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*Original Research*

# The Influence of Spiritual Leadership and the Complexity of Assignments on Job Satisfaction and Employee Performance at Paramadina University

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## Abstract

This study analyzes the influence of spiritual leadership and assignment complexity on employee performance through job satisfaction. Spiritual leadership variables and assignment complexity are used as predictors of employee performance. Job satisfaction as an intervening variable in the research model. The purpose of this study is to analyze the direct and indirect effects generated by spiritual leadership and assignment complexity on employee performance through job satisfaction at Paramadina University. This study uses the Partial Least Square (PLS) method. The total respondents in this study amounted to 61 people. The sampling technique used a purposive sampling approach adapted to the needs of the study. Based on the analysis test of the Smart PLS program used, there is a direct influence of spiritual leadership on employee performance and assignment complexity on job satisfaction, both of which have a positive but not significant effect, while job satisfaction on employee performance has a negative and insignificant effect. This study only limits the variables of spiritual leadership and the complexity of the assignment which are linked through job satisfaction to employee performance. The data is limited only for lecturers and employees who work at Paramadina University as the object of research. This research develops knowledge in the field of human resource management. Both variables indicate that leadership and assignment complexity can affect employee performance at paramadina university. Job satisfaction as a control variable is able to show variables that affect employee performance.

**Keywords:** spiritual leadership, assignment complexity, job satisfaction, employee performance.

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## Introduction

Paramadina University which was founded on January 10, 1998 as an idealism translated into a concrete moral struggle by Prof. Dr. Nurcholish Madjid, Indonesian muslim scholar. As one of the private universities located in DKI Jakarta, Paramadina University has a vision to become a leading university based on religious-ethics to realize a noble civilization. The vision, mission and goals of Paramadina University are formulated to express the uniqueness that lies in the integration between Islam, Indonesianness, and modernity. Paramadina University see spiritual leadership as a terms to develop the values of universal Islamic teachings. These values are the basis of moral ethics in the development and life of the nation and state. Efforts to realize Indonesian values in achieving a just, prosperous and civilized society are carried out through dialogue and collaboration with religious groups and other traditions living in Indonesia. Modernity values in Paramadina University is open and positive towards modern ideas including modern science and technology originating from other civilizations as a common heritage of mankind. To realize the unique values of Paramadina University, especially Islamic values, it is necessary to strengthen spiritual values to make human resources of high quality and full of responsibility for the mandate given. This is very important for all employees, especially for Leaders, because leadership will direct and influence the behavior of all elements within the university regarding the values, norms, ethics and organizational culture created and the achievement of success.

Spiritual leadership is a concept to believe to be a solution to the current leadership crisis, due to the decline in human values as a result of ethical professional and ethical behavior (Samul, 2020). Spiritual leadership able to increase employee performance depend on the types of organization (Ali et al., 2020; Handayani & Bakhri, 2017). Performance itself is defined as the result of an employee's work on the organization or company. Performance is a component in human resources as the result of work in quality and quantity achieved by an employee based on job assignments (Dessler, 2013). Job satisfaction can be defined as a pleasant or unpleasant emotional state, which is shown by employees at work (Tsui et al., 2013). One of the factors that affect employee job satisfaction is assignment complexity which can give problems to the level of difficulty faced by an employee on his work. Assignment complexity can be used as a tool to improve work quality and employee job satisfaction (Libby & Lipe, 1992). Many studies related to assignment complexity and satisfaction have been carried out, such as the results of suggesting that employees with high levels of achievement/achievement consider task completion as a personal pleasure, these employees do not expect or want material rewards (Jensen & Luthans, 2006). Then the complexity of the assignment is also related to employee performance, to minimize unstructured task and confuse employees in completing their job target. In this study, the complexity of the assignment will be used to measure job satisfaction and employee performance.

Various studies have shown that spiritual leadership and complexity assignment affect employee performance (Atmadja & Kurniawan Saputra, 2018; Malik et al., 2018; Sixtus Onyebuchi et al., 2015). This research was conducted at Paramadina University which carries Islamic values by using job satisfaction as an intervening variable (Sudiardhita et al., 2019; Yusuf et al., 2020). The results of the study measure the implications resulting from spiritual leadership and complexity assignment through job satisfaction on

employee performance at Paramadina University. This study analyzes spiritual leadership and assignment complexity on employee performance through job satisfaction. The direction of this research is predictive between the relationship variables where job satisfaction is used as a connecting variable in the research model. The results of this study are used as information for organizations to evaluate the spiritual values used at Paramadina University. All research results are submitted to the organization to be used as important information for the effectiveness and progress as a higher education institution. This research is expected to be able to provide information and input for leaders in determining leadership styles, assignments and regulations so that employee satisfaction and performance are maintained properly.

## Literature Review

### *The Effect of Spiritual Leadership on Job Satisfaction*

Job satisfaction is an effectiveness or emotional response to various aspects of work (Kreitner & Kinicki, 2007). This variables describes as a set of employees' feelings about whether or not their job is fun (Davis & Newstrom, 1993). Job satisfaction is "a general attitude towards a person's work that shows the difference between the number of awards workers receive and the amount they believe they should receive" (Robbins & Judge, 2009). One of the factors that affect the level of employee job satisfaction is a leader with spiritual leadership. Spiritual leadership can provide positive values to the character of each employee by instilling spiritual values into employees who are responsible for their duties. Then spiritual leadership will be the main foundation in a company to understand or understand each character of existing employees. This concept explained of spiritual leadership is believed to be a solution to the current leadership crisis, due to the decline in human values as a result of ethical crisis (Tobroni, 2015).

Spiritual leadership is leadership that brings the worldly dimension to the spiritual dimension (divinity). Several studies showed that spiritual leadership has positive effect on job satisfaction (Hutahayan, 2019; Pio & Lengkong, 2020). This style can be inspire, awaken, influence and move through example, service, compassion and the implementation of values and qualities. other divine traits in goals, cultural processes and leadership behavior Therefore, spiritual leadership is often called leadership based on religious ethics. This study suggests that spiritual leadership is leadership that is able to. In other words, spiritual leadership is leadership that makes spiritual values as core beliefs, core values and philosophy in its leadership behavior. Almost every company pays attention to employee job satisfaction. One of the important factors to achieve the company's level of success is employee job satisfaction. So there have been many studies on spiritual leadership that affect job satisfaction in various research results. The results of research show that there is a significant direct influence of spiritual leadership on job satisfaction (Pio & Tampi, 2018). The other research explained that spiritual leadership has a positive effect on job satisfaction (Sanusi & Manan, 2014). Spiritual leadership can show a positive direction to job satisfaction (Hamid, 2020). The current trend of spiritual leadership can provide psychological satisfaction to employees. Therefore, several theories and research results indicate an indication of the influence of spiritual leadership on job satisfaction.

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**H1:** spiritual leadership affects on job satisfaction.

### *The Effect of Spiritual Leadership on Employee Performance*

Etymologically, performance comes from the word performance. Terminology of performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given for employees (Mathis et al., 2015). to him. Actual performance depends on innate abilities employees that can be developed, assistance for the realization of performance, material and non-material incentives, environment and evaluation (Nadreeva et al., 2016). Performance is influenced by individual physical qualities (skills and abilities, education and compatibility), environment (including incentives and non-incentives) and technology. Good leadership can improve employee performance. Research on leadership has been widely carried out and there have been many theories that explain that leadership will have a major influence on employee performance. This is because a leader is not to be feared, but a leader can be used as an example for his subordinates. The current leadership models only focus on his personality without paying attention to his good example. Spiritual leadership has good religious ethical values for a leader who can be an example to his subordinates as a benchmark for good and correct employee performance.

Several studies shows that spiritual leadership has positive impact on employee performance (Hidayah & Sutopo, 2017; Yang et al., 2017). Spiritual leadership carries the values of psychological calm and high flexibility. Employees feel that the work process is intended as worship to God (Bayighomog & Arasli, 2019; Hunsaker, 2019). Employee performance becomes more focused and maximal in accordance with organizational expectations. From these studies, it can be concluded that spiritual leadership has a positive effect on employee performance. With a spiritual leadership model, a leader sets an example for his employees who can give more encouragement to his employees so that they can do their jobs with effective results. So, in this study set the second hypothesis as follows:

**H2:** Spiritual Leadership Affects Employee Performance

### *The Effect of Assignment Complexity on Job Satisfaction*

Task complexity is a complex and complex task. So that makes the workers / employees have to improve the ability of thinking power and patience in dealing with problems in their duties. There are other definitions of task complexity, among others, task complexity is defined as a function of the task itself. Assignment complexity is unstructured tasks carried out by employees caused by the multitasking process in accordance with the employee's capacity (Danner-Schröder & Ostermann, 2020). Employees are given the authority to determine work processes that require a high level of understanding of the work process. This is not easy and becomes a challenge for employees. Complexity is basically a reason for the problems that exist in employees and becomes a benchmark in overcoming job satisfaction in employees. In completing various kinds of task performed, employees are not all the same, but according to their respective

portions. The complexity of knowing what will be at the core of the complexity in doing the task. Research mentions that one of the factors that affect the quality of work is the assignment complexity (Oedzes et al., 2019).

Job satisfaction can be a measure of the level of success of the company (Kullab & Kassim, 2017; Syabarrudin et al., 2020). Such a high task will pose a considerable risk, the possibility of an employee's carelessness in order to achieve the targets set by the leader (Oyewunmi et al., 2015). There have been many studies that have examined the effect of assignment complexity and job satisfaction to increase job satisfaction which is good for the company's success rate, as in research (Nurmi & Hinds, 2016) showing job complexity has an effect on innovation, job satisfaction and employee engagement. Additional of research explained that assignment complexity has positive impact on job satisfaction (Folami & Bline, 2012; Park et al., 2008). It can be concluded that the higher the complexity of the task force, the lower the job satisfaction felt by employees. So in this study set the third hypothesis as follows:

**H3:** assignment complexity affects job satisfaction

#### *The Influence of Assignment Complexity on Employee Performance*

Complexity is a problem for individual employees who have difficulty in doing their duties, this results in the need for a long time to do their work. Complexity is a form of problem faced by company management so that it will have an impact on the company's success rate. The high complexity of the assignment can also increase the ability of thinking power and patience in completing task. Implications for employees caused by unstructured tasks can increase work experience and add new abilities (Liu & Li, 2012). Several research studies explain that assignment complexity has a positive effect on employee performance (Becton et al., 2017; Xi-Zhou & Jin-Yu, 2011). Assignment complexity provided by the company is able to provide new challenges for employees. The demands of the work carried out must be multitasking outside the area of the employee's ability. The complexity of the assignment has a high error rate if it is not done with focus by employees (Debusscher et al., 2017). The assignment of tasks given by the organization is expected to be positively correlated with employee performance. So that in this study it was determined that the fourth hypothesis was as follows:

**H4:** Assignment Complexity Affects Employee Performance

#### *The Effect of Job Satisfaction on Employee Performance*

Job satisfaction can also be described as an employee's emotional state, whether or not there is a meeting point between the remuneration value of the employee and the company or organization with the level of remuneration value that is desired by the employee. (Cowling & Mailer, 2013). Basically job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. This is due to differences in each individual. The variables that determine job satisfaction include mental work maturity, job challenges and job conduciveness (García-Mainar & Montuenga-Gómez, 2020; Stefanovska-petkovska et al., 2019). Job challenges will result in psychological job satisfaction for employees. Employee job

satisfaction will affect the attitudes and behavior of employees at work, especially their behavior which will be reflected in the rate of work accidents, absenteeism, morale, and labor turnover.

Several studies have shown that there are positive indications generated by job satisfaction on employee performance (Siengthai & Pila-Ngarm, 2016; Yuliandi & Tahir, 2019). These positive implications lead to the growth of morale and high optimism for employees. Organizations want high contributions from employees on organizational performance (Bakotić, 2016). Job satisfaction is expected to be a driver of employee innovation and creativity in achieving performance. Positive communication patterns needed from job satisfaction are able to provide new understanding for employees (Lan et al., 2020). The perspective of employees becomes brighter to be able to achieve performance according to the expectations of the organization. So the hypothesis built in this study is as follows:

**H5:** Job satisfaction affects employee performance

### Research Methodology

This study uses the Partial Least Square (PLS) method. The choice of this method is due to measuring the relationship between variables according to the research model. The schematic model used in this study is as follows:

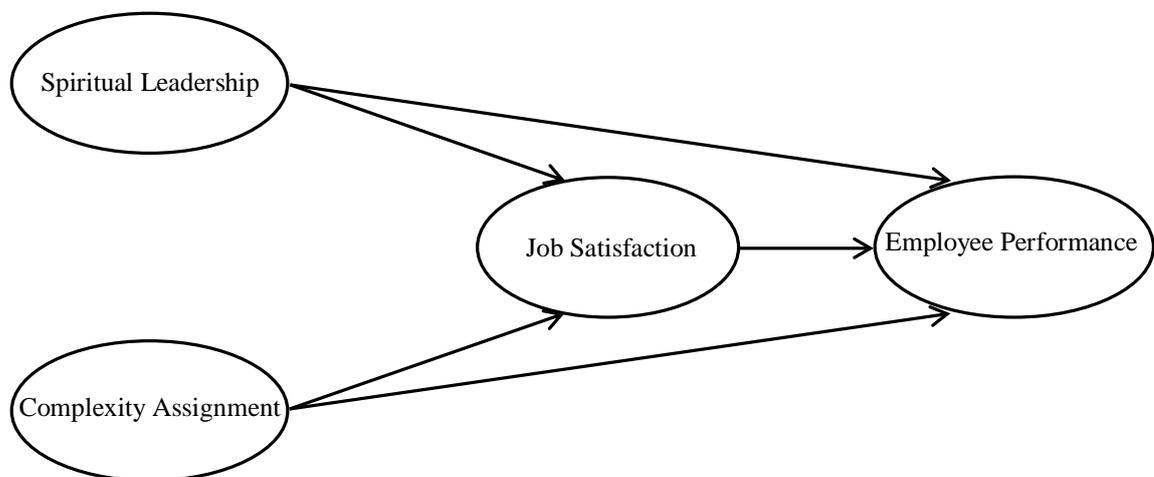


Figure 1. Research Model

Based on the picture figure above, it can be explained that there are two independent variables, namely spiritual leadership and assignment complexity. The dependent variable is employee performance, and the intervening variable is job satisfaction.

The initial process of research is to test the measurement model by testing the validity and construct reliability of each indicator. The loading factor value is said to be high if the indicator has a correlation of more than 0.70, but for early stage research, the loading factor value of 0.50 to 0.60 is said to be sufficient. Medium to measure reliability using alpha coefficient or Cronbach's alpha and composite reliability. The measurement item is said to be reliable if it has an alpha coefficient value greater than 0.6. Then after that

measure the determination of the variable with R-Square where. Hypothesis testing on direct and indirect effects with t-test where if the p-values are less than 0.05 and the T-Statistic is greater than the T-Table, then the hypothesis can be accepted.

### *Measurement and Sampling*

Data collection using an online questionnaire. Google form is used as a medium for distributing questionnaires to respondents. Data collection using a questionnaire with a 5 Likert scale consisting of 1 (Strongly Disagree), 2 (Disagree), 3 (Hesitating), 4 (Agree), and 5 (Strongly Agree). Each number will represent the level of conformity with the opinion of the respondent. The population of this study are employees who work at Paramadina University. The number of samples used in this study were 61 respondents. Collecting data using an online questionnaire (google form) in the form of a list of questions answered by respondents and the results are further developed by researchers according to the situation and related theories. The distribution of online questionnaires is carried out directly to respondents, namely Paramadina University employees who were sent via Whatsapp messages in April 2021.

## **Results and Discussion**

### *Respondent Profile*

To find out the data in this study used descriptive analysis which is shown in table 1 showing the profile of respondents in the distribution of data. The respondent's profile includes: gender, age, last education, and length of work. Respondents are employees who work at Paramadina University. Respondents based on gender were mostly 68.9% male and 31.1% female. Based on age, most of the respondents included in 36-40 years as much as 24.6%, 31-35 years as many as 19.7% and 26-30 years as much as 18%. Respondents based on education are mostly undergraduates with 42.6% and 32.8% for masters. Respondents based on length of work were mostly 10-15 years as much as 27.9%, less than 5 years as much as 24.6%, and 5-10 years as much as 22.9%.

Table 1. Respondent Profile

Information	Data	Number
Gender	Male	42
	Female	19
Gender	≤ 25 Year	0
	26 – 30 Year	11
	31 – 35 Year	12
	36 – 40 Year	15
	41 – 45 Year	8
	46 – 50 Year	7
	> 50 Year	8
Education	D3	10
	S1	26
	S2	20
	S3	5

Information	Data	Number
Tenure	< 5 Year	15
	5 – 10 Year	14
	10 – 15 Year	17
	15 – 20 Year	8
	20 – 25 Year	6
	> 25 Year	1

Table 2. Outer Loading

Outer Loadings				
Indicator	Employee Performance (EP)	Job Satisfaction (JS)	Complexity Assignment (CA)	Spiritual Leadership (SL)
<sup>23</sup> EP1	0.854			
EP2	0.853			
EP3	0.797			
EP4	0.836			
EP5	0.714			
JS1		0.799		
JS2		0.759		
JS4		0.876		
JS5		0.867		
CA1			0.815	
CA2			0.897	
CA3			0.831	
CA4			0.759	
<sup>20</sup> SL1				0.848
SL2				0.807
SL3				0.794
SL4				0.796
SL5				0.745
SL6				0.839
SL8				0.706
SL9				0.801

<sup>14</sup> Based on table 2, it can be seen that all indicators on the dimensions have values above 0.7. This stage explains that each variable dimension indicator is declared feasible or valid for further analysis. For discriminant validity, it can be known through the Average Variant Extracted (AVE) method for each indicator having criteria of > 0.5 fulfil validity indicator.

Table 3. Construct Reliability and Validity

Construct Reliability and Validity				
	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.870	0.876	0.906	0.660
Job Satisfaction	0.846	0.863	0.896	0.683
Complexity Assignment	0.845	0.863	0.896	0.684
Spiritual Leadership	0.915	0.920	0.931	0.629

Based on table 3, it can be seen that the AVE value of all variables is  $> 0.5$ . This shows that each variable has good discriminant validity. Cronbach's Alpha and Composite Reliability values in this table have values above 0.6. Thus, these results can indicate that each research variable has met the requirements, so it can be concluded that all variables have met the reliability test. Next is the multicollinearity test, which aims to determine the multicollinearity between variables by looking at the correlation values between independent variables.

Table 4. Collinearity Statistics (VIF)

Collinearity Statistics (VIF)	
EP1	2.764
EP2	2.757
EP3	2.053
EP4	2.278
EP5	1.509
JS1	2.026
JS2	1.838
JS4	2.631
JS5	2.640
CA1	2.005
CA2	2.531
CA3	1.947
CA4	1.724
SL1	4.053
SL2	4.351
SL3	2.638
SL4	2.724
SL5	2.454
SL6	3.248
SL8	2.823
SL9	3.849

Based on table 4, it can be seen that all variable dimension indicators have values

below 10, so they do not violate the multicollinearity assumption test. Based on the data processing that has been done, the R Square value is obtained as follows:

Table 5. R Square

R Square		
	R Square	R Square Adjusted
K	0.686	0.670
JS	0.570	0.555

The results of the study in table 5, it can be seen that the influence of Spiritual Leadership and Assignment Complexity on Job Satisfaction is 0.570 or 57% and the remaining 43% is outside the research variables. Then the influence of Spiritual Leadership, Assignment Complexity, and Job Satisfaction on Employee Performance is 0.686 or 68.6% and the remaining 31.4% is outside the research variables.

### Hypothesis Testing

Based on the data processing, the results are can be used to answer the hypothesis in this study. Hypothesis testing using bootstrapping analysis technique. In this study there is a direct and indirect effect because there are independent variables, dependent variables, and intervening variables. Through the results of the statistical t-value obtained, it can be seen the effect of the level of significance between the independent variables to the dependent variable. If the value of t statistic > 1.967 (t-table 5% significance) then the effect is significant. Furthermore, through the results of the P Values obtained, if the P Values in each variable <0.05 then the hypothesis is accepted. The positive influence can be seen through the Original Sample. The summary results of direct influence testing can be seen based on the following table:

Table 6. Hypothesis Testing

Hypothesis		Original Sample (O)	T Statistics ( O/STDEV)	P Values	Conclusion
H <sub>1</sub>	Spiritual Leadership -> Job Satisfaction	0.736	11.271	0.000	Positive
					Significant
H <sub>2</sub>	Spiritual Leadership -> Employee Performance	0.008	0.087	0.931	Positive
					Not Significant
H <sub>3</sub>	Complexity Assignment -> Job Satisfaction	0.037	0.360	0.719	Positive
					Not Significant
H <sub>4</sub>		0.817	10.982	0.000	Positive

Hypothesis	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Conclusion
	Complexity Assignment -> Employee Performance			
H <sub>5</sub> Job Satisfaction -> Employee Performance	-0.166	1.708	0.088	Negative Not Significant

Based on the data processing, the results can be used to answer the hypothesis in this study. Hypothesis testing using bootstrapping analysis technique. In this study there is a direct and indirect effect because there are independent variables, dependent variables, and intervening variables. Through the results of the statistical t value obtained, it can be seen the effect of the level of significance between the independent variables to the dependent variable. If the value of t statistic > 1.967 (t-table 5% significance) then the effect is significant. Furthermore, through the results of the P Values obtained, if the P Values in each variable <0.05 then the hypothesis is accepted. The positive influence can be seen through the Original Sample. The summary results of direct influence testing can be seen based on the following table:

Based on the table above, it can be seen that the statistical t value of the direct influence of Spiritual Leadership on Job Satisfaction is greater than the t table (1.967) which is 11.271 with a large effect of 0.726 or 73.6% and P Values <0.05 of 0.000. So it can be concluded that the influence of spiritual leadership on job satisfaction is positive and significant. Then H1: spiritual leadership has a positive effect on jobsatisfaction is accepted.

The t-statistical value of the direct influence of spiritual leadership on employee performance is smaller than the t-table (1.967) which is 0.087 with a large effect of 0.008 or 0.8% and P Values > 0.05 of 0.931. So it can be concluded that the influence of spiritual leadership on employee performance is positive and not significant. So it is not in accordance with H2: Spiritual Leadership has a positive effect on Employee Performance, thus H2 is rejected.

The t-statistical value of the direct effect of assignment complexity on job satisfaction is smaller than the t-table (1.967) which is 0.360 with a large effect of 0.037 or 3.7% and P Values > 0.05 of 0.719. So it can be concluded that the effect of assignment complexity on job satisfaction is positive and not significant. So it is not in accordance with H3: Assignment complexity has a positive effect on job satisfaction, thus H3 is rejected.

The t-statistical value of the direct effect of assignment Complexity on employee performance is greater than the t-table (1.967) which is 10.982 with a large influence of 0.817 or 81.7% and P Values <0.05 of 0.000. So that it can be concluded that the effect of Aassignment complexity on employee performance is positive and significant. Then H4: assignment complexity has a positive effect on employee performance is accepted.

The statistical t value of the direct effect of job satisfaction on employee performance is smaller than the t table (1.967) which is 1.708 with a large effect of -0.166 or -16.6%

and P Values > 0.05 of 0.088. So it can be concluded that the effect of job satisfaction on employee performance is negative and not significant. So it is not in accordance with H5: job satisfaction has a positive effect on employee performance, thus H5 is rejected.

Testing the indirect effect to determine the indirect effect of the spiritual leadership variable on employee performance through job satisfaction as an intervening variable and the indirect effect of assignment complexity on employee performance through job satisfaction as an intervening variable. The results of the analysis can be seen through the table of specific indirect effects as follows:

Table 7. Indirect Effect

Variables	Original Sample	T Statistics	P Values
Spiritual Leadership -> Job Satisfaction -> Employee Performance	-0.123	1.671	0.095
Complexity Assignment -> Job Satisfaction -> Employee Performance	-0.006	0.318	0.751

Based on the table above, it can be seen that the statistical t value of the influence of spiritual leadership on employee performance through job satisfaction is smaller than the t table (1.967) which is 1.671 with a large influence of -0.123 or -12.3% and P Values > 0.05 of 0.095. So it can be concluded that the influence of spiritual leadership on employee performance through job satisfaction is negative and insignificant. Then the statistical t value of the effect of assignment complexity on employee performance through job satisfaction is smaller than the t table (1.967) which is 0.318 with a large effect of -0.006 or -0.6% and P Values > 0.05 of 0.751. So it can be concluded also that the effect of assignment complexity on employee performance through job satisfaction is negative and insignificant. Testing the indirect effect of the research results above shows that the intervening variable does not mediate the relationship between the independent variable and the dependent variable.

## Discussion

### *The Effect of Spiritual Leadership on Job Satisfaction*

Based on the results of the study showed that spiritual leadership was able to increase job satisfaction by 73.6%. These results prove with several other studies that spiritual leadership has positive implications for job satisfaction (Kawiana & Riana, 2016; Sani et al., 2016). The assumed direct influence hypothesis can be proven that spiritual leadership has an effect on job satisfaction. This implication shows that the positive influence of spiritual leadership can provide job satisfaction to employees. This gives an understanding that a leader who has a good spiritual soul and applies it to his leadership will make his subordinates have job satisfaction, having a distinctive characteristic in a leadership is also a distinct advantage in the company. The significance of spiritual leadership indicators shows that almost all spiritual leadership indicators can represent

job satisfaction. The highest indicator is for leaders who have integrity of 84.8%. Integrity includes spirituality, if the leader has high integrity, then employees will trust him and feel satisfied at work. The lowest indicator for spiritual leadership is a humble leader at 70.6%. This is still enough to show that a leader must also have a humble nature.

### *The Effect of Spiritual Leadership on Employee Performance*

The results showed that Spiritual Leadership was only able to increase employee performance by 0.8%. The direct influence hypothesis concludes that Spiritual Leadership has no significant effect on employee performance. This study supports previous research spiritual leadership has no significant effect on employee performance (Rachmawan & Nita Aryani, 2020). This result is inversely proportional to the positive implications shown by spiritual leadership on employee performance (Kawiana & Riana, 2016; Pio, 2021). This implication shows that an increase in Spiritual Leadership will be followed by an increase in employee performance, but the increase in employee performance is still too low or not as expected. This situation will have an impact on employee performance in terms of achieving better quality and quantity of performance as well as a sense of responsibility at work. Leaders must be able to empower subordinates or be able to direct and show enthusiasm for their employees. Research concludes that spiritual leadership does not encourage increased performance (Kakiay, 2017). Thus, it can be interpreted that spiritual leadership cannot directly improve the quality of work and employee performance in accordance with institutional expectations.

### *The Effect of Assignment Complexity on Job Satisfaction*

The results showed that the complexity of the assignment was only able to provide job satisfaction of 3.7%. The direct effect hypothesis concludes that there is no significant effect. The results of this study are inversely proportional to the evidence that there is an effect of assignment complexity on job satisfaction (Kurniawan et al., 2016; Srivastava et al., 2010). The implication of this research shows that the increase in assignment complexity will be followed by an increase in job satisfaction, but the increase in satisfaction is still low. The highest indicator is for employees to know clearly that their tasks can be completed by 89.7%. While the lowest indicator is that employees know how to do each type of task by 75.9%. Employees in completing various tasks have nothing in common, all according to their respective portions. Complexity is the reason for the problems that exist in employees and becomes a benchmark for overcoming job satisfaction in employees.

### *The Influence of Assignment Complexity on Employee Performance*

The results showed that the complexity of the assignment was able to increase employee performance by 81.7%. The direct effect hypothesis concludes that it has a significant effect. This study supports the findings which show that assignment complexity affects employee performance (Chae & Choi, 2018; Lo Destro et al., 2019). This implication shows that the positive influence of assignment complexity will improve employee performance. Job complexity is interactively linked to better employee performance. Employees who perceive greater task complexity are more likely to be motivated in new and practical ways to get work done, and will then strive for better

performance. The highest and lowest indicators are regarding employees knowing and being able to complete their tasks. This is the goal of improving employee performance.

### *The Effect of Job Satisfaction on Employee Performance*

The results showed that job satisfaction had a negative effect on employee performance by -16.6%. The direct effect hypothesis concludes that job satisfaction has no significant effect on employee performance. The results of this study are different from those stated which confirms that job satisfaction has a significant effect on performance (Mira et al., 2019; Sabuhari et al., 2020). So, this hypothesis represents the influence of job satisfaction on employee performance is not appropriate. From the results of hypothesis testing, it can be seen that increasing job satisfaction will be able to decrease employee performance. Ideally if employees are happy and satisfied, then they will have good emotions and work more productively (Jalagat, 2016). The highest indicator is that employees often get motivation from the leadership of 87.6%. While the lowest indicator is that employees are satisfied with the workload that is sometimes delegated to them by 75.9%.

### *The Effect of Spiritual Leadership on Employee Performance mediated by Job Satisfaction*

The indirect effect hypothesis concludes that Job Satisfaction cannot mediate or mediate the influence of spiritual leadership on employee performance. This result is inversely proportional to other research that proves the positive implications of spiritual leadership on employee performance through job satisfaction (Rachmawan & Nita Aryani, 2020). Spiritual Although leaders have the ability to motivate their employees to achieve institutional goals, it does not increase satisfaction and performance, which means there are other factors that affect job satisfaction and employee performance. Good leadership will have an effect on increasing job satisfaction but will not necessarily be accompanied by an increase in employee performance.

### *The Influence of Assignment Complexity on Employee Performance mediated by Job Satisfaction*

The indirect effect hypothesis concludes that Job Satisfaction cannot mediate or mediate the effect of Assignment Complexity on Employee Performance. The results of this study are different from that task complexity through employee performance has a significant effect on organizational performance (Agusniwar et al., 2017). Another study that is different from this study by (Rudyanto, 2020) that the existence of job satisfaction as a moderating variable does not reduce or weaken the effect of task complexity on the performance of internal auditors. Assignment complexity reduces employee performance (-0.0%) mediated by job satisfaction. Therefore, in achieving better employee performance, priority is given to increasing the complexity of better assignments without having to be mediated by job satisfaction.

## Conclusion

<sup>31</sup>Based on the results of testing the direct influence hypothesis in this study, it still has limitations in analyzing things that can have an effect, only some of which have a significant positive influence, namely spiritual leadership which can increase job satisfaction and assignment complexity which can improve employee performance. Spiritual leadership on employee performance and assignment complexity on job satisfaction both have a positive but not significant effect. The hypothesis of the direct effect of job satisfaction on employee performance has a negative and insignificant effect. The results of the indirect effect test conclude that job satisfaction cannot mediate or mediate the influence of spiritual leadership on employee performance.

Testing the indirect effect that job satisfaction cannot mediate or mediate the effect of assignment complexity on employee performance. The recommendations given are expected by the leadership to improve the quality of employee performance better and a sense of responsibility in their work. It is hoped that the leadership will be able to further improve the application of a better spiritual leadership style in terms of the ability to empower subordinates or be able to direct and show morale to their employees. Institutions must pay attention to providing assignment complexity to their subordinates, because assignment complexity is the reason for the problems that exist in employees and becomes a benchmark for overcoming job satisfaction. The results of the study provide recommendations to increase job satisfaction of its employees to obtain better performance by maintaining the way that has been done, for example the leader always provides motivation, the leader provides direction when subordinates have difficulty in work. Increasing the value of spiritual leadership that is applied directly without having to go through or be mediated by job satisfaction. This research can be continued more deeply and comprehensively by using other variables such as the type of leadership to be applied, work environment, work discipline, work motivation or other variables to help an institution achieve its vision, mission, and organizational goals/targets.

The results of this study are theoretically and practically able to show that spiritual leadership and assignment complexity have a big role in employee performance. Job satisfaction provides a big picture of how universities as higher education institutions must be able to meet employee expectations. The study was limited by the ability to collect data because it was taken during the Covid-19 pandemic so that it was collected according to availability filled by respondents. The data that has been obtained is able to represent the results of the study. Research can be continued by taking variables such as organizational commitment and workforce agility. The method used can be qualitative in organizations with different types of businesses and industries. The research model can be continued on a typical organization in accordance with its business processes.

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## Appendix

### Indicator Variables

Variables	Indicator		References
Spiritual Leadership (SL)	SL1	My leader has integrity	(Arokiasamy & Tat, 2020; Riaz, 2013)
	SL2	My leader upholds justice	
	SL3	My leader has the spirit of pious charity	
	SL4	My leader is able to empower his subordinates	
	SL5	My leader talks a little	
	SL6	and a lot of work	
	SL7	My leader is open to change	
	SL8	My leader likes to joke	
	SL9	My leader is humble	
Complexity Assignment (CA)	CA1	Employees clearly know the tasks to be done	(Wang et al., 2014; Zacher & Frese, 2011)
	CA2	Employees know clearly that a task can be completed	
	CA3	Employees know clearly that I have to do a specific task	
	CA4	Employees know how to do each type of task	
Job Satisfaction (JS)	JS1	Employees are satisfied with the work they are currently doing	(Ahakwa et al., 2021; Gbande, 2016)
	JS2	Employees are satisfied with the workload that is sometimes delegated to them	
	JS3	The work that employees are currently doing is in accordance with their educational background, abilities, and expertise	
	JS4	Employees often get motivation from the leadership	
	JS5	Leaders are willing to provide direction when employees have difficulty doing work	
	JS6	Employees feel that the company has provided salaries in accordance with applicable standards	
	JS7	Employees feel that the income from their current job can meet their daily needs	
	JS8	Employees receive adequate and appropriate salaries based on the job	

Variables	Indicator		References
		responsibilities assigned to them	
	JS9	Employees receive salaries that are not in accordance with their expectations and in accordance with their competencies	
Employee Performance (EP)	EP1	Employees have the skills / expertise to complete the work assigned to them	(Abbas et al., 2020; D'alonzo et al., 2021)
	EP2	Employees behave/ behave well at work	
	EP3	Employees always finish	
	EP4	assigned work	
	EP5	to him	

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Shinta Nento, Abdul Haris Abdullah. "Dampak Pengembangan Karir ter... <1%

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