



The Antecedents and Consequents of Work Motivation Based on Social Exchange Theory: Evidence from Indonesia

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Abstract

This study aims to describe Competence, spiritual leadership, work motivation and employee performance as well as analyze the effect of Competence and spiritual leadership on work motivation and to analyze the effect of Competence and spiritual leadership on employee performance through work motivation intermediaries. This research is an explanatory research and this research uses Structural Equation Model (SEM) to process sample data of 100 employees of Bank Jatim in Madura Indonesia. The results of the study show that: (1) Competence indicators, namely pedagogic competence, professional competence, personality competence and social competence provide significant contributions with professional competence as the dominant contributor. Spiritual leadership indicators, namely honesty, communication skills and intelligence, contributed significantly with honesty as the dominant contributor. Indicators of work motivation, namely physiological needs, social needs, esteem needs and actualization contributed significantly to the need for appreciation being the dominant contributor. Employee performance indicators, namely Accuracy in Completion of Tasks, Conformity of Working Hours, Attendance, Cooperation Between Employees and Job Satisfaction, contributed significantly to Job Satisfaction as the dominant contributor; (2) Competence and Spiritual leadership have a significant effect on work motivation; (3) Competence and spiritual leadership have a significant effect on employee performance; (4) Competence and Spiritual leadership affect employee performance through work motivation.

Keywords: *Competence; Spiritual Leadership; Work Motivation; Employee Performance*

Introduction

The success or failure of a company depends on the employees in it, therefore a leader is needed. A good leader will influence his employees to act and behave well like spiritual leadership. The spiritual leadership model is supported because there are many modern management and leadership experts who realize the importance of spiritual values to accompany business activities, including honesty, enthusiasm or optimism, wisdom, and courage in making decisions and acting (Muslich, 2014). Spiritual leadership in an organization has an important role. The success of achieving goals is based on leadership qualities (Yukl, 2010). Spiritual leadership is actually able to run and direct an institution to achieve organizational goals. Leadership is an attempt to influence followers by using the communication process for a specific

purpose (Gibson et al., 1992). Spiritual leadership has many followers on the basis of spiritual calling in achieving a goal (Fry, 2008). Every organization dreams of having good employees. Employee performance is an achievement based on standardized criteria (Robbins, 2003). In addition, employee performance is the result of quality work that is attached to their duties and responsibilities (Prabu, 2007). Performance is coherent with the strategic objectives of the institution.

The relationship between competence and performance is very close and important, there is relevance, strong and accurate. If you want to improve performance, you must have competencies that are in accordance with job duties (Boyatzis, 2008). Mastery of competence is one of the elements determining the authority of a lecturer to teach at a level of education. The competencies referred to are pedagogic competencies, personality competencies, social competencies and professional competencies. In addition to competence, employee performance stagnation is thought to be due to the absence or development of organizational culture. The application of the concept of organizational culture at the Bank is not much different from the application of other organizational culture concepts (Hartnell, et al., 2011). Leadership is one of the important factors to improve performance. Therefore, the leadership of the Bank is always required to motivate employees to improve performance. Spirituality-based leadership, not only about intelligence and skills in leading, but also upholding the values of truth, honesty, integrity, credibility, wisdom, compassion, trustworthiness, being able to communicate that shape the morals and morals of oneself and others (Chin Yi and Chin Fang, 2012). Spiritual leadership is leadership that prioritizes morality, sensitivity, mental balance, inner wealth and ethics in interacting with others (Danaiee, et al., 2011). Religion-based spiritual leadership began to be developed (Wibberding, 2013).

Theoretical Review and Hypotheses

Social Exchange Theory

Social exchange is a voluntary action carried out by one party for another with the assumption that the action will be returned in kind (Blau, 1964). Arie et al. (2002) argue that social exchanges are based on long-term exchanges that are held to reciprocate and are based on obligations to reciprocate. Social exchange experts suggest that in reciprocal relationships, employees apply to uphold a balanced relationship with the organization. Simply put, social exchange theory states that one person's actions are based on the reactions of others, even though significant effort is required to achieve a fruitful outcome. In an organizational context, exchange relationships become beneficial when an organization effectively manages its human resources, is concerned with employee well-being and fosters perceptions of fairness and equity (Eisenberger et al., 1990). Therefore, if employees feel morally or ethically compelled to retaliate, the organization acts as a responsible employer (Cheung et al., 2018). As an illustration, responsible employers act to make them believe that they are valued, thereby encouraging them to reciprocate through positive attitudes and behaviors (Cheung et al., 2018;). Based on these arguments, it is expected that positive perceptions of Competence and spiritual leadership increase their work motivation, which in turn improves their performance.

Spiritual Leadership

Gibson et al., (1992) explained that leadership is an attempt to influence people through the communication process for certain goals. In this sense, a leader of power or influence. A leader must lead, guide, commit, direct, and precede. A leader takes a forward position for both short-term and long-term goals. (Danim, 2012). Fry (2008), suggests that spiritual leadership is values, attitudes, and behaviors to motivate people to have a feeling of survival to be involved in it. Leadership involves exerting influence in directing subordinates (Mulyati, (2015). The three main approaches to leadership theory (James, 2014) are: (1) The trait approach. Chemers (2014), states that leaders have certain traits, including: high intelligence, integrity, self-confidence, communication skills, adaptability, creativity, flexibility, monitoring ability, popularity, persistence, social and economic status, (2) Approach behavior, namely

looking at the behavior patterns of a leader to influence employees. Acar (2012), developed a theory that is translated into four levels of leadership effectiveness models, namely: (a) Exploitative authoritative, (b) Benevolent authoritative, (c) Consultative, and (d) Participatory, and (3) Spiritual Approach, that development Spirituality in the workplace cannot be expected to develop without leadership support (Chin Yi and Chin Fang, 2012). According to Seshadri, et al., (2014) the concept of spiritual leadership is elaborated by explaining related theories, referring to three research journals to describe the theory, namely: (1) Spiritual Leadership Theory (Fry dan Cohen, 2008) which defines spiritual leadership as a combination of values, attitudes and behaviors that are needed intrinsically to motivate each other so that they have a feeling of spiritual endurance through calling and membership, (2) Measurement in Spiritual Leadership. (Sendjaya, 2007), developed a dimension measurement in the concept of spiritual leadership and determined four main attributes, namely: religiousness, interconnectedness, sense of mission, and wholeness, (3) Business Organization Performance. (Fry and Matherly, 2005), conducted exploratory research to examine the causal model of Spiritual Leadership Theory and its implications for organizational performance. Three dimensions of spiritual leadership (vision, altruistic love, hope/faith), two dimensions of spiritual survival/well being (meaning/calling and membership) and organizational commitment. Research by Javanmard (2012) found that the indicator of spirituality at work, namely sense of community, had no effect on work performance; while two other indicators, namely inner life and meaningful work affect work performance. Research by Frisdiantara and Sahertian (2012) found that the spiritual dimension of leadership is relevant to theories about organizational management and leadership so that it can be developed and applied in organizations.

Competence

Chung and Lo (2007), define competence as the knowledge, skills and capacities that employees must possess when completing tasks or goals. (Wu, 2010), defines competence with several meanings contained are: (1) Basic characteristics, meaning competence is part of the personality that is inherent in a person and has predictable behavior in various jobs or situations, (2) Causal relationship, means competence can be used to assess a person's performance, meaning that if he has high competence, it is predicted that he will have high performance as well, (3) Reference criteria, meaning that competence will actually predict someone can work well, measurably, be specific and have standards. Vathanophas and Thaingam (2007), researching competence shows that competence is an important factor in task description. Competence indicators include curriculum, courses or training. Employee capacity building must be developed and Competence models can be used for the selection process, assessing management performance, compensation, career development and so on. Apriani (2009), conducted a study with the results that there was a significant influence between the variables of competence, motivation and leadership on work effectiveness. The results of research by Ismail and Abidin (2010) using factor analysis show that competence has a positive and significant effect on employee performance in the private sector.

Work Motivation

Motivation is a driving factor to move someone to do a certain activity. Motivation has two components, internal and external components. The internal component includes personal changes, such as dissatisfaction or psychological tension, while the external component includes. The external component involves something that is needed, such as an ideal in life. In short, the internal component is a needed need, but the external component is a desired goal, so motivation is a process that shows personal intensity, direction, and persistence to get goals in the form of attitudes and goals (Gibson et al., 1992). Robbins (2003), describes work motivation which is reflected in motivating circumstances, motivating behavior and goals. Manikandan and Rajamohan (2014), motivation is described as a force within individuals that drives them to act. The driving force is generated by circumstances that arise as a result of unmet needs. The desire to meet all one's needs will give birth to motivation. Plotnik (2014), motivation is the desire contained in individuals who stimulate doing something because there is a motive

or need. Robbins (2012), suggests that motivation is a desire that encourages a person to strive to the best of his ability to carry out various activities that are his responsibility in the context of achieving organizational and satisfying some personal needs. In an effort to understand and assess human behavior, several theories of motivation have been developed by a number of experts. The theory has differences and similarities. Maslow's theory (Hierarchy of Needs) says that in every human being there are five levels of needs, including: physiological needs, safety and comfort needs, social and belonging needs, esteem needs and self-actualization needs. Alderfer's theory suggests the ERG method that supports Maslow's opinion. Alderfer's hierarchy of needs theory only includes three levels: (1) Existence needs (E) include the physiological needs and safety and security needs of Maslow, (2) Related needs (R) emphasize the importance of interpersonal relationships and social relationships as well as social needs and esteem needs of Maslow, (3) Growth needs (G), is an intrinsic desire in individuals to progress or improve their abilities. Pramudya (2010) research using multiple regression analysis the results show that motivation, competence and leadership have a significant effect on employee performance.

Employee Performance

Work performance is the result of work. It can also determine the continuous communication process between employers and employees (Wibowo, 2007). performance can be measured by qualitative and quantitative norms based on job descriptions (Prabu, 2007). Armstrong and Baron (1998) and Sudarmanto (2009) developed works based on reflection of understanding and work talent. Employee performance through a reflection of understanding and workmanship, work accuracy, work efficiency targets, work perseverance, and discipline. Evaluation needs to be done to find out who has the potential to develop employees. This has a significant relationship between employee performance and organizational performance. the better the performance, the better the organizational performance. (Respati and Amin, 2014).

Competence, Spiritual Leadership and Work Motivation

Maslow's theory states that in every human being there are five levels of needs, including: physiological needs, needs for safety and comfort, social and belonging needs, esteem needs and self-actualization needs. The process of fulfilling these needs will certainly be influenced by internal and external factors. Internal factors are factors that arise from within the personal self, which in this study is represented by competence, while external factors are factors that arise from the environment, which in this study are represented by academic culture and spiritual leadership. Several studies were conducted to prove the influence of competence and spiritual leadership on motivation. The results of the research by Sendjaya (2007) found that spiritual leadership has an effect on motivation. Similarly, Widyarini (2011), emphasizes that a multilevel approach is needed to apply spiritual leadership practices in the development of performance models. Based on the analysis and findings above, the following hypotheses can be proposed:

H1: Competence and spiritual leadership have a positive and significant effect on work motivation.

Competence, Spiritual Leadership and Employee Performance

According to Robbins (2012), performance is a function of ability, motivation and opportunity. Thus the performance is determined by the factors of ability, motivation and opportunity. Ability is often measured by how much competence an employee has. While motivation is influenced by several factors including academic culture and spiritual leadership. Several studies were conducted to prove the influence of competence and spiritual leadership on motivation. (Pramudya, 2010; Javanmard, 2012). The results of the study also found that competence had an effect on performance. Similarly, research by Javanmard (2012) which gives the result that spiritual leadership has an effect on performance. Based on the explanation above, it can be concluded that the greater a person's competence will affect the performance carried out. This also applies to organizational culture at the Bank, where the higher or better the organizational culture of an environment will affect the performance of individuals in that environment.

In addition to leadership factors, in this study spiritual leadership is an important factor in improving performance, because spiritual leadership is defined as a combination of values, attitudes and behaviors that are intrinsically needed to motivate each other so that they have a feeling of spiritual endurance through calling and membership. Based on the analysis and findings above, the following hypotheses can be proposed:

H2: Competence and spiritual leadership have a positive and significant effect on employee performance.

Work Motivation and Employee Performance

According to Robbins (2012), one of the factors that determine the level of performance is motivation. This can be explained by looking at the views of Maslow (in Plotnik, 2014) which states that motivation is an urge to do something, one of which is self-actualization as a form of recognition of achievement and performance. Many studies have been conducted to prove the effect of motivation on performance (Apriani, 2009 and Pramudya, 2010). The results of the study found that work motivation increased performance. Based on the explanation above, it can be concluded that the higher a person's motivation, especially to show self-actualization, the higher the performance given. Based on the analysis and findings above, the following hypotheses can be proposed:

H3: Work motivation has a positive and significant effect on employee performance.

Competence, Spiritual Leadership, Work Motivation and Employee Performance

Motivation is often described as a driving force within the individual that drives him to act. The driving force is generated by circumstances that arise as a result of unmet needs. The desire to meet one's needs will give birth to motivation. Maslow's theory states that in every human being there are five levels of needs. In meeting these needs, motivation is needed that can trigger humans to meet the overall level of needs required. Several studies were conducted to prove the influence of competence, academic culture and spiritual leadership on motivation. The results of research conducted by Sendjaya (2007), found that spiritual leadership has an effect on motivation. Similarly, research by Widyarini (2011) which emphasizes that a multilevel approach is needed to apply spiritual leadership practices in the development of performance models. Based on the explanation above, it can be it is concluded that a person's motivation is higher if it is supported by internal and external factors, which in this study are represented by competence, academic culture and spiritual leadership. The higher the motivation will affect the performance given. Based on the analysis and findings above, the following hypotheses can be proposed:

H4 : Competence and spiritual leadership influence positive and significant impact on employee performance through work motivation.

Research Methods

Research Framework

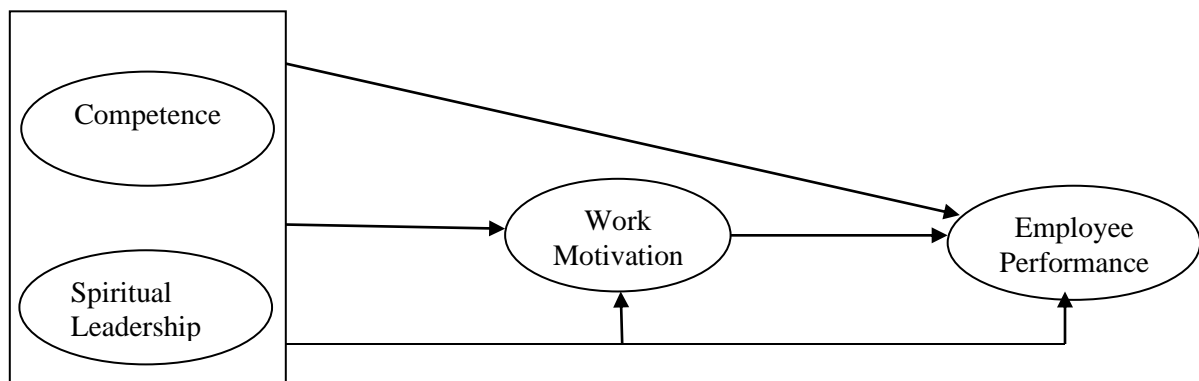


Figure 1. Research Framework

Measures

The research population covers a fairly large area, namely Bank Jatim in Madura, Indonesia, so the type of research used is explanatory research. The research moves from descriptive data related to research variables; Then, SEM (Structural Equation Modeling) analysis was carried out which was operated through the AMOS for Windows version 20 program to prove the factor loading hypothesis and the regression weight hypothesis.

The variables in this study were measured by a Likert scale with a range from 1 to 5 where 1 was equal to "Strongly Disagree" and 5 equal to "Strongly Agree". The variables studied consisted of exogenous variables, endogenous variables and Mediation variables. The exogenous variables are Competence and Spiritual Leadership. Competence which are adopted from Wu (2010) and Mulyati (2015), and Spiritual Leadership which are adopted from Mulyati(2015), while the endogenous variables is Employee Performance which adopted from (Setiawan & Kartika 2014), and Mediation variable is Work Motivation are adopted from (Maslow 1943).

Analysis and Discussion of Research Results

To analyze the influence of competence and spiritual leadership directly on motivation and indirect influence on lecturer performance, SEM technique is used. This model is to test the factor loading and regression weight of the influence of competence and spiritual leadership on employee performance through work motivation.

Structural Model Analysis

The model is declared good if one or two of the Goodness of Fit criteria meet the recommended cut-off value. The results of the Goodness of Fit test of the modified structural model are presented in Table 1.

Table 1, Goodness of Fit Testing Modified Structural Equation Model

Good of Fit Indices	Cut-off Value	Hasil	Evaluasi Model
Chi Square	373,06	263,362	Marginal
Probability	$\geq 0,05$	0,001	Good
RMSEA	$\leq 0,08$	0,070	Good
GFI	$\geq 0,90$	0,945	Good
AGFI	$\geq 0,90$	0,921	Good
CMIN/DF	$\leq 2,00$	1,727	Good
TLI	$\geq 0,90$	0,904	Good
CFI	$\geq 0,95$	0,962	Good

Source: Processed research data, 2022

Based on Table 1, it can be seen that all criteria are met. The calculated Chi-Square value is 263.362 which is smaller than the Chi-square table value with $df = 220$ of 373.06. This shows that there is no difference between the population estimate and the sample model tested. The research model shows good and can be accepted. Based on the test results, the SEM modeling can be analyzed in two steps, namely Measurement model and Structural model.

Table 2, Model Confirmatory Test Results

Variable	Construct	Standard Regression Weight	Prob.	Explanation
Competence (X1)	X1.1	0,537	0,000	Valid
	X1.2	0,653	0,000	Valid
	X1.3	0,682	0,000	Valid
	X1.4	0,743	0,000	Valid
Spiritual Leadership (X2)	X2.1	0,863	0,000	Valid
	X2.2	0,852	0,000	Valid
	X2.3	0,748	0,000	Valid
Work Motivation (Y1)	Y1.1	0,735	0,000	Valid
	Y1.2	0,792	0,000	Valid
	Y1.3	0,872	0,000	Valid
	Y1.4	0,651	0,000	Valid
Employee Performan (Y2)	Y2.1	0,851	0,000	Valid
	Y2.2	0,762	0,000	Valid
	Y2.3	0,685	0,000	Valid
	Y2.4	0,753	0,000	Valid
	Y2.5	0,737	0,000	Valid

Source: Processed research data, 2022

From Table 2 it can be seen that the results of the confirmatory factor test have a factor loading value of > 0.5 on all latent variables. This proves that the dimensions of these factors can explain the unidimensionality of the latent variable. The strength of the factor dimensions in forming the latent variable can be proven by looking at the probability ≤ 0.05 meaning the indicator is significant or real as the dimension of the latent variable formed

Measurement Model

Analyzing the effect of competence, academic culture and structural leadership on motivation and performance by using 19 factor dimensions that make up two exogenous constructs (competence and spiritual leadership) and two (2) endogenous constructs (work motivation and performance). The test results can be seen in Table 2.

Structural Model

The form of structural equations that explain the effect of exogenous variables on endogenous variables are: a) Work Motivation = f (Competence, Spiritual Leadership). b) Employee Performance (= f (Competence, Spiritual Leadership, Work Motivation). Furthermore, to calculate the structural equation that explains the effect of each variable, it can be explained in Table 3.

Table 3, Structural Equation Results

Fungsi	Exogenous	Beta	CR	Prob.
Work Motivation (Y1)	Competence (X1)	0,532	2,474	0,003*
	Spiritual Leadership (X2)	0,578	2,281	0,004*
Employee Performan (Y2)	Competence (X1)	0,623	2,198	0,006*
	Spiritual Leadership (X2)	0,513	2,873	0,002*
	Work Motivation (Y1)	0,504	3,942	0,001*

Keterangan : * signifikan pada $p < 0,005$

Source: Processed research data, 2022

From Table 7, the structural equations of the following research model can be drawn up:

1. Work Motivation (Y1) = 0,532X1 + 0,578X2
2. Employee Performance (Y2) = 0.623 X1 + 0.513X2
3. Employee Performance (Y2) = 0.623 X1 + 0.513X2 +0.504Y1

Hypothesis Testing

The results of the hypothesis test of the relationship between variables are indicated by the Regression Weight value in the CR column (Critical Ratio, identical to the t-count value) which is compared to the critical value (identical to the t-table value); the critical value for the significant level of 0.05 (95%) is 1.998 (at t-table). If CR > critical value, then the hypothesis will be accepted, whereas if the CR value ≤ critical value, the hypothesis is rejected

Table 4, Research Variable Causality Relationship

Variable			Standard Regression Weight		Prob	Explanation
Exogenous	Mediation	Endogenous	Direct	Critical		
Competence	-	Employee Performance	0,487	2,386	0,004	Significant
Competence	Work Motivation	-	0,589	2,254	0,007	Significant
Spiritual Leadership	-	Employee Performance	0,571	2,285	0,005	Significant
Spiritual Leadership	Work Motivation	-	0,424	3,788	0,000	Significant
	Work Motivation	Employee Performance	0,447	2,784	0,001	Significant

Source: Processed research data, 2022

Hypothesis Test 1

Hypothesis 1 states: Competence and spiritual leadership have a positive and significant effect on work motivation. The results of hypothesis testing can be seen in Table 5.

Table 5, Work Motivation Standardized Regression Weight

Variable	Line	Variabel Eksogen	Estimate	S E	C R	P
Work Motivation	←	Competence	0,574	0,186	2,254	0,007
Work Motivation	←	Spiritual Leadership	0,585	0,175	3,788	0,000

Source: Processed research data, 2022

The parameter estimation of the influence of competence on work motivation in the structural equation model shows the CR (Critical Ratio) value of 2.254 which is greater than the critical value at the significance level of 0.05 (1.998). The resulting probability value is 0.007 smaller than 0.05. So it can be concluded that competence has a positive and significant effect on work motivation.

The parameter estimation for testing the influence of spiritual leadership on work motivation shows that the resulting CR value of 3.788 is smaller than the critical value at the significance level of 0.05 (5%) which is 1.998. The resulting probability value of 0.000 is smaller than 0.05, so it can be concluded that the spiritual leadership variable has a positive and significant effect on work motivation. Thus it can be concluded that the variables of competence and spiritual leadership have a positive and

significant effect on work motivation.

The results show that competence has a positive and significant effect on motivation, meaning that if employee competence increases, it will increase work motivation. The importance of competence in increasing employee motivation can not be separated from the guidance of improving the quality of employees. Pedagogic competence which is reflected by carrying out duties in an orderly and earnest manner, complying with organizational regulations, mastering technology media and upholding the objectivity of friendship with other employees will increase employee motivation in terms of fulfilling employee self-actualization needs. Likewise, personality competencies which show that Bank Jatim employees have authority and wisdom in making decisions, are able to maintain behavior and actions and are able to control themselves in various situations and conditions will affect employee motivation in meeting social needs and a sense of belonging. Although the contribution of physiological needs to motivation is the smallest, it still needs to be increased because the fulfillment of food, clothing, shelter, health and education needs are the most basic needs, so that if they are not fulfilled or their fulfillment is disturbed, they will interfere with other needs.

Spiritual leadership has a positive and significant effect on work motivation of Bank Jatim employees. Spiritual leadership values which include honesty/trustworthiness, communication skills and intelligence possessed by Bank Jatim employees are expected to bring the worldly dimension to the spiritual dimension. Spiritual leadership is considered an individualistic value regarding the vertical relationship between Bank Jatim employees and the Creator and is related to the fulfillment of physiological needs, belongingness needs, esteem needs and self-actualization of Bank Jatim employees. This is in line with the research produced by Sendjaya (2007), that spiritual leadership has an effect on work motivation.

Hypothesis Test 2

Hypothesis 2 states: Competence and spiritual leadership have a positive and significant effect on employee performance. The test results can be seen in Table 6..

Table 6, Employee Performance Standardized Regression Weight

Variable	Line	Variabel Eksogen	Estimate	S E	C R	P
Employee Performance	←	Competence	0,581	0,179	2,386	0,004
Employee Performance	←	Spiritual Leadership	0,573	0,152	2,285	0,005

Source: Processed research data, 2022

The results of the test of the estimated direct effect parameter show that competence has an effect on employee performance. This is indicated by the CR value of 2.386, which is greater than the critical value at the 0.05 (5%) level of significance, which is 1.998. The probability value (P) of 0.004 is smaller than 0.05.

The results of the test of the estimated direct effect parameter in the structural equation model show that the spiritual leadership variable has an effect on performance. This is indicated by the CR value of 2.285, which is greater than the critical value at the 0.05 (5%) significance level of 1.998; probability (P) of 0.005 is less than 0.05. Thus, it can be concluded that Competence and Spiritual Leadership have a positive and significant effect on Employee Performance.

Based on the identification of research results on the influence of competence and spiritual leadership on employee performance of Bank Jatim, it shows that competence and spiritual leadership affect employee performance. This means that changes in employee competence or spiritual leadership can be followed by changes in the performance of Bank Jatim employees. The competencies possessed by Bank Jatim employees consist of pedagogic competence, professional competence, personality

competence and social competence. The findings of this study support the results of research by Setiawati (2009), Ismail and Abidin (2010) and Pramudya (2010) who examine the effect of competence on performance which states that there is a positive and significant influence of competence on performance.

Spiritual leadership has an effect on employee performance. This means that changes in spiritual leadership values can be followed by changes in employee performance. Employees have the assumption that spiritual leadership is a combination of character values, attitudes and behaviors inherent in every employee that regulates the vertical relationship between individual lecturers and the Creator. With this assumption, the values contained in spiritual leadership can influence employees in carrying out the activities provided by the company. The results of this study are in line with research conducted by Fry and Matherly (2005) and Javanmard (2012) that spiritual leadership has an effect on performance.

Hypothesis Test 3

Hypothesis 3 states: Work motivation has a positive and significant effect on employee performance. The test results can be seen in Table 7.

Table 7, Employee Performance Standardized Regression Weight

Variable	Line	Variabel Eksogen	Estimate	S E	C R	P
Employee Performance	←	Work Motivation	0,518	0,163	2,784	0,001

Source: Processed research data, 2022

The results of the test of the estimated direct effect parameters show work motivation on employee performance. This is indicated by the CR value of 2.784, which is greater than the critical value at the 0.05 (5%) level of significance, which is 1.998. The probability value (P) of 0.001 is smaller than 0.05. Motivation has an effect on employee performance, which means that an increase in work motivation will increase employee performance. The better the work motivation of Bank Jatim employees, the higher the level of performance. This work motivation is mainly triggered by the need for self-actualization, the need for esteem, social and belonging needs as well as physiological needs. The motivation expressed by Bank Jatim employees through strong enthusiasm or encouragement in achieving goals needs to be continuously improved. Motivated Bank Jatim employees will have a strong inner sincerity and desire to do things as well as possible. The findings of this study support the research of Sutomo (2006), Apriani (2009) and Pramudya (2010) which say that work motivation improves employee performance.

Hypothesis Test 4

Hypothesis 4 states: Competence and spiritual leadership have a positive and significant effect on employee performance through work motivation. The test results can be seen in Table 8.

Table 8, Standardized Direct Effect

Variable	Competence	Spiritual Leadership	Work Motivation	Employee Performance
Work Motivation	0,476	0,458	0,00	0,00
Employee Performance	0,461	0,449	0,492	0,00

Source: Processed research data, 2022

From Table 8 it can be seen that the direct effect of competence on work motivation and spiritual leadership on work motivation are 0.476 and 0.458, respectively. The magnitude of the direct effect of competence, spiritual leadership and work motivation on the performance of each employee is: 0.461; 0.449; 0.492. Based on the results of the analysis of the influence between variables, it can be concluded

that work motivation is an intervening variable that mediates competence and spiritual leadership on employee performance. Thus, spiritual competence and leadership affect employee performance through work motivation at Bank Jatim.

The results of the study show that work motivation has an effect on employee performance, which means that an increase in work motivation will increase employee performance. The better the work motivation of Bank Jatim employees, the higher the level of performance. This work motivation is mainly triggered by the need for self-actualization, the need for esteem, social and belonging needs as well as physiological needs. The motivation expressed by Bank Jatim employees through strong enthusiasm or encouragement in achieving goals needs to be continuously improved. A motivated Bank Jatim employee will have sincerity and a strong desire from within to do things as well as possible. The findings of this study support the research of Sutomo (2006), Apriani (2009) and Pramudya (2010) which say that work motivation increases performance. The results of the study indicate that competence and spiritual leadership affect the performance of Bank Jatim employees through work motivation.

This attitude needs to be developed continuously for Bank Jatim employees, because without high work motivation, Bank Jatim employees will find it difficult to develop themselves and improve quality or competence. High work motivation will encourage a strong desire to excel so that it will have an impact on the performance of Bank Jatim. For Bank Jatim employees, having the right competencies will certainly build a productive work atmosphere. Such conditions, become the basic capital in growing encouragement or high work motivation for Bank Jatim employees in realizing maximum performance.

Competence is highly demanded to improve the performance of Bank Jatim employees because it determines the quality of work implementation. Competent employees of Bank Jatim are employees who have the pedagogical, professional, personal and social competencies required in carrying out the work. In order for the performance of Bank Jatim employees to be realized properly, work motivation is needed so that Bank Jatim employees continue to improve their competencies. Competence is needed to deal with the gap between the required performance standards and the competencies possessed, so that the productivity of Bank Jatim employees becomes consistent. Competence is expected to change the behavior of Bank Jatim employees to achieve the desired performance standards.

Conclusion

Based on the results of the research and discussion conducted, it can be concluded that: (1) Competence has a direct effect on the work motivation of Bank Jatim employees; This means that if competence is increased, work motivation will also increase. Spiritual leadership has an effect on work motivation, meaning that changes in spiritual leadership values can be followed by changes in the performance of Bank Jatim employees; (2) Spiritual competence and leadership affect the performance of Bank Jatim employees. This means that changes in elements of competence or spiritual leadership values can be followed by changes in the performance of Bank Jatim employees. (3) Work motivation affects the performance of Bank Jatim employees. This means that the performance of Bank Jatim employees will increase if Bank Jatim employees have high work motivation; (4) Spiritual competence and leadership affect the performance of Bank Jatim employees if mediated by work motivation. That is, to improve the performance of Bank Jatim employees, Bank Jatim employees must have high work motivation so that with their motivation, Bank Jatim employees will strive to improve their competence and spiritual leadership. The conclusions obtained from this study do not necessarily apply the same to other banks. However, because the researchers did not conduct research separately on each Bank Jatim in Madura, the results of this study describe the motivation and performance of Bank Jatim employees and all the factors that influence it at Bank Jatim in Madura.

Suggestion

The suggestions put forward are: (1) Bank Jatim managers in Madura to encourage Bank Jatim employees to improve competence by frequently participating in scientific activities such as training or seminars to expand knowledge, (2) Bank Jatim employees must improve competence through strengthening pedagogic competencies by mastering media and technology as well as the ability to manage finances. For further research, it is expected to be able to develop the conceptual model that will be used and be able to research other banks.

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