

## **Enhancing Employee Performance: The Role of Workplace Spirituality, Job Knowledge and Job Skills**

Anggun Mulia Margareta<sup>1</sup>, Puspa Novita Sari<sup>\*2</sup>

<sup>1,2</sup> Universitas Islam Negeri Raden Mas Said Surakarta, Indonesia

---

### **Article History**

Received : 23/08/2023

Revised : 30/08/2023

Accepted : 07/09/2023

Published: 15/09/2023

### **Keywords:**

*Workplace, Spirituality, Employee Performance*

### **DOI:**

10.54045/jeksyah.v3i02.952

### **Corresponding author:**

[puspanovitasari@staff.uinsaid.ac.id](mailto:puspanovitasari@staff.uinsaid.ac.id)

### **Author's email:**

[anggunmulia22@gmail.com](mailto:anggunmulia22@gmail.com)

[puspanovitasari@staff.uinsaid.ac.id](mailto:puspanovitasari@staff.uinsaid.ac.id)

### **Paper type:**

Research paper

### **Abstract**

The role of human resources in an organization is crucial as the primary element and driver of organizational success. Especially in the face of global phenomena like COVID-19 and the threat of economic recession, high-quality human resources are needed to ensure the company's sustainability. This research aims to determine the influence of workplace spirituality, job knowledge, and job skills on employee performance at PT Fajar Bangun Raharja Surakarta. This research employed a quantitative method and included a sample of 44 employees. Multiple regression analysis and hypothesis testing were conducted using SPSS 23. The results of the study indicate that workplace spirituality has a significant influence on the performance of employees at PT Fajar Bangun Raharja Surakarta. Job knowledge does not significantly affect employee performance at PT Fajar Bangun Raharja Surakarta. Job skills have a significant impact on employee performance at PT Fajar Bangun Raharja Surakarta. Workplace spirituality has a higher and more significant influence, indicating that respondents believe they are enjoying their work, that employees support each other, are connected to the company's mission and values, and feel valued.

---

## **Introduction**

The role of human resources in an organization is essential for achieving the company's goals. This becomes even more crucial in maintaining productivity and integrating social elements within the community. The human capital and the expansion of necessary skills have become highly important (Akbar, 2018). It is impossible to succeed in achieving organizational goals if the organization has abundant resources, cutting-edge technology, and ample raw materials but lacks the human resources to manage them. Therefore, human resources play a vital role as the primary factor and controller of organizational success (Nugrahani, 2017).

In the modern workplace, employees are often burdened with high demands, stress, and pressure. Spirituality can help employees find a balance between work and personal life and cope with stress. Spirituality applied in the workplace constitutes the organization's values (Garg, 2017), which are related to the organizational culture. This is evident in the improved performance of employees by fostering communication and understanding among individuals within the company.

Spirituality represents intelligence in addressing issues related to meaning and values, emphasizing the importance of giving meaning and seeing life and living beings as essential while prioritizing the human aspect in actions (Ramachandaran et al., 2017). Its positive influence includes making employees more creative, and highly intuitive, and instilling a sense of ownership and responsibility within the company. Based on this theory, it can be said that spirituality plays a role in enhancing employee performance to ensure the company runs smoothly.

According to (Supriadi, 2022), employees with job knowledge can contribute to the advancement of a company and benefit both employees and the organization itself. Performance refers to the ability displayed by employees in carrying out their tasks (Lawu et al., 2019). Improved performance drives the company forward and allows it to thrive in the fast-paced business world (Padang & Sihombing, 2020). Another factor influencing employee performance is job skills. Skills, commonly referred to as abilities, pertain to physical activities such as writing, typing, or similar tasks (Zimmerman, 2023). Lengkong et al. (2019) state that job skills involve the ability to maximize thinking, ideas, and creativity. These skills are used to create, modify, or enhance meaning in something (Im et al., 2015).

The importance of this research is evident due to the increasingly competitive business environment influenced by the implementation of free markets. Every company, including those in the real estate sector, must compete to maintain their business. Therefore, a company's ability to develop strategies to compete with rivals is essential to remain in the market. The growth of the commercial property sector in 2022 has just recovered from the pressures of the COVID-19 pandemic. However, the real estate sector faces another threat to performance due to the ongoing macroeconomic conditions that could lead to a recession in the coming year. Slower growth in the property sector is attributed, in part, to the decline in real estate activity (Kim, 2016). It is known that in China, this sector only contributes to 1/3 of the country's GDP and is largely driven by debt. The government's attempts to address this situation have left property companies in confusion, with some well-known developers even facing default, such as Evergrande, Fantasia, and Modern Land. This situation has led to rumors that the world is facing a recession (Fernandes, 2020).

This research is conducted on the employees of PT Fajar Bangun Raharja Surakarta. PT Fajar Bangun Raharja Surakarta was founded in 1984 and is one of the companies operating in the real estate sales sector. In that same year, the company made a commitment to collaborate in supporting government programs related to the provision of housing for all segments of society, including low, middle, and high-income groups. Fajar Indah Housing is an exclusive area developed by PT Fajar Bangun Raharja Surakarta. Regarding management, especially in marketing programs, PT Fajar Bangun Raharja Surakarta employs various methods to attract prospective customers, such as distributing brochures, placing banners and billboards, utilizing mass media, both print and electronic, using slides in cinemas, participating in carnivals, and submitting proposals to government and private entities. PT Fajar Bangun Raharja Surakarta was chosen as the research subject because the majority of its employees work in marketing roles, and their performance is evaluated based on sales performance. This aligns with the research concept aimed at examining employee performance through workplace spirituality, knowledge, and job skills.

The objective of this study is to assess how workplace spirituality affects employee performance, evaluate the impact of job knowledge on employee performance, and investigate the influence of job skills on employee performance.

## Literature Review

Workplace spirituality is linked to a concept that signifies an enhancement in the caliber of employee performance. It is an undeniable reality in the corporate realm, and the correlation between workplace spirituality and management is conspicuous across the board. Individuals with strong spiritual inclinations bring their whole being to work, which is indispensable for the organization's and its employees' success. Workplace spirituality is perceived as a driving force for employees who dedicate long hours to their work (Indradevi, 2020). The notion of workplace spirituality delineates the manifestation and encounter of spirituality within the workplace, and it is fostered by diverse components of the company, encompassing the organizational atmosphere/climate, culture, leadership, and the practices embedded within it Utami et al., (2021). Studies investigating the connection between workplace spirituality and employee performance have been illuminated by Khusnah (2020). This research shows that workplace spirituality has an impact on employee performance.

*H1: Workplace spirituality has an impact on employee performance.*

Job knowledge is a facet of competency and serves as one of the pivotal factors impacting employee performance. It's the result of what one "knows," and it significantly shapes an individual's actions in the workplace (Sika et al., 2022). Job knowledge is a particular competence involving the execution of tasks to attain optimal outcomes. It acts as a benchmark for assuming new job roles and caters to an employee's need for self-recognition in their work. Employees possessing job knowledge tend to foster a sense of pride and delight in their jobs, thereby satisfying their job-related needs (Supriadi, 2022). Several factors influence job knowledge, including education, age, access to information, the work environment, socio-cultural and economic factors, as well as experience. Research regarding the correlation between job knowledge and employee performance has been brought to light by Serang, (2018). This research shows that job knowledge has an impact on employee performance.

*H2: Job knowledge has an impact on employee performance.*

Job skills are an essential aspect of competence and represent one of the factors that affect employee performance. Highly qualified employees with strong job skills can perform their duties more effectively. According to (Nurchahyo, 2018), job skills encompass a combination of various physical and non-physical work competencies that are relevant to the application of new job knowledge. Furthermore, it has been proposed that the concept of job skills encompasses not only observable skills but also includes a person's mental, manual, motor, perceptual, and even social skills. Research investigating the relationship between job skills and employee performance has been conducted by Tolo et al. (2016). This research shows that job skills have an impact on employee performance.

*H3: Job skills have an impact on employee performance.*

## Research Methods

This research is a quantitative nature and was conducted from February 2023 until its completion. The research was carried out in a specific location or area. It took place in the city of Surakarta, precisely at PT Fajar Bangun Raharja. The population for this study includes all employees of PT Fajar Bangun Raharja Surakarta, totaling 44 individuals. The sampling method employed in this research is nonprobability sampling, specifically using a saturated sampling technique. Saturated sampling involves using all members of the population as samples, as described by Sugiyono (2013).

The variables examined in this study comprise independent variables (X) and a dependent variable (Y). The independent variables (X) in this study encompass workplace spirituality, job knowledge, and job skills, while the dependent variable (Y) is employee performance. Data for this research were collected through a field survey using a questionnaire. A modified Likert scale was utilized to gauge respondent opinions, offering four response options: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

**Table 1.** The Operational Definition of Variables

Variable	Definitions	Indicator
Workplace Spirituality (X1)	Workplace Spirituality is the introduction or understanding for employees to have a spiritual life in their work that supports and nurtures their well-being (Karnia et al., 2020).	<ol style="list-style-type: none"> <li>1. Meaningful Work</li> <li>2. Sense of Community</li> <li>3. Alignment with organizational values</li> </ol>
Job Knowledge (X2)	Job Knowledge is the result of 'knowing,' and it occurs after a person observes a specific object (Sika et al., 2022).	<ol style="list-style-type: none"> <li>1. Education</li> <li>2. Experience</li> <li>3. Interest</li> </ol>
Job Skills (X3)	Job Skills are a combination of various physical and non-physical work competencies related to the application to acquire new Job Knowledge (Nurchahyo, 2018).	<ol style="list-style-type: none"> <li>1. Skills</li> <li>2. Personality</li> <li>3. Training</li> </ol>
Employee Performance (Y)	Performance (job performance) is the quality and quantity of work results achieved by an employee in carrying out their tasks by the responsibilities assigned to them (Nguyen et al., 2020).	<ol style="list-style-type: none"> <li>1. Quality</li> <li>2. Quantity</li> <li>3. Time</li> <li>4. Cost Emphasis</li> <li>5. Employee Relations</li> </ol>

Source: Author, 2023

## Results and Discussion

PT Fajar Bangun Raharja is engaged in the real estate and housing development business, established in 1984. Fajar Indah Housing is an exclusive area developed by PT Fajar Bangun Raharja Surakarta. In terms of management, especially for marketing programs, PT Fajar Bangun Raharja Surakarta attracts potential customers in various ways, such as through brochures, banners, billboards, mass media, print and electronic media, slides in cinema buildings, carnivals, and sending proposals to government and private institutions. Respondents in this study are the employees of PT Fajar Bangun Raharja Surakarta, with questionnaires distributed to all 44 employees. The  $r$  Table value is at a significant level of 0.05. If the calculated  $r$  is greater than the  $r$  Table and the  $r$  value is positive, then the

statement is considered valid. To find the r Table, first determine the degrees of freedom (df) using the formula  $df = n$  (number of data) - 2, resulting in  $df = 32 - 2 = 30$ . For r Table with  $df = 30$  at a significance level of 0.05, it is 0.349. Here are the results of the validity test.

**Table 2.** Results of the Validity Test for Workplace Spirituality

Statement	r calculated	r Table	Remarks
X1.1	0,824	0,349	Valid
X1.2	0,801	0,349	Valid
X1.3	0,695	0349	Valid
X1.4	0,687	0,349	Valid
X1.5	0,721	0349	Valid
X1.6	0,433	0,349	Valid
X1.7	0,734	0,349	Valid
X1.8	0,749	0,349	Valid
X1.9	0,757	0,349	Valid

**Table 3.** Results of the Validity Test for Job Knowledge

Statement	r calculated	r Table	Remarks
X2.1	0,619	0,349	Valid
X2.2	0,536	0,349	Valid
X2.3	0,494	0,349	Valid
X2.4	0,654	0,349	Valid
X2.5	0,555	0,349	Valid
X2.6	0,725	0,349	Valid
X2.7	0,554	0,349	Valid
X2.8	0,788	0,349	Valid
X2.9	0,707	0,349	Valid

**Table 4.** Results of the Validity Test for Job Skills

Statement	r calculated	r Table	Remarks
X3.1	0,426	0,349	Valid
X3.2	0,642	0,349	Valid
X3.3	0,743	0,349	Valid
X3.4	0,769	0,349	Valid
X3.5	0,703	0,349	Valid
X3.6	0,652	0,349	Valid
X3.7	0,441	0,349	Valid

**Table 5.** Results of the Validity Test for Employee Performance

Statement	r calculated	r Table	Remarks
Y.1	0,690	0,349	Valid
Y.2	0,765	0,349	Valid
Y.3	0,729	0,349	Valid
Y.4	0,467	0,349	Valid
Y.5	0,539	0,349	Valid

**Source:** Primary Data, processed in 2023

Reliability testing is necessary to assess the consistency of responses from respondents, which is used to determine whether the instrument used in this research is reliable and suitable for use as a measurement tool for the research variables. Reliability testing is conducted after the data has been declared valid. When calculating reliability, it can be determined from the value of Cronbach's alpha ( $\alpha$ ) > 0.60, then the instrument can be considered reliable. Overall, the results of the reliability test can be seen in the following table:

**Table 6.** Reliability Test Results

Variable	Cronbach Alpha Value	Standard Min.	Remarks
Workplace Spirituality	0,876	0,60	Reliable
Job Knowledge	0,790	0,60	Reliable
Job Skills	0,734	0,60	Reliable
Employee Performance	0,633	0,60	Reliable

**Source:** Primary Data, processed in 2023

Hypothesis testing is a process of testing a statement using statistical methods to determine the significance of the test results. The R2 test is used to measure how well a model can explain the variation in the dependent variable. The results of the coefficient of determination test in this study are as follows:

**Table 7.** Test - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 <sup>a</sup>	.594	.551	1.096

**Source:** Primary Data, processed in 2023

Based on the Model Summary table above, it is known that the coefficient of determination/Adjusted R Square is 0.551 or equal to 55.1%. This figure implies that the variables Workplace Spirituality (X1), Job Knowledge (X2), and Job Skills (X3) collectively (together) influence Employee Performance (Y) by 52.7%. The remaining portion (100% - 55.1% = 44.9%) is influenced by other variables not included in this study.

The simultaneous test aims to examine whether the hypotheses explaining Workplace Spirituality, Job Knowledge, and Job Skills have a significant impact on Employee Performance at PT Fajar Bangun Raharja Surakarta.

**Table 8.** Results of the F ANOVAa Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	49.242	3	16.414	13.665	.000 <sup>b</sup>
Residual	33.633	28	1.201		
Total	82.875	31			

**Source:** Primary Data, processed in 2023

Based on Table 8 above, it shows that the calculated F value is 13.665, while the F Table at a significance level of 0.05 or 5% with degrees of freedom numerator (k-1) = 3-1 = 2 and degrees of freedom denominator (n-k-1) = 32 - 3 - 1 = 28, yields an F Table value of 3.340. With a significance value of 0.000 < 0.05, it can be concluded that there is a

simultaneous influence between Workplace Spirituality, Job Knowledge, and Job Skills on Employee Performance.

The t-test aims to determine whether the independent variables (X) individually (separately) influence the dependent variable (Y). The testing criteria are that if the calculated t is  $> t$  Table or the significance value  $< 0.05$ , then  $H_a$  is accepted. To find the t Table, first calculate the degrees of freedom (df) using the formula  $df = n$  (number of data) -  $k$  (number of independent variables), resulting in  $df = 32 - 3 = 29$ . For t Table with  $df = 29$  at a significance level of 0.05 for a two-tailed test, the t Table value is found to be 1.699

**Table 9.** Results of t-Test

Variable	t-value	t-Table	Sig.
Workplace Spirituality (X1)	3,958	1,699	0,000
Job Knowledge (X2)	0,494	1,699	0,625
Job Skills (X3)	2,159	1,699	0,030

**Source:** Primary Data, processed in 2023

Based on Table 9 obtained from the data processing in SPSS 23, the results can be explained as follows:

- Workplace Spirituality (X1) The testing result in SPSS 23 for the variable Workplace Spirituality (X1) against Employee Performance (Y) yielded a calculated t-value of 3.958 with a significance level of 0.000. The t-Table value for the regression model above is 1.699. These results indicate that the significance value of  $0.000 < 0.05$  and the calculated t-value of  $3.958 > 1.699$ , so it can be concluded that  $H_1$  is accepted. This means that Workplace Spirituality (X1) has a significant influence on Employee Performance (Y) at PT Fajar Bangun Raharja Surakarta.
- Job Knowledge (X2) The testing result in SPSS 23 for the variable Job Knowledge (X2) against Employee Performance (Y) yielded a calculated t-value of 0.494 with a significance level of 0.625. The t-Table value for the regression model above is 1.699. These results indicate that the significance value of  $0.625 > 0.05$  and the calculated t-value of  $0.494 < 1.699$ , so it can be concluded that  $H_2$  is rejected. This means that Job Knowledge (X2) does not have a significant influence on Employee Performance (Y) at PT Fajar Bangun Raharja Surakarta.
- Job Skills (X3) The testing result in SPSS 23 for the variable Job Skills (X3) against Employee Performance (Y) yielded a calculated t-value of 2.159 with a significance level of 0.030. The t-Table value for the regression model above is 1.699. These results indicate that the significance value of  $0.030 < 0.05$  and the calculated t-value of  $2.159 > 1.699$ , so it can be concluded that  $H_3$  is accepted. This means that Job Skills (X3) have a significant influence on Employee Performance (Y) at PT Fajar Bangun Raharja Surakarta.

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

Spirituality often promotes values such as empathy, appreciation for others, and cooperation. Employees who practice these values can build better relationships with colleagues, superiors, and subordinates, which, in turn, can enhance work quality and productivity. Employees who feel that their work has deeper meaning tend to work with more enthusiasm and dedication. They are more likely to see their work as a means to achieve their spiritual or personal goals, which can boost their performance.

Spiritually sensitive employees often excel in handling conflicts and tensions in the workplace. They tend to take a wiser and more understanding approach to problem-solving,

reducing disruptions at work and increasing productivity. Employees who feel connected to their spiritual values often have higher motivation. They have a deeper understanding of their goals and how their work can make a positive contribution to society or the world. This can enhance intrinsic motivation, which is associated with better performance.

### **The Influence of Job Knowledge on Employee Performance**

Adequate job knowledge is not enough if not supported by adequate resources, such as equipment, technology, or management support. Without adequate resources, employees may not be able to apply their knowledge effectively. Even with relevant knowledge, employees may lack the necessary skills to apply that knowledge in practice. For example, employees working at PT Fajar Bangun Raharja in the real estate and housing development business may know about real estate business marketing, but without sufficient marketing skills and effective communication, their performance may be limited.

External factors such as market changes, competition, or economic conditions can affect employee performance even if they have good job knowledge. In some situations, these factors may play a more significant role in determining performance outcomes than job knowledge. This suggests that, in the case of PT Fajar Bangun Raharja employees, job knowledge does not influence employee performance significantly.

### **The Influence of Job Skills on Employee Performance**

Good communication and interpersonal skills can strengthen relationships among employees and with customers or external colleagues. This can enhance collaboration and cooperation, impacting overall team performance. Employees who are confident in their abilities and feel that their skills are recognized tend to be more satisfied with their jobs. Higher job satisfaction can boost motivation and overall performance.

Relevant skills help employees make better decisions. They can evaluate information more effectively and make more informed decisions. Various other skills, such as problem-solving and creative skills, enable employees to think innovatively. This can result in new ideas and solutions that can improve organizational performance. Therefore, adequate job skills are a valuable asset for employees and organizations. They have a broad positive impact on employee performance and can help achieve organizational goals more effectively.

### **Conclusion**

In managing the sustainability of a company, management must handle human resources in line with the company's demands. Employees must understand that their performance will significantly impact the company's success in achieving its goals, especially for companies operating in the real estate and housing development business. The majority of employees working in such companies are often involved in marketing roles. Therefore, competent marketing personnel are required. Hence, there is a need for an analysis to identify the factors influencing Employee Performance.

The research results indicate that Workplace Spirituality and Job Skills have a partial influence on Employee Performance. It is undeniable that employees with a high level of spirituality tend to perform their tasks well because they believe that working is an activity for survival and self-actualization about their creator. Similarly, Job Skills play a crucial role. Marketing jobs require specific skills to support performance, such as negotiation skills and the ability to influence others. This is different from the impact of Job Knowledge. The research findings suggest that Job Knowledge does not significantly influence Employee Performance. This is because in the field of marketing, if employees have only product-



related knowledge but lack the skills to sell effectively, it is likely that the marketed products will not sell well. Consequently, Employee Performance will not improve.

The results of this research are essential for collective understanding and serve as input for organizations. Besides providing Job Knowledge to employees, organizations need to instill workplace spirituality and enhance employee skills. A recommendation for future research is to examine mediating factors, such as job satisfaction, to further analyze the factors influencing Employee Performance.

### Acknowledgments

We would like to express our sincere gratitude to PT Fajar Bangun Raharja Surakarta for granting us the opportunity to conduct this research, and enabling us to complete this study.

### References

- Akbar, S. (2018). Analisa Faktor-faktor yang mempengaruhi kinerja karyawan. *Jiaganis*, 3(1).
- Fernandes, N. (2020). *Economic effects of coronavirus outbreak (COVID-19) on the world economy*. <https://dx.doi.org/10.2139/ssrn.3557504>
- Ganta, V. C. (2014). Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences*, 2(6), 221–230. [https://www.academia.edu/download/54026295/improve\\_performance.pdf](https://www.academia.edu/download/54026295/improve_performance.pdf).
- Garg, N. (2017). Workplace spirituality and organizational commitment: an empirical exploration. *PURUSHARTHA-A Journal of Management, Ethics and Spirituality*, 10(2), 8–24. <http://journals.smsvaranasi.com/index.php/purushartha/article/view/60>
- Im, H., Hokanson, B., & Johnson, K. K. P. (2015). Teaching creative thinking skills: A longitudinal study. *Clothing and Textiles Research Journal*, 33(2), 129–142.
- Indradevi. (2020). Workplace Spirituality: Successful Mantra For Modern Organization. *Journal of Critical Reviews*, 7(06). <https://doi.org/10.31838/jcr.07.06.77>
- Karnia, K., Suwarsi, S., & Frendika, R. (2020). Pengaruh Spiritualitas di Tempat Kerja terhadap Kinerja Karyawan di PT. Infomedia Nusantara Buah Batu Kota Bandung. *Prosiding Manajemen*, 6(1), 230–234. <http://dx.doi.org/10.29313/v6i1.20027>
- Khusnah, H. (2020). Pengaruh Spiritualitas di Tempat Kerja, Komitmen Organisasi dan Kepuasan Kerja terhadap Kinerja Karyawan. *Kompartemen: Jurnal Ilmiah Akuntansi*, 17(1). <https://doi.org/10.30595/kompartemen.v17i1.2825>
- Kim, K.-H. (2016). Korea: could a real estate price bubble have caused the economic crisis? In *Asia's Financial Crisis and the Role of Real Estate* (pp. 99–114). Routledge.
- Lawu, S. H., Suhaila, A., & Lestiowati, R. (2019). Pengaruh Etos Kerja Terhadap Kinerja Karyawan Pada Pt Pos Indonesia Cabang Pemuda Jakarta Timur. *Jurnal Penelitian Ilmu Manajemen*, 2(1), 51–60. [https://repository.bsi.ac.id/repo/files/257620/download/Pengaruh-Etos-Kerja-Terhadap-Kinerja-Karyawan-\(OJS-Manajerial-2019\).pdf](https://repository.bsi.ac.id/repo/files/257620/download/Pengaruh-Etos-Kerja-Terhadap-Kinerja-Karyawan-(OJS-Manajerial-2019).pdf).
- Lengkong, F., Lengkong, V. P. K., & Taroreh, R. N. (2019). Pengaruh Keterampilan, Pengalaman dan Lingkungan Kerja terhadap Kinerja Karyawan di PT. Tri Mustika Cocominaesa (Minahasa Selatan). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(1). <https://doi.org/10.35794/emba.v7i1.22361>
- Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors that influence employee performance: motivation, leadership, environment, culture organization, work achievement, competence and compensation (A study of human resource management literature studies). *Dinasti International Journal of Digital Business Management*, 1(4), 645–662. <https://doi.org/10.31933/dijdbm.v1i4.389>
- Nugrahani, R. (2017). Manajemen Sumber Daya Manusia Perpustakaan Perguruan Tinggi untuk Mewujudkan Sumber Daya Manusia yang Berkualitas. *Warta Perpustakaan Pusat Undip*, 10(2). <https://ejournal2.undip.ac.id/index.php/wp/article/view/1776/1172>

- Nurchahyo, A. (2018). *Pengaruh Pengetahuan, Ketrampilan Dan Konsep Diri/Nilai Terhadap Kinerja Pengrajin Pada Usaha Kecil Menengah (Ukm) Sarung Hj Fatmawati Samarinda*. [http://karyailmiah.polnes.ac.id/images/Download-PDF/ANTON%20NURCAHYO%20EKSIS%202018/14\\_Anton-cetak.pdf](http://karyailmiah.polnes.ac.id/images/Download-PDF/ANTON%20NURCAHYO%20EKSIS%202018/14_Anton-cetak.pdf).
- Padang, N. R. K., & Sihombing, S. (2020). Pengaruh Pengetahuan, Kemampuan Dan Pengalaman Kerja Terhadap Kinerja Karyawan Pada PT. Hilon Sumatera. *Jurnal Manajemen Dan Bisnis*, 151–162. <https://doi.org/10.54367/jmb.v20i2.1008>
- Ramachandaran, S. D., Krauss, S. E., Hamzah, A., & Idris, K. (2017). Effectiveness of the use of spiritual intelligence in women academic leadership practice. *International Journal of Educational Management*, 31(2), 160–178. <https://doi.org/10.1108/IJEM-09-2015-0123>
- Serang, S. (2018). Pengaruh pengetahuan, sikap kerja dan pengalaman kerja terhadap kinerja karyawan. *PARADOKS: Jurnal Ilmu Ekonomi*, 1(1), 82–97. <https://doi.org/10.57178/paradoks.v1i1.177>
- Sika, K., Hermanto, H., & Susanto, A. (2022). Pengaruh Pengetahuan, Keterampilan Dan Sikap Kerja Terhadap Kinerja Pengelola Badan Usaha Milik Desa (Bumdes) Dikecamatan Palibelo. *Scientific Journal Of Reflection: Economic, Accounting, Management And Business*, 5(4), 914–928. <https://doi.org/10.37481/sjr.v5i4.567>
- Sugiyono, D. (2013). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif Dan R&D*.
- Supriadi, S. (2022). *Pengaruh Pengembangan Karir terhadap Aktualisasi Diri*.
- Tolo, I., Sepang, J. L., & Dotulong, L. O. H. (2016). Pengaruh keterampilan kerja disiplin kerja dan lingkungan kerja terhadap kinerja pegawai pada dinas pemuda dan olahraga (dispورا) Manado. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 4(3). <https://doi.org/10.35794/emba.4.3.2016.13723>
- Utami, N. M. S., Sapta, I. K. S., Verawati, Y., & Astakoni, I. M. P. (2021). Relationship between workplace spirituality, organizational commitment and organizational citizenship behavior. *The Journal of Asian Finance, Economics and Business*, 8(1), 507–517. <https://www.dbpia.co.kr/Journal/articleDetail?nodeId=NODE10629658>
- Zimmerman, B. J. (2023). Dimensions of academic self-regulation: A conceptual framework for education. In *Self-regulation of learning and performance* (pp. 3–21). Routledge.