standardized Predicted Value and the Regression Studentized Residual for the dependent variable, Employee Performance. The scatterplot displays randomly distributed points with no discernible pattern, whether linear or curved. This indicates that the residual variance is constant, satisfying the assumption of no heteroscedasticity. Therefore, the regression model used in this study meets one of the key requirements for linear regression analysis, namely homoscedasticity. This strengthens the validity of the regression results.

The heteroscedasticity test results, as shown in Figure 3, indicate that the residual variance is constant, with the scatterplot displaying randomly distributed points and no discernible pattern. This finding aligns with previous research practices that emphasize the importance of meeting the homoscedasticity assumption to ensure the validity of regression analysis (Saeed et al., 2024). The absence of heteroscedasticity suggests that the model provides unbiased and consistent estimates of the relationships between variables. For organizations such as BAPPEDA, this means that the

study's regression results can be relied upon to accurately inform decisions related to improving employee performance, enabling evidence-based interventions to address organizational challenges.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of independent variables on the dependent variable. In this study, the dependent variable is Employee Performance, while the independent variables are Spiritual Leadership Style, Motivation, and Organizational Culture. The general formula for the multiple linear regression model is as follows:

Table 6. Results of Multiple Linear Regression Analysis

		Coefficients						
		Unstandardized		Standardized			Collinearity	
		Coefficients		Coefficients			Statistics	
Model		B	Std. Error	Beta	t	Sig.	Toleranc	VIF
1	(Constant)	5.234	3.090		1.694	.097		
	Spiritual Leadership Style	.449	.222	.305	2.223	.025	.822	1.384
	Motivation	.468	.215	.307	2.171	.035	.922	1.085
	Organizational culture	.076	.248	.050	.309	.759	.705	1.419

a. Dependent Variable: Employee Performance

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Based on the results in Table 4, the regression model produced is:

$$Y = 5.234 + 0.449 X_1 + 0.468 X_2 + 0.076 X_3$$

The analysis shows that Spiritual Leadership Style (X1) and Motivation (X2) have a significant influence on Employee Performance, with p-values < 0.05. On the other hand, Organizational Culture (X3) does not have a significant effect (p > 0.05). This regression model highlights that spiritual leadership and motivation are the primary factors in improving employee performance at BAPPEDA Jember Regency. Additionally, the low Variance Inflation Factor (VIF) values indicate the absence of multicollinearity among the independent variables, confirming that this regression model is valid for interpretation. These findings are consistent with previous studies, such as (Paais & Pattiruhu, 2020), which demonstrated the pivotal role of leadership and motivation in enhancing employee productivity. However, the non-significance of Organizational Culture contrasts with research by (Abdou et al., 2024), which emphasized culture as a performance driver. The absence of multicollinearity further confirms the robustness of the model, ensuring the reliability of these results. For BAPPEDA Jember, these findings imply a need to focus on strengthening leadership and motivation strategies while reevaluating cultural practices to maximize their impact on performance improvement.

Hypothesis Testing

1. T test

The t-test was conducted to examine the partial influence of each independent variable on the dependent variable in the regression model. In this study, the dependent variable is Employee Performance, while the independent variables are Spiritual Leadership Style, Motivation, and Organizational Culture. The significance value (p) is used to determine whether the influence of each independent variable on the dependent variable is significant. The hypotheses tested are as follows:

Table 7. T test

		Unstandardized Coefficients ^a		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.234	3.090		1.694	.097
	Spiritual Leadership Style	.449	.222	.305	2.223	.025
	Motivation	.468	.215	.307	2.171	.035
	Organizational culture	.076	.248	.050	.309	.759

a. Dependent Variable: Employee Performance

Source: SPSS Version 27 (2024)

1. The t-test results indicate that Spiritual Leadership Style has a significant effect on Employee Performance ($t = 2.223$, $p = 0.025$). The positive regression coefficient ($B = 0.449$) suggests that improvements in the implementation of spiritual leadership significantly enhance employee performance. This finding confirms that leadership approaches emphasizing moral and spiritual values can positively impact employee productivity.
2. The t-test results show that Motivation also significantly affects Employee Performance ($t = 2.171$, $p = 0.035$). The positive regression coefficient ($B = 0.468$) indicates that any increase in employee motivation, whether intrinsic or extrinsic, significantly improves performance. This underscores the crucial role of motivation as a key driver in achieving optimal work outcomes.
3. The t-test results reveal that Organizational Culture does not significantly affect Employee Performance ($t = 0.309$, $p = 0.759$). The positive regression coefficient ($B = 0.076$) suggests that an improved organizational culture tends to support performance enhancement, but its influence is not strong enough to be considered significant. This indicates that, in the context of this study, organizational culture may require further reinforcement to have a tangible impact on performance.

The t-test results demonstrate that Spiritual Leadership Style and Motivation significantly influence Employee Performance, with positive regression coefficients indicating their direct contribution to performance improvement. These findings are in line with studies such as (Virgiawan et al., 2021), which emphasize the role of leadership and motivation in enhancing employee productivity. However, the non-significant effect of Organizational Culture contrasts with research by (Sugiarti

et al., 2021), which found culture to be a key factor in performance enhancement. This suggests that the existing organizational culture at BAPPEDA Jember may not yet be fully optimized to impact performance. While leadership and motivation should remain priorities, additional efforts are needed to strengthen cultural practices to create a more supportive environment for sustained performance improvement.

2. F Test

Table 8. Simultaneous F Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.720	3	34.240	31.801	.000 ^b
	Residual	659.468	49	13.459		
	Total	732.189	52			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant) Organizational culture, Motivation, Spiritual Leadership Style

Source: SPSS Version 27 (2024)

Table 8 presents the results of the F-test to examine the simultaneous effect of the independent variables (Spiritual Leadership Style, Motivation, and Organizational Culture) on the dependent variable (Employee Performance). The F-value of 31.801 with a significance of $p = 0.000$ indicates that collectively, the three independent variables have a significant influence on Employee Performance ($p < 0.05$). These results suggest that the regression model effectively explains the combined influence of the three variables on the dependent variable. Therefore, it can be concluded that the implementation of spiritual leadership, effective motivation, and a strong organizational culture collectively contribute to improving employee performance at the BAPPEDA Jember Regency.

The F-test results indicate that Spiritual Leadership Style, Motivation, and Organizational Culture collectively have a significant influence on Employee Performance ($F = 31.801$, $p = 0.000$). This finding is consistent with prior studies, such as those by (Benzidia et al., 2021), which highlights the importance of integrating multiple factors to enhance performance outcomes. While individual effects vary, the combined influence underscores the need for a holistic approach to organizational development. For BAPPEDA Jember, these results imply that strengthening leadership practices, boosting employee motivation, and fostering a supportive organizational culture in tandem can create a synergistic effect that drives optimal employee performance and contributes to achieving organizational goals.

3. Coefficient of Determination (R^2)

Table 9. Coefficient of Determination Test (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.799	.644	3.669

a. Predictors: (Constant), Organizational culture, Motivation, Spiritual Leadership Style

Source: SPSS Version 27 (2024)

Table 9 presents the results of the coefficient of determination (R^2), which measures how much the independent variables (Spiritual Leadership Style, Motivation, and Organizational Culture) explain the dependent variable (Employee Performance). The R^2 value of 0.799 indicates that 79.9% of the variation in Employee Performance is explained by the three independent variables collectively. The Adjusted R Square value of 0.644 accounts for the adjustment of the number of variables in the model, still showing a significant contribution. Factors outside this model influence the remaining 20.1% of the variation in Employee Performance. A standard error of 3.669 reflects the model's prediction error against actual data. These results demonstrate that the regression model has a strong ability to explain the relationship between the independent and dependent variables, making it reliable for interpreting the influence of the independent variables on Employee Performance.

The R^2 value of 79.9% explicitly indicates that the combined influence of Spiritual Leadership Style, Motivation, and Organizational Culture drives a substantial portion of Employee Performance at BAPPEDA Jember. This high percentage underscores the critical importance of these factors in shaping employee outcomes, leaving only 20.1% to be explained by other external variables not included in the model. Practically, this suggests that strategic investments in enhancing leadership practices, motivating employees, and fostering a supportive organizational culture can yield significant improvements in performance. For BAPPEDA, focusing on these areas could lead to better achievement of organizational goals, more efficient planning processes, and improved delivery of public services.

Relationship Between Variables

Regression analysis results show that Spiritual Leadership Style has a significant effect on Employee Performance at BAPPEDA Jember, with $t = 2.223$ and $p = 0.025$. The positive regression coefficient ($B = 0.449$) indicates that every improvement in the application of spiritual leadership can enhance employee performance. This suggests that leadership approaches based on spirituality—such as integrity, meaningful work, and moral values—can create a conducive work atmosphere to improve employee productivity. The spiritual leadership applied at BAPPEDA Jember strengthens interpersonal relationships among employees and fosters a collective sense of responsibility toward achieving organizational goals. This finding aligns with research by (Hajiyan et al., 2020), which states that spiritual leadership can improve job satisfaction and employee engagement. Similarly, (Wu & Lee, 2020) found that spiritually-based leadership enhances employees' intrinsic motivation, which directly impacts individual performance. In the context of BAPPEDA Jember, spiritual leadership can be an important strategy for building a harmonious and collaborative work culture, crucial for supporting regional development programs.

Regression analysis results reveal that Motivation has a significant effect on Employee Performance at BAPPEDA Jember, with $t = 2.171$ and $p = 0.035$. The positive regression coefficient ($B = 0.468$) indicates that increases in motivation, whether through external rewards or intrinsic satisfaction, significantly improve employee performance. Highly motivated employees tend to be more focused, driven to achieve targets, and consistent in their work spirit, contributing optimally to the organization. These findings support research by (Fishbach & Woolley, 2022),

which highlights the critical role of intrinsic motivation, such as a sense of accomplishment, in improving individual performance. (Malek et al., 2020) also note that appropriate rewards can significantly enhance employee productivity. In the context of BAPPEDA Jember, motivation can be improved through fair incentives, recognition of employee achievements, and the creation of a supportive work environment to maintain employee enthusiasm in carrying out regional development planning tasks.

The analysis results indicate that Organizational Culture does not have a significant effect on Employee Performance at BAPPEDA Jember, with $t = 0.309$ and $p = 0.759$. Although the positive regression coefficient ($B = 0.076$) suggests a consistent direction of influence, its effect is too small to be considered significant. This suggests that the existing organizational culture has not been fully internalized or consistently implemented, thus failing to have a tangible impact on improving employee performance. These findings contrast with research by (Akpa et al., 2021), which states that a strong organizational culture can enhance employee loyalty and work effectiveness. However, (Fathurahman, 2022) notes that organizational culture will only be effective if supported by aligned leadership systems and incentives. In the context of BAPPEDA Jember, strengthening organizational culture can be achieved through continuous training, improved internal communication, and fostering teamwork values to create a more significant impact on employee performance.

The research results show that Spiritual Leadership and Motivation have a significant influence on Employee Performance at BAPPEDA Jember. This can be explained by the fact that spiritual leadership integrates moral values, integrity, and meaningful work, creating a conducive work environment that supports productivity. Motivation, both intrinsic and extrinsic, proves to be a key driver for performance improvement as it enhances employees' focus and enthusiasm to achieve organizational targets. On the other hand, Organizational Culture does not significantly affect performance. This is likely due to the organizational culture at BAPPEDA Jember not being fully internalized or consistently implemented, thereby limiting its impact on employee performance. Additionally, the role of organizational culture may be hindered by underdeveloped incentive systems or internal communication.

These findings align with (Maryati & Astuti, 2022), who stated that Spiritual Leadership enhances employees' emotional engagement and productivity. However, the finding that Organizational Culture is not significant contrasts with (Lam et al., 2021), who identified organizational culture as a crucial factor in improving work effectiveness. This lack of significance indicates the need for a more targeted approach to building an adaptive and supportive work culture. Practically, BAPPEDA management can adopt these findings by strengthening value-based spiritual leadership and providing fair rewards to motivate employees. Additionally, reinforcing organizational culture can be achieved through continuous training, improved internal communication, and fostering teamwork values to create a more substantial impact on employee performance.

Alignment with Theoretical Framework

The findings of this study align with Spiritual Leadership Theory by Louis W. Fry (2003), which emphasizes the role of spiritual leadership in fostering meaningful work, organizational commitment, and employee well-being. The significant influence of Spiritual Leadership Style on Employee Performance supports the premise that leaders who integrate moral and spiritual values into their approach can enhance employee engagement and productivity. By instilling a sense of purpose and shared values, spiritual leadership fosters a work environment conducive to individual and collective success. In the context of BAPPEDA Jember, this leadership style strengthens interpersonal relationships and creates a shared sense of responsibility, enabling employees to perform better in achieving organizational goals.

The role of motivation in driving employee performance aligns with established motivational theories, particularly Self-Determination Theory (SDT) by Deci and Ryan (1985). This theory highlights the importance of intrinsic and extrinsic motivators in influencing behavior and outcomes. The study's findings demonstrate that both types of motivation significantly contribute to Employee Performance at BAPPEDA Jember, echoing the idea that intrinsic rewards, such as personal growth and a sense of achievement, are as critical as external incentives like financial rewards. Motivation enhances employees' focus and persistence, making it a pivotal element for achieving high performance in complex organizational settings.

The relationship between Organizational Culture and Employee Performance, though not statistically significant in this study, resonates with Organizational Culture Theory by Edgar Schein (1985). Schein argues that a strong organizational culture provides a framework that shapes employees' behavior and attitudes. While this study finds a weak influence of Organizational Culture on performance, it suggests that BAPPEDA Jember's cultural practices may lack sufficient internalization or alignment with leadership and motivational strategies. This finding aligns with prior research suggesting that the effectiveness of organizational culture depends on its consistency, clarity, and integration into daily operations.

The integration of these theoretical frameworks highlights the interconnectedness of leadership, motivation, and culture in shaping employee performance. While Spiritual Leadership and Motivation emerge as primary drivers in this study, the potential of Organizational Culture cannot be overlooked. Schein's emphasis on cultural alignment and Fry's focus on value-driven leadership underscore the need for organizations like BAPPEDA Jember to harmonize their leadership practices, motivational strategies, and cultural initiatives. Such alignment ensures not only enhanced employee performance but also the achievement of broader organizational objectives.

CONCLUSION

This study concludes that Spiritual Leadership Style and Motivation have significant influences on the performance of employees at BAPPEDA Jember Regency. At the same time, Organizational Culture, though positively correlated, does not exhibit a significant impact. These findings underscore the importance of leadership approaches that emphasize moral and spiritual values, as well as intrinsic and extrinsic motivational strategies, in enhancing employee productivity and

engagement. Empirically, the study highlights the critical role of value-driven leadership in fostering a harmonious work environment. At the same time, theoretically, it aligns with and extends existing frameworks such as Spiritual Leadership Theory and Self-Determination Theory. Economically, improving leadership and motivational strategies could lead to more efficient use of resources and higher-quality outcomes in regional development planning. The study also introduces a potential avenue for further exploration into the interplay between organizational culture and other variables, offering insights into how cultural practices can be better aligned with leadership and motivation for optimal employee performance.

Despite its contributions, the study acknowledges several limitations that could affect the interpretation of the results. First, the relatively small sample size, limited to employees of a single government agency, may reduce the generalizability of the findings to other contexts or organizations. Second, the reliance on self-reported data through questionnaires might introduce biases, as respondents could overestimate their motivation or performance levels. Third, the study focuses primarily on linear relationships, potentially overlooking dynamic or non-linear interactions between variables. Future researchers are encouraged to address these limitations by expanding the sample size, incorporating longitudinal data, or employing mixed-method approaches to gain deeper insights. Additionally, further exploration of Organizational Culture's role, perhaps through qualitative methods, could yield a more nuanced understanding of its impact on performance. By addressing these gaps, future research can build upon this study's findings to create more robust and comprehensive models of employee performance in public sector organizations.

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