
The Influence of Core Self-Evaluation, Workload, and Workplace Spirituality on Employee Performance with Career Commitment as a Mediation Variable at Pt. Bank Aceh Syariah - Operational Head Office

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Abstract

This study aims to test core self-evaluation, workload, and workplace spirituality influence on the PT Bank Aceh Syariah-Operational Head Office (BAS-OHO) employee performance with a career commitment as a mediator. The population was 189 and it used census techniques for sampling. Data were analyzed via one sample t-test, Structural Equation Modeling (SEM)-AMOS, and Sobel test. The test results conclude that in BAS-OHO, the core self-evaluation, workplace spirituality, career commitment, and employee performance were running well, while the workload felt by employees was already in a high position. Then, core self-evaluation and workplace spirituality influence career commitment and BAS-OHO employee performance positively, but Workload influences career commitment and BAS-OHO employee performance negatively. Furthermore, career commitment itself also influences BAS-OHO employee performance, and Career commitment partially mediates the core self-evaluation, workload, and workplace spirituality influence BAS-OHO employee performance. These findings explain that the BAS-OHO employee performance improvement model is a function of strengthening core self-evaluation, adjusting workloads, strengthening workplace spirituality, and strengthening career commitment.

Keywords: Core self-evaluation, workload, workplace spirituality, career commitment, and employee performance

1. Introduction

In the field of overall Bank management, PT. Bank Aceh Syariah (BAS) continues its efforts to consistently improve the quality of implementing Good Corporate Governance (GCG), optimizing the implementation of the risk management system and implementing bank compliance, improving the quality of implementing risk-based audits in implementing internal controls at all levels of the organization. Meanwhile, in terms of improving services, BAS is expanding its office network, developing information technology, developing product features, and improving the quality of service for customers, as well as sharpening its orientation to the market and focusing on the desires and needs of the community using banking services with an emphasis on improving the quality of the best service so that it can increase power competitiveness (BAS Annual Report 2019). In line with the Bank's medium-term strategic plan as stated in the Corporate Plan for 2018 – 2022, the BAS continues to strengthen its ideal operational foundation by adjusting its vision and mission to be stronger and focusing on long-term goals and aspirations that are more accommodating to all stakeholders.

The development of Islamic banking continues to experience a significant increase every year. This can be seen from the development of assets, the growth of office networks, and the growth in the number of workers owned by Islamic banking. Based on data obtained from the Financial Services Authority, in 2016 the total assets of Sharia banking reached IDR 365.66 trillion, then in 2017 it increased to IDR 435.02 trillion, in 2018 it increased again to IDR 489.69 trillion, then in 2019 it increased to 538.32 trillion, then in 2020 it managed to reach IDR 608.90 trillion, and finally as of September 2021 it had increased again to IDR 624.4 trillion. Sharia banking is required to not only increase the number of human resources but also maintain the quality of the workforce to achieve Sharia goals by increasing the development of Sharia banking in providing services to the community. Managing human resources has a very important role because it plays a potential role in the sustainability of a company. When companies can manage human resources well, companies will be able to develop, keep up with competition, and survive. Managing human resources can be done by paying attention to employee performance, because this will increase employee productivity and will have an impact on company effectiveness.

To see an initial description of core self-evaluation, workload, workplace spirituality, career commitment, and employee performance at PT Bank Aceh Syariah-Operational Head Office (BAS-OHO), a preliminary survey was conducted for this study on thirty (30) employees. The survey conducted regarding respondents' perceptions of employee performance variables showed that the average number is 3.93 and was in a good category, indicating that the performance of employees of BAS-OHO was good. It's just that two indicators still need to be accelerated, namely working knowledge regarding duties and responsibilities and having an attitude of mutual assistance and cooperation.

(Ioannidou, Karagiorgos, & Alexandris, 2016) describe commitment as a form of tendency to be committed to a consistent line of activities because of the perceived costs of implementing other activities. (Haslam, Reicher, & Platow, 2020), (Soeraiya, Sofyan, & Majid, 2022), and (Warahmah, Harmen, & Kesuma, 2022) state that the career commitment possessed by employees will increase the performance they can provide to the organization. As for the initial survey regarding the career commitment variable, the data shows that the average number is 3.72 and is in a good category, which indicates that the career commitment of employees of BAS-OHO is good. It's just that two indicators still need to be accelerated, namely regarding the ability of employees to adapt to achieve a career and their consistency in achieving it.

Core self-evaluation (or often abbreviated as CSE) leads to setting more ambitious goals, which in turn is associated with better levels of performance. People who have high CSE can manage their careers well because individuals with more positive CSE tend to be more effective and goal-oriented in their work. In addition, people who have CSE can succeed based on their desire to demonstrate their positive characteristics to themselves and others. Therefore, people with high CSE take jobs that are challenging, rewarding, and recognized by society as "high positions" because they believe they will be successful at work (Erez & Judge, 2001). Several studies show that individuals with higher CSE have more successful careers because employees who have core self-evaluations can improve their performance for the organization. This is proven by several studies conducted by (Ardiansyah, Musnadi, & Syafruddin, 2020), (Rinaldy, Nasir, & Faisal, 2020), stating that the core self-evaluations possessed by employees will increase the performance that can be given to the organization. The initial survey result regarding the core self-evaluation variable is already in a good position, where the average

number is 3.57. In the form of core self-evaluations in the form of self-efficacy, it is known that employees have a good sense of responsibility for the work given to them. This is supported by relying more on the abilities possessed by each employee in completing work. However, when dealing with a type of work that has a high level of difficulty, employees begin to feel difficulty at work and hinder other work that must also be completed immediately.

Several studies have stated that the two causes of poor quality performance are task complexity and high workload (Lyell, Magrabi, & Coiera, 2018). The study also shows that excessive workload can become a stressor when employees face the quantity or difficulty of tasks (Kimura, Bande, & Fernández-Ferrín, 2018). If the worker's abilities are higher than the job demands, feelings of boredom will arise. However, on the contrary, if the worker's abilities are lower than the demands of the job, then more fatigue will appear. The workload imposed on employees can be categorized into three conditions, namely meets standards, is too high, and is too low. In work actualization, workload often influences the performance that employees can provide so it greatly influences quality work results (Koskei, Kimutai, & Bogonko, 2018). The initial survey regarding the workload variable in this study obtained an average number of 3.74. Respondents felt that they had a high workload. Responsibility is a personality backbone that is always maintained by employees at work so that work can be completed properly. Then, even though it has a burden, high working conditions are used to being lived by employees so that it creates a good ability to deal with it.

Several studies have shown that workplace spirituality is a predictor of some positive organizational outcomes (Walt & Klerk, 2014) such as performance (Do, 2018); (Rahman, Zaman, Hossain, Mannan, & Hassan, 2019). Attitudes with high levels of work spirituality are positive, and show far greater commitment than those without these values. Workplace spirituality leads to increased wisdom, trust, honesty, personal fulfillment, and increased commitment to work, which ultimately leads to increased performance. The initial survey regarding the variable workplace spirituality shows the average number is 3.71 and was in a good category. However, there is an indicator value still lacking, namely employees' confidence in terms of employee motivation to continue learning Sharia economics by working at BAS-OHO.

To formulate this phenomenon following those described above, the authors are interested in researching further the Core Self Evaluations, Workload, Workplace Spirituality, Career Commitment, and BAS-OHO employee performance.

2. Literature

Core Self Evaluation

Core self-evaluations are the degree to which individuals like or dislike themselves, whether they consider themselves capable and effective, and whether they feel in control or powerless over their environment (Robbins & Judge, 2017). The indicators in this study that are used to measure the core self-evaluation consist of several parts. Indicators for self-efficacy consist of several dimensions, such as level of difficulty (dexterity in dealing with work, level of difficulty of the task being carried out, and reliance on completing one's work). The broad dimensions of the behavioral field (employee motivation in completing work and providing work completion targets), the dimension of confidence stability (feelings of being able to do the work, level of confidence in completing tasks, and initiative in completing tasks without waiting for orders).

The self-esteem indicator consists of several things, such as being able to work, completing tasks, self-esteem, self-satisfaction, high self-confidence, and self-existence. Indicators of locus of control consist of external dimensions (lack of initiative, easily giving up because they believe that external factors control them, lack of information seeking, hope that there is a correlation between effort and success, and being more easily influenced and dependent on the guidance of others), and internal dimension (like to work hard, has high initiative, always tries to find solutions to problems, always tries to think as effectively as possible, and always has the perception that effort must be made if you want to succeed). Indicators of emotional stability consist of several things, such as being able to control stress well, being able to remain calm in the face of stressful situations, being able to manage worry, being able to control feelings of irritation and anger, and not getting nervous easily.

Workload

Workload is the amount of work that must be carried out by a position/organizational unit and is the product of work volume and time norms (Greenglass, Burke, & Fiksenbaum, 2001). (Irawati & Carrollina, 2017) define workload as the amount of time it takes for a person or a group of people to complete their job tasks or responsibilities under normal conditions. The study by (Rolos, Sambul, & Rumawas, 2018) found that workload refers to the amount of work that needs to be done by a person or team within a specific time frame. It is determined by the volume of work and the expected time it should take to complete it. To analyze the workload in a work unit and determine if there are the right number and types of workers, we use workload analysis. According to (Tambengi, Kojo, & Rumokoy, 2016), workload analysis means looking at how often people do their jobs over a certain period. Workload means the amount of work that needs to be done for a job, and it has to be finished by a specific deadline. (Ahmad, Tewal, & Taroreh, 2019) said that workload means all the work given to people to finish in a specific amount of time. As for the measurement of workload according to (Greenglass et al., 2001), namely the level of difficulty, overtime, work completion time, responsibilities, and working conditions.

Workplace Spirituality

Workplace spirituality is defined as the expression of an individual's desire to find meaning and purpose in life, a transcendent personal state, living with inner truth to produce positive attitudes and relationships, and beliefs that are connected (Cavanagh & Bandsuch, 2002). (Ashmos & Duchon, 2000) define a spiritual workplace as a workplace that allows the expression of a person's inner life by doing meaningful work in the context of society (community). According to (Sony & Mekoth, 2019) when employees fully engage their work with purpose, they can fully express themselves, including their spiritual self. As a result, spirituality in the workplace can be interpreted as meaning at the individual and organizational level of analysis (Sony & Mekoth, 2019). According to (Habeeb & Khan, 2018) spirituality in the workplace is about interconnected feelings of compassion for others, full inner awareness in achieving meaning from each job, and which enables transcendence. (Petchsawang & Duchon, 2012) said that people do not work only with their hands, but also with their hearts (spirit). The indicators of workplace spirituality according to (Cavanagh & Bandsuch, 2002), namely ideology, religious practice, experience and consequences, religious knowledge, and experience.

Career Commitment

Career commitment is identifying a request and being highly motivated to carry it out, even when the source of motivation is no longer present (Haslam et al., 2020). (Nainggolan & Sandroto, 2017) stated that career commitment means how much a person wants to work in a specific career. Career commitment refers to a person's dedication and determination to achieve their own goals for personal growth (Vandenberghe & Ok, 2013). According to (Lee, Hung, & Ling, 2012) career commitment means a person's attitude towards achieving their own goals for personal growth, and it is more about individuals. Meanwhile, according to (Niu, 2010), if a person is committed to their career, it can help them stay in a job for a long time and learn important skills. (Mahalingam & Suresh, 2018) added that career commitment means being dedicated to staying with a company and working hard to achieve its goals and interests. Meanwhile, according to (Porter, 1998), career commitment is the strength of a person's recognition and involvement in a particular organization. The measures that can be achieved to see the extent of performance that employees have given to their agency refer to (Haslam et al., 2020), namely doing work with pleasure, appreciation from the company, career attitude, career adaptability, and career identity.

Employee performance

Employee performance is behavior that is relevant to achieving organizational goals which are measured according to the expertise of each individual (Gomes, 2003). According to (Steers, 2013) The idea of employee performance is how well they can do their tasks and help the organization succeed. The definition of employee performance from (Swanson & Holton, 2014) is Employee performance refers to how well employees do their job. It involves looking at whether the goals and mission of the organization match the actual economic, political, and cultural conditions. It also considers whether the organization has the right structure, policies, leadership, resources, and training to achieve its mission. Additionally, employee performance takes into account whether the organization's policies, culture, and incentive systems help employees achieve the desired results. According to (Atatsi, Curşeu, Stoffers, & Kil, 2020), performance issues are also related to a person's ability to develop his or her abilities to be able to work following organizational goals. Performance shows how good an employee is at doing their job. Performance is usually misunderstood as the amount of energy or effort put in, but it is determined by the outcomes or results achieved. Typically, performance means how well a person does their job. The indicators used to measure employee performance are based on the opinion of (Gomes, 2003), namely the quantity of work, quality of work, work knowledge, creativity, teamwork, trustworthiness, initiative, and personal qualities.

Model and Hypothesis

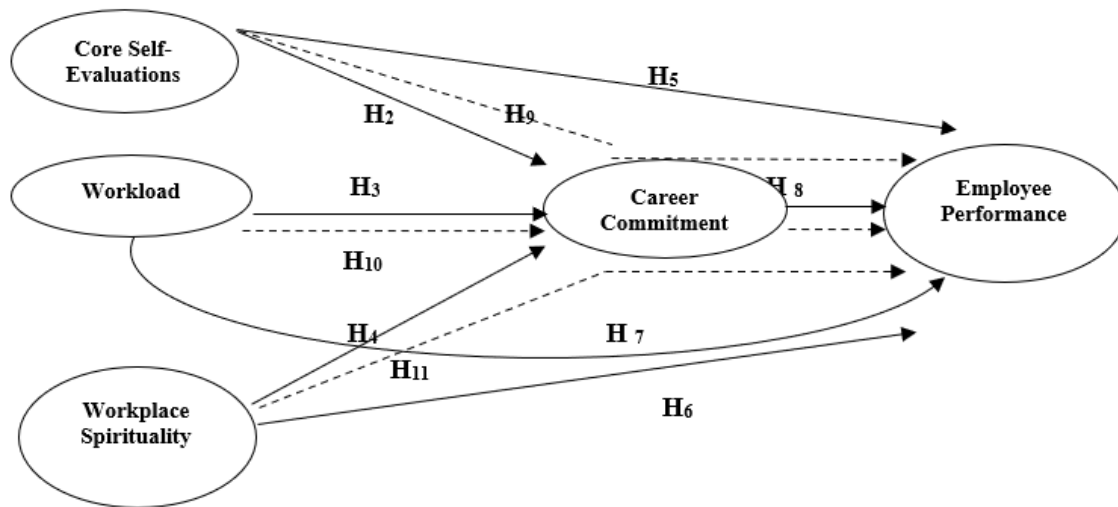

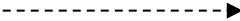


Figure 1. Research Model

Information:  Direct line of influence
 Line of mediation/indirect influence

A. Descriptive Hypothesis

H1: The core self-evaluation, workload, workplace spirituality, career commitment, and good employee performance.

B. Verification Hypothesis

H2: Core self-evaluation influences career commitment.

H3: Workload influences career commitment.

H4: Workplace spirituality influences career commitment.

H5: The essence of self-evaluation influences employee performance.

H6: Workload influences employee performance.

H7: Workplace spirituality influences employee performance.

H8: Career commitment affects employee performance.

C. Mediation Hypothesis

H9: Core self-evaluation influences employee performance through career commitment.

H10: Workload influences employee performance through career commitment.

H11: Workplace spirituality influences employee performance which is mediated by career commitment.

Research Novelty

Study related to career commitment, workload, and employee performance has been done before by (Janib et al., 2021), however, this study is different from this study. (Janib et al., 2021), in their research, used the same dependent and mediating variables as in this research, namely employee performance and career commitment. However, there are differences regarding the independent variables used. (Janib et al., 2021) used an independent variable only in the form of workload, whereas in this study, apart from workload, it also included variables

such as core self-evaluation and workplace spirituality. Another difference with the previous one by (Janib et al., 2021), namely on the research object. Research conducted by (Janib et al., 2021) found in academic staff at various universities in Malaysia. However, this research takes the object from BAS-OHO which is one of the BUMDs belonging to the Aceh regional government. In addition, (Janib et al., 2021) used Smart PLS to analyze the data, but this study used SEM-AMOS.

3. Method

This survey was at BAS-OHO and used as the object are the core variables of self-evaluation (X1), workload (X2), and workplace spirituality (X3). Career commitment is a Y variable and employee performance is a Z variable. This study used a population of 189 employees, and the sample size was as same as the population. Data was obtained from the use of questionnaires, which are distributed online. The questions asked were answered with a Likert scale. After the data is obtained, the data is input according to the model that has been formulated. Data and models were tested using one sample t-test for descriptive hypotheses (H1), Structural Equation Modeling (SEM) with AMOS software for models involving direct influences (H2 to H8), and also the Sobel Calculator for models involving indirect influences (H9 to H11).

4. Result

Descriptive Hypothesis

H1: Core self-evaluation, workload, workplace spirituality, career commitment, and good employee performance

Testing H1 used a one-sample test with a cut-off value of 3.41.

Table 1. Respondents' Perceptions

	Test Value = 3.41					
	Q	Df	Sig. (2-tailed)	Mean Differences	95% Confidence Interval of the Difference	
					Lower	Upper
Core Self-Evaluation	7,197	188	,000	,39344	,2856	,5013
Workload	19,697	188	,000	1.33593	1.4697	1,2021
Workplace Spirituality	29,894	188	,000	,88418	,8258	,9425
Career Commitment	17,541	188	,000	,60587	,5377	,6740
Employee performance	28,397	188	,000	,81122	,7549	,8676

The significance of all was under the number 0.05, revealing that all the variables in this study, which are the core self-evaluation, workload, workplace spirituality, career commitment, and employee performance have been going well. Thus, accepting H1.

Direct Effect Hypothesis

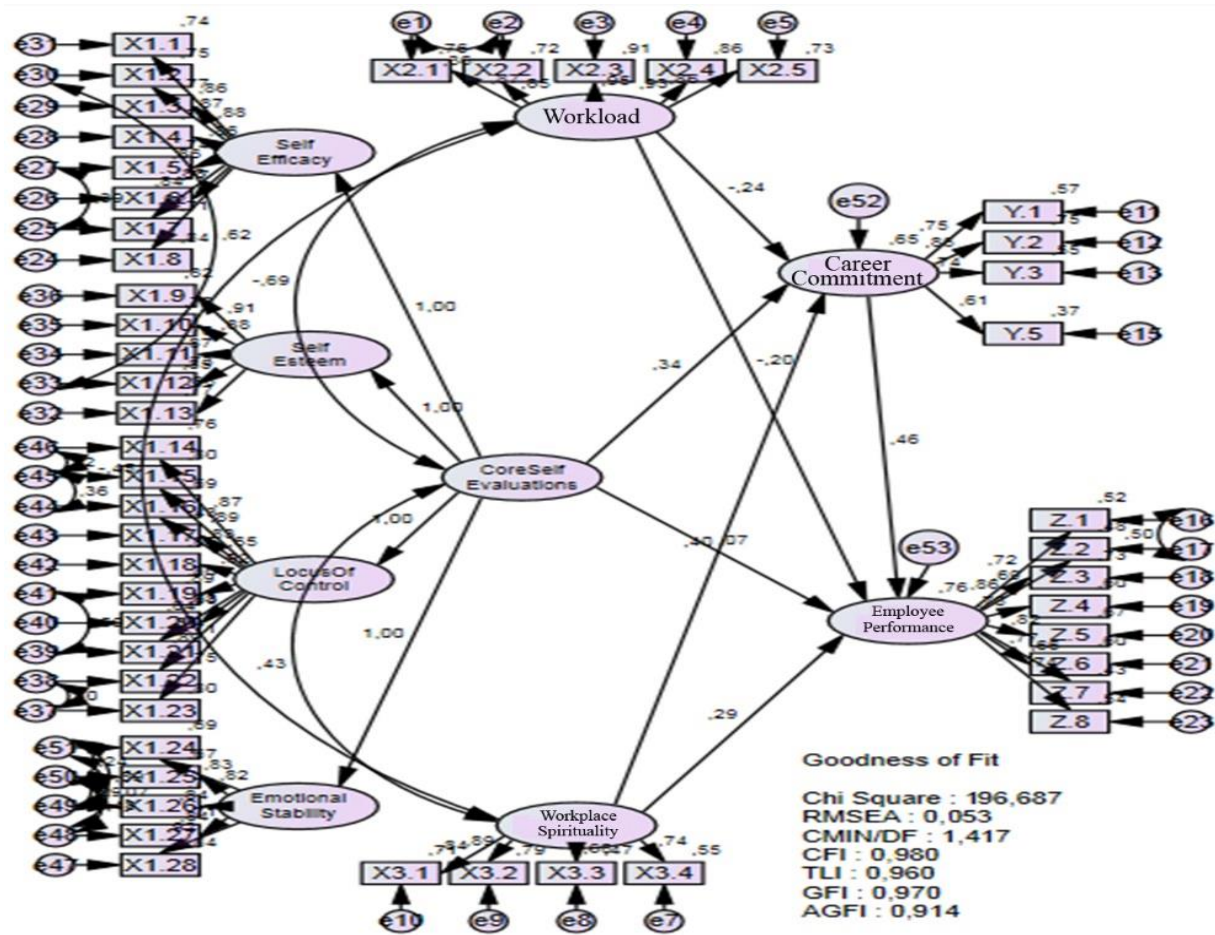


Figure 2. Structural Model

The structural test produced the table below.

Table 2. Regression

Influence Between Variables	Estimates		SE	CR	P
	std.	Unstd			
Core Self-Evaluation on Career Commitment	0.340	0.212	0.050	4,234	***
Workload on Career Commitment	-0.242	-0.138	0.047	-2,969	0.003
Workplace Spirituality on Career Commitment	0.401	0.453	0.082	5,548	***
Core Self-Evaluation on Employee Performance	0.266	0.230	0.033	2,910	0.003
Workload on Employee Performance	-0.199	-0.083	0.030	-2,751	0.006
Workplace Spirituality on Employee Performance	0.295	,244	,061	4,029	***
Career Commitment on Employee Performance	0.456	,334	,077	4,338	***

Table 2 formulates the equation:

$$\text{Career Commitment} = 0.340 \text{ Core Self-Evaluation} - 0.242 \text{ Workload} + 0.401 \text{ Workplace spirituality}$$

Employee Performance = 0.266 Core self-evaluation - 0.199 Workload + 0.295 Workplace spirituality + 0.456 Career Commitment

The results above are explained as follows:

H2: Core Self-Evaluation Role in Career Commitment

Testing the core self-evaluation influence on career commitment shows CR 4.234 > 1.96 and $p < 0.000 < 0.05$, meaning that the influence is significant. The standard estimated 0.340, reveals that if the core self-evaluation increases by 1 unit then career commitment will increase by 0.340 units. This result is in line with (Zhang, Wu, Miao, Yan, & Peng, 2014) indicate that Chinese soldiers with high CSE tend to experience higher job satisfaction as well. In addition, by having a high CSE, individuals can also set goals and strengthen career commitment. Then (Kittinger, Walker, Cope, & Wuensch, 2009) continued previous research by showing that although Core Self-Evaluations and career commitment are indeed related, to fully understand this relationship, both job satisfaction and perceived job characteristics must also be considered because they both fully mediate the relationship between Core Self-Evaluations and career commitment.

H3: Workload Role in Career Commitment

Testing the workload influence on career commitment shows CR -2.969 > 1.96 and $p < 0.003 < 0.05$, meaning that the influence is significant. the standard estimated -0.242, reveals that if workload increases by 1 unit then the career commitment variable will decrease by 0.242 units. This result follows (Janib et al., 2021) showing that excessive workload will reduce performance and cause other unexpected side effects such as depression and fatigue. In addition, this study found that a high workload does not affect the performance of committed academic staff. (Silaban, Handaru, & Saptono, 2021) show that workload has a significant negative effect on workplace spirituality, competence influences positively and significantly workplace spirituality, career development does not affect workplace spirituality, workload has a significant negative effect on performance employees, competence influences positively and significantly employee performance. This indicates that the higher the workload, the lower the workplace spirituality. In addition, if the workload increases, it will make employee performance not optimal. Then, if workplace spirituality increases, it can improve employee performance.

H4: Workplace Spirituality Role in Career Commitment

Testing the workplace spirituality influence on career commitment shows CR 5.548 > 1.96 and $p < 0.000 < 0.05$, meaning that the influence is significant. The standard estimated 0.401, reveals that if workplace spirituality increases by 1 unit then the career commitment variable will increase by 0.401 units. Previous research also supports this study, as research conducted by (Wahib & Machfudz, 2023) shows that workplace spirituality influences teacher productivity through career commitment. The stronger the workplace spirituality, the higher the teacher's productivity. (Elnafrawy, 2022) in his research shows that a sense of connectedness and adjustment to values is positively related to career commitment. Friendship at work was found to be a significant mediator in such relationships. Findings suggest that by increasing spirituality in charitable organizations, managers can promote employee career commitment and strengthen positive friendship relationships between employees of these organizations.

H5: The Core self-evaluation role in BAS-OHO employee performance

Testing the core self-evaluation influence on BAS-OHO employee performance shows CR $2.910 > 1.96$ and $p\ 0.003 < 0.05$, meaning that the influence is significant. The standard estimated 0.266, reveals that if the core self-evaluation increases by 1 unit, then the employee performance variable will increase by 0.266 units. This is consistent with (Li et al., 2022) who showed that abusive management, Self-Efficacy, sustainable development management, and human interaction technology influence employee performance. (Ardiansyah et al., 2020) proved that organizational learning, self-efficacy, and management knowledge affected the skills for handling land disputes and the performance of employees. (Rinaldy et al., 2020) stated that work engagement, self-efficacy, and work involvement influence positively and significantly innovative behavior and performance of the Aceh Highways Service employees.

H6: Workload role in BAS-OHO employee performance

Testing the workload influence on BAS-OHO employee performance shows CR $-2.751 > 1.96$ and $p\ 0.006 < 0.05$, meaning that the influence is significant. The standard estimated -0.199 , reveals that if the workload increases by 1 unit, the employee performance variable will decrease -0.199 units. These are in line with research conducted by Koskei et al. (2018) shows that work conflict and work stress have a significant effect on employee performance, while load work does not affect employee performance. (Mmakwe, Anthonia, & Ukoha, 2018) in their research continued previous research by concluding that workload did not affect employee performance, but further analysis related to workload and employee performance using married employees shows that workload does not affect employee performance.

H7: Workplace spirituality role in BAS-OHO employee performance

Testing the workplace spirituality influence on BAS-OHO employee performance shows CR $4.029 > 1.96$ and $p\ 0.000 < 0.05$, meaning that the influence is significant. The standard estimated 0.295, reveals that if workplace spirituality increases by 1 unit then the employee performance variable will increase by 0.295 units. These results follow several studies. (Bharadwaj & Jamal, 2020) revealed that workplace spirituality significantly influences employee performance. Their research shows that organizations must understand the importance of changing dehumanizing workplaces into spiritually based workplaces geared towards wholeness, spiritual values, relationships, and finding meaning, and purpose in doing work regardless of gender differences. (Jena, 2022) in her research shows that workplace spirituality is indeed positively related to employee performance. Moderation influence test shows that employees' emotional intelligence improves employee performance.

H8: Career Commitment role in BAS-OHO employee performance

Testing the career commitment influence on BAS-OHO employee performance shows CR $4.338 > 1.96$ and $p\ 0.000 < 0.05$, meaning that the influence is significant. The standard estimated 0.456, reveals that if career commitment increases by 1 unit, then the employee performance variable will increase by 0.456 units. These results follow (Soeraiya et al., 2022) with research concluding that public service motivation influences positively and significantly career commitment and organizational performance. Job satisfaction affects career commitment but not so on organizational performance. Career commitment affects

organizational performance. The indirect test results found that career commitment fully mediates the effect of public service motivation on organizational performance, and career commitment partially mediates the effect of job satisfaction on the performance of the organization. (Warahmah et al., 2022) concluded that organizational leadership influences positively and significantly job satisfaction, career commitment, employee performance, and organizational performance.

Proving the Mediation Hypothesis

H9: Career Commitment Mediates the Core Self-Evaluation role in BAS-OHO employee performance

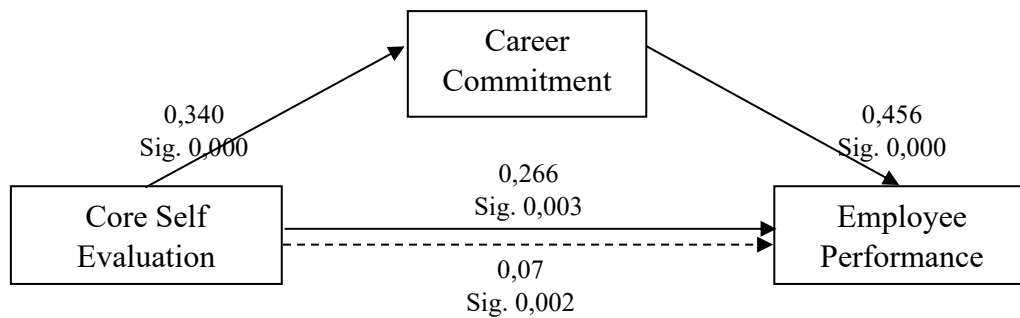


Figure 3. Core Self-Evaluation on BAS-OHO Employee Performance through Career Commitment

Figure 3 is the H9 model. The z value is :

$$Z = \frac{a1b1}{\sqrt{(b1^2 SEa1^2) + (a1^2 SEb1^2)}}$$

Z = 3 .03

Table 3. Sobel test for H9

Input:		Test statistic:	Std. Error:	p-value:
a	0.212	Sobel test: 3.03207195	0.02335301	0.00242881
b	0.334	Aroian test: 2.99168873	0.02366824	0.00277439
s _a	0.050	Goodman test: 3.07413593	0.02303346	0.00211113
s _b	0.077	Reset all	Calculate	

The Sobel test proves the z is 3.032 > 1.96. The indirect effect magnitude is provided by multiplying the Sobel value with the standard error. Where, 3 .03207195 x 0.02335301 = 0.07. Then, on the mediation test, it was found that the p-value was 0.00242881 so it was significant (<0.05). These results prove that there is a direct influence of core self-evaluation on BAS-OHO employee performance which is partially mediated by career commitment. This indicates that the core self-evaluation can significantly influence employee performance both through career commitment and not.

H10: Career Commitment Mediates the Workload role in BAS-OHO employee performance

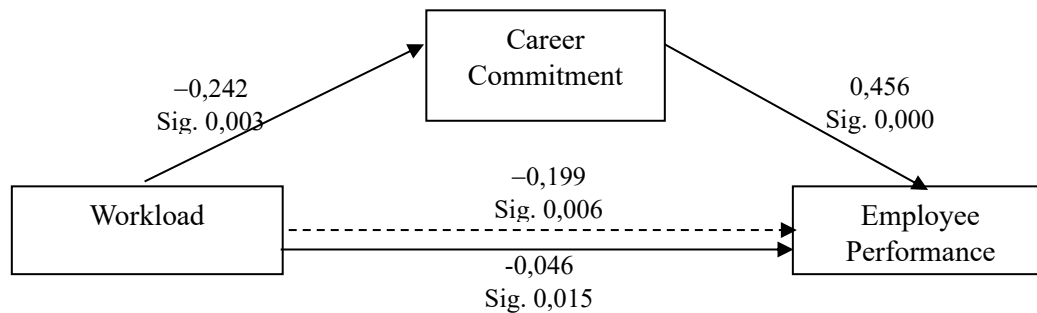


Figure 4. Workload on BAS-OHO Employee Performance Through Career Commitment

Figure 4 is a H10 model. The z value is are:

$$Z = \frac{a1b1}{\sqrt{(b1^2 SEa1^2) + (a1^2 SEb1^2)}}$$

Z = -2.431

Table 4. Sobel test for H10

Input:		Test statistic:	Std. Error:	p-value:
a	-0.138	Sobel test: -2.4314947	0.01895624	0.01503667
b	0.334	Aroian test: -2.38835888	0.01929861	0.01692381
s _a	0.047	Goodman test: -2.47705546	0.01860758	0.01324713
s _b	0.077	Reset all	Calculate	

The Sobel prove the z is -2.431 > 1.96. The indirect effect magnitude is provided by multiplying the Sobel value with the standard error. Where, -2.4314947 x 0.01895624 = -0.046. Then, on the mediation test, it was found that the p is 0.01503667 so it is significant (<0.05). These results explain that there is a direct influence on workload and employee performance which is partially mediated by career commitment. This indicates that the workload can significantly influence employee performance both through career commitment and not.

H11: Career Commitment Mediates the Workplace Spirituality role in BAS-OHO employee performance

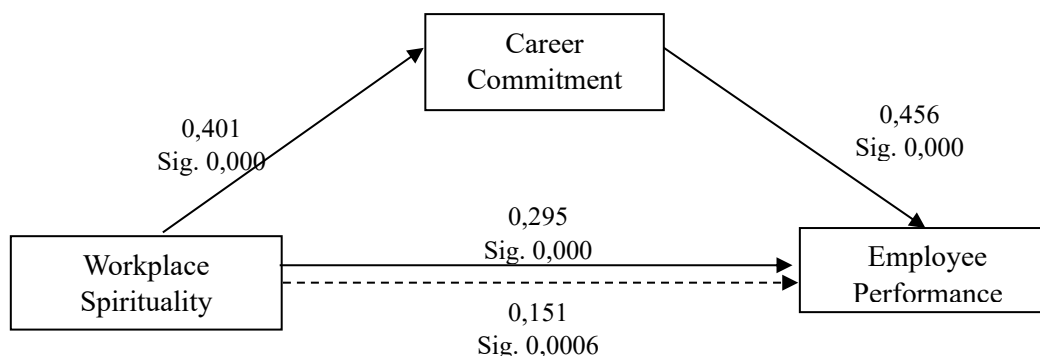


Figure 5. Workplace spirituality on BAS-OHO employee performance

Through Career Commitment

Figure 5 is a H11 model. The z value is:

$$Z = \frac{a_1b_1}{\sqrt{(b_1^2 SE_{a_1}^2) + (a_1^2 SE_{b_1}^2)}}$$

$$Z = 3.411$$

Table 5. Sobel test for H11

Input:		Test statistic:	Std. Error:	p-value:
a	0.453	Sobel test: 3.4116623	0.04434847	0.00064568
b	0.334	Aroian test: 3.37760218	0.04479568	0.00073121
s _a	0.082	Goodman test: 3.44677405	0.0438967	0.00056732
s _b	0.077	Reset all	Calculate	

The Sobel test proves the z is 3.411 < 1.96. The indirect effect magnitude is provided by multiplying the Sobel value test results with the standard error. Where, 3.4116623 x 0.04434847 = 0.15. Then, on the mediation test, it was found that the p-value was 0.00064568 so it was significant (<0.05). These results describe that there is a direct influence of workplace spirituality on BAS-OHO employee performance which is mediated by career commitment. This indicates that workplace spirituality can significantly influence BAS-OHO employee performance both through career commitment and not.

5. Conclusion

The result proves that:

1. The core self-evaluation, workplace spirituality, career commitment, and BAS-OHO employee performance are good. The workload felt by employees is at a high level.
2. The core self-evaluation and workplace spirituality influence positively and significantly career commitment at BAS-OHO. This shows that the higher Core self-evaluation and Workplace spirituality will further enhance career commitment.
3. Workload has a negative and significant effect on the career commitment of BAS-OHO. This shows that the higher the workload, the more negative and significant impact on career commitment.
4. The core self-evaluation and workplace spirituality influence positively and significantly the BAS-OHO employee performance. This shows that the higher Core self-evaluation and Workplace spirituality will further enhance BAS-OHO employee performance.
5. Workload has a negative and significant effect on BAS-OHO employee performance. This shows that the higher the workload, the more negative and significant influence it will have on employee performance.
6. Career commitment influences positively and significantly the BAS-OHO employee performance. This shows that the higher the level of career commitment, the more employee performance will improve.
7. Career commitment partially mediates the core self-evaluation, workload, and workplace spirituality influence on BAS-OHO employee performance. The partial

mediating that is formed means that the core self-evaluation, workload, and workplace spirituality can influence employee performance both directly and through career commitment.

Several recommendations are provided from the result as follows:

1. So that the self-efficacy side of the core self-evaluation is in terms of increasing adequate experience to be ready for work, BAS-OHO should provide tiered training to its employees which is carried out on an ongoing basis, such as the Basic Staff Program. This can be put on the agenda for employees who have just joined so that they can better understand and get used to the work activities they are responsible for. Not only does it apply to new employees, but it can also be applied to various levels and divisions to create self-efficacy that is full of abilities and high work experience.
So that the self-esteem aspect is at the core self-evaluation in terms of courage in taking risks at work, management can create events that can develop abilities, leadership, and public speaking in the form of competitions that are regularly held and the participants must be employees who regularly take turns following him.
So that the self-control side (locus of control) from the core self-evaluation in terms of never giving up looking for information as an alternative way out when facing problems at work can be done by companies providing jobs to employees that are challenging in nature and appreciated in various forms to present employees who are tough and unyielding.
To ensure that emotional stability is at the core self-evaluation in dealing with nervousness at work, the leadership of each division strives for each of its staff to appear more often at various times and on various occasions. Starting from open communication between divisions, providing various input at meetings, participating in public speaking, and requiring employees to take part in motivating events.
2. So that the work completion time does not often shift from the predetermined time, the management and leadership of BAS-OHO should prepare various plans for work achievement that can overcome conditional conditions which are sometimes difficult for employees to achieve, placing employees' competent employees in each division, and improve the capabilities of employees by enrolling them in various trainings.
3. So that the employees of BAS-OHO are more motivated to continue learning Sharia economics, the company should make a routine agenda to bring in motivators who understand Sharia economics, often discussing at meetings and morning prayers together before work about the urgency to improve the abilities of employees. employees towards sharia economics, and include competition items between employees with the theme of sharia economics to become a competition with big prizes for the winners.
4. So that employees of BAS-OHO maintain consistency in achieving a better career, several steps can be taken. Companies can set time limits for careers in certain divisions so as not to make employees continue to stay in a division for a very long time, open up maximum opportunities for employees who want to achieve a higher career and provide rewards to employees who can achieve career advancement in a shorter time.
5. For the work team that is formed among the employees of BAS-OHO to develop good cohesiveness in the world of work, several steps can be taken, such as routinely scheduling family gatherings, outbound activities, and joint outings involving all employees, giving rewards to every team that can achieve the targets set by the company, and the leadership in chairing every meeting always reminds us of the importance of maintaining cohesiveness at work.

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