



Performance of Convection Employees Facing Society : HR Development, Muslim Coworkers Support , and Spiritual Motivation

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Abstract

The research objective was to determine the effect of employee performance in facing the era of society in terms of human resource development, Muslim coworkers support, and spiritual motivation in the Kudus Convection UMKM, both positively and significantly. This research method uses field research with a quantitative approach and is analyzed using SmartPLS 3. The population is convection SMEs in Kudus, and the sample is 125 respondents. The analysis results of validity and reliability tests are valid and reliable. The results of this study indicate that HR development has a positive and significant effect on employee performance, Muslim coworkers support has a positive and significant impact on employee performance, and spiritual motivation has a positive and significant effect on employee performance. This research contributes to aligning modern management principles and the latest trends in the business world and preparing human resources to face the demands of the convection industry, which is growing. Recommendations for further research are that it can broaden the sampling not only in one city, can apply Islamic values more in the context of work, and can add other factors that have not been studied in this study.

Keywords: *Employee Performance; Spiritual Motivation; Muslim Coworkers Support; and HR Development*

INTRODUCTION

Technology and information are supporting business success. Technology is growing from time to time. Current technological developments have changed the social behavior of society (Society) (Ridwan, Nengsi, & Karlinda, 2022). In Era Society 5.0, many large companies have replaced robotization in their

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production processes, and the impact is mass layoffs, changes in people's behavior, robotization, and digitalization systems (Triamanda, 2022). However, this opens up opportunities for new economies emerging from MSMEs. This era can create new market opportunities and increase the output of MSMEs. Indonesian MSMEs are proven to make a very high contribution to the Indonesian economy recorded in 2018; MSMEs contribute more than 60% to Indonesia's GDP and are projected to be more than 50% by 2024 (Daya Qarsa, 2022).

The existence of MSMEs can encourage the rural economy through the absorption of labor in MSME units. The performance of its employees strongly influences the success of an MSME. Furthermore, of course, each UMKM tries to develop the performance of its employees in the hope that the goals can be achieved. With superior human resources, it will be easier for MSMEs to compete in Era Society 5.0. In addition to human resource development, a harmonious work environment will trigger the growth of employee morale, where Muslim coworker's support is a source of motivation that makes work go well and not forgetting spiritual motivation, which is a form of the human relationship with Allah SWT, it is also essential that in every work we do gets ease and smoothness with the permission of Allah SWT.

Based on data from the Office of Manpower, Industry, Cooperatives, and Kudus UMKM, 2022, there were 17,184 MSME actors (Nazaruddin, 2022). One of the MSME sectors that is in great demand is Convection. Convection has several clusters based on the type of business; for example, Padurenan village is the convection and embroidery industry cluster, Karangmalang village is the embroidery industry cluster, and Loram village is the bag industry cluster. The formation of the cluster is to facilitate marketing. This is an effort by the holy government to raise MSME products so that they are in demand by the public and can develop their productivity by continuing to increase creativity and innovation along with increasingly sophisticated and modern developments so that they can compete in the global market (Martini, Suhadi, & Sodik, 2019)

So far, in-depth research on the factors that influence the performance of Convection MSME employees is still limited; there is a gap that needs to be filled by identifying the influence of human resource development, Muslim coworker support, and spiritual motivation on employee performance in the Convection MSME context. This research aims to fill this void and provide a comprehensive



understanding of the factors that can improve employee performance (Rizkiana & Handayani, 2021). In addition, this is an opportunity for MSMEs to fundamentally revolutionize business concepts and strategies by utilizing technological will, changes in behavior patterns, communication change patterns, and digital potential in order to gain a comprehensive advantage over MSME concepts and innovations toward business transformation in facing the era of society, so that business can carry out a sustainable business in the development of the times (Suhariyanto, 2023).

Based on previous research on the variables examined in this study, the first study by (Fadili, Yulianti, Tuhagana, & Jamaludin, 2018) said that HR development had a very high effect on employee performance. This research was supported by research (Hermawati & Suganjar, 2020) saying that motivation and HR development influences employee performance. Another study (Setiawan & Nafilah, 2022) states that spiritual motivation significantly affects employee performance. Then research on the carrying capacity of coworkers comes from research (Mukarramah & Chalil, 2020) which says that coworker support dramatically influences performance. This is supported by research from (Clercq, Azem, Haq, & Bouckenoghe, 2020) which says that coworkers' support influences employee performance.

This study uses the theory of human capital because this theory is used to increase the value of human resources so that they can make a meaningful contribution to the company (Etania, 2022). The results of this research can increase HR awareness by following existing developments such as Era Society 5.0, providing better quality work performance with HR development, coworkers' support, and spiritual motivation, which are also essential to improve employee performance. To have more impact on business progress in Kudus confectionery SMEs.

LITERATURE REVIEW

Human Capital

The beginning of the emergence of Human Capital was Derived from the classical economic theory in 1776 by Adam Smith, then developed into a scientific theory. Human capital became popular in the 1960-the 1970s when Schultz 1960



and Becker in 1975 provided different perspectives on the concept and formation of Human Capital. Although the accumulation of human capital is essential in endogenous growth theory, as discovered by Lucas in 1988 and Romer in 1989-1990. However, Mankiw and friends were the first to use Human Capital in their production function. Human Capital functions to increase labor productivity, which drives output and economic growth and enhances other factors. This refers to the internal and external impacts of Human Capital (Bado, Hasbiah, Hasan, & Alam, 2017). The emergence of the concept of Human Capital is due to a shift in the role of HR and arises from human awareness that they are intangible assets that have many benefits (Etania, 2022).

Human capital in language is composed of two essential words: human and capital. Capital is defined as a factor of production used to produce goods or services without consuming them during the production process (Frimayasa & Lawu, 2020). There are several things to believe will develop human capital experience, education, training, and social media (Frimayasa & Lawu, 2020).

Employee Performance

The performance or work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. To complete a task or job, a person should have a certain level of willingness and ability. Performance, namely actual behaviour, is shown by everyone as work performance carried out by employees according to their role in the company (Silaen et al., 2021).

The dimensions and performance indicators of employees, according to (Suswati, 2021), include: Quantity (the indicator can meet work targets on time), Quality (the indicator carries out work with full responsibility), and Efficiency of work results (the indicator completes work efficiently and goal setting).

UMKM Convection Era Society 5.0

Society 5.0 is a human-centred society that balances economic progress to provide solutions to social problems through a system that highly integrates virtual and physical space (Ridwan et al., 2022). MSMEs (Micro, Small, and Intermediate) are business productive owned by individuals or body business



compliant individuals criteria business micro, small and medium based on Law No. 20 of 2008 article 1 Chapter I (Husnurrosyidah, 2019).

As for the challenges (Hidayat & Andarini, 2020) for SMEs in the era of society 5.0 that we need to face, namely: 1) by using intelligent robots and computers (artificial intelligence), many sectors of work are lost, intelligent machines are replacing human jobs. 2) The negative impact of using gadgets to access negatively charged digital information from social media, lots of hoax news, or inaccurate and precise information. 3) Intense competition in online trading (E-commerce). 4) Growing need for cooperation and collaboration, and 5) Increasing need for innovation.

Meanwhile, there are opportunities, according to (Hidayat & Andarini, 2020), for MSMEs in facing the era of society 5.0: marketing or selling people's products can be done digitally, the prices of gadgets and cell phones are getting cheaper, internet prices are getting affordable by the community, more and more MSME entrepreneurs are using e-commerce and company performance is not only a financial measure but also the wellbeing of the community and workers, for example banking, fintech and the manufacturing industry.

HR Development

Human resource development is an effort to develop the quality or ability of human resources through planning, education, training and managing human resources to achieve an optimal result (Effendi & Sulistyorini, 2021). Room scope HR development in something organization: recruitment and selection, training and development, management performance, management communication, management compensation And benefit, and management connection Work (Effendi & Sulistyorini, 2021).

Dimensions and indicators of human resource development, according to (Husniati & Fadillah, 2020) among others are knowledge (indicators know how to manage work, know the responsibilities given, and know the product produced), skills indicators able to make decisions based on information, able to manage time in completing tasks, able to carry out tasks, and able to comply with the rules that have been set) and mastery of technology (indicator able to lighten the work, able to increase productivity And able to find accurate information).



Muslim Coworkers Support

Muslim Coworkers Support can be translated as the support of Muslim co-workers, which means the quality of friendship or concern for fellow Muslim employees by providing emotional, instrumental guarantees, information needed, and assistance to overcome stressful situations at work (Wenang, Affifatusholihah, & Fadhilah, 2020). Peer support is a form of social support. Social support is a form of assisting others; that form of assistance consists of giving someone a feeling of love, affection, and comfort. In Islam, social support is called *Ta'awun* (to help). Please help is highly recommended in Islam; this reminds us that humans cannot live alone without help from others. In Islam, social relations are divided into three relationships: the connection between a man with Allah SWT, the relationship between a man with self and myself, and the connection between a man and a man and another (Arlotas, 2019).

As for the dimensions and indicators of Muslim *coworkers support*, according to (Tews & Michel, 2013), instrumental support (the indicator of getting help from co-workers when there is a heavy workload, getting help from co-workers in solving work problems, getting help from co-workers when it is urgent), and emotional support (indicator get praise when successful in completing assignments, be a good listener when colleagues complain about their work, and feeling of being accepted in the workgroup).

Spiritual Motivation

Spiritual motivation is a motivation that comes from a person's beliefs and values. For a Muslim, the verses of the Qur'an and As-Sunnah are inevitably the primary motivators in life. This motivation is the only one that is valid and strong to encourage people to move on until they realize their goals. With spiritual motivation, a person will not recognize the words tired and hopeless in his dictionary. On the contrary, they will keep trying until finally, with the permission and help of Allah SWT, they succeed in realizing their goal.

Therefore, Muslims today must understand and possess this motivation (Sharif, 2019). The dimensions and indicators of spiritual motivation, according to (Rizal, Budiyanto, & Asyik, 2022), are: aqidah motivation (indicator of belief in



the pillars of faith), muamalah motivation (indicator of meeting work needs And meeting the needs of production), and worship motivation (indicator practice of prayer And practice of prayer).

Hypothesis

There are several previous studies related to the variables examined in this study, the first study by (Fadili et al., 2018) said that HR development has a very high effect on employee performance, and this research is supported by research from (Hermawati & Suganjar, 2020) saying that motivation and HR development influences employee performance. Another study (Setiawan & Nafilah, 2022) states that spiritual motivation significantly affects employee performance. Then research on the carrying capacity of coworkers comes from research (Mukarramah & Chalil, 2020) which says that coworker support dramatically influences performance. This is supported by research from (Clercq et al., 2020), which says that coworkers' support influences employee performance. So that can, the formulation of the hypothesis in this study is as follows:

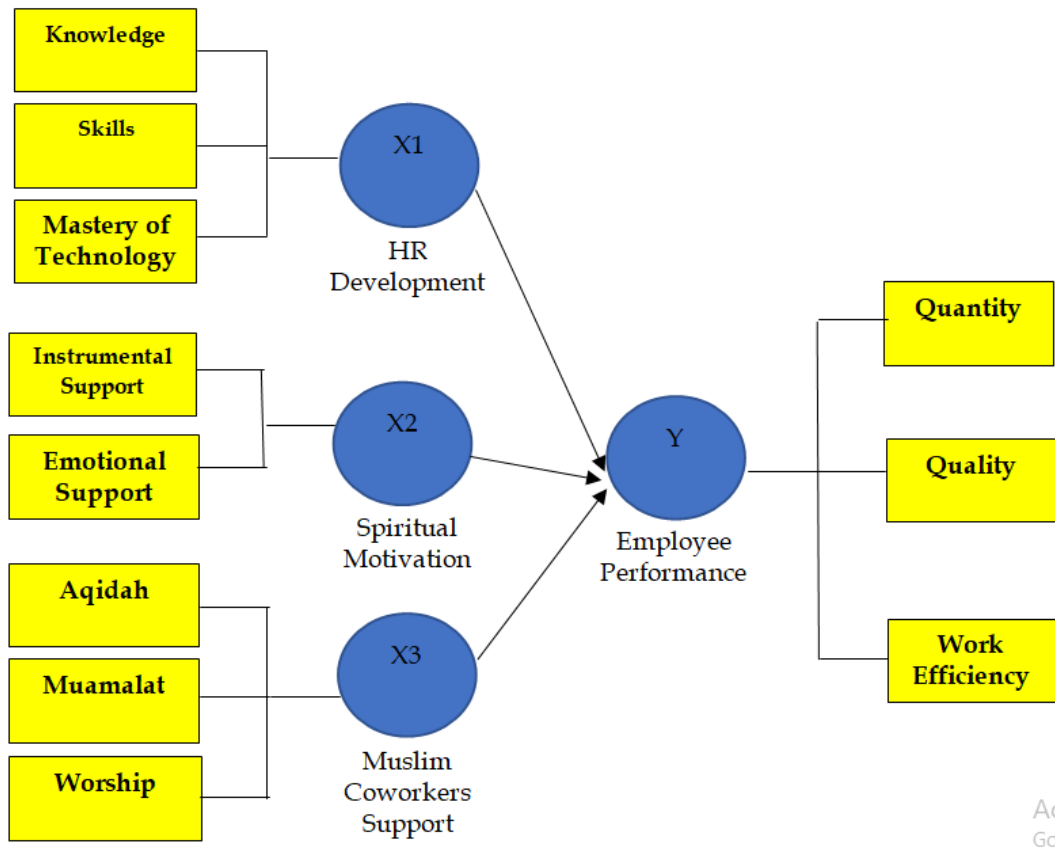
H1: HR development has a positive effect on employee performance in facing the era of society 5.0.

H2: Muslim Coworkers' Support has a positive effect on employee performance in facing the era of society 5.0.

H3: Spiritual motivation has a positive effect on employee performance in facing the era of society 5.0.

This study has a path analysis and research model frame of mind like this:

Figure 1
Research Models



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RESEARCH METHODS

Approach This study uses quantitative methods with non-probability sampling techniques, namely purposive sampling (there are criteria specific in taking the sample) (Sugiyono, 2015) .Data collection was obtained from questionnaires and documentation. The population of this study were all SMEs of Kudus Convection, with a sample size of 125 obtained from the number of indicators multiplied by 5. Small sample sizes with minimum requirements of 5 or 10 times the size of the most formative indicators used to measure one latent



variable or only using 20 data can use PLS correctly (Sarwono & Narimawati, 2015). The data obtained from the questionnaire was then calculated using a *Likert scale* with a value range of 1 to 5, namely strongly agree, agree, doubt, disagree, and strongly disagree (Yuliarmi & Marhaeni, 2019).

Variable free study This is HR development (X1), Muslim coworkers support (X2), and spiritual motivation (X3), variable bound is performance Employee (Y). Test instrument form test validity And test reliability, as well data analysis using analysis path. Then testing performed covers the evaluation of the measurement model (outer model), evaluation of the structural model (inner model) and testing hypothesis with SmartPLS 3 software assistance (Rouf, Supriyanto, & Asnawi, 2022).

DISCUSSION

Profile demographics Respondents covering gender, age, education, length of work, and MSME categories are presented in the following table:

Table 1
Demographics Respondents

Characteristics	Frequensi	Percentages
Gender		
Male	39	31.2%
Female	86	68.8%
Age		
18-30 years	50	40%
31-45 years	53	42.4%
>45 years	22	17.6%
Education		
SD	5	4%
SLTP	16	12.8%
SLTA	90	72%
S1	14	11.2%
MSME Category		
Micro (4 people)	14	31.1%
Small (5-19 people)	23	51.1%
Intermediate (20-99 people)	8	17.8%

Source : primary data processed, 2023

The outer model and inner model analysis in this study are as follows :

Table 2
Test validity

Variable	Item	Indicator	Outer Loading	Information
HR Development	X1.1.1	Know how to manage work	0.710	Valid
	X1.1.2	Know the responsibilities assigned	0.701	Valid
	X1.1.3	Know the products produced	0.846	Valid
	X1.2.1	Able to make informed decisions	0.766	Valid
	X1.2.2	Able to manage time in completing tasks	0.778	Valid
	X1.2.3	Able to carry out tasks	0.748	Valid
	X1.2.4	Able to comply with established rules	0.873	Valid
	X1.3.1	Able to lighten the job	0.913	Valid
	X1.3.2	Able to increase productivity	0.839	Valid
	X1.3.3	Able to find accurate information	0.788	Valid
Muslim Coworkers Support	X2.1.1	Get help from colleagues when you have a heavy workload	0.892	Valid
	X2.1.2	Get help from colleagues in solving work problems	0.912	Valid
	X2.1.3	Get help from co-workers when it's urgent	0.910	Valid
	X2.2.1	Get praise when successful in completing tasks	0.915	Valid
	X2.2.2	Be a good listener when co-workers complain about their work	0.941	Valid
	X2.2.3	Feelings of acceptance in the workgroup	0.912	Valid



Spiritual Motivation	X3.1.1	Believe in the pillars of faith	0.924	Valid
	X3.2.1	Meet work needs	0.886	Valid
	X3.2.2	Meet production needs	0.945	Valid
	X3.3.1	The practice of prayer	0.823	Valid
	X3.3.2	Prayer practice	0.820	Valid
Employee Performance	Y.1.1	Can meet work targets on time	0.868	Valid
	Y.2.1	Can carry out work with full responsibility	0.875	Valid
	Y.3.1	Can complete work efficiently	0.908	Valid
	Y.3.2	Can goal setting	0.898	Valid

Source: Processed results of SmartPLS 3, 2023

The results of processing using SmartPLS can be seen in the table above the outer model values or the correlation between constructs and variables, indicating that overall the loading factor value is more significant than 0.7 so that the constructs for all variables are valid from the model.

Table 3
Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Rule of Thumb	Model Evaluation
Employee performance	0.910	0.937	> 0.80	Highly Reliable
Spiritual Motivation	0.927	0.945		Highly Reliable
Muslim Coworkers Support	0.960	0.968		Highly Reliable
HR Development	0.936	0.946		Highly Reliable

Source: Processed results of SmartPLS 3, 2023

Based on the table above , it can be concluded that the constructs for all variables meet the criteria of reliability. This is indicated by the value of Cronbach’s Alpha and composite reliability obtained from the SmartPLS estimation results. The resulting value is > 0.80 as the recommended criteria.

Table 4
R Square and Q-square analysis

Variable	R Square	Q-square
Employee performance	0.641	0.494

Source: Processed results of SmartPLS 3, 2023

In principle, this study uses 1 variable that is influenced by other variables. The results of the R Square value of the employee performance variable are 0.641 or 64.1% meaning that the variables of HR development, Muslim coworkers support and spiritual motivation can substantially explain the employee performance variables at a level of 64.1% while the rest are influenced by other variables not included in the model this research. Then the Q Square value of the employee performance variable is equal to 0.494, meaning it is greater than 0, indicating that the exogenous variable is quite good as a predictor variable.

Table 5
Value analysis f-square effect size (f²)

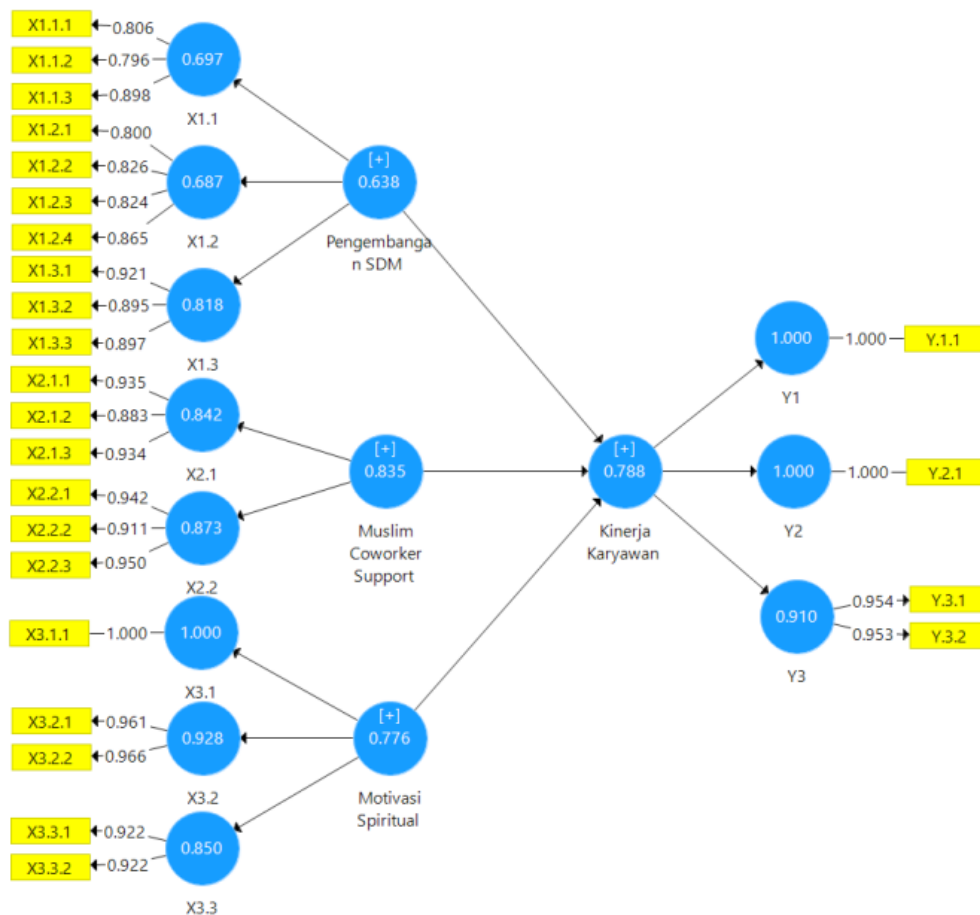
Variable	f ²
HR Development	0.092
Muslim Coworkers Support	0.035
Spiritual Motivation	0.667

Source: Processed results of SmartPLS 3, 2023



Based on table 5 it is known that the variables of HR development and Muslim coworkers support obtained f-square values of 0.092 and 0.035 respectively, meaning that the ability of the variables of HR development and Muslim coworkers support in explaining employee performance variables is classified as a small effect. While the spiritual motivation variable obtained an f-square value of 0.667, meaning that the ability of the spiritual motivation variable in explaining employee performance variables is classified as a large effect.

Figure 2
Test Algorithm



Source : Processed results of SmartPLS 3, 2023

Table 7
Hypothesis test

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
HR Development -> Employee Performance	0.228	0.230	0.082	2,784	0.003
Muslim Coworkers Support -> Employee Performance	0.119	0.120	0.057	2097	0.018
Spiritual Motivation -> Employee Performance	0.601	0.599	0.082	7,297	0.000

Source: Processed results of SmartPLS 3, 2023

Based on the hypothesis testing of the direct influence above, it can be explained as follows.

a. Effect of Human Resource Development on Employee Performance

The results of testing the H1 hypothesis show that the relationship between the HR development variable and employee performance in facing society 5.0 era shows an estimated value of 0.228 (positive) meaning that the HR development variable has a positive influence of 0.228 on employee performance in facing society 5.0 era. Then the p-value is 0.003 < 0.05 and the t-statistic value is 2.784 > 1.645 so it can be concluded that HR development has a positive effect on employee performance in facing the era of society 5.0, which means that hypothesis H1 **is accepted**.

Development is done well in an MSME, then employee performance will increase. This is because HR development will help employees to improve their skills and knowledge, so that they can work more effectively and efficiently and always keep abreast of technological developments.

Several ways that can be done to develop human resources include providing training and skills development, providing regular feedback,



providing opportunities for learning and development, and creating a positive and supportive work environment. By doing these things, MSME actors can help employees to reach their full potential and achieve better results in their jobs. Especially in the era of society, human resource development is very important to improve the performance of employees along with technological advances and increasingly fierce competition in various sectors and so that MSMEs must ensure that their employees have the right skills and knowledge to remain relevant and productive.

Several studies that have the same effect as this study, namely HR development has a positive influence on employee performance. The same research was conducted by the same research conducted by (Azhar, 2022) said that human resource development is very important to adapt to change and progress so that Indonesian human resources will have superior knowledge and abilities in the field of information technology in the future or are currently being faced. Another study conducted by (Nugraha, 2016) and research from (Wahyuni, Edriani, Sari, & Irfani, 2022) said the development of human resources simultaneously has a positive and significant effect on employee performance. Then there is also research from (Asiati et al., 2018) and research from (Handayani, Sarumaha, Purba, & Magdalena, 2021) who say that HR development is very important because workers who do not yet have the expertise to operate increasingly sophisticated and all-digital equipment will experience layoffs. So it is important to prepare it in the world of education and training with the needs of the world of work today.

b. The Effect of Muslim Coworkers Support on Employee Performance

The results of testing the H2 hypothesis show that the relationship between the Muslim coworkers support variable and employee performance variables in facing society 5.0 era shows an estimated value of 0.119 (positive) meaning that the Muslim coworkers support variable has a positive effect of 0.119 on employee performance in facing society 5.0 era. Then the p-value is 0.018 <0.05 and the t-statistic value is 2.097 > 1.645 so that it can be concluded that Muslim coworkers support has a

positive effect on employee performance in facing the era of society 5.0, which means that hypothesis H2 **is accepted**.

Coworker support at work is good, then employee performance tends to increase. This is because Muslim coworkers support can give employees the confidence and motivation, they need to overcome challenges at work and achieve better results.

Muslim coworkers support is very important in the era of society in improving employee performance because it can increase motivation and morale, increase employee involvement, increase self-confidence, increase collaboration and creativity, increase job satisfaction. Therefore, Muslim coworkers support is very important in improving employee performance in the era of society. These MSMEs must ensure that a positive and supportive work culture has been built, so that employees feel comfortable and supported in carrying out their duties. In addition, MSME owners can also give awards or recognition for the support and contributions given by colleagues, so that they can encourage them to work.

Several studies that have the same effect as this study, namely Muslim coworkers support have a positive influence on employee performance. The same research was conducted by (Clercq et al., 2020) , (Deng et al., 2021) and also research from (Yang et al., 2019) said that the importance of coworkers support is one way to reduce work stress by providing control and making workers comfortable so they don't intend to change jobs. Then there is also research from (Harmawati, Farida, & Santoso, 2022) said that co-worker support has a positive and significant influence on employee performance. Then there is research from (Guo, Liu, Chu, Ye, & Zhang, 2019) said that coworkers support can provide better work safety. When colleagues support and work together, they can help prevent work accidents by paying attention to situations and conditions that may be dangerous in their work environment.

c. The Influence of Spiritual Motivation on Employee Performance

The results of testing the H3 hypothesis show that the relationship between the spiritual motivation variable and employee performance in



facing the era of society 5.0 shows an estimated value of 0.601 (positive) meaning that the variable spiritual motivation has a positive effect of 0.601 on employee performance in facing the era of society 5.0 . Then the p-value is $0.000 < 0.05$ and the t-statistic value is $7.297 > 1.645$ so that it can be concluded that spiritual motivation has a positive effect on employee performance in facing the era of society 5.0, which means that hypothesis H3 is **accepted**.

Motivation is carried out well in an MSME, then employee performance will increase. Spiritual motivation is a form of human relationship with Allah SWT. If a person develops a deeper relationship with Allah, this will in turn have a positive impact on their performance.

Spiritual motivation provides a strong foundation for employees in facing the era of society, for example helping them to maintain calm, good ethics, empower themselves, overcome challenges and achieve the balance of life needed to be successful at work and build positive relationships with others. Spiritual motivation not only improves employee performance, but also improves their overall quality of life.

Several studies have the same effect as this study, namely spiritual motivation has a positive influence on employee performance. The same research conducted by (Idayati, 2019) and research from (Adam, 2022) says that spiritual motivation has a positive influence on employee performance, performance will be better if spiritual motivation increases, especially in understanding religious values with the concept of work, behavior , and performance in the view of religion. Then there is also research from (Mujib et al., 2016) saying that spiritual motivation as measured using the dimensions of faith, worship and muamalat has proven successful and has a positive influence on performance. Research from (Aflah, Suharnomo, fuad, & Mursid, 2021) said that there is a positive and significant influence of Islamic motivation on employee performance. Then research from (Kirana, 2016) says that spiritual motivation has a positive and significant effect on performance, which means that the stronger the belief (aqidah), worship and muamalah possessed by employees, the better the performance will be.

CONCLUSION

The purpose of this study was to determine the effect of employee performance in facing the era of society 5.0 in terms of the variables of human resource development, Muslim coworkers support, and spiritual motivation in Kudus convection SMEs.

Human resource development (X1) based on the f-square effect size test has a value of 0.092. While testing the hypothesis with bootstrapping calculations which shows the value of the HR development variable (X1), namely t-statistic $2.784 > 1.645$, the path coefficient value is 0.228 and in the P Values column $0.003 < 0.05$, the results can be stated to have a positive and significant effect. This means that HR development is carried out well in SMEs, then employee performance tends to increase. This is because HR development will help employees to improve their skills and knowledge, so that they can work more effectively and efficiently.

Muslim coworkers support (X2) based on the f-square effect size test has a value of 0.035. While testing the hypothesis with bootstrapping calculations which shows the value of the Muslim coworkers support variable (X2) shows a value, namely the t-statistic value of $2.097 > 1.645$, the path coefficient value is 0.119 and in the P Values column $0.018 < 0.05$, so the results can be stated to have an effect positive and significant. This means that co-workers support at work is good, then employee performance tends to increase. This is because Muslim coworkers support can give employees the confidence and enthusiasm to work as needed to overcome challenges at work and achieve better results and provide a sense of security and comfort at work because they feel given full attention from fellow co-workers and superiors.

Spiritual motivation (X3) based on the f-square effect size test has a value of 0.667. While testing the hypothesis with bootstrapping calculations which shows the value of the spiritual motivation variable (X3) shows a value of t-statistic $7.297 > 1.645$, the path coefficient value is 0.601 and in the P Values column $0.000 > 0.05$, the results can be stated to have a positive effect and significant. This means that spiritual motivation can affect employee performance so that it can increase productivity, creativity, and motivation at work. Because this motivation is related to values that are abstract and come from within a person, such as a sense of purpose in life, the meaning of life, and belief in something bigger than oneself. Therefore, it is important for MSME owners to pay attention to the spiritual motivation of employees and provide the right support to ensure that this spiritual motivation has a positive impact on employee performance.



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