

THE INFLUENCE OF SPIRITUAL SKILL, DISCIPLINE, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. TOYS GAMES INDONESIA

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Abstract

The kind of research used is a quantitative research using the research method of data collection using a questionnaire. The data analysis model used was a linear regression analysis with sample 32. The study suggests 61,0% of an employee's performance factors can be affected by spiritual skill, discipline, and work motivation. In comparison, the rest, 39,0%, are affected by other unexamined factors in the study. In contrast, the results of the F show that simultaneous spiritual skill, discipline, and work motivation simultaneously affect positive and significant effects on employees' performance. The results of the t-test show that the spiritual skill variable and work motivation are both positive and significant. In contrast, the discipline variable has no positive or significant effect on employee performance at PT. Toys Games Indonesia.

Keywords: Human resources, spiritual skill, discipline, work motivation, employee performance
JEL Classification: J24

INTRODUCTION

Human resources are an essential factor in an organization or company. For management activities to run well, companies must have knowledgeable and highly skilled employees and manage the company as optimally as possible to increase employee performance. The success of an organization is strongly influenced by its human resources as its driving force. The quality of

the resource can be seen from how the performance is shown (Fadhlan, 2017). Performance is a universal concept which is the operational effectiveness of employees, parts of the organization, and parts based on the standards and criteria applied (Yuwanda & Pratiwi, 2020). Performance can also be interpreted as an achievement in carrying out community services in a period. Performance can only be realized if there is good management that can encourage institutional efforts to improve performance. Performance efforts are aimed at encouraging performance to reach the highest levels of the organization.

The performance phenomenon can also be seen from the perspective of spiritual skill. Spiritual skill is the ability to overcome problems and challenging situations in a good and positive way and have depth and meaning in life. In this case, the performance phenomenon can be seen from how individuals utilize their spiritual skills to deal with pressure and work stress, as well as how they maintain a balance between their work and personal life. Spiritual skill includes working effectively in teams, empathy and sensitivity to the environment and colleagues, and commitment and integrity at work. In assessing the performance of a person, company, or organization will pay attention to individual spiritual abilities and how individuals use these abilities to help them work efficiently and effectively. Soft spiritual skills can lead to stable performance and high productivity. Therefore, companies or organizations must ensure that individuals have the opportunity to increase their spiritual skills and help them maintain a balance between their work and personal life. Spiritual skill is essential in evaluating individual performance and ensuring that a company or organization can operate efficiently and effectively.

The performance phenomenon can also be seen from the perspective of work discipline. Discipline is defined as compliance with regulations and is subject to supervision. Implementing discipline means that all parties can guarantee the smooth running of various activities, including studying, working, trying, and others. Work discipline refers to compliance with applicable work rules and procedures. In this case, the performance phenomenon can be seen in how individuals fulfill their responsibilities and duties on time and show dedication and commitment to their work. Work discipline also includes how individuals treat work equipment and facilities properly and maintain the confidentiality and integrity of work-related information. In assessing the person's performance company or organization will pay attention to individual work discipline and how individuals meet the demands of their work and

responsibilities. Non-compliance with work rules and procedures and not fulfilling duties and assignments on time can lead to low performance and productivity. Therefore, work discipline is essential in evaluating individual performance and ensuring that a company or organization can operate efficiently and effectively.

The performance phenomenon can also be seen from the perspective of work motivation. Work motivation is a factor that motivates a person to work well and achieve his goals. In this case, the performance phenomenon can be seen in how individuals show enthusiasm and enthusiasm for their work and motivate themselves to achieve the goals set. Several factors influence work motivation, such as the comfort of the work environment, incentives, rewards, and recognition and appreciation for individual performance. In assessing the performance of a person, company, or organization will pay attention to the level of personal motivation and how individuals motivate themselves to achieve maximum performance. Low work motivation can lead to low performance and productivity. Therefore, companies or organizations must ensure that a good work environment and incentive and reward system is in place to motivate individuals and help them achieve their maximum potential. Work motivation is essential in evaluating individual performance and ensuring that a company or organization can operate efficiently and effectively.

So based on the problems above, the authors researched how spiritual skills, discipline, and work motivation will affect employee performance so that they can also affect company progress. Based on these observations, the authors take the title Effect of Spiritual Skill, Discipline, and Work Motivation on Employee Performance at PT. Toys Games Indonesia.

TINJAUAN PUSTAKA

Spiritual Skill

According to (Suprihatiningsih, 2020), spiritual skill is the ability to overcome problems and difficult situations in life positively and reasonably. It also includes having depth and meaning in life, maintaining a balance between work and personal life, and having e commitment and integrity in work. Spiritual abilities include working effectively in teams, empathy and sensitivity to the environment and co-workers, and depth and meaning in life. Experts state that

spiritual skills play an essential role in determining individual performance and productivity and must be cared for and developed along with one's career and life development.

Discipline

According to (Agustin, 2020), Discipline is every individual and group that guarantees obedience to orders and takes the initiative to take the necessary actions if there are no orders. Preventive discipline is an effort to move employees to follow and comply with work guidelines and the rules outlined by the organization. The purpose of this discipline is to move self-disciplined employees. Corrective discipline is an effort to force employees to unite a regulation and direct them to comply with the rules by the guidelines that apply to the company or organization. The purpose of this discipline is to provide sanctions to improve violating employees, maintain applicable regulations, and teach lessons to violators.

Work Motivation

According to (Wardan, 2020), work motivation is defined as a condition that influences, arouses, directs, and maintains actors related to the work environment. According to (Soetopo in Wardan 2020), Providing motivation includes activities including:

1. Communicate and explain organizational goals to subordinates.
2. Determine implementation standards.
3. Guide subordinates.
4. Give awards to subordinates who excel.

Meanwhile (Richard M. Steers in Wardan, 2020) states that there are four components of the motivational process, namely:

1. Needs and *hopes*, namely a situation in disequilibrium or called needs, desires, or hopes, accompanied by anticipation.
2. Behavior is in the form of a behavior or action
3. The goal is in the form of incentives or rewards.
4. Feedback is in the form of feedback, followed by reassessment and possible modifications of the situation.

Employee Performance

According to (Fauzi & Hidayat, 2020), what is meant by performance, or work performance, is work performance and results achieved by a person, both goods/products and in the form of services which are usually used as a basis for evaluating the employee or work organization concerned. Reflects the employee's knowledge of the job.

According to (Bacal in Fauzi & Hidayat, 2020), the benefits of performance management for organizational leaders include:

1. Save time by helping employees make their own decisions by ensuring they have the knowledge and understanding to make the right decisions.
2. Reduce time-consuming misunderstandings among staff about who is responsible for what.
3. Reducing the frequency of situations where we don't have information when needed.
4. Reducing errors (and their repetition) by helping us and our staff identify the causes of errors or inefficiencies.

Bacal (in Fauzi and Hidayat, 2021), the benefits of performance management for employees include:

1. Can solve complaints.
2. Can provide scheduled forums to discuss work progress, so employees can receive the feedback they need to assess how far they have come and know where they stand.
3. Can help employees to understand what they should do and why it should be done. Performance management gives the authority the power to make decisions every day.
4. Provide opportunities for employees to develop new skills and abilities. This process is for identifying performance improvement impediments, such as inadequate resources.

Hypothesis

By the variables to be examined, the hypotheses to be proposed in this study are:

1. Hypothesis 1

$H_0 : \beta_1 = 0$, There is no significant effect between spiritual skills on employee performance at PT. Toys Games Indonesia.

$H_1 : \beta_1 \neq 0$, There is a significant influence between spiritual skills on employee performance at PT. Toys Games Indonesia.

2. Hypothesis 2

$H_0 : \beta_1 = 0$, There is no significant effect between the discipline on employee performance at PT. Toys Games Indonesia.

$H_1 : \beta_1 \neq 0$, There is a significant influence between discipline on employee performance at PT. Toys Games Indonesia.

3. Hypothesis 3

$H_0 : \beta_1 = 0$, There is no significant effect between work motivation on employee performance at PT. Toys Games Indonesia.

$H_1 : \beta_1 \neq 0$, There is a significant influence on work motivation on employee performance at PT. Toys Games Indonesia.

4. Hypothesis 4

$H_0 : \beta_1 = 0$, there is no significant effect between the variables spiritual skills, discipline, and work motivation on employee performance at PT. Toys Games Indonesia.

$H_1 : \beta_1 \neq 0$, there is a significant effect on the variable spiritual skills, discipline, and work motivation on the performance of employees at PT. Toys Games Indonesia.

RESEARCH METHODS

This type of research is quantitative with a survey method. According to (Kristanti, 2018), The survey research method is a quantitative research method used to obtain data that occurred in the past or present regarding beliefs, opinions, characteristics, behavior, and variable relationships and to test hypotheses. The population in this study were employees of PT. Toys Games Indonesia, totaling 32 people. The sampling technique in this study is a saturated sample where all members of the population are used as members of the sample, which is 32 people. According to (Sugiyono in Subkhan Ariyanto, 2016), regression analysis predicts how far the dependent variable's value changes if the independent variable's value is manipulated/changed or increased or decreased. The multiple regression equation used in this study can be formulated as follows:

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

Information :

Y = Predicted value (Employee performance)

a = Constant or if the value $X_1 = 0$ and $X_2 = 0$

- b1 = First regression coefficient
- b2 = Second regression coefficient
- b3 = Third regression coefficient
- X1 = Value of the first predictor variable (Spiritual Skill)
- X2 = Value of the second predictor variable (Discipline)
- X3 = Value of the third predictor variable (Work Motivation)
- e = Error distributions

RESULT AND DISCUSSION

The results of the research in detail are presented below, including respondents' responses, data quality tests which include validity and reliability tests, classic assumption tests, both normality tests, multicollinearity tests, and heteroscedasticity tests, and hypothesis testing, which provides for regression results, simultaneous tests, coefficient of determination, test partial and dominant influence.

Data Quality Test

This test determines whether the various statement items or indicators used are valid and reliable. This is important because one of the conditions for a data hypothesis to be tested is that it must be valid and reliable. Below are presented the results of data quality tests in the form of validity and reliability tests.

Table 1. Spiritual Skill Variable Validity Test

	Mean	Std. Deviation	N
Dept and meaning	4.2188	.42001	32
Empathy	4.1250	.42121	32
Integrity	4.1250	.42121	32
Balancing	4.0938	.64053	32

All rcount values contained in the Corrected Item Total Correlation column are above 0.3, so all statement items about *spiritual skill variables* are declared valid and can be used for further tests.

Table 2. Discipline Variable Validity Test

	Mean	Std. Deviation	N
Time Discipline	4.3750	.49187	32
Regulation Discipline	4.3750	.55358	32
Responsibility Discipline	4.4375	.50402	32

All rcount values contained in the Corrected Item Total Correlation column are above 0.3, so all statement items about disciplinary variables are declared valid and can be used for further tests.

Table 3. Work Motivation Variable Validity Test

	Mean	Std. Deviation	N
Attention	3.9688	.64680	32
Desire	4.2500	.56796	32
Decision	3.9375	.71561	32
Action	4.1563	.51490	32
Satisfaction	4.2813	.58112	32

All rcount values contained in the Corrected Item Total Correlation column are above 0.3, so all statement items about work motivation variables are declared valid and can be used for further tests.

Table 4. Employee Performance Variable Validity Test

	Mean	Std. Deviation	N
Effectiveness	4.1875	.53506	32
Responsibility	4.3125	.47093	32
Discipline	4.1875	.47093	32
Initiative	4.2188	.49084	32

All rcount values contained in the Corrected Item Total Correlation column are above 0.3, so all statement items about employee performance are declared valid and can be used for further tests.

The reliability test results of the four variables can be seen in the table below.

Table 5. Reliability Test

No	Variable	Cronbach α	Conclusion	Explanation
1	Spiritual Skill	0,820	Reliabel	Karena cronbach $\alpha > 0,6$
2	Discipline	0,767	Reliabel	Karena cronbach $\alpha > 0,6$
3	Work Motivation	0,805	Reliabel	Karena cronbach $\alpha > 0,6$
4	Employee Performance	0,918	Reliabel	Karena cronbach $\alpha > 0,6$

All Cronbach alpha values are above 0.6, so all statement items are declared reliable.

Classic Assumption Test

After testing the data quality and all the resulting data is suitable for the next test, the classical assumption test needs to be done. This test must be performed before someone performs multiple linear regression analysis. The classical tests carried out in this study included: (1) normality test, (2) multicollinearity test, and (3) heteroscedasticity test.

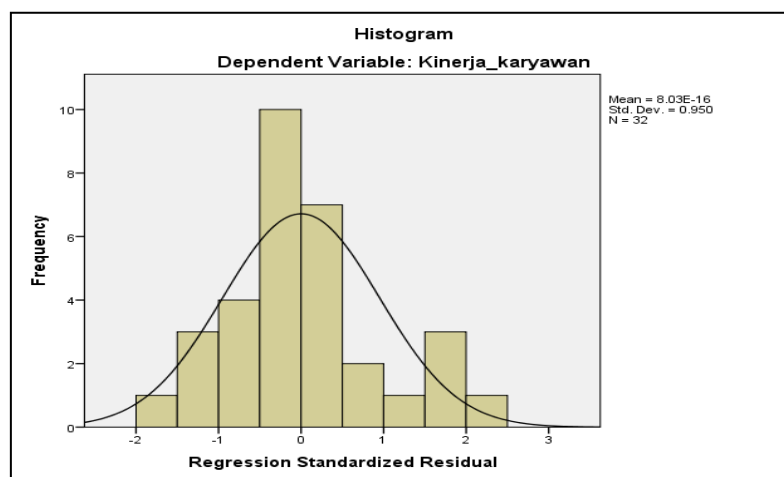


Figure 1. Histogram Test

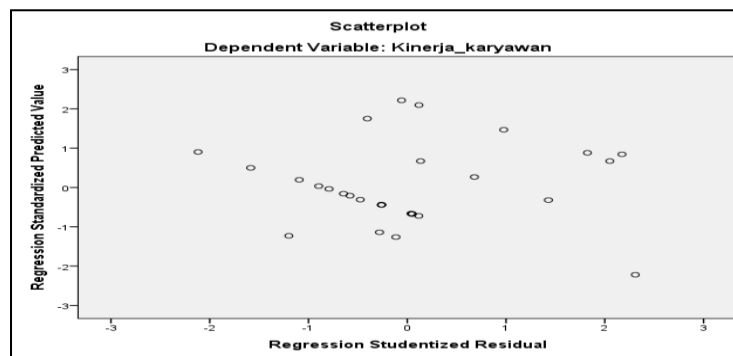
In the histogram graph above, it can be seen that the variables are normally distributed. This is shown by the histogram image not skewed to the right or left so that the regression model is feasible to use to predict employee performance.

Table 6. Multicollinearity Test

Variable	Collinearity Statistics			
	Tolerance		VIF	
	Result	Conclusion	Result	Conclusion
Spiritual Skill	0,493	> 0,1	2,028	< 5
Discipline	0,628	> 0,1	1,593	< 5
Work Motivation	0,444	> 0,1	2,250	< 5

The data above shows that all the *tolerance values* for the independent variables are above 0.1, and the VIF values for the independent variables are all below 5, which means that there is no multicollinearity.

The next test is the Heteroscedasticity Test, as shown in the figure.

**Figure 2.** Scatterplot Test

The Scatterplot graph above shows that the dots spread randomly and do not form a specific pattern. This means that there is no heteroscedasticity in the regression model.

Hypothesis Testing

This test aims to answer the formulation of the problem and a temporary guess on the answer to the formulation of the issue contained in the hypothesis. Some of the things included in this hypothesis test include the regression equation, the F test (simultaneous test), the coefficient of determination (R^2), and the t-test (partial test).

Table 7. Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.164	2.379		.490	.628		
Spiritual Skill	.402	.180	.356	2.227	.334	.493	2.028
Disiplin	.173	.195	.125	.884	.384	.628	1.593

Looking at the Unstandardized Coefficients Beta value above, the multiple linear regression equation can be determined as follows:

$$Y = 1,164 + 0,402X_1 + 0,173X_2 + 0,331X_3$$

This means that:

1. The constant is 1.164, which means that if the variables of spiritual skill, discipline, and work motivation are considered zero, then the employee performance variable is only 1.164.
2. The regression coefficient of the spiritual skill obtained a value of 0.402 which means that if the spiritual skill increases while the discipline and work motivation variables are assumed to be constant, employee performance will also increase by 0.402.
3. The regression coefficient of the discipline obtained a value of 0.173 which means that if the disciplinary variable increases while the *spiritual skill* and work motivation variables are assumed to be constant, employee performance will also increase by 0.173.
4. The regression coefficient of the work motivation obtained a value of 0.331 which means that if the work motivation variable increases while the *spiritual skill* and discipline variables are assumed to be constant, employee performance will also increase by 0.331.

Table 8. t-Test

Variable	t		Sig.		Conclusion
	t count	t table	Result	$\alpha = 5\%$	
Spiritual Skill	2,227	> 1,701	0,334	> 0,05	It has no significant positive effect
Discipline	0,884	< 1,701	0,384	> 0,05	The positive effect is not significant
Work Motivation	2,542	> 1,701	0,017	< 0,05	Significant positive influence

To determine which H_0 and H_1 are rejected or accepted, the calculated t value above can be compared with the t table value at a significance level of 5% ($\alpha = 0.05$). The t-table value at a significance level of 5% ($\alpha = 0.05$) is 1.701. By comparing the t count and t table, the following conclusions can be drawn:

1. Partially, spiritual skills positively but not significantly affect employee performance at PT. Toys Games Indonesia because t count (2.227) > t table (1.701) and the significance value is above 0.05.

2. Partially, discipline has a positive effect not significant to the performance of employees at PT. Toys Games Indonesia because t count (0.884) < t table (1.701) and the significance value is above 0.05.
3. Partially, work motivation has a positive and significant effect on employee performance at PT. Toys Games Indonesia because t count (2.542) > t table (1.701) and the significance value is below 0.05.

Furthermore, to determine the independent variable that has the most dominant effect on the dependent variable, it is by looking at the value of the *Standardized Coefficient Beta*, as shown in table 7 above. The table shows that the independent variable with the highest Standardized Coefficient Beta value is the work motivation variable, equal to 0.428, which means that the work motivation variable is the most dominant variable influencing employee performance at PT. Toys Games Indonesia.

Table 9. F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.634	3	20.878	17.151	.000 ^b
	Residual	34.085	28	1.217		
	Total	96.719	31			

The table above shows that the Fcount value processed using SPSS is 17.151. Meanwhile, the Ftable value in the Table of Values for the F Distribution is 2.950. Thus it can be said that the value of Fcount = 17.151 > from Ftable = 2.950. This means that the independent variables consisting of *spiritual skills*, discipline, and work motivation significantly affect the performance of employees at PT. Toys Games Indonesia.

Table 10. Coefficient Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.648	.610	1.10332

The table above shows that the *Adjusted R Square value* is 0.610 or 61.0 %. This means that the independent variables in *spiritual skills*, discipline, and work motivation jointly affect the dependent variable of employee performance at PT. Toys Games Indonesia is 61.0%, while the remaining 39.0% is influenced by other variables not included in this study.

Discussion

By the background conveyed at the beginning, there are still obstacles regarding the performance of employees at PT. Toys Games Indonesia, so it is necessary to do research using the variables spiritual skills, discipline, and work motivation, so with this research, these problems are beginning to be answered. Of the three independent variables used, spiritual skill has an effect but is not significant, and discipline variables have a significant impact. And work motivation variables which have a significant effect.

Spiritual skills have an effect but are insignificant because the company has provided periodic and periodical training on depth and meaning, empathy, integrity, and balancing. Employees participate in these activities, but the company needs to periodically evaluate whether they have been implemented correctly in their daily work. Conversely, the variable work motivation has a significant effect because the company routinely provides material in the form of learning videos using internal company applications so that employees can understand the material well, apply it directly, and implement it in their daily work.

The study's results on the discipline variable have a positive but not significant effect on the performance of employees at PT. Toys Games Indonesia because currently, the control system for time discipline, regulatory discipline, and responsibility discipline have not been well organized. So this is one of the causes that cause the disciplinary variable to have no significant effect.

Furthermore, the resulting multiple linear regression equation shows that for the disciplinary variable, the numbers are smaller. This indicates that discipline does not significantly affect employee performance at PT. Toys Games Indonesia. This means that under certain conditions if discipline is getting higher or more substantial, it does not affect employee performance. And vice versa, if discipline decreases, it also does not affect the increase in employee performance at PT. Toys Games Indonesia.

By looking at the description above, it can be said that high discipline will only sometimes improve employee performance at PT. Toys Games Indonesia. There are other causes where discipline will affect employee performance and other factors where discipline does not affect employee performance. Then PT. Toys Games Indonesia certainly has to look at other factors as

a counterbalance in improving the performance of its employees, such as work environment factors and employee mileage.

CONCLUSION

The descriptions Based on the results of the analysis and interpretation of the data previously described, it can be concluded as follows:

1. Partially, spiritual skills have an effect but are not significant on employees' performance at PT. Toys Games Indonesia. Because the company provides training but does not periodically evaluate employees.
2. Partially, discipline has an effect but does not significantly affect employee performance at PT. Toys Games Indonesia. Because the company needs to organize a disciplinary control system better.
3. Partially, work motivation has a significant effect on employee performance at PT. Toys Games Indonesia. Because companies routinely provide material in the form of learning videos using internal company applications.
4. Simultaneously, spiritual skills, discipline, and work motivation significantly affect employee performance at PT. Toys Games Indonesia. Because, as a whole, employees receive training, disciplinary control, and motivational material from the company.

Suggestion

1. For PT. Toys Games Indonesia hopes this research can be used as input or as material for consideration to continue improving employee performance. With increased employee performance, the company's vision, mission, goals, and targets can be achieved as expected.
2. Everything related to spiritual skills, discipline, and work motivation, PT. Toys Games Indonesia must continue to be active in providing training and motivation for workers so that employees can develop their skills and continue to improve discipline so that, in the future, there will be more and more employees who obey and comply with company rules and regulations because discipline can help speed and accuracy in completing the task given.

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