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# JOB SATISFACTION AS MEDIATOR IN THE RELATIONSHIP BETWEEN WORK SPIRITUALITY AND PERFORMANCE: A CASE STUDY OF EMPLOYEE'S SHARIA BANKING SECTOR IN SURAKARTA DISTRICT, INDONESIA

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## ABSTRACT

*This study aims to investigate the relationship between works spirituality and performance mediated by job satisfaction. Conducted in sharia bank in Surakarta District, Central Java, Indonesia. The data were collected through surveys to employees with proportional random and simple random sampling involved 175 employees as the respondents. Based on the number of the sample, the test to the sample validity and reliability showed the result was that the sample was valid and reliable. The data analysis was carried out by using Structural Equation Model (SEM). The finding of the study show that: (1) there is a positive and significant relation between relationship work spirituality and job satisfaction, (2) there is a positive and significant relation between relationship work spirituality and performance, (3) there is a positive and significant relation between relationship job satisfaction and performance and (4) there is a positive and significant relation between relationship work spirituality and performance with job satisfaction as mediate.*

## KEYWORDS

Job satisfaction, work spirituality, performance.

## INTRODUCTION

The development of work spirituality has important to human behavior. Presently, work spirituality is developed to enhance the integrity and loyalty of employees (Ashmos and Duchon, 2000). The life of employees is affected significantly by work spirituality (Othman, Abdullah and Ahmad, 2008). Work spirituality has a strong relationship with work behavior like job satisfaction, performance, attitude, work ethics, morality and management behavior (Ali and Ellahi, 2012; Javanmard, 2012; Hutson, 2000). One of the work behavioral is job satisfaction which is how much someone loves his job (Spector, 1999). Judge, Thoresan, Bono, and Patton (2001) explained about the relationship between job satisfaction and performance in direct relation and reciprocity. The knowledge of the researchers, there are inconsistency research that discusses the direct relationship and reciprocity between job satisfaction and performance on a model research (Carmeli, 2003; Bhuian, Menguc and Borsboom, 2005; Othman et al., 2008), but these findings are not significant as researched by Sohi (1996), as Wanous (1974) provides an explanation of the relationship of the theory of intrinsic and extrinsic job satisfaction with performance.

Individual job satisfaction will have an impact for performance in the work, as an attempt to create a company's effectiveness in the facing competition. Job satisfaction and performance can minimize the level of turnover in company (Chawda and Guda, 2010). The issues of spirituality, job satisfaction and employee performance occurred in sharia banking in Indonesia. Phenomena that occur in the company e.g. decreased performance of employees in one of the sharia banking of 6.55% in 2010 due to a change in the management of human resources and has not been able to adapt to the new management system in sharia banking. Employee performance declined from employees who have good value of 13,04% in 2009 to 6.5% in 2010. The performance assessment decreased from 78,26% to 73,91%. Employee performance appraisal with a value of less good increased from 8.7% in 2009 to 19,57% in 2010 (Suryoadi and Ratnawati, 2010). Decrease in performance due to the dissatisfaction of employees in their work and declining work spirituality in the company, so that the research on the relationship between work spirituality and performance mediated by job satisfaction to be important to look at these problems and provide solutions. Based on the background, one research problem is taken about how the model of relationship between work spirituality and performance with job satisfaction as mediated occurred in sharia bank. Additionally, it is not found so far for the model of relationship between work spirituality and performance mediated by job satisfaction of employees using *Structural Equation Model* approach.

## REVIEW OF LITERATURE

Work spirituality is a distinct state that is characterised by cognitive, interpersonal, spiritual and mystical dimensions. Work spirituality involves: (a) engaging work characterised by a profound feeling of well-being, a belief that one is engaged in meaningful work that has a higher purpose, an awareness of alignment between one's values and beliefs and one's work, and a sense of being authentic; (b) a spiritual connection characterised by a sense of connection to something larger than self; (c) a sense of community characterised by a feeling of connectedness to others and common purpose; and (d) a mystical or unitive experience characterised by a positive state of energy or vitality, a sense of perfection, transcendence, and experiences of joy and bliss (Kinjerski and Skrypnik, 2006). Job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). In measuring job satisfaction in our study, we will focus on the intrinsic and extrinsic job satisfaction. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job.

Performance represented behaviors employees engage in while at work which contribute to organizational goals (Campbell, 1990). These behaviors are formally evaluated by an organization as part of an employees responsibilities. Researchers distinguish performance into two aspects: task performance and contextual performance. (Aryee *et al.*, 2004; Borman and Motowidlo, 1993). In our study, we will focus on task performance and contextual performance.

### IMPORTANCE OF THE STUDY

1. This research contributes to the human resource management, particularly related to the use of quantitative models and empirical test on human behaviour for work spirituality, job satisfaction and performance in sharia banking.
2. This research contributes to the future research through the proposed theoretical construction with the limitation that have not been empirically tested yet and contribute to the thoughts for the managerial practices in an company and provides the result of the research for a new discourse for the development of human resource management.
3. This research contributes to the implications for managerial practice, especially potential and the company's ability to improve the quality of human resources in the competition and the progress of the company.

### STATEMENT OF THE PROBLEMS

1. Does work spirituality have a direct relationship with job satisfaction?
2. Does work spirituality have a direct relationship with performance?
3. Does work job satisfaction have a direct relationship with performance?
4. Does work spirituality have an indirect relationship with performance mediated by job satisfaction?

### OBJECTIVES OF THE STUDY

1. To test and analyze the direct relationship between work spirituality and job satisfaction.
2. To test and analyze the direct relationship between work spirituality with performance.
3. To test and analyze the direct relationship between job satisfaction with performance.
4. To test and analyze an indirect relationship between work spirituality towards performance mediated by job satisfaction.

### HYPOTHESIS

#### WORK SPIRITUALITY AND JOB SATISFACTION

East (2005) mentioning a strong correlation between work spirituality and job satisfaction. Yahyazadeh-Jeloudar and Lotfi-Goodarzi (2012) state that work spirituality significantly will influence the job satisfaction that covers the work itself, attitude to supervisor, relationship with co-workers, work environment condition but not significant when being correlated to salary. Work spirituality acts in controlling a clear achievement, brings an effect on and makes a short-term and long-term goal with the capability of achieving the goal, even in a very difficult condition, particularly in job satisfaction. One of the dimensions is framed as the meaning with its indicators goal and organization service (Yahyazadeh-Jeloudar and Lotfi-Goodarzi, 2012) and this finding is supported by Nur (2003), Scott (2009), Chand and Koul (2012).

**H1: Work spirituality has a positive relationship with job satisfaction.**

#### WORK SPIRITUALITY AND PERFORMANCE

Work spirituality will impact the performance through the value of awareness, cognitive, interpersonal, spiritual and mystical dimensions, life essence, gift of love in the employees' life and transcendence in helping other in handling any work matters in workplace. Lynton and Thogersen (2009) saying that work spirituality in praying and productivity can improve performance and job satisfaction (Alexander *et al.*, 1993). This finding is supported by Neck and Milliman (1994), Shaw (1999), Ayranci (2011), Javanmard (2012), Rastgar, Zarei, Davoudi and Farash (2012).

**H2: Work spirituality has a positive relationship with performance.**

#### JOB SATISFACTION AND PERFORMANCE

Brown and Reterson (1993) state that in the intrinsic value of work, job satisfaction is not consistent and has a weak correlation. However, this finding is not in line with the findings of Christen *et al* (2006) observe that the correlation between the job satisfaction and work achievement is for one-direction correlation causing job satisfaction to work achievement or vice versa (Law *et al.*, 2001). Mutual relationship is that when satisfaction is extrinsic, it will address to work performance, but when job satisfaction is intrinsic, the performance will lead to the relationship to job satisfaction. This finding is supported by Carmeli (2003), Bhuian *et al.*, (2005), and Othman *et al.*, (2008), but the finding that not significant by Sohi (1996).

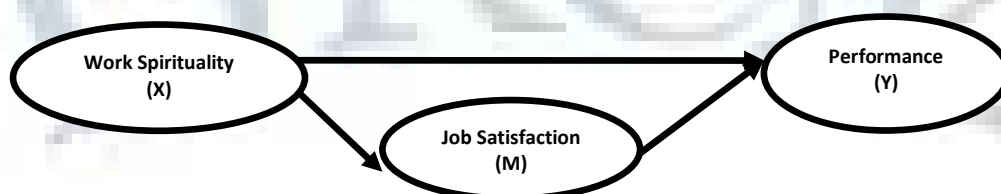
**H3: Job satisfaction has a positive relationship with performance.**

#### JOB SATISFACTION AS MEDIATOR IN RELATIONSHIP BETWEEN WORK SPIRITUALITY AND PERFORMANCE

Development of work spirituality to employees as required by the self-centred behaviour of individual work (Fry, 2003; Madlin, 1986). The behavior of work will be established through the consciousness of work spirituality to achieve life needs of employees. In addition to providing a sense of job satisfaction as an expression of employee behavior, work spirituality is also improving the performance of employees. An Individual performance will enhance with increasing spirituality of someone that is mediated by job satisfaction. Model mediation is a causal model (Ross *et al.*, 2004). The relationship of this mediation is to explain why and how a process of cause and effect that happens (Baron and Kenny, 1986). This mediation models provide an explanation that work spirituality is not related directly with performance with mediated by job satisfaction, as well as job satisfaction and performance of a person based on a feeling of pleasure and sense of self as the embodiment of work spirituality which lead to intuitive abilities will increase (Vaughan, 1989).

**H4: Work spirituality has a positive relationship with performance mediated by job satisfaction.**

FIGURE 1. MODEL OF RESEARCH



Model of the research are:

Model (1) : Work spirituality – Job satisfaction.

Model (2) : Work spirituality – Performance.

Model (3) : Job satisfaction – Performance.

Model (4) : Work spirituality – Job satisfaction – Performance.



**RESEARCH METHODOLOGY**

**POPULATION AND SAMPLES**

This research is a survey conducted to 320 employees of sharia banking in Surakarta District, Central Java, Indonesia. According to Guilford and Fluchter (1973) the number of sample allowed is 178 employees by referring to Hair *et al.*, (2009) in which the size of 100-200 samples for the technique of maximum likelihood estimation, a technique of taking sample using the method of proportional and simple random sampling. Meanwhile, the data collection was done using observation and the distribution of questionnaires at sharia bank.

**MEASUREMENTS AND TESTING RESEARCH VARIABLES**

Work spirituality is a capability of someone to implement and realize the spiritual sources, values and qualities through the ways of improving the daily functions and prosperity (Kinjerski and Skrypnek, 2006). A research using *Spiritual at Work Scale* was developed by Kinjerski and Skrypnek (2006) consisting of 18 items of question with the Likert Scale 1 to 5 including engaging work, sense of community, spiritual connection and mystical experience.

Job satisfaction is about the degree to love job (Spector, 1999). A research using *Job Satisfaction Scale* was developed by Weiss, Dawis, England and Lofquist (1967) covering 18 items of question using Likert Scale 1 to 5 including intrinsic and extrinsic job satisfaction.

Performance is a measure an achievement in a job, including task performance by Wayne *et al.* (1997) and Hochwarter *et al.* (2006) and contextual performance by Witt and Carlson (2006), Van Scotter and Motowidlo (1996) using Likert Scale 1 to 5 is covering 14 items of question using Likert Scale 1 to 5.

**ANALYSIS TECHNIQUE**

The technique on the research analysis used *Structural Equation Modelling* (SEM), a statistical technique of *multivariate* by testing a series of causality relationship between variables simultaneously (Hair *et al.*, 2009).

**RESULTS AND DISCUSSION**

**RESULTS**

The distribution result of the respondents based on the demography included male (56%) and female (44%). Based on the age, the respondents were between 21-30 years old (53%), 31-40 years old (33%) and above 40 years old (4%). Based on the marital status, it includes the married ones (70%) and unmarried ones (30%). Based on work experience, it included those below 5 years (63%), between 6-10 years (16%) and above 10 years (21%). For the educational level, it was dominated by the undergraduates (4%), Senior High School (10%), postgraduates (70%), and diploma (16%). For the employment status, 66% of them were permanent employees and 34% were the contract ones. For the management level, it includes top management (0%), middle management (70%) and lower management (30%).

*Confirmatory Factor Analysis* (CFA) was used to test the construct validity in which each variable was scores above 0,5. The result of data management, loading factor score in each item of questions was higher than 0,5 that shows the validity of the research instruments. The reliability test in this research was measured using the *composite reliability* technique.

The result of the outlier data evaluation showed no single observed data showing that the value of *mahalonobis d-squared* was not more than the value of *chi-square* table ( $\alpha=0.001$ ;  $df=82$ ) at 99,637. This comparison showed no any multivariate outlier indication in the collected research data. It means that the observed data was concentrated at the centroid points. Furthermore, the result of computerized AMOS program showed that the value of multivariate CR was at 1,323 from -2,58 to 2,58 based on the standards. This indicates a normal distribution of the data observed through the research indicators of multivariate data.

**TABLE 1: THE TESTING RESULTS OF HYPOTESIS 1, 2 AND 3**

Variable Correlation	Estimate	Standard of Estimate (SE)	Critical Ratio (CR)	t Critical	Probability (p)	Remarks
Work Spirituality → Job Satisfaction	1,751	0,753	2,325	1,961	0,020	Significant
Work Spirituality → Performance	1,573	0,563	2,279	1,961	0,005	Significant
Job Satisfaction → Performance	0,491	0,142	3,463	1,961	0,000	Significant

(Source: managed data, 2014)

**Hypothesis 1**, SEM model resulted in the goodness of fit that index value: GFI=0,985, AGFI=0,961, NFI=0,954, RFI=0,567, IFI=1,002, TLI=1,004, RMSEA=0,000, AIC=33,708, ECVI=0,194, and CFI=1, and the model is fit. Results obtained in this study, the value of CR=2,325 with a value of SE=0,753, because the value of CR > ± 1.96 and the coefficient of relationship between work spirituality and job satisfaction was positive ( $\beta_1 = 1,751 > 0$ ) shows that there is a positive and significant relationship between work spirituality and job satisfaction. This hypothesis can be accepted at a significance level  $\alpha=0.05$ .

**Hypothesis 2**, SEM model resulted in the goodness of fit that index value: GFI=0,981, AGFI=0,950, NFI=0,865, RFI=0,746, IFI=0,960, TLI=0,928, RMSEA=0,041, AIC=36,370, ECVI=0,209 and CFI=0,968, and the model is fit. Results obtained in this study, the value of CR=2,279 with a value of SE=0,563, because the value of CR > ± 1.96 and the coefficient of relationship between work spirituality and performance was positive ( $\beta_2 = 1,573 > 0$ ) shows that there is a positive and significant relationship between work spirituality and performance. This hypothesis can be accepted at a significance level  $\alpha=0.05$ .

**Hypothesis 3**, SEM model resulted in the goodness of fit that index value: GFI=0,975, AGFI=0,873, NFI=0,874, RFI=0,592, IFI=0,891, TLI=0,650, RMSEA=0,143, AIC=25,119, ECVI=0,144 and CFI=0,889, and the model is fit. Results obtained in this study, the value of CR=3,463 with a value of SE=0,142, because the value of CR > ± 1.96 and the coefficient of relationship between job satisfaction and performance was positive ( $\beta_3 = 0,491 > 0$ ) shows that there is a positive and significant relationship between job satisfaction and job performance. Thus, the hypothesis can be accepted at a significance level  $\alpha=0.05$ .

**TABLE 2: THE TESTING RESULT OF HYPOTESIS 4**

Independent Variable	Mediate Variable	Dependent Variable	Direct Coefficient	Indirect Coefficient	Total Coefficient	Remark
Work Spirituality	Job Satisfaction	Performance	1,573	1,604 x 0,112 = 0,1796	1,753	Partial Mediator

(Source: managed data, 2014)

**Hypothesis 4**, SEM model resulted in the goodness of fit that index value GFI=0,965, AGFI=0,929, NFI=0,876, RFI=0,807, IFI=0,959, TLI=0,933, RMSEA=0,050, AIC= 61,748, ECVI=0,355, and CFI=0,957, so the model is fit. Work spirituality is associated positively with performance, both directly and indirectly, while job satisfaction is able to properly mediate the relationship between work spirituality and performance. This is shown from the value of the coefficient of a direct connection to spirituality and performance of 1,573, whereas the value of the coefficient of an indirect relationship between work spirituality and performance of 0,1796. The total coefficients after mediated with the job satisfaction of 0.699, so this relationship can be accepted at a significance level  $\alpha = 0.05$ .

**DISCUSSION**

**First**, work spirituality has a positive and significant relationship with job satisfaction, shown between the estimation of the parameter variable is created produces a value of CR=2,325. The value of CR=2,325 higher than significant level of 1,961 at 5%, and this hypothesis is accepted. The research result is supported by Parasuman (1984), Nur (2003), East (2005), Scott (2009), Laila and Amjad (2011) as well as Chand and Koul (2012) that strong relationships between work spirituality and job satisfaction.

The research result is supported by Malik, Danish and Usman (2010) that there is a positive relationship between work spirituality and job satisfaction, with such confidence is sometimes intrapersonal skills, self control and identity are higher compared to interpersonal skills. Yahyazadeh-Jeloudar and Lotfi-Goodarzi (2012) that work spirituality will deal significantly on job satisfaction include the work itself, the attitude to supervision, relationship with colleagues and working environment conditions, but it is not significant when related to salaries or waging level employees. Work spirituality will be instrumental in the self-control to achieve clear results, balancing objectives with the ability to achieve goals in all conditions, especially in job satisfaction. One of the dimensions in the definition of the objectives and services is the charge indicators will exist within the company. Work spirituality will have an effect on interaction and reciprocity of

individual cognition, emotion and behaviour, the tendency of a person to experience positive or negative feelings will affect someone's beliefs and thoughts about the work.

**Secondly**, work spirituality has a positive and significant relationship with performance, an estimation of the parameters indicated variable formed produces a value of  $CR=2,279$  higher than significant level of 1,961 at 5%, and this hypothesis is accepted. Work spirituality will effect on performance through values awareness, understanding the meaning of a truth of life, the meaning of life, the gift of love in the life of employees and a sense of transedence that helps a person in the work place, it works in this case is the sharia banking.

These findings are supported by Lynton Thogersen (2009) and that person's work spirituality has five characteristics: (1) an employee who works hard, (2) the employees love what do, (3) an employee who obtains the energy, the spirit of a work of passion, a sense of curiosity and using values, (4) an employee who has a awareness and (5) an employee who has any respect in the cultured and do it well whereas spirituality in the form of prayer, supplication, the sense of self to advance elements of productivity will improve performance and job satisfaction (Alexander *et al.*, 1993). Employees have spirituality will show higher performance compared to other employees (Isen and Baron, 1991; Shaw, 1999). Joshi (1997) that work spiritual and emotional maturity of a person are related to each other in the process of conformity is associated with improved performance or otherwise. The research result is supported by Isen and Baron (1991), Alexander *et al.* (1993), Neck and Milliman (1994), Joshi (1997), Shaw (1999), Ayranci (2011), Laila and Amjad (2011), Anjum and Ali (2011), Chin, Anatharaman and Tong (2011), Javanmard (2012) and Rastgar *et al.* (2012).

**Thirdly**, job satisfaction has a positive and significant relationship with performance, because an estimation of the parameters indicated variable formed produces a value of  $CR=3,463$ . The value of  $CR = 3,463$  higher than significant level of 1,961 at 5%, and this hypothesis is accepted. The dominant dimension is task performance, this shows that job satisfaction is going to help in the task of communication, efficiency and ability of employees in the company.

The research result is supported by Brown and Reterson (1993) that the intrinsic value of work, job satisfaction is inconsistent and has a weak relationship, but this finding is contrary to the findings by Christen *et al.* (2006) that the positive relationship between job satisfaction and performance. The relationship between job satisfaction and work achievement to direct relationships, leading to job satisfaction will influence the ability of the employee's work or accomplishments might otherwise (Law *et al.*, 2001).

**Fourthly**, work spirituality positively and significantly associated indirectly with performance. A positive coefficient indicated that work spirituality will give a positive relationship indirectly to performance with job satisfaction as a mediator. The higher work spirituality of an employee, will have an impact on increasing job satisfaction and performance of the employees. All the knowledge of researchers, this finding has not been researched by further researches before.

Such explanations as in the diagram below:

FIGURE 2: RELATIONSHIP OF MEDIATING: WORK SPIRITUALITY - JOB SATISFACTION - PERFORMANCE



Based on the results of testing, the relationships of variables in the model are obtained, the coefficient of relationship work spirituality and performance (a) was 1,573, the coefficient of relationship work spirituality and job satisfaction (b) was 1,604, the coefficient of relationship job satisfaction and performance (d) was 0,112, and the coefficient of relationship between work spirituality and performance with mediated by job satisfaction (c) was 1,753. The mediation is partial mediation because if (c) and (d) the significant and (a) are also significant, the coefficient of (a) lower (down) than (b) and the independent variable is able to affect directly the dependent variable without variable or involve with mediators (Sheng Wu, 2011; Hair *et al.*, 2009). This idea was perfected by Zhao *et al.* (2009) which does not rely on the test of the total effect of the variable X (work spirituality) to variable Y (performance) on causal models. This type of mediation including the mediation of complementary variables influence there is mediation and direct influence both there and at that point in the same direction. Mediator variable is based that job satisfaction is the psychological conditions of employees resulting from the reflection of a dynamic job (Cohrs *et al.*, 2006).

Variable mediation is the result of multiplication between the coefficients variable spirituality with job satisfaction of 1,604, the coefficients variable job satisfaction with performance of 0,112 and the coefficient directly between spirituality with performance of 1,573 on the model of research and at the point of the same direction. The value of the coefficient in direct and indirect variables were 1,573 and 1,753, thus strengthening the relationships variables after mediated by job satisfaction. Zhao *et al.* (2009) mentioned the complementary indications that give this mediation a framework built in model theory research is complete, so that identification of the mediator variables consistent with hypothesis theory framework, but worth noting for other possibilities in the direct connection.

## FINDINGS

1. Work spirituality has a positive and significant relationship with job satisfaction, can be accepted.
2. Work spirituality has a positive and significant relationship with performance, can be accepted.
3. Job satisfaction has a positive and significant relationship with performance, can be accepted.
4. Work spirituality has a positive and significant relationship with job performance are mediated by job satisfaction, can be accepted.

## RECOMMENDATION AND SUGGESTION

1. For the practical implementation, it is necessary to give understanding for the employees about work spirituality role to improve the relationship between job satisfaction and performance for the capability of work spirituality in controlling and managing work behaviour in company.
2. For the research appropriateness to the standard of statistics, it is essential to ensure the question indicators completeness in the questionnaires to avoid the respondents' hesitation. Additionally, the number of the analyzed samples must be sufficient based on the requirements of the statistical analysis.

## CONCLUSION

1. Work spirituality has a positive and significant relationship with job satisfaction, this hypothesis can be accepted. This finding is supported by Parasuman (1984), Nur (2003), East (2005), Scott (2009), Malik, Danish and Usman (2010), Laila and Amjad (2011), Yahyazadeh-Jeloudar and Lotfi-Goodarzi (2012), Chand and Koul (2012).
2. Work spirituality has a positive and significant relationship with performance, this hypothesis can be accepted. This finding is supported by Isen and Baron (1991), Alexander *et al.* (1993), Neck and Milliman (1994), Joshi (1997), Shaw (1999), Lynton and Thogersen (2009), Ayranci (2011), Laila and Amjad (2011), Anjum and Ali (2011), Chin, Anatharaman and Tong (2011), Javanmard (2012) and Rastgar *et al.* (2012).

3. Job satisfaction has a positive and significant relationship with performance, this hypothesis can be accepted. This finding is supported by Brown and Reterson (1993), (Law *et al.*, 2001) and Christen *et al.* (2006).
4. Work spirituality has a positive and significant relationship with job performance are mediated by job satisfaction, this hypothesis can be accepted. Search all researchers, these findings, has not been examined by the researchers before, thus giving the new findings in the study.

### LIMITATIONS

1. This research is based on a single survey instrument (single self report survey instrument) questionnaire.
2. This study uses the concept of work spirituality is relatively new in the research organization's behavior and condition of the understanding of different respondents may give rise to difficulties in understanding the survey instrument.
3. Research is done on sharia banking employees so that in the process of capturing the response through the questionnaire is experiencing delays due to the flurry of work hours and the limited human resources in the bank's influence on the collection of data, process data and research results of sports.
4. This research using a limited number of samples of employees, it required a larger number of samples.

### SCOPE FOR FUTURE RESEARCH

1. To result in a relationship between independent variables and dependent ones in further research, a moderation variable as the one increasing the relationship of both is necessary.
2. It involves the research respondents that had many activities and limitation in sharia bank. This, as a consequence, brought an effect on data gathering and data management process.
3. Research is done on sharia banking when done on conventional banks or any other industry sector possible results will be different because cultural factors, organization, work ethic, management companies and work environment.

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**APPENDIX**

**TABLE 1: SAMPLE CHARACTERISTICS**

No.	Demographic Variables	Explanation (%)
1.	Sex	Male (56%) and female (44%).
2.	Age	Between 21-30 years old (53%), 31-40 years old (33%) and above 40 years old (4%).
3.	Marital Status	The married ones (70%) and unmarried ones (30%).
4.	Work Experinces	Those below 5 years (63%), between 6-10 years (16%) and above 10 years (21%).
5.	Education Level	The undergraduates (4%), Senior High School (10%), postgraduates (70%), and diploma (16%).
6.	Employment Status	66% of them were permanent employees and 34% were the contract ones.
7.	Management Level	Middle management (70%) and lower management (30%).

(Sources: managed data, 2014)

**TABLE 2: THE TESTING RESULTS OF GOODNESS OF FIT OF SEM MODEL**

No.	Goodness of Fit Index	Model 1	Model 2	Model 3	Model 4	Remarks
1.	Chi-square	7,705	10,370	9,119	25,748	<b>Good</b>
2.	Probability	0,000	0,240	0,010	0,106	<b>Good/Marginal</b>
3.	GFI (Goodness of Fit Index)	0,985	0,981	0,975	0,965	<b>Good</b>
4.	AGFI (Adjusted Goodness of Fit Index)	0,981	0,950	0,864	0,929	<b>Good</b>
5.	NFI (Normed Fit Index)	0,954	0,865	0,873	0,876	<b>Good</b>
6.	RFI (Relative Fit Index)	0,567	0,746	0,592	0,807	<b>Good</b>
7.	IFI (Incremental Fit Index)	1,002	0,960	0,891	0,959	<b>Good</b>
8.	TLI (Tucker Lewis Index)	1,004	0,928	0,650	0,933	<b>Good</b>
9.	CFI (Comparative Fit Index)	1,000	0,968	0,889	0,050	<b>Good</b>
10.	RMSEA (The Root Mean Square Error of Approximation)	0,000	0,041	0,143	0,957	<b>Good/Marginal</b>
11.	AIC (Akaiikes Information Criterion)	33,708	36,370	25,119	61,748	<b>Marginal</b>
12.	ECVI (Expected Cross Validation Index)	0,194	0,209	0,144	0,355	<b>Good</b>

(Sources: managed data, 2014)

**TABLE 3: ESTIMATES FOR THE STRUCTURAL EQUATION MODELING**

Parameter	Model	Estimate	t Value	Hypothesis
Work Spirituality → Job Satisfaction	(1)	1,604	***	<b>Accepted</b>
Work Spirituality → Performance	(2)	0,180	0,005	<b>Accepted</b>
Job Satisfaction → Performance	(3)	0,112	0,140	<b>Accepted</b>
Work Spirituality → Job Satisfaction → Performance	(4)	1,753	0,106	<b>Accepted</b>

(Source: managed data, 2014)

FIGURE 1. MODEL OF RESEARCH (1)

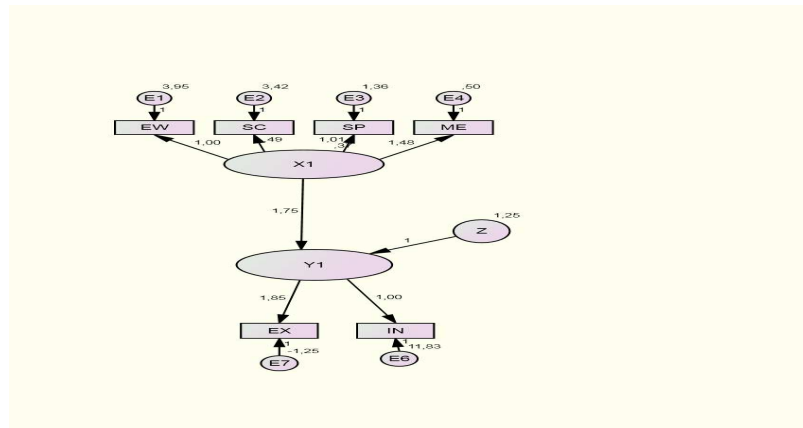


FIGURE 2. MODEL OF RESEARCH (2)

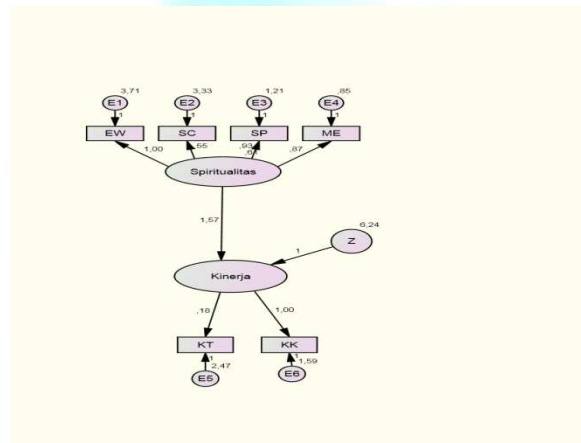


FIGURE 3. MODEL OF RESEARCH (3)

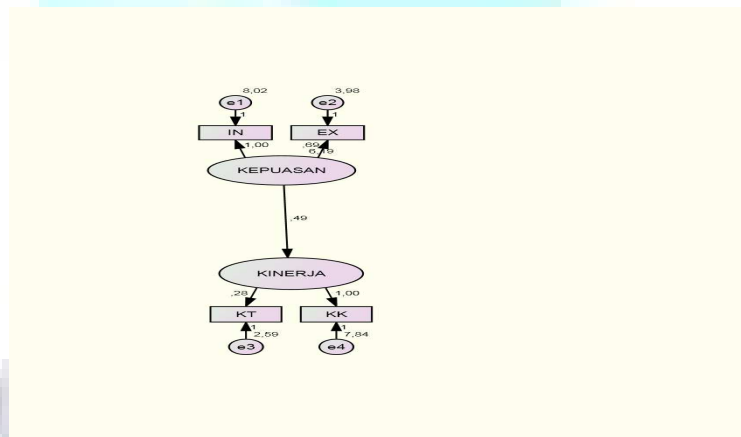
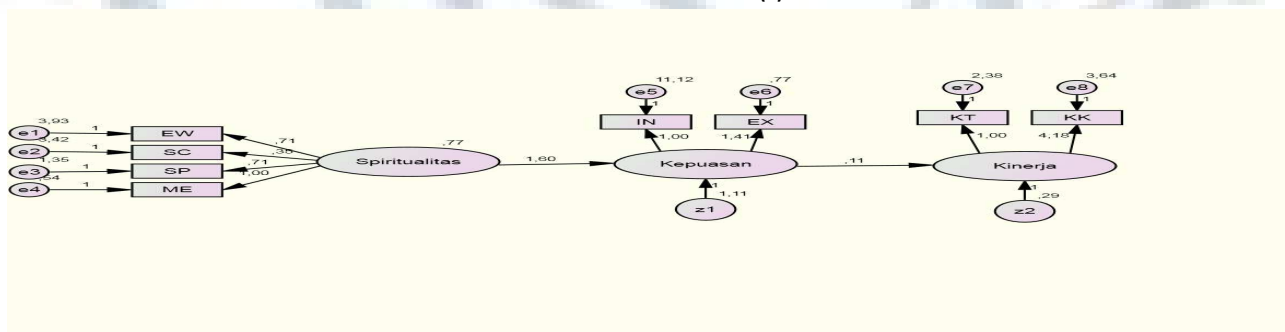


FIGURE 4. MODEL OF RESEARCH (4)



(Source: managed data, 2014)

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