

# **The Influence of Personality, Ethical Leadership, and Workplace Spirituality on Employee Performance (Study on Regional Secretariat Employees of Central Lombok District)**

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## **ABSTRACT**

The aims of this research are: (1) To analyze the significance of the influence of Personality on the Performance of Central Lombok Regency Regional Secretariat Employees; (2) To analyze the significance of the influence of Ethical Leadership on the Performance of Central Lombok Regency Regional Secretariat Employees; (3) To analyze and determine the significance of the influence of Workplace Spirituality on the Performance of Central Lombok Regency Regional Secretariat Employees. The type of research is associative quantitative research. The data collection method used by researchers is the census method. Respondents in this study totaled 135 people. The data collection tool used in this research was a questionnaire. The data analysis tool uses Multiple Linear Regression Analysis. The conclusions from the research that can be drawn are (1) Personality has a positive and significant effect on Employee Performance; (2) Ethical Leadership has a positive and significant effect on Employee Performance; (3) Workplace spirituality has a positive and significant effect on employee performance.

**Keywords:** Personality, Ethical Leadership, Workplace Spirituality, Employee Performance

## **INTRODUCTION**

Human Resources (HR) is an important factor in both government and non-government organizations. Regional government organizations are institutions that run the wheels of government. Human resources are the most important resource in every organization, where humans act as drivers and managers of other resources. Therefore, one of the responsibilities of an organization is to try to improve the performance of its employees (Silpi et al., 2020).

Performance is the result of work obtained from individuals. A person's performance in an organization can be seen from the output or work behavior resulting from the functions of a particular job during a certain period and received direct assessment evenly by the supervisor (Yulianti et al., 2017; Gomes et al, 2010; Ritchie, 2000; Deal and Kennedy, 1982). Performance

is also the appearance of doing, describing, and producing something, both physical and non-physical, by instructions, functions, and tasks based on knowledge, attitudes, and skills (Rahadi, 2014).

Central Lombok Regency Regional Secretariat is the center of government in Central Lombok Regency. This institution has a strategic role in providing services to the community and agencies in Central Lombok Regency. In this way, it is hoped that the Regional Secretariat will be able to carry out government functions as well as possible, especially service functions.

Personality is an important factor for an agency to see the performance of its employees because a person's personality will determine the results of their performance. Personality is an individual's characteristics that show his identity tendencies through thoughts, emotions, and behavior which are the product of interactions between genetics and environmental influences. This is in line with Wibowo's (2014) opinion that personality creates a person's solution reputation, how they are perceived by employees, family, co-workers, and supervisors. According to Robbins and Judge (2017:78), personality is described as several ways in which individuals react to and interact with other people.

Several research results linking personality to employee performance show that personality has a positive effect on employee performance (Octavia, 2020; Sya'baniah, 2019; Novrianto, 2019; Simanjuntak, 2018; Pusung et al., 2018; Rahayu and Rozak, 2015; Darkwah, 2014; Judge 2011). However, these studies are inversely proportional to research results which state that personality hurts employee performance (Montolalu et al., 2016; Indrastuti, 2021).

Apart from personality, previous research shows the influence of ethical leadership on employee performance. Ethical leadership refers to leadership values and actions that conform to ethical norms. It can be described as the appropriate display of social behavior through personal actions and two-way interpersonal relationships (Brown et al., 2005). The performance implications of ethical leadership have been extensively researched in previous studies in Western countries (Angus-Leppan et al., 2010; Neubert et al., 2009; Shin et al., 2015; Eisenbeiss et al., 2015; Wang et al., 2015; al., 2017).

Studies on employee performance associated with workplace spirituality are attracting the attention of researchers today. Experts and researchers have previously explained the need for spirituality in the workplace. The problem with spirituality in the workplace is that employees' perception of spirituality in the workplace is still low, and many employees do not care about their workplace, so employees tend to be indifferent to their work.

Ashmos and Duchon (2012) define workplace spirituality as the recognition that employees have an inner life to maintain and maintain meaningful work within the organization. Spirituality in the workplace means seeing the workplace as a place inhabited by people of thought and enthusiasm, and believing that the development of the spirit is as important as the development of the mind (Pandey et al., 2013).

The results of other research show that spirituality in the workplace has a positive influence on employee performance (Siregar, 2022; Siregar and Rambe, 2022; Khusnah, 2020; Marwan et al., 2020; Umam and Auliya, 2017). Research that has been conducted previously, namely on the influence of personality, ethical leadership, and workplace spirituality on employee performance, shows inconsistent findings from the research results.

After reviewing previous journals, researchers chose the variables of personality, ethical leadership, workplace spirituality, and employee performance. This is because there are many important factors regarding research and development of performance evaluation models which are still often ignored, so there is no integrated model for evaluating employee performance.

Apart from that, based on the real conditions that occurred at the Regional Secretariat of Central Lombok Regency, especially the performance of the implementing apparatus, not all of them showed optimal performance.

## **LITERATURE REVIEW**

### **Employee Performance**

According to Mangkunegara (2014), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Furthermore, Wibowo (2015) stated that performance comes from the word performance which means work results or work performance. However, it needs to be understood that performance is not just the result of work or work performance but also includes how the work process takes place. According to Rivai (2014), performance is the appearance of an employee's work both in quantity and quality. Meanwhile, according to Darmadi (2018), employee performance can be an individual appearance.

According to Robbins (2012), performance is a measurement of work results that are expected to be optimal. Gibson (1987) also states that 3 factors influence performance. The first factor is individual factors, such as a person's abilities, skills, family background, work experience, social level, and demographics. Second are psychological factors, such as perception, role, personality, motivation, and job satisfaction. The third factor is organizational factors, such as organizational structure, job design, leadership, and reward systems.

According to Robbins (2016:260), performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance: (1) Work Quality; (2) Quantity; (3) Timeliness; (4) Effectiveness; and (5) Independence.

### **Personality**

According to Robbins and Judge (2016), Personality can be defined as the whole in which an individual reacts and interacts with other individuals as a function of heredity or innate traits from birth and environmental factors or experiences. According to Burger (2019:4) personality is a consistent and intrapersonal pattern of behavior whose process originates from within the individual. According to Ivancevich et al., (2014:74), personality is significantly shaped by genetic factors and environmental factors. According to Robbins and Judge (2017:78), personality is described as several ways in which individuals react to and interact with other people.

Robbins and Judge (2016: 84) state that "Personality can be measured using the big five model dimensions of personality which are commonly called "the big five", which are the basis of all other dimensions and cover almost all significant variations in human personality. Furthermore, test scores on these characteristics are very good at predicting how people behave in a variety of real-life situations." The following are the big five factors:

1. Extraversion (extraversion)
2. Friendliness (agreeableness)
3. Prudence (conscientiousness)
4. Emotional Stability (emotion stability)
5. Openness to Experience (openness to experience)

## **Ethical Leadership**

Ethical leadership is the principles, beliefs, and values of right and wrong that describe the basis of organizational behavior to formulate the basis for leaders influencing employees in achieving organizational goals (Al-Sharafi & Rajiani, 2013). Buble (2012), further defines ethical leadership as the process of influencing employees through values, principles, and beliefs that broadly border accepted norms of organizational behavior.

The definition of ethical leadership itself according to Brown (2005) in Ponnu (2009) is "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and, decision making

Indicators of ethical leadership according to Northouse (2013) are as follows:

1. Respect for others
2. Serving Others
3. Objective
4. Honest
5. Building community

## **Workplace Spirituality**

Spirituality in the workplace is defined as the recognition that employees have an inner life so they can maintain and maintain meaningful work within the organization (Ashmos and Duchon, 2012). Pandey et al. (2013) suggested that spirituality in the workplace is a means for individuals to integrate their work and spirituality, which will provide them with appropriateness, connectedness, and wholeness in the workplace. According to (Ashmos and Duchon, 2012) states that spirituality in the workplace means seeing the workplace as a place inhabited by people who have thoughts and enthusiasm, and believe that the development of the spirit is as important as the development of the mind. Workplace spirituality also includes efforts to align one's beliefs with the values of the organization.

Workplace spirituality is a new concept in management models and organizational behavior, especially organizational culture. This concept has been described in organizational behavior concepts such as values, ethics, and so on. Spirituality in the workplace according to Milliman et al. (2013) states that spirituality in the workplace has 3 dimensions, including the following:

1. Meaningful work
2. Alignment with organizational values.
3. Community.

## **Influence Between Variables**

Rahayu and Rozak (2015) prove that personality has a positive and significant effect on employee performance. In line with the research results of Sya'bani et.al (2019) which state that personality has a positive effect on employee performance. Hakim (2011) also stated the results of his research that personality had a positive and significant effect on performance variables and was supported by Darkwah (2014) whose research results were that personality had a positive effect on performance. Apart from that (Novrianto, 2019; Pusung et al, 2018; Simanjutak, 2018) concluded that personality has a positive effect on employee performance.

H1: Personality has a positive effect on employee performance, meaning that if a person's personality is good, the employee's performance will be better.

Research conducted by Maudul et al (2018) had positive results, namely that implementing ethical leadership in a company is an effective way for companies to improve employee performance. Research by Van Gils et al. (2015) which states that ethical leadership significantly influences employee deviant behavior. Based on this empirical evidence, the following hypothesis is the formulation of the hypothesis:

H2: Ethical leadership has a positive effect on employee performance, meaning that if a person's ethical leadership is good, employee performance will be better.

Workplace spirituality is the awareness that people have inner lives that grow and are cultivated by meaningful work that takes place in the context of community. The more spiritual values and aspirations are congruent with the organization, the greater the possibility that employees will find true meaning in the workplace which will improve their performance at work (Umam & Auliya, 2017). Based on the results of previous research conducted by (Umam & Auliya, 2017) and (Marwan et al., 2020) it was concluded that spirituality in the workplace has a significant effect on performance.

H3: Workplace spirituality has a positive effect on employee performance, meaning that if someone's workplace spirituality is good, employee performance will be better.  
In the picture, a chart of the thinking framework in this research is presented, namely as follows:

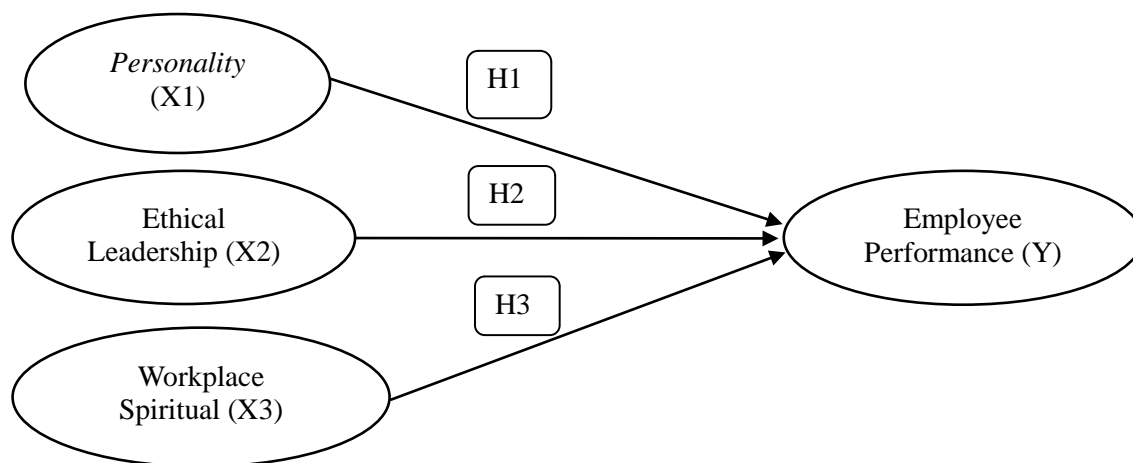


Figure 1. Research Conceptual Framework

## RESEARCH METHODS

This research is a type of associative research. Associative research is research conducted to find the relationship or influence of one or more independent variables with one or more dependent variables (Suryani & Hendryadi, 2015). This research was carried out at the Regional Secretariat of Central Lombok Regency because the Regional Secretariat of Central Lombok

Regency as the center of government in Central Lombok Regency has a quite strategic role in providing services both to the community and Vertical Agencies or other Regional Agencies located in Central Lombok Regency. The research respondents were all 135 employees who actively worked at the Regional Secretariat of Central Lombok Regency. The data collection tool that will be used is a questionnaire.

## RESULT

Analyze data with multiple regression. Analysis is used if the number of independent variables is at least 2 (two). According to Sugiyono (2010:277), "Multiple regression is an analytical tool used to predict the condition (rise and fall) of the dependent variable if two or more independent variables as predictor factors are manipulated (increasing and decreasing their value)." In this research, the equation model is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

Y = Employee Performance

a = Constant

X1 = Personality

X2 = Ethical Leadership

X3 = Spiritual Workplace

b1-3 = Coefficient

e = error

The results of the analysis can be formulated in the function of linear regression as follows:

$$Y = 0.354 + 0.133X_1 + 0.523X_2 + 0.275X_3$$

A constant value of 0.354 means that if each independent variable, namely Personality and Ethical Leadership and Workplace Spirituality, has a value of 0, then the Performance of Central Lombok Regency Regional Secretariat Employees has a value of 0.354. This means that employee performance when there is no ethical leadership and no personality is 0.354.

The regression coefficient for Personality (b1) is 0.133, meaning that if the Personality variable (X1) is added to the research model, it will have an effect on Employee Performance is 0.133. The positive value of the Personality regression coefficient (b1) means that the higher the Personality, the higher the Performance of Central Lombok Regency Regional Secretariat Employees will be. Likewise, the lower the personality, the lower the employee performance will be.

The regression coefficient of Ethical Leadership (b2) which is worth 0.523 explains that if the Ethical Leadership variable (X2) is added to the research model, it will affect Employee Performance was 0.523. The positive value of the Ethical Leadership regression coefficient (b2) means that the higher the Ethical Leadership, the higher the performance of Central Lombok Regency Regional Secretariat Employees. Vice versa, the lower the Ethical Leadership, the lower the Employee Performance will be.



The regression coefficient of Workplace Spirituality ( $b_3$ ) which is worth 0.275 explains that if the Workplace Spiritual variable ( $X_3$ ) is added to the research model, it will affect Employee Performance was 0.523. The positive value of the Workplace Spiritual regression coefficient ( $b_3$ ) means that the higher the Workplace Spirituality, the higher the performance of Central Lombok Regency Regional Secretariat Employees. Vice versa, the lower the workplace spirituality, the lower the employee performance.

### Partial Significance Test Results (t-Test)

To see the partial influence of Personality, Ethical, and Spiritual Leadership in the Workplace on the Performance of Central Lombok Regency Regional Secretariat Employees, the t-test was used. From the information in Table 1, it can be seen that the positive t value for the Personality variable is 2.593, the positive t value for the Ethical Leadership variable is 8.449 and the positive t value for the Workplace Spiritual variable is 4.453. To find the answer to the existing hypothesis, it is necessary to compare the calculated t with the t table.

Table 1. Results of the independent variable t-test on the dependent variable

Model	Standardized Coefficients Beta	T-Count	P-Value	Information
Personality	0.158	2,593	0.011	Significant
Ethical Leadership	0.531	8,449	0,000	Significant
Workplace Spirituality	0.280	4,453	0,000	Significant

Dependent Variable: Employee Performance

By using a confidence level of 95% where  $\alpha=5\%$ , the results obtained for the t table are 1.977 (in attachment 7 line 135-1). From this table it can be seen that the t count > t table for each variable as well as the significance value of each variable is lower than the error tolerance value of 5% (0.05), so it can be concluded that the hypothesis formulation has been proposed with an explanation below this.

The first hypothesis ( $H_1$ ) which states that "The higher the Personality, the higher the Performance of Central Lombok Regency Regional Secretariat Employees" has been proposed and proven by the results of the T-Test where Personality t count > t table ( $2.593 > 1.977$ ). Apart from that, the significance value of 0.011 which is smaller than 0.05 (5%) shows that personality has a significant effect on the performance of Central Lombok Regency Regional Secretariat employees, meaning that the higher the personality, the higher the employee performance. Therefore, it can be said that the first hypothesis ( $H_1$ ) can be accepted.

The second hypothesis ( $H_2$ ) which states that "The higher the Ethical Leadership, the higher the Performance of Central Lombok Regency Regional Secretariat Employees" has been proposed and proven by the results of the T-Test with the calculated t value of Ethical Leadership > t table ( $8.449 > 1.977$ ). Apart from that, the significance value of 0.000 which is smaller than 0.05 (5%) indicates that Ethical Leadership has a significant effect on the Performance of Central Lombok Regency Regional Secretariat Employees, meaning that the higher the Ethical Leadership, the higher the Performance of Central Lombok Regency Regional Secretariat Employees. Therefore, it can be said that the second hypothesis ( $H_2$ ) can be accepted.

The third hypothesis (H3) which states that "Workplace Spirituality influences the Performance of Central Lombok Regency Regional Secretariat Employees" has been proposed and proven by the results of the T-Test with the t value of Workplace Spirituality  $> t$  table ( $2.373 > 1.977$ ). Apart from that, the significance value of 0.019 which is smaller than 0.05 (5%) indicates that workplace spirituality has a significant effect on the performance of Central Lombok Regency Regional Secretariat Employees. Therefore, it can be said that the third hypothesis (H3) can be accepted.

## DISCUSSION

### The Influence of Personality on Employee Performance

The research results the coefficient of Personality (b1) has a positive value of 0.133, the calculated t value of Personality  $> t$  table ( $2.593 > 1.977$ ) and the p-value of 0.011 which is smaller than 0.05 (5%) indicates that Personality has a significant positive effect on Performance. Central Lombok Regency Regional Secretariat employee. This means that the higher the personality, the higher the employee performance.

This finding is by the concept put forward by Yang and Hwang (2014) which states that all personality traits have a significant positive effect on performance. A good personality is influenced by environmental factors where one lives and also hereditary or biological factors such as a person's emotions, character, and disposition. This shapes the employee's personality traits which can influence their performance.

The results of this research are in line with the results of research from Rahayu and Rozak (2015) who found that personality has a positive and significant effect on employee performance, where individual personality is a predictor that plays an important role in an employee. In line with the research results of Sya'bani et.al (2019) which state that personality has a positive effect on employee performance. Personality is a dynamic organization that includes the entire psychological system, which determines the characteristics of an individual's behavior and thoughts. Personality is an important thing that can influence work behavior, personality can lead to a desired behavior regarding performance. Hakim (2011) also stated the results of his research that personality had a positive and significant effect on performance variables and was supported by Darkwah (2014) whose research results were that personality had a positive effect on performance. Apart from that (Novrianto, 2019; Pusung et al, 2018; Simanjutak, 2018) concluded that personality has a positive effect on employee performance.

### The Influence of Ethical Leadership on Employee Performance

The research results the coefficient of Ethical Leadership (b2) is 0.523 the t value of Ethical Leadership  $> t$  table ( $8.449 > 1.977$ ) and the p-value is 0.000 which is smaller than 0.05 (5%) indicating that Ethical Leadership has a positive and significant effect on the Performance of Central Lombok Regency Regional Secretariat Employees, meaning that the more effective the Ethical Leadership, the higher the Performance of Central Lombok Regency Regional Secretariat Employees. On the other hand, the more effective the Ethical Leadership, the higher the performance of Central Lombok Regency Regional Secretariat Employees.

These findings are in line with the opinion expressed by Maudul et al. (2018), namely that implementing ethical leadership in a company is an effective way for organizations to improve the performance of their members. According to Tepper et al. (2009), lack of ethical



leadership has been identified as one of the main antecedents of low employee performance behavior in organizations.

The results of this research strengthen previous research conducted by Folger et al. (1995) found that ethical behavior implemented by a leader can improve their performance. As stated by Reynolds (2008), some followers will act more strongly by showing optimal work results if a leader's ethical leadership is high. This has also been proven by the research results of Van Gils et al. (2015) which states that ethical leadership significantly influences employee performance.

### **The Influence of Workplace Spirituality on Employee Performance**

The research results the regression coefficient of Workplace Spiritual (b3) is 0.275 the t value of Workplace Spiritual > t table ( $2.373 > 1.977$ ) and the p-value is 0.019 which is smaller than 0.05 (5%) indicating that Spiritual The workplace has a positive and significant effect on employee performance. This means that the higher the level of workplace spirituality possessed by employees at the Regional Secretariat of Central Lombok Regency, can improve employee performance at work, whereas the lower the level of workplace spirituality possessed by employees at the Central Lombok Regency Regional Secretariat, can increase employee performance at work.

This finding is reinforced by the opinion of Umam & Auliya (2017) that organizations that support a culture of spirituality recognize that humans have minds and souls, try to find meaning and purpose in their work, and desire to relate to other people, and to be part of a community. The more spiritual values and aspirations are congruent with the organization, the greater the possibility that employees will find true meaning in the workplace and thereby improve their performance at work. Workplace spirituality is the awareness that people have inner lives that grow and are cultivated by meaningful work that takes place in the context of community.

This finding is in line with the results of previous research conducted by Umam & Auliya (2017) and Marwan et al., (2020) which concluded that spirituality in the workplace has a significant effect on performance. Employees who have good workplace spirituality will also have good performance. Next, research by Siregar (2022) shows the results that spirituality in the workplace can improve employee performance, where the better the spirituality in the workplace, the greater the employee will find the true meaning in the workplace which will improve employee performance at work. Khusnah's (2019) research results showed that spirituality in the workplace has a positive influence on organizational commitment and employee performance. Employees who have good workplace spirituality will have good performance too.

## **CONCLUSION**

From the results of the research and discussion above, the conclusions from the research that can be drawn are:

- 1) Personality has a positive and significant effect on the performance of Central Lombok Regency Regional Secretariat Employees. The higher the personality of the Regional Secretariat of Central Lombok Regency, the higher the employee performance. On the other hand, the lower the personality at the Regional Secretariat of Central Lombok Regency, the lower the employee performance.

- 2) Ethical Leadership has a positive and significant effect on the performance of Central Lombok Regency Regional Secretariat Employees. The better and more complete the Ethical Leadership, the higher the Employee Performance will be, conversely, the less complete the Ethical Leadership, the lower the Employee Performance of the Regional Secretariat of Central Lombok Regency.
- 3) Workplace Spirituality has a positive and significant effect on the Performance of Central Lombok Regency Regional Secretariat Employees. This means that the higher the employee's workplace spirituality, the higher the employee's performance, conversely, the lower the employee's workplace spirituality, the lower the employee's performance towards work and the organization at the Regional Secretariat of Central Lombok Regency.

### RECOMMENDATION

By the research results, several suggestions that can be recommended include:

- 1) Regarding the Personality aspect, it is very possible for this variable to be strengthened by increasing spiritual studies for every employee, section head, and section head within the Central Lombok Regency Secretariat. so that it can hone a pious and good personality in employees, pay attention to ethics for leadership elements, and create a good spiritual atmosphere in the workplace. Next, employee creativity can be increased by creating an environment within the organization that allows creative ideas to be implemented, instilling a work culture that supports the creation of new creativity and innovation.
- 2) Related to ethical leadership, leadership elements need to understand and interpret being fair in their leadership. Fair and non-discriminatory treatment will encourage the satisfaction of all team members and can create a supportive work environment for all team members to develop themselves optimally.
- 3) Related to Workplace Spirituality, Team collaboration must be improved further to make the team more solid and the work done is completed because everyone participates according to their respective roles. Organizations must provide clear descriptions when there is work that must be completed so that Central Lombok Regency Regional Secretariat employees can understand each position and their respective responsibilities during working time which can ultimately improve their performance.

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