

The Role of Work Attachment as a Mediator in the Relationship between Self Efficacy and Workplace Spirituality on Improving Employee Performance at the Lamongan Regency Water Resources Public Works Office

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ABSTRACT

This study aims to determine the role of work attachment as a mediator in the relationship between self efficacy and workplace spirituality to improve employee performance at the Lamongan Regency Water Resources Public Works Office. The population in this study is 128 employees at the Lamongan Regency Water Resources Public Works Office. The total sample was taken using the slovin formula until 56 employees were obtained. The likert scale was used in this study. The research method uses Smart PLS version 4.1.0.9 by testing the statistical analysis of the outer model, inner model, r-square and path analysis. The results of the study show that Self Efficacy is said to have no effect on employee performance but in Workplace spirituality there is an influence on employee performance, Self Efficacy and workplace spirituality are said to have an influence on employee work attachment, employee work attachment affects employee performance, employee work attachment is said not to mediate the relationship of Self Efficacy to employee performance and employee work attachment is able to mediate Workplace Spirituity's relationship to employee performance.

INTRODUCTION

Performance can affect the success that a person obtains to carry out his responsibilities in a given job, where effective or bad performance follows from the benchmark income by going through the level of work, according to (Ulfa & Astuti, 2023). (Hattab et al., 2021) explained that improving employee performance is very important when changing the direction of government policies as desired by the spirit of reform to broadly give a role to the community in government and development activities. According to (Zulkarnain et al., 2024) There are six indicators in measuring performance, namely: work quality, productivity, job knowledge, trust, availability, freedom.

According to, (Ulfa & Astuti, 2023) Self Efficacy is very influential in improving employee performance because it fosters confidence and capacity to complete tasks given by superiors. Deep (Satria, 2022), a person who has high Self Efficacy can change an event faced around him, Because a person basically has the assumption that he is able to do everything around him. Meanwhile, a person who has low Self Efficacy cannot change something around him, because basically they assume that he does not have the ability to do everything. Then, in difficult circumstances, a person who has high Self Efficacy is likely not to give up and always try harder, while someone who has low Self Efficacy tends to give up when in difficult circumstances. In the study According to (Agustin et al., 2021) The indicators of Self Efficacy are as follows: Employees consider their work to be in accordance with their abilities, employees consider their work to be in accordance with their expectations, employees consider themselves to have the same or superior abilities to other employees, Considering past experience gives workers more assurance in their ability to do their job.

Decreased performance caused by human resource problems can be overcome in several ways, such as the application of spirituality in the workplace, according to (Giusti, 2021). Workplace spirituality is a model of organizational management and behavior, especially organizational culture. This concept has actually been described in organizational behavioral concepts such as values, ethics, and so on (Abizari & Ruslaini, 2021). Spirituality in the workplace can be the utilization, growth, and development of values in the workplace so that it becomes spiritual for the people in the organization. Thus, the people in the organization "enjoy" all the advantages and disadvantages of their work, make them happy, make them want to actualize themselves as best as possible, until finally become more productive in handling various tasks. However, because this spirituality is related to values, it will be related to religion, because religion always provides values that must be embraced by its adherents, Zohar and Marshall 2005 in (Abizari & Ruslaini, 2021). In the research according to (Wufron et al., 2021), the indicators of Workplace spirituality are: A sense of care for fellow colleagues, mutual respect, Work spirit, Good teamwork.

The role of work attachment is essential to improve performance, reduce turnover and make employees feel better overall. When employees feel tied to work and the company, they will be more enthusiastic and productive. Like this also helps create a positive work culture, so companies need to create a work environment that supports attachment, by providing good management, maintaining a balance between work and personal life, and rewarding the contribution of employees. With that, employees will feel appreciated and more motivated to work better. In the study, according to Carmona-Halty in (Ulfa dan Astuti, 2023) Indicators of employee attachment are: Energy at work, Willingness to try, Feeling inspiration from work, Perseverance at work, Pleasure at work, Pride in work, High concentration at work.

The reason that is the topic of this study is that there are differences and gaps from the results of previous research on the relationship between Self Efficacy and employee performance, namely according to (Hadi, 2023) Self Efficacy has a positive effect on employee performance while according to (Ali and Wardoyo, 2021) Self Efficacy does not have a significant influence, as for the relationship between Workplace spirituality and employee performance, namely research from (Labetubun dan Dewi, 2022) shows that spiritualism in the workplace is very strong on employee performance. Next (Giusti, 2021) Where the variable of workplace spirituality statistically has a significant influence on employee performance, because a good spiritual condition will improve a person's performance at work, while religion is only a moderation between the relationship between the two.

This research was conducted at the Lamongan Regency Water Resources Public Works Office, this was done regarding the Self Efficacy variable, which is the lack of employee confidence and there are still many who feel unable to complete their tasks so that the Self Efficacy of the worker is still lacking. In the variable of workplace spirituality, namely the lack of a sense of help to help fellow employees, because existing obligations sometimes make the main focus on work so that when there are individual tasks or cooperation, they can experience difficulties. The problem of work attachment who does not care too much about their work can be triggered by too much and excessive workload.

RESEARCH METHODS

This research was conducted at the Lamongan Regency Water Resources Public Works Office. The type of research used in this study is a quantitative approach with data obtained from the distribution of questionnaires containing indicators of each of the above variables. The number of samples set amounted to 56 employees at the Lamongan Regency Water Resources Public Works Office. The data analysis technique used Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. with the help of SmartPLS software version 4.1.0.9. According to (Avkiran, 2018), it consists of two main components, namely the structural model or also known as the inner model and the measurement model also known as the outer model.

RESULTS AND DISCUSSION

Measurement Model (Outer Model)

The outer model defines how each indicator block relates to its latent variable.

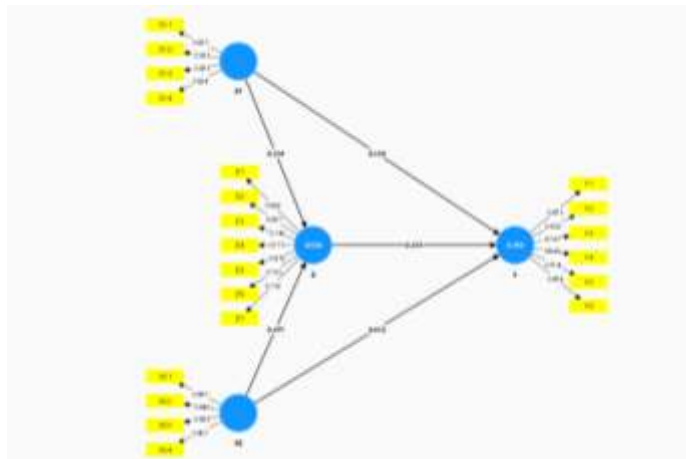


Figure 1 Outer Model

Convergent Validity

In SmartPLS software, convergent validity is equal to the outer loading/loading factor whose value is said to be high if it is greater than 0.7. A loading factor value above 0.7 can be said to be ideal, meaning that the indicator is said to be valid as an indicator that measures constructs, (Setiawan dan Utomo, 2024).

Table 1
 Loading factor

	Value Loading factor	Rate Of Thumb	Information
X1.1	0.837	0.700	Valid
X1.2	0.922	0.700	Valid
X1.3	0.853	0.700	Valid
X1.4	0.824	0.700	Valid
X2.1	0.897	0.700	Valid
X2.2	0.840	0.700	Valid
X2.3	0.863	0.700	Valid
X2.4	0.801	0.700	Valid
Y.1	0.873	0.700	Valid

Y.2	0.822	0.700	Valid
Y.3	0.747	0.700	Valid
Y.4	0.840	0.700	Valid
Y.5	0.914	0.700	Valid
Y.6	0.854	0.700	Valid
Z.1	0.865	0.700	Valid
Z.2	0.827	0.700	Valid
Z.3	0.745	0.700	Valid
Z.4	0.775	0.700	Valid
Z.5	0.810	0.700	Valid
Z.6	0.735	0.700	Valid
Z.7	0.732	0.700	Valid

Based on table 1 above, the results of the loading factor table are said to be valid and ideal because they meet the criteria of good validity with a loading factor value above 0.7 both for the variables of self efficacy, workplace spirituality, employee performance and work attachment.

Validity of Discrimination

The validity of the discrimination can be assessed based on the fornell-larcker criterion and cross loading. The way to test the validity of the discriminant with reflective indicators is to look at the cross loading value for each variable must be > 0.70 . Another way that can be used to test discriminant validity is to compare the square root of AVE for each construct with the correlation values between constructs in the model, (Setiawan and Utomo, 2024).

Table 2
 cross loading

	X1	X2	Y	Z
X1.1	0.837	0.562	0.667	0.568
X1.2	0.922	0.660	0.633	0.566
X1.3	0.853	0.656	0.599	0.600
X1.4	0.824	0.645	0.521	0.525
X2.1	0.613	0.897	0.692	0.602
X2.2	0.688	0.840	0.714	0.642
X2.3	0.653	0.863	0.676	0.574
X2.4	0.530	0.801	0.631	0.560
Y.1	0.626	0.683	0.873	0.778
Y.2	0.615	0.721	0.822	0.647
Y.3	0.570	0.604	0.747	0.474
Y.4	0.507	0.623	0.840	0.662
Y.5	0.712	0.800	0.914	0.796

Y.6	0.520	0.577	0.854	0.576
Z.1	0.634	0.595	0.683	0.865
Z.2	0.505	0.542	0.645	0.827
Z.3	0.471	0.423	0.534	0.745
Z.4	0.434	0.503	0.653	0.775
Z.5	0.628	0.636	0.637	0.810
Z.6	0.387	0.532	0.572	0.735
Z.7	0.525	0.594	0.602	0.732

In table 2, the cross loading value for each existing variable exceeds the other variables, each variable has a value of > 0.70 , it can be said that the instrument has met the discriminating validity of cross loading and can be said to be valid.

Table 3
 Fornell larcker

	X1	X2	Y	Z
X1	0.860			
X2	0.732	0.851		
Y	0.707	0.799	0.843	
Z	0.658	0.700	0.790	0.785

To see the fornell larcker criterion is said to be met if the root of AVE for a particular construct is greater than its correlation with all other constructs according to (Rahadi, 2023). In table 4.9 above, seen from the root of AVE everything is greater than the correlation, so the larcker fornell can be said to be valid.

Test Average Variance Extracted (AVE)

To see the recommended AVE, the value must be > 0.50 which means that 50% or more variance of the indicator can be explained, (Amiruddien et al., 2021)

Table 4
 Average Variance Extracted (AVE)

Average Variance Extracted (AVE)	
X1	0.739
X2	0.724
Y	0.711
Z	0.617

In table 4 above, the AVE value for X1 is 0.739, X2 is 0.724, Y is 0.711, Z is 0.617, this shows that all AVE values of all variables show a value of > 0.50 , so it can be said that the validity test in the AVE test is stated to be fulfilled.

Reliability Test

The conditions usually used to assess construct reliability are Cronchbach's Alpha and Composite reliability must be greater than 0.7 for confirmatory studies and 0.6 – 0.7 is still acceptable for exploratory studies (Ghozali & Latan, 2015: 77).

Table 5
Reliability Test

	Cronbach's alpha	Composite reliability (rho_c)	Information
X1	0.882	0.919	Reliabel
X2	0.872	0.913	Reliabel
Y	0.918	0.936	Reliabel
Z	0.896	0.918	Reliabel

Table 5 above shows that the values for all variables are greater than 0.7, therefore it can be said that for the Cronbach alpha and composite reliability tests all show good reliability.

Structural Model (Inner Model)

The inner model can be done by looking at the R-Square value, where the change in the R-Square value can be used to describe the presence or absence of exogenous latency. The variable significantly affects endogenous latent variables, according to (Rahadi, 2023).

Table 6
R-Square

	R-square
Y	0.750
Z	0.536

The r-square table above shows that the variables (X1) self efficacy and (X2) workplace spirituality contributed to changes in the variable (Y) employee performance with a value of 0.750 while the variables (X1) self efficacy and (X2) workplace spirituality contributed to the change in the variable (Z) work attachment by 0.536

Hypothesis Test

In hypothesis testing, it can be seen from the magnitude of the T-Statistic. Where, the significance level used is 95% ($\alpha = 0.05$) which is > 1.96 . If the p-value < 0.05 means that the hypothesis is accepted (Amiruddien et al., 2021).

Table 7
Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values	Information
X1 -> Y	0.134	0.144	0.115	1.165	0.244	Insignificant
X1 -> Z	0.314	0.331	0.129	2.429	0.015	Significant
X2 -> Y	0.412	0.390	0.140	2.948	0.003	Significant
X2 -> Z	0.471	0.456	0.144	3.274	0.001	Significant
Z -> Y	0.413	0.428	0.127	3.250	0.001	Significant
X1 -> Z -> Y	0.130	0.140	0.066	1.952	0.051	Insignificant
X2 -> Z -> Y	0.195	0.200	0.097	1.996	0.046	Significant

H1 : The Effect of Self Efficacy on Employee Performance

The Effect of Self Efficacy on Employee Performance Based on the original sample value of 0.134, the t-statistical value was $1.165 < 1.96$ and the p-value was $0.244 > 0.05$. Based on the results of the study, it shows that the Self Efficacy variable is said to have no effect on employee performance, so it can be explained that even though employees do not have high Self Efficacy but can still manage time well can improve their abilities, control their own emotions or colleagues, then the employee can still work well. Previous research conducted by Ulfa & Astuti in 2023 shows that Self Efficacy has a direct effect on employee performance. However, in this study it did not show significant results, this can happen due to differences in indicators by previous researchers and affect the final results. It can be said that in working does not have to have high self-efficacy towards other employees, but it can also be from high spirituality can also affect it.

H2 : The Effect of Self Efficacy on Employee Attachment

Based on the original sample value of 0.314, the t-statistical value of $2.429 > 1.96$ and the p-value of $0.015 < 0.05$, the Self Efficacy variable is said to have an effect on employee work attachment, so that H2 is accepted, this is in line with the research of Syamilatul Karimah & Isthofaina Astuty in 2023 which shows that self efficacy has a positive and significant effect on employee engagement, which means that the higher the employee who has self-efficacy, the higher the employee who has self-efficacy, the It affects high work attachment as well, so that the performance of the company will be better.

H3 : The Influence of Workplace Spirituality on Employee Performance

Based on the original sample value of 0.412, the t-statistical value of $2.948 > 1.96$ and the p-value of $0.003 < 0.05$, the Workplace spirituality variable has an effect on employee performance, so that H3 is accepted, similar to research conducted by Selma Halida Giusti d & Budhi Cahyono in 2022 that spirituality in the workplace statistically affects Employee Performance, it can be said that the higher the employee who has a Workplace spirituality that It will affect high work attachment and the performance in the company will be better

H4 : The Influence of Workplace Spirituality on Employee Attachment

The results of the study show that based on the original sample value of 0.471, the t-statistical value of $3.274 > 1.96$ and the p-value of $0.001 < 0.05$, the variable Workplace spirituality has an effect on employee work attachment, so that H4 is accepted, equivalent to research by Andarista, 2024 that workplace spirituality has a positive and significant effect on employee engagement, it can be concluded that the higher the Workplace spirituality owned by employees So the work attachment of employees will also increase

H5 : The effect of employee work attachment on employee performance

Based on the original sample value of 0.413, the t-statistical value of $3.250 > 1.96$ and the p-value of $0.001 < 0.05$, the variable of employee work attachment affects employee performance, so H5 is accepted, this is equivalent to previous research conducted by Ridho Pratomo, 2022 that there is a positive influence of employee attachment on employee performance, it can be said that if good work attachment will improve employee performance

H6 : Employee work attachment mediates the relationship between Self Efficacy and employee performance

Based on the original sample value of 0.130, the t-statistical value of $1.952 < 1.96$ and the p-value of $0.051 > 0.05$, the variable Employee work attachment is said to not mediate the relationship

of Self Efficacy to employee performance, so H₆ is rejected, in the research of Syamilatul Karimah & Isthofaina Astuty in 2023 also shows that employee engagement does not mediate self efficacy on employee performance, but contradicts the research of Ridho Pratomo 2022 and Ulfa & Astuti in 2023 shows that the positive influence of self-efficacy on employee performance through employee work attachment, However, in this study it did not show significant results, this can occur due to differences in indicators by previous researchers and affect the final results. It can be said that at work you do not have to have a good work attachment to improve the performance of your employees but it can also be from a high spirituality in the workplace that can affect it

H7 : Employee work attachment mediates the relationship between Workplace spirituality and employee performance

Based on the original sample value of 0.195, the t-statistical value of 1.996 > 1.96 and the p-value of 0.046 < 0.05, the variable of employee work attachment is able to mediate the relationship between Workplace spirituality and employee performance, so that H₇ is accepted, as well as research conducted by Ulfa & Astuti in 2023 which shows that Workplace spirituality affects employee performance through employee attachment, It can be said that employee work attachment is very capable of mediating the relationship between Workplace spirituality and employee performance.

CONCLUSION

Based on the results of data analysis in this study regarding the Influence of Self Efficacy and Workplace Spirituality on Improving Employee Performance with the Role of Mediation of Employee Attachment in the Lamongan Regency Water Resources Public Works Office with data analysis techniques using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach it can be concluded that the Self Efficacy variable has no effect on employee performance, Self Efficacy is said to have an effect on employee work attachment, the Workplace spirituality variable affects employee performance, Workplace spirituality affects work attachment, employee work attachment affects employee performance, Employee work attachment is said not to mediate the relationship of Self Efficacy to employee performance, the variable of employee work attachment able to mediate the relationship between Workplace spirituality and employee performance.

Directions for researchers are further suggested that sampling should be more so that the data produced is more accurate, The distribution of questionnaires should be distributed directly one by one to respondents and given directions in filling in to be more regular in filling, Data collection techniques do not only focus on questionnaires so that the information obtained is clearer, case studies can be carried out in other places such as private agencies or non-government agencies.

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