


THE USE OF SPIRITUALITY AT WORK TO ENHANCE LECTURERS' SCIENTIFIC PUBLICATIONS PERFORMANCE: THE MEDIATING EFFECT OF JOB SATISFACTION

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 15 May 2023</p> <p>Accepted 09 August 2023</p>	<p>Purpose: The research is conducted to analyze the performance of scientific publications by lecturers in private higher education in Garut District-Indonesia with the values of spirituality and job satisfaction as mediating variables.</p>
<p>Keywords:</p> <p>Workplace Spirituality; Job Satisfaction; Performance; Scientific Lecturers.</p>	<p>Theoretical Framework: Resource-Based Theory (RBT) is employed to elucidate the correlation between work spirituality, job satisfaction, and the lecturers performance of faculty members in publications.</p>
	<p>Design/Methodology/Approach: The research method used is descriptive and causalitas. Data collection was carried out by distributing questionnaires to a sample of 157 people. Before being analyzed, the data was tested for its validity and reliability. Furthermore, data analysis was performed using statistical software.</p>
	<p>Findings: The analysis result shows that the performance of scientific publication of lecturers is influenced by spiritual values in the workplace, such as calmness of mind when working, the outcome of work meeting the organization's expectations, the usefulness of the work that can help others, and also supported by job satisfaction, such as career satisfaction, having a pleasant job, and supportive colleagues.</p>
	<p>Research/Practical & Social implication: Practically, in this study, the model can function as a significant management tool in the world of education, especially higher education, to increase the sustainability of competitive advantage that has the potential to affect organizational performance. Employee performance is also an important factor in supporting organizational success. Thus this can be an attention for the organization to improve the performance of lecturer publications.</p>
	<p>Limitation: This research has several limitations that need to be taken into account and can provide direction for future research; because this research only analyzes from the perspective of private universities, so in the future it can also be from the perspective of state universities. The sample size is also only taken from one university only, so future research can be expanded again from various universities.</p>
	<p>Originality/Value: Although many studies have been conducted on lecturer performance, there are still few that analyze the scientific publication performance from the values of work spirituality, especially in private higher education, so this research is considered to have uniqueness especially in Indonesia.</p>
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O USO DA ESPIRITUALIDADE NO TRABALHO PARA MELHORAR O DESEMPENHO DAS PUBLICAÇÕES CIENTÍFICAS DOS DOCENTES: O EFEITO MEDIADOR DA SATISFAÇÃO NO TRABALHO

RESUMO

Propósito: A pesquisa é realizada para analisar o desempenho de publicações científicas por professores de ensino superior privado no Distrito de Garut-Indonésia com os valores da espiritualidade e satisfação no trabalho como variáveis mediadoras.

Estrutura teórica: A Teoria Baseada em Recursos (RBT) é empregada para elucidar a correlação entre a espiritualidade do trabalho, a satisfação no trabalho e o desempenho dos professores de membros do corpo docente em publicações.

Projeto/Metodologia/Abordagem: O método de pesquisa utilizado é descritivo e causalitas. A coleta de dados foi realizada por meio da distribuição de questionários a uma amostra de 157 pessoas. Antes de serem analisados, os dados foram testados quanto à sua validade e confiabilidade. Além disso, a análise de dados foi realizada utilizando software estatístico.

Constatações: O resultado da análise mostra que o desempenho da publicação científica dos professores é influenciado por valores espirituais no local de trabalho, como a calma da mente ao trabalhar, o resultado do trabalho atendendo às expectativas da organização, a utilidade do trabalho que pode ajudar os outros e também apoiado pela satisfação no trabalho, como a satisfação na carreira, ter um emprego agradável e colegas de apoio.

Pesquisa/Implicação prática & Social: Praticamente, neste estudo, o modelo pode funcionar como uma ferramenta de gestão significativa no mundo da educação, especialmente no ensino superior, para aumentar a sustentabilidade da vantagem competitiva que tem o potencial de afetar o desempenho organizacional. O desempenho dos funcionários também é um fator importante no suporte ao sucesso organizacional. Assim, isso pode ser uma atenção para a organização melhorar o desempenho das publicações de professores.

Limitação: Essa pesquisa tem várias limitações que precisam ser levadas em conta e orientar pesquisas futuras, porque ela só analisa na perspectiva das universidades privadas, e no futuro pode ser também na perspectiva das universidades estaduais. O tamanho da amostra também é retirado apenas de uma universidade, então pesquisas futuras poderão ser ampliadas novamente a partir de várias universidades.

Originalidade/Valor: Embora muitos estudos tenham sido realizados sobre o desempenho do professor, ainda há poucos que analisam o desempenho da publicação científica a partir dos valores da espiritualidade do trabalho, especialmente no ensino superior privado, por isso esta pesquisa é considerada como tendo singularidade, especialmente na Indonésia.

Palavra-chave: Espiritualidade no Local de Trabalho, Satisfação Profissional, Desempenho, Professores Científicos.

PUBLICACIONES CIENTÍFICAS DE PROFESORES: EL EFECTO MEDIDOR DE LA SATISFACCIÓN EN EL TRABAJO

RESUMEN

Propósito: La investigación se realiza para analizar el desempeño de las publicaciones científicas por parte de profesores de educación superior privados en el distrito de Garut-Indonesia, con los valores de espiritualidad y satisfacción laboral como variables intermedias.

Estructura teórica: La Teoría Basada en los Recursos (RBT) se utiliza para esclarecer la correlación entre la espiritualidad del trabajo, la satisfacción del trabajo y el desempeño de los profesores de la facultad en publicaciones.

Proyecto/Metodología/Enfoque: El método de búsqueda utilizado es descriptivo y causalita. La reunión de datos se llevó a cabo mediante la distribución de cuestionarios a una muestra de 157 personas. Antes de ser analizados, los datos se probaron por su validez y fiabilidad. Además, el análisis de los datos se llevó a cabo utilizando programas informáticos estadísticos.

Hallazgos: El resultado del análisis muestra que el desempeño de la publicación científica de los profesores está influido por los valores espirituales en el lugar de trabajo, como la calma de la mente al trabajar, el resultado de la labor que satisface las expectativas de la organización, la utilidad del trabajo que puede ayudar a otros y también por la satisfacción laboral, como la satisfacción profesional, el empleo agradable y los colegas de apoyo.

Investigación/Implicación práctica y Social: Prácticamente, en este estudio, el modelo puede funcionar como una herramienta de gestión significativa en el mundo de la educación, especialmente en la educación superior, para aumentar la sostenibilidad de la ventaja competitiva que tiene el potencial de afectar el desempeño organizacional. El desempeño de los empleados también es un factor importante para apoyar el éxito de la

organización. Por lo tanto, puede ser una atención para la organización mejorar el rendimiento de las publicaciones de los maestros.

Limitación: Esta investigación tiene varias limitaciones que deben ser tomadas en cuenta y guiar la futura investigación, porque sólo analiza desde la perspectiva de las universidades privadas, y en el futuro también puede ser desde la perspectiva de las universidades estatales. El tamaño de la muestra también se toma sólo de una universidad, por lo que la investigación futura puede ampliarse de nuevo de varias universidades.

Originalidad/Valor: Aunque se han realizado muchos estudios sobre el desempeño del profesor, todavía son pocos los que analizan el desempeño de la publicación científica a partir de los valores de la espiritualidad del trabajo, especialmente en la educación superior privada, por lo que esta investigación se considera única, especialmente en Indonesia.

Palabra clave: Espiritualidad Laboral, Satisfacción Profesional, Performance, Maestros Científicos.

INTRODUCTION

Scientific publication is one of the important indicators in measuring the performance of lecturers in the academic field. Scientific publication can be in the form of scientific journals, proceedings, books, and others that are published in print or electronic form. Scientific publication of lecturers is very important in improving the quality of education and research in higher education. Scientific publication of lecturers can enhance the reputation of the higher education institution, improve the quality of research, and increase the competitiveness of the higher education institution in the academic field. Scientific publication of lecturers can also provide significant contributions in the development of science and technology, as well as improve the quality of life of the community.

Therefore, research on the performance of scientific publications by lecturers is very important to be conducted. This research can find out the level of lecturers' contribution in the field of research and the development of science, and can be used as a reference in improving the quality of education and research in higher education. This research can also be used as a basis for determining strategies in improving the quality of scientific publications by lecturers in higher education.

One of the problems faced by higher education is the low performance of lecturers in the field of scientific publications (Kurniati & Fidowaty, 2017). Performance is the result of the work achieved by employees, which is the result of quality and quantity of work in carrying out their duties in accordance with the responsibilities given to them (Luthans & Doh, 2014; Mangkunegara, 2017; Robbins & Judge, 2016). So far, the results of scientific publications of lecturers are evaluated in terms of quality and quantity still show not in line with expectations (Putri & Amalia, 2018).

In general, previous research shows that performance is greatly influenced by internal and external factors (Amstrongs & Taylor, 2014; Suwatno & Yuniarsih, 2013). Employees who

possess good quality, time, support, motivation, and research ability will be more likely to perform their work activities well. However, performance is also influenced by other factors such as the work environment and socioeconomic conditions (Luthans & Doh, 2014; Robbins & Judge, 2016).

Spirituality in the workplace is one of the internal factors, it is a state where people have a spiritual life that is nurtured and nourished by meaningful work that occurs within the context of community (Ashmos & Duchon, 2000; Dandona, 2017; Robbins & Judge, 2015). Workplace spirituality is the experience and meaning of work, community, and transcendence, which may be referred to differently in various studies (Pawar, 2019; Petchsawang & Duchon, 2012).

Another internal factor is job satisfaction, which is a pleasant feeling that is generated from the belief that a person's job meets or allows the fulfillment of the values of that job as important (Noe et al., 2016; Robbins & Judge, 2016), the first stage in achieving performance (Daley, 2017).

This research attempts to analyze the performance of lecturers in the field of scientific publications in terms of work spirituality and job satisfaction. Because previous research has not yet analyzed this performance from the values of work spirituality, this research is considered interesting to be conducted.

OBJECTIVE

Based on the background presented, this study aims to:

1. to determine the effect of work spirituality on the performance of scientific publications.
2. to determine the effect of work spirituality on job satisfaction.
3. to determine the mediating effect of job satisfaction on the performance of scientific publications

LITERATURE REVIEW

Businesses should focus on strategic human resource management (Lamesawan et al., 2023). Theory of Planned Behavior (TPB) argues that behavior is determined by three factors: personal attitude, subjective norms, and perceived behavioral control (Liu, 2022). Personal attitude refers to an individual's evaluation of behavior, subjective norm refers to social pressures and norms that influence behavior, and perceived behavioral control reflects an individual's perception of their ability to perform the behavior (Liu, 2022). The TPB provides

a framework for considering the factors that shape an individual's conscious plans, decisions, and self-instructions to support efforts towards targeted goals (Latif et al., 2022).

Spirituality in the workplace has been recognized as a significant factor that can influence individual performance. Several studies have investigated the impact of workplace spirituality on various aspects of job performance. Retnowati et al (2018) conducted survey-based research to assess lecturer performance in research and scientific publications. They used a questionnaire with high validity and reliability, accompanied by observation techniques. Nurgazali et al. (2023) explored the influence of workplace spirituality and spiritual leadership on job performance through job satisfaction. Gunawan et al (2022) investigated the relationship between servant leadership, workplace spirituality, and employee engagement at the Faculty of Liberal Arts, University-X. In addition, other studies have investigated the relationship between job performance and related variables such as job satisfaction, autonomy, workload, work-life balance, compensation, leadership, and organizational culture (Khusnah, 2019; Nadhifah et al., 2022; Prasetyo, 2022). These studies provide valuable insights into the factors that can influence job performance and the potential mediating role of job satisfaction.

FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Spirituality in the Workplace and Performance Scientific Publication

The relationship between work spirituality and the performance of lecturers' scientific publications has been researched and controlled. Research shows that spirituality in the workplace, spiritual leadership, and a shared commitment to increasing scientific publications can influence the performance and productivity of lecturers in the field of research and scientific publications (Arianto et al., 2023; Badaruddin & Fatmasari, 2021; Dison Silalahi & Lubis, 2022; Gunawan et al., 2022; Retnowati et al., 2018). Other research shows a relationship between work motivation, work environment, and adjustments to the effectiveness of lecturer work (Lisnawati, 2023; Suyanto, 2020). However, research on the performance of scientific publications associated with organizational climate and knowledge sharing is still lacking (Putri & Hertina, 2019). In an effort to improve scientific publication performance, it is important to pay attention to these factors and develop appropriate strategies to improve work spirituality and scientific publication performance.

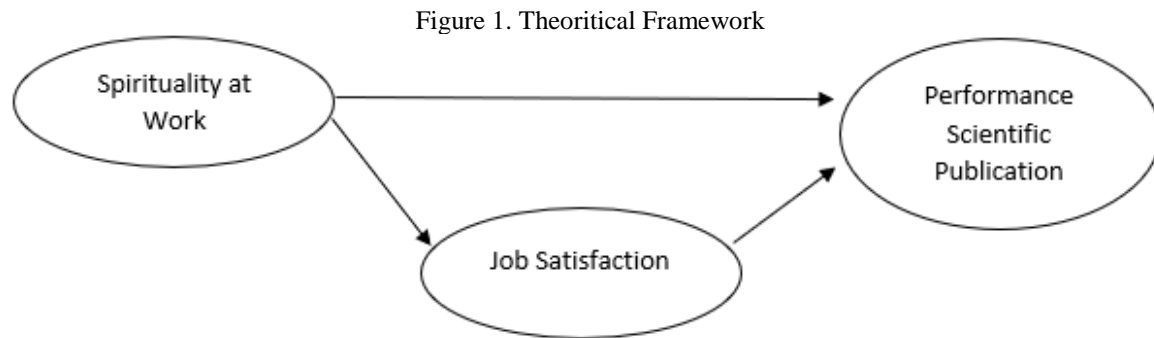
Spirituality in the Workplace and Job Satisfaction

There are many studies that have been conducted to analyze the relationship between work spirituality and lecturer job satisfaction. Several studies have shown that work spirituality has a positive effect on lecturer job satisfaction (Mengko & Sambeka, 2018; Putra et al., 2019). The existence of leaders with good spirituality in the workplace is also believed to increase the job satisfaction of lecturers and staff (Dison Silalahi & Lubis, 2022). In the context of fresh graduates who are already working, there is a positive relationship between spirituality and job satisfaction (Putra et al., 2019). Therefore, increasing job satisfaction and work spirituality for lecturers can be an important thing to consider (Mengko & Sambeka, 2018). Additionally, a study that performed a meta-analysis by Shahnawaz et al. (2021) found that work spirituality has a significant positive relationship with various aspects of measuring job satisfaction, including job involvement, satisfaction with colleagues, satisfaction with superiors, and satisfaction with work as a whole. The results of this study show consistency in findings from other countries that support a positive relationship between work spirituality and job satisfaction. This proves that work spirituality has an important role in creating high job satisfaction for lecturers and employees in various work contexts.

Job Satisfaction and Performance Scientific Publication

Several studies have found that workplace spirituality has a positive effect on employee performance, partly mediated by job satisfaction (Br Tarigan et al., 2022). Other studies have shown that job satisfaction mediates the relationship between workplace spirituality and deviant behavior at work and employee performance (Astuti et al., 2020). It was also found that spiritual leadership influences employee performance, with job satisfaction as the mediator (Rachmawan & Aryani, 2020). These studies collectively show that job satisfaction plays an important role in mediating the relationship between spirituality at work and performance.

compiled this research after conducting an extensive literature review on this topic. used in this study were actually taken and adapted to the context of this research. We have four hypotheses to test the proposed research framework, as seen in Figure 1.



Source: Prepared by the authors.

Based on the theoretical framework described, several hypotheses are proposed as follows:

- H1: Spirituality at Work influences the performance of scientific publications
- H2: Spirituality at Work influences Job Satisfaction
- H3: Job Satisfaction mediates the effect of Spirituality at Work on Publication Performance Scientific

RESEARCH METODOLOGY

The methods used in this research are descriptive and causality to find out how the conditions of work spirituality, job satisfaction, and scientific publication performance of permanent lecturers in private higher education institutions in Kabupaten Garut, West Java, Indonesia. 157 lecturers were used as samples in this research. The questionnaire was used as the main data collection instrument with a 1-5 scale using Likert scale, to find out various responses from the respondents. The sampling technique used in this research is proportional random sampling. To find out the relationship between independent and dependent variables, statistical testing is done with statistical applications.

DATA ANALYSIS AND RESULT

The characteristics of the respondents from 157 lecturers of private higher education in Garut District in this research were obtained as follows: based on master's education, 82% and 18% with doctoral education. Based on gender, 54% are male and 46% are female. Based on certified lecturers, 52% are already certified and 48% are not certified. As for academic positions, 51% are lecturers, 45% are assistant experts, 4% are head lecturers, and 0% are professors.

Based on the results of the descriptive analysis of spirituality in the workplace, the smallest score is 3.08 with good criteria, the highest score is 3.19, which is lecturers feel that they have met the expectations of the leader as a teacher, writing articles or journals that will be published.

Based on the results of the descriptive analysis recapitulation, job satisfaction has the lowest score of 3.08 with good criteria and the highest score of 3.22 where the lecturers have felt that the provision of rewards is in line with academic positions.

Based on the results of the descriptive analysis of scientific publication performance, the lowest score is 3.12 with good criteria and the highest score is 3.19, which is the lecturer has been publishing every year. This must be maintained because the performance of lecturers in publishing is very determining the success of the higher education institution.

Evaluasi Outer Model (Measurement Model)

Convergent Validity

According to the results of indicator values from each variable. According to (Ghozali, 2016) validity test is stated as valid if it is > 0.7 . As for the Workplace Spirituality variable that has a factor loading value above 0.7 as many as 17 indicators and 1 indicator below 0.7. The Job Satisfaction variable that has a factor loading value above 0.7 as many as 17 indicators and 3 indicators below 0.7. And the Scientific Publication Performance variable that has a factor loading value above 0.7 as many as 11 indicators and 1 indicator below 0.7. To see the factor loading value clearly, the construct data for invalid factor loading values are in the following table.

Table 1 Invalid Item Construct

Measurement Models	Items	Invalid items
Spirituality in the workplace	SAW1-SAW18	SAW13
Job Satisfaction	JS1-JS20	KK9, KK10, KK19
Scientific Publication Performance	SPP1-SPP12	SPP7

Source: Data Processing, 2022

Composite Reliability

To measure the reliability of a construct in PLS-SEM using the SmartPLS application, two methods are used, namely looking at the Cronbach Alpha value and Composite Reliability. Reliability testing using the rule if the Cronbach Alpha value > 0.7 is then considered reliable (Ghozali, 2016). To see whether the construct is reliable or not can be seen in the following table:

Table 2 Composite Reliability

Variable	Composite Reliability	Reliability
Spirituality in the workplace	0.976	Reliable
Job Satisfaction	0.975	Reliable
Scientific Publication Performance	0.971	Reliable

Source: Data Processing, 2022

Based on table 2, it can be seen that the Composite Reliability for all constructs above 0.7 indicating that all constructs in the estimated model meet the criteria for discriminant validity, thus the construct of Spirituality in the workplace, Job satisfaction, and Scientific publication performance are declared reliable. Furthermore, reinforced by the Cronbach Alpha value as follows.

Table 3 Cronbach Alpha

Variable	Cronbach Alpha	Reliability
Spirituality in the workplace	0.974	Reliable
Job Satisfaction	0.969	Reliable
Scientific Publication Performance	0.962	Reliable

Source: Data Processing, 2022

Table 3 shows that the Cronbach Alpha values for all constructs are above 0.7 and are considered reliable.

Inner Model (Structural Model)

R- square

R-Square is used to assess the extent of the influence of independent variables on the dependent variable. R-Square values of 0.75-0.50 and 0.25 can indicate a strong, moderate, and weak model (Ghozali, 2016). The R-Square values are as follows:

Table 4 R-Square

Variable	R-Square	R Square Adjusted
Job Satisfaction	0.957	0.956
Scientific Publication Performance	0.978	0.977

Source: Data Processing, 2022

The results of the R-Square in Table 4 show that the R-Square value for the construct of Scientific Publication Performance is 0.978, which means that the value indicates that the variables of Workplace Spirituality and Job Satisfaction can affect Scientific Publication Performance of permanent lecturers in private higher education in Garut District by 97.8%, which means that the effect is strong. The rest is influenced by other variables outside of this research. Furthermore, for the Job Satisfaction variable, the result of the R-Square value is

0.957, which means that job satisfaction is influenced by workplace spirituality by 95.7%, meaning that the effect is strong, and the rest is influenced by other variables outside of the variables in this research.

Hypotesis Testing (*Bootstrapping*)

To determine whether a hypothesis is accepted or rejected, one can consider the significance value between constructs, t-statistics and p-values. A hypothesis can be accepted if the t-statistic significance is greater than 1.96 and the p-value is below 0.5 (Ghozali, 2016).

Table 5 Path Coefficient

Variable	<i>Original Sampel (O)</i>	<i>Sampel Mean (M)</i>	<i>Standar Deviation (STDEV)</i>	<i>T Statistik (O/STADEV)</i>	<i>P Values</i>
Job Satisfaction -> Scientific Publication Performance	0.617	0.598	0.123	5.031	0.000
Spirituality in the workplace -> Job Satisfaction	0.978	0.978	0.005	194.191	0.000
Job Satisfaction -> Scientific Publication Performance	0.378	0.397	0.124	3.052	0.002

Source: Data Processing, 2022

DISCUSSIONS

The Effect of Spirituality in the Workplace on the Performance of Scientific Publications

Spirituality in the workplace is refreshed into four dimensions, namely the meaning of work, a sense of togetherness, alignment with the organization, and transcendence (Petchsawang & McLean, 2017). Meanwhile, the dimensions of scientific publication performance are refreshed into five dimensions, namely quality, quantity, responsibility, cooperation, and productivity (Mangkunegara, 2017). The relationship between spirituality in the workplace and scientific publication performance has a t-statistic value of 5.031 which is greater than 1.96 and a p-value of 0.000 which is below 0.5, therefore the hypothesis is accepted that spirituality in the workplace has a positive and significant effect on the performance of fixed lecturers in private higher education in Garut District. A positive effect means that the higher the spirituality in the workplace, the better the performance. Spirituality in the workplace can help employees to cope with the pressures and stress related to their work. To improve spirituality in the workplace, it can be done by providing programs designed to improve spirituality, creating space for meditation or worship, and increasing communication among employees (Tayebiniya & Khorasgani, 2018). Employees who have a higher level of spirituality

tend to have better work performance compared to staff with a lower level of spirituality (Tayebiniya & Khorasgani, 2018).

The research results that support the findings of researching spirituality in the workplace on scientific publication performance by Nugraha Pratama (2014) state that the presence of spirituality has a significant impact on the performance of lecturers, showing that organizations that are rich in spiritual values will drive better organizational performance. Spirituality in the workplace has a positive effect on work performance, spirituality in the workplace can increase motivation, commitment, and sense of responsibility as well as reduce stress and work fatigue (Iksan & Haryono, 2020).

The Effect of Spirituality in the Workplace on Job Satisfaction

Spirituality in the workplace is represented in four dimensions, namely the meaningfulness of work, sense of community, alignment with the organization, and transcendence. Meanwhile, the dimensions of the job satisfaction variable are refreshed into five dimensions, namely the job itself, compensation, career opportunities, supervision, and the work environment (Luthans & Doh, 2014; Robbins & Judge, 2016).

According to Table 5, the construct of Spirituality in the workplace towards Job Satisfaction has a t-statistic value of 194.191 greater than 1.96 and a p-value of 0.000 below 0.5, thus rejecting H₀, meaning that Spirituality in the workplace has a positive and significant effect on job satisfaction among permanent lecturers in private higher education institutions in Garut District. Positive influence can be interpreted that the more Spiritualism increases in the workplace, the more job satisfaction will increase. The results of this research support the research of Belwalkar et al (2018) the results show that work spirituality is related to inner life with significant job satisfaction where with spirituality in the workplace will become a pillar in the priority of work that will come for managers in improving job satisfaction. The research conducted by Widiastuti (2020) states that there is a significant influence between spirituality in the workplace on job satisfaction, spirituality can create job satisfaction.

Lecturers who have a high level of work spirituality tend to be more satisfied with their jobs compared to lecturers who have a low level of work spirituality. Therefore, in improving job satisfaction of lecturers at State Polytechnic of Manado, efforts are needed to increase the work spirituality of lecturers through various programs and activities that can improve the quality of life and personal development of lecturers (Mengko & Sambeka, 2018). Spirituality in the workplace can affect the level of job satisfaction of employees through mediation effects.

This shows that by enhancing spirituality in the workplace and creating a work environment that makes employees feel trusted, it can increase their level of job satisfaction (Hassan et al., 2016).

Job Satisfaction Mediates the Influence of Spirituality in the Workplace on Scientific Publication Performance

Based on Table 5, the construct of Job Satisfaction towards Scientific Publication Performance has a t-statistic value of 3.052 greater than 1.96 and a p-value of 0.002 less than 0.5, thus the hypothesis is accepted, job satisfaction has a positive and significant impact on scientific publication performance among permanent lecturers in private higher education institutions in Garut District. Positive impact can be interpreted that the higher the job satisfaction, the more significant increase in scientific publication performance.

Job satisfaction is something that is shown by someone's attitude or feelings towards their work, including opportunities for promotion, relationships with colleagues, supervision and feelings of satisfaction with the work itself. Research conducted by Heru (2018) states that there is a significant influence between job satisfaction and performance.

Spirituality in the workplace can increase job satisfaction among employees and lead to better performance. Therefore, companies should provide opportunities for employees to pursue spirituality in the workplace to enhance job satisfaction and employee performance (Sony & Mekoth, 2019).

Then, to test the third hypothesis, because in the third hypothesis there is a mediation variable. Then we can see the value of Specific Indirect Effect as follows:

Table 6 Specific Indirect Effect

Variable	<i>Original Sampel (O)</i>	<i>Sampel Mean (M)</i>	<i>Standar Deviation (STDEV)</i>	T Statistik (O/STADEV)	<i>P Values</i>
Spirituality in the workplace -> Job Satisfaction -> Scientific Publication Performance	0.370	0.389	0.122	3.032	0.003

Source: Data Processing, 2022

From the results of table 6, it can be seen that the Spirituality in the workplace towards Scientific Publication Performance is mediated by Job Satisfaction with a t-statistic value of 3.032 greater than 1.96, p-value of 0.003 less than 0.05 indicating that job satisfaction mediates the positive and significant effect of spirituality in the workplace on scientific publication performance. The better the value of spirituality in the workplace is supported by job

satisfaction, the higher the scientific publication performance of permanent lecturers in private higher education in Garut District. The results of this study are also supported by the research of Eliyana & Sridadi (2020) and Sony & Mekoth (2019) which shows that workplace spirituality has a significant effect on employee performance, workplace spirituality has a significant effect on job satisfaction and job satisfaction mediates the effect of workplace spirituality on employee performance. Employees who are satisfied with their work tend to improve their performance (Khusnah, 2019). There exists a direct correlation between modern performance evaluation systems, dedication to the organization, and managerial effectiveness (A et al., 2023).

Spirituality in the workplace plays an important role in improving the well-being and performance of employees (Eliyana & Sridadi, 2020; Khusnah, 2019; Swanepoel, 2015). Additionally, spirituality in the workplace can also help companies to improve performance, increase creativity and innovation, and enhance customer satisfaction. However, it is important to remember that the implementation of spirituality in the workplace should be done in a suitable manner and without neglecting individual rights (Foster & Foster, 2019; Karakas, 2010; Rahman & Zaman, 2019; Sintaasih et al., 2019).

The results of the empirical study show that there is a positive relationship between spirituality in the workplace and job satisfaction. This indicates that spirituality in the workplace is an important factor in improving the performance of individuals and the organization as a whole (Belwalkar et al., 2018).

CONCLUSION

Spirituality in the workplace has a positive and significant impact on Scientific Publication Performance of permanent lecturers at private universities in the Universitas Garut, that the increasing spirituality in the workplace will increase scientific publication performance. This result shows that companies should pay attention to the spiritual aspect in managing their employees and providing a work environment that can increase the spirituality of employees to improve work performance. Job satisfaction has a positive and significant impact on scientific publication performance of permanent lecturers at private universities in the Garut district. The better the value of spirituality in the workplace supported by job satisfaction will increase scientific publication performance of permanent lecturers at private universities in the Garut district specifically in the Universitas Garut.

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