
Influence Leadership, Motivation, Work Culture, Spiritual Quotient on Job Satisfaction, Impact Performance

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ABSTRACT

This study aims to determine the influence of leadership, motivation, work culture, and spiritual intelligence on job satisfaction and its impact on the performance of the National Zakat Agency of the Bangka Belitung Islands Province. Quantitative methods with questionnaire instruments were used in this study. All members of the National Zakat Agency of the Bangka Belitung Islands Province became the population and sample. The questionnaire was tested with a measurement model and a structural model, then data analysis was carried out by hypothesis testing. The study finds that most of the independent variables did not affect job satisfaction or amil (zakat collectors) performance. the exception for job satisfaction, which affected the amil performance, and work culture, which was affected through job satisfaction. The benefits of this study are to provide insight for leaders and managers of the National Zakat Agency in improving amil performance through more effective strategies, such as strengthening work culture and increasing job satisfaction. For the community, the results of this study can be a reference in understanding the factors that influence the effectiveness of zakat management.

Keywords : Leadership; Motivation; Work Culture; Spiritual Quotient; Job Satisfaction

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan, motivasi, budaya kerja, dan kecerdasan spiritual terhadap kepuasan kerja serta dampaknya terhadap kinerja Badan Amil Zakat Nasional Provinsi Kepulauan Bangka Belitung. Metode kuantitatif dengan instrumen kuesioner digunakan dalam penelitian ini. Seluruh anggota Badan Amil Zakat Nasional Provinsi Kepulauan Bangka Belitung menjadi populasi dan sampel. Kuesioner diuji dengan model pengukuran dan model struktural, kemudian analisis data dilakukan dengan uji hipotesis. Hasil penelitian menunjukkan bahwa sebagian besar variabel independen tidak berpengaruh terhadap kepuasan kerja maupun kinerja amil (pengumpul zakat), kecuali kepuasan kerja yang berpengaruh terhadap kinerja amil, dan budaya kerja yang dipengaruhi melalui kepuasan kerja. Manfaat dari penelitian ini adalah untuk memberikan masukan bagi pimpinan dan pengelola Badan Amil Zakat Nasional dalam meningkatkan kinerja amil melalui strategi yang lebih efektif, seperti penguatan budaya kerja dan peningkatan kepuasan kerja. Bagi masyarakat, hasil penelitian ini dapat menjadi referensi dalam memahami faktor-faktor yang mempengaruhi efektivitas pengelolaan zakat.

Kata Kunci : *Kepemimpinan; Motivasi; Budaya Kerja; Kecerdasan Spiritual; Kepuasan Kerja*

INTRODUCTION

The Bangka Belitung Islands Province is an archipelago consisting of hundreds of small islands located between two large islands, Bangka and Belitung. This province was officially established on November 21, 2000 with the capital city of Pangkalpinang. The population of the Bangka Belitung Islands Province is a diverse society and upholds religious harmony (Adib & Rada, 2020). This province consists of seven districts/cities spread over an area of 16,424.23 km² and has a population of 1,494,621 people in 2022. The majority of the population is Muslim (90.29%), the people of Bangka Belitung show strong religious harmony and uphold practices that cannot be separated from their religion, including zakat, infaq, and sedekah (ZIS). These practices are important pillars of Islamic economic empowerment, but their potential for optimization has not been optimally utilized.

The Center for Strategic Studies of the National Alms Agency (Puskas BAZNAS) of the Republic of Indonesia (official news: September 2022) stated in figures that the Bangka Belitung Islands Province has a zakat potential of 31.3 billion rupiah with the object of zakat on the income of State Civil Apparatus (ASN) and Non-State Civil Apparatus (Non ASN), zakat on Provincial Regional-Owned Enterprises (BUMD) and retail zakat. The amount of 31.3 billion could possibly still increase if seen from the number of Muslim population in the Bangka Belitung Islands which reaches 90.29% or 1.49 million people (as of December 2022)

BAZNAS is currently facing a challenge that is not easy, considering the enormous potential of zakat that needs to be supported by Human Resources (HR) who have high fighting power and competitiveness (Dirga, 2023) . This challenge is often faced by BAZNAS when prioritizing how HR management is managed and developed according to the needs of the institution, of course it will be an added value for the institution. However, on the other hand, when BAZNAS does not make zakat management HR something that needs to be managed and developed, zakat management will stagnate (Allam, 2023).

One of the many important components involved in achieving organizational goals at BAZNAS is leadership (Rahma et al., 2024) . Leaders play an important role in using their authority and leadership to achieve the desired goals (Fitriana & Cenni, 2021) . Competent and good leaders are very valuable resources that play an important role in the progress of an organization that has established a certain vision and mission as the foundation for future success.

As an important driver in efforts to achieve performance targets, motivation is needed as a driver for someone (Supriani et al., 2020) . Without motivation, employees will not do a task efficiently because there is no will that comes from within the employee himself, instead it only becomes a routine task. Motivation is an important thing for a leader who can direct his employees to want to work until they succeed. Creating a chain in providing motivation to someone that starts from needs, creates desires, causes actions and produces decisions (Melianah et al., 2020) .

To improve the important components in organizing, work culture becomes one of the urgent parts. Workplace culture has a significant impact on employee productivity and

performance in an organization. Employees will be more focused and productive in carrying out their work days, which is often interpreted as the most important task carried out by leaders (Yolanda, 2024) .

Spiritual Intelligence is human intelligence that is used to establish a relationship with God. The potential for Spiritual Intelligence in each individual is very high and is not influenced by heredity, environment, or other factors. A person who has strong spiritual principles and values can appreciate every moment of everyday life and can overcome and survive in difficult situations. True intelligence is related to the nature of humans and the role of humans as rulers. (Fauziah & Octavia, 2023) To achieve organizational/institutional goals, HR management must unite leaders and employees by fostering a positive work environment, valuing commitment and loyalty, providing clear direction and guidance to leaders and subordinates, and ensuring good coordination (Indriani et al., 2024) . Lack of satisfaction of Amil in working causes low performance of Amil, which is caused by lack of leadership role, less than optimal motivation, less than conducive work culture, and less than optimal spirituality of Amil in worship.

1. Zakat Collector

According to Nugraha & Zen (2020), amil zakat are those who are responsible for managing and distributing zakat properly. BAZNAS acts as a liaison between muzaki (zakat payers) and mustahik (zakat recipients) to ensure that the collection and distribution of zakat is under Islamic sharia principles (Suaka et al., 2024)

2. Leadership

(Sari et al., 2020) defines leadership as someone who uses influence to motivate others to achieve organizational goals. Blanchard in Lubis (2020) states that the key to leadership is influence, not power. Leadership is the axis of organizational dynamics, which complexly shapes the behavior and actions of individuals or groups as they pursue certain goals in certain contexts (Reniati et al., 2024) .

3. Motivation

The word motivation comes from the Latin "movere" which means to move. The term in the sense of motivation comes from the English word "motivation". The motive that has been used in Malay is the word motive which means a goal or any effort that encourages someone to do something (Srinawati & Achmad, 2020) . Motivation is the process of expressing a person's strength, direction, and continuity in achieving a goal (Rachmawati et al., 2021) .

4. Work Culture

Herwanto & Radiansyah (2022) stated that work culture is the values or habits adopted by an organization to serve as a guideline for the company in achieving the goals the company wants to achieve.

5. Spiritual Intelligence

Spiritual intelligence is the ability to give meaning to all actions and behavior by carrying out actions and thinking naturally for the whole person (hanif) and adhering to the philosophy of monotheism (integralism) and fully focusing on Allah SWT (Mu'in, 2023).

6. Job satisfaction

The general attitude towards one's job as the difference between the amount of compensation an employee receives and the amount of compensation he or she believes he or she should receive is the definition of job satisfaction (Akmal & Raisnaiyah, 2020)

7. Performance

Performance is the result of an individual's work in carrying out a task by considering the talent, experience, commitment and time required (Jayanti & Dewi, 2021) . Mahdi et al (2023) explains that management tools including performance measurement are used to improve accountability standards and decision making. Performance measurement is also used to assess the achievement of goals and objectives. Another thing conveyed by Laoli & Ndraha (2022) to achieve the mission with the output achieved, work measurement becomes an activity of recording and measuring the implementation of work that has been done.

This study is a development of several previous researchers who discussed the same variables. Among them are research from (Astuti et al., 2020) (Rahmawati, 2022) , (Sappara et al., 2022) , (Wahyudi et al., 2023) , and (Priscilla et al., 2024) . The differences between this study and previous studies are different variables, different places and times, and different research objects.

The novelty of this research is that this research was conducted in an Islamic philanthropic organization in the Bangka Belitung Islands Province which uses one of the spiritual intelligence variables which is rarely used for Islamic Agencies or Organizations but rather conventional Agencies or Organizations, this research is very comprehensive because it analyzes the influence of leadership, motivation, work culture and spiritual intelligence on Job Satisfaction and its impact on the Performance of Amil at the National Zakat Amil Agency in the Bangka Belitung Islands Province, this research produces an analysis of the influence of leadership, motivation, work culture and spiritual intelligence on Job Satisfaction and its impact on the Performance of Amil at the National Zakat Amil Agency in the Bangka Belitung Islands Province.

Therefore, to obtain a more organized understanding, further research is needed with the title "The Influence of Leadership, Motivation, Work Culture and Spiritual Intelligence on Job Satisfaction and its Impact on the Performance of Amil at the National Zakat Amil Agency of the Bangka Belitung Islands Province".

RESEARCH METHOD

The methodology used in this study is quantitative because it essentially uses numbers to measure data. Quantitative research is research whose data is in the form of numbers and is analyzed using statistical procedures. The quantitative approach aims to provide explanations, correlations, or descriptions using numerical data that is analyzed statistically. In this study, research instruments such as questionnaires or surveys were used to systematically collect data from predetermined respondents. The data obtained were then analyzed using quantitative statistical methods to evaluate and test previously formulated hypotheses. This approach is based on a positivist paradigm, which assumes that social phenomena can be measured objectively using numerical data. Therefore, this research method is designed to identify patterns, relationships, or influences between variables in a particular population or sample (Sugiyono, 2020). In the context of this study, the population or sample studied was Amil at BAZNAS Bangka Belitung, with a focus on how leadership, motivation, work culture, and spiritual intelligence contribute to job satisfaction and performance

A total of 79 Amil Populations spread across the National Zakat Amil Agency in the Bangka Belitung Islands Province in 2023 were obtained from direct communication with administrators within the organization. The size and composition of the population are

samples in quantitative research. In determining the number of respondent samples in this study, the Slovin formula was used as follows:

$$n = \frac{N}{1+N(e^2)} \quad (1)$$

Where “n” is the number of samples, “N” is the number of populations, and “e” is the Percentage of Inaccuracy Allowance Due to Errors of 5%.

The sample acquisition using the Slovin formula at the National Zakat Collection Agency in the Bangka Belitung Islands Province is :

$$n = \frac{79}{1+79(0,05^2)} = 67 \quad (2)$$

In sampling, the method used in this study is the probability sampling method. The random sampling technique used is where sample members are selected randomly from the existing population. Proportional sampling is carried out using the following formula:

$$n_i = \frac{N_i}{N} \cdot n \quad (3)$$

Information “ni” is the number of samples, “n” is the total sample size, “Ni” is the number of proportions by proportion, and “N” is the total population size. This can be done because the population members are considered homogeneous, namely the National Zakat Agency Amil in the Bangka Belitung Islands Province.

Data collection was carried out by distributing questionnaires to respondents, which had previously been tested for validity and reliability. The validity of the questionnaire was tested using a measurement model analysis (outer model), which includes convergent validity testing through outer loading values and Average Variance Extracted (AVE). Meanwhile, reliability was measured by Composite Reliability (CR).

Data analysis was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) technique. The analysis process includes two main stages, namely testing the measurement model (outer model) and testing the structural model (inner model). Testing the outer model aims to ensure that the research instrument meets the specified validity and reliability standards. Testing the inner model is used to test the causal relationship between variables, both directly and indirectly, and to measure the path coefficient to identify significant influences.

The operationalization variables in this study include four independent variables (leadership, motivation, work culture, and spiritual intelligence), one mediating variable (job satisfaction), and one dependent variable (Amil performance). Each variable is measured through specific indicators that have been formulated based on a literature review and relevance to the research context.

This study is expected to provide an in-depth understanding of the factors that influence Amil's performance at BAZNAS, especially in the Bangka Belitung Islands Province, as well as provide strategic recommendations for improving the performance of zakat management institutions through more effective human resource management.

RESULTS AND DISCUSSION

The data processing technique applied in this study uses PLS (Partial Least Square) with the SEM (Structural Equation Modeling) method which is applied through two stages to assess the FIT Model of a study (Imam & Latan, 2014), namely: The data quality testing stage through the assessment of the outer Model (Measurement Model) and the data testing stage through the assessment of the structural model (inner model). The data analysis stage using SmartPLS has several criteria used to assess the outer model or measurement model, namely: convergent validity, discriminant validity, and consistency reliability (Hair, 2010).

Convergent Validity Value or Outer Loading Results (Measurement Model) can be seen in Table 1.

Table 1. Outer Loading (Measurement Model) Result

	X1 (Leadership)	X2 (Motivation)	X3 (Work Culture)	X4 (Spiritual Quotient)	Z (Job Satisfaction)	Y (Amil Performance)
X1.1	0.732					
X1.2	0.766					
X1.3	0.745					
X1.4	0.744					
X1.5	0.815					
X1.6	0.759					
X1.7	0.728					
X1.8	0.730					
X1.9	0.747					
X1.10	0.844					
X1.11	0.827					
X1.12	0.875					
X1.13	0.812					
X1.14	0.858					
X2.1		0.748				
X2.2		0.872				
X2.3		0.830				
X2.4		0.766				
X2.5		0.708				
X2.6		0.805				
X2.7		0.722				
X2.8		0.748				
X2.9		0.811				
X2.10		0.756				
X2.11		0.756				
X2.12		0.775				
X2.13		0.789				
X3.1			0.859			
X3.2			0.772			
X3.3			0.709			
X3.4			0.742			
X3.5			0.796			
X3.6			0.881			
X3.7			0.861			
X3.8			0.824			
X3.9			0.731			
X3.10			0.747			
X3.11			0.710			
X4.1				0.860		
X4.2				0.826		
X4.3				0.773		
X4.4				0.761		
X4.5				0.823		
X4.6				0.867		
X4.7				0.847		
X4.8				0.757		
X4.9				0.843		
X4.10				0.845		
Z.1					0.771	

Z.2	0.877	
Z.3	0.800	
Z.4	0.810	
Z.5	0.753	
Z.6	0.751	
Y.1		0.860
Y.2		0.776
Y.3		0.872
Y.4		0.886
Y.5		0.912
Y.6		0.782
Y.7		0.792
Y.8		0.831
Y.9		0.865
Y.10		0.897
Y.11		0.879
Y.12		0.787

Source: Processed primary data, 2024

Based on table 1, it can be seen that several indicators meet the requirements of a significance value of 7% and have a loading factor value above 0.7. Thus, the construct is considered valid and has met the validity requirements because its loading factor exceeds 0.7. The next stage is to assess convergent validity through the AVE (Average Variance Extracted) value. Average Variance Extracted data can be seen in Table 2.

Table 2. Average Variance Extracted (AVE) Result

	Average variance extracted (AVE)
(X1) Leadership	0.618
(X2) Motivation	0.604
(X3) Work Culture	0.619
(X4) Spiritual Quotient	0.674
(Z) Job Satisfaction	0.716
(X1) Leadership	0.632

Source: Processed primary data, 2024

Based on table 2 above, the AVE (average variance extracted) value of each construct in the model, it is concluded that the AVE (average variance extracted) value is above 0.6. These results indicate that the data contained in this study have met the requirements for convergent validity. The combination of the assessment of outer loading and the AVE (average variance extracted) test shows that the data in this study is convergently valid and meets the requirements to proceed to the next stage.

Discriminant validity test is a stage carried out to determine whether the indicators contained in the research variables that we do have unique values and are only related to the indicators contained in the variables themselves and not from indicators contained in variables outside those expected or represented. The results of the cross loading test using smartPLS in this study can be seen in Table 3.

Table 3. Cross-Loading Result

	X1 (Leadership)	X2 (Motivation)	X3 (Work Culture)	X4 (Spritual Quotient)	Y (Amil Performance)	Z (Job Satisfaction)
X1.1	0.732	0.560	0.591	0.612	0.541	0.493
X1.2	0.766	0.601	0.627	0.624	0.592	0.558
X1.3	0.745	0.587	0.556	0.547	0.512	0.509

X1.4	0.744	0.624	0.646	0.580	0.539	0.506
X1.5	0.815	0.668	0.691	0.612	0.629	0.615
X1.6	0.759	0.607	0.574	0.594	0.478	0.534
X1.7	0.728	0.678	0.669	0.547	0.581	0.694
X1.8	0.730	0.720	0.701	0.691	0.678	0.694
X1.9	0.747	0.616	0.617	0.572	0.668	0.623
X1.10	0.844	0.729	0.813	0.660	0.747	0.700
X1.11	0.827	0.704	0.716	0.678	0.666	0.654
X1.12	0.875	0.706	0.754	0.678	0.636	0.693
X1.13	0.812	0.681	0.680	0.611	0.553	0.522
X1.14	0.858	0.764	0.751	0.655	0.668	0.664
X2.1	0.711	0.748	0.539	0.515	0.450	0.516
X2.2	0.725	0.872	0.743	0.715	0.654	0.619
X2.3	0.709	0.830	0.693	0.651	0.608	0.535
X2.4	0.653	0.766	0.588	0.505	0.562	0.524
X2.5	0.621	0.708	0.570	0.572	0.538	0.659
X2.6	0.714	0.805	0.651	0.723	0.581	0.641
X2.7	0.608	0.732	0.555	0.628	0.462	0.484
X2.8	0.721	0.748	0.620	0.528	0.622	0.613
X2.9	0.694	0.811	0.623	0.600	0.556	0.565
X2.10	0.625	0.756	0.568	0.583	0.580	0.701
X2.11	0.612	0.756	0.641	0.667	0.629	0.737
X2.12	0.613	0.775	0.662	0.688	0.590	0.591
X2.13	0.675	0.789	0.768	0.722	0.680	0.629
X3.1	0.723	0.724	0.859	0.627	0.747	0.707
X3.2	0.719	0.678	0.772	0.535	0.711	0.599
X3.3	0.587	0.533	0.719	0.496	0.554	0.537
X3.4	0.722	0.621	0.742	0.714	0.648	0.640
X3.5	0.696	0.703	0.796	0.613	0.725	0.737
X3.6	0.713	0.688	0.881	0.683	0.799	0.722
X3.7	0.728	0.662	0.861	0.638	0.813	0.746
X3.8	0.722	0.687	0.824	0.682	0.682	0.656
X3.9	0.631	0.655	0.731	0.637	0.558	0.631
X3.10	0.573	0.523	0.747	0.598	0.681	0.555
X3.11	0.522	0.569	0.730	0.520	0.654	0.511
X4.1	0.634	0.614	0.615	0.860	0.580	0.561
X4.2	0.590	0.608	0.545	0.826	0.544	0.592
X4.3	0.552	0.650	0.555	0.773	0.542	0.536
X4.4	0.545	0.604	0.506	0.761	0.467	0.557
X4.5	0.711	0.828	0.763	0.823	0.746	0.797
X4.6	0.728	0.695	0.705	0.867	0.637	0.614
X4.7	0.712	0.732	0.683	0.847	0.666	0.669
X4.8	0.546	0.517	0.572	0.757	0.578	0.555
X4.9	0.719	0.701	0.691	0.843	0.705	0.674
X4.10	0.620	0.605	0.689	0.845	0.662	0.634
Z.1	0.594	0.624	0.647	0.616	0.771	0.729
Z.2	0.684	0.689	0.783	0.730	0.877	0.742
Z.3	0.648	0.642	0.710	0.625	0.800	0.647
Z.4	0.558	0.592	0.713	0.606	0.810	0.593
Z.5	0.595	0.509	0.648	0.477	0.753	0.561
Z.6	0.640	0.495	0.680	0.516	0.751	0.582
Y.1	0.697	0.623	0.710	0.617	0.736	0.860
Y.2	0.532	0.568	0.685	0.521	0.756	0.776
Y.3	0.612	0.670	0.582	0.628	0.713	0.872
Y.4	0.667	0.684	0.714	0.596	0.635	0.886
Y.5	0.683	0.688	0.707	0.629	0.809	0.912
Y.6	0.636	0.586	0.655	0.599	0.667	0.782
Y.7	0.649	0.581	0.672	0.644	0.653	0.792
Y.8	0.693	0.728	0.696	0.751	0.699	0.831
Y.9	0.691	0.703	0.720	0.713	0.774	0.865
Y.10	0.687	0.662	0.698	0.646	0.762	0.897
Y.11	0.710	0.712	0.712	0.705	0.778	0.879
Y.12	0.617	0.638	0.610	0.708	0.661	0.787

Source: Processed primary data, 2024

Based on Table 3, the method used is to measure cross-loading, where the cross-loading results must show that the indicators of each construct have a higher value than the indicators in other constructs. The next stage is to test the research data using the second stage method, namely the Fornell-Larcker criterion, to obtain good discriminant validity from a research model; the root of the AVE (average variance extracted) in the construct must be higher than the correlation of the construct with other latent variables. The results of the Fornell-Larcker criterion obtained in this study can be seen in Table 4 as follows:

Table 4. Fornell Larcker Criterion Result Data

	X1 (Leadership)	X2 (Motivation)	X3 (Work Culture)	X4 (Spritual Quotient)	Y (Amil Performance)	Z (Job Satisfaction)
X1 (Leadership)	0.886					
X2 (Motivation)	0.766	0.819				
X3 (Work Culture)	0.861	0.777	0.885			
X4 (Spritual Quotient)	0.790	0.806	0.780	0.821		
Y (Amil Performance)	0.779	0.782	0.819	0.763	0.884	
Z (Job Satisfaction)	0.781	0.751	0.785	0.756	0.846	0.795

Source: Processed primary data, 2024

Based on Table 4 above, we can judge that all variables have higher values when explaining the variable itself compared to other variables in the same column. When observed in the table above, Amil's performance has a value of 0.884, which is higher than other variables in the same column. As with work culture, it has a value of 0.885, which is higher than the Spiritual Quotient, which is in the same column as work culture. The table above can provide a conclusion that the data model tested in this study has met the requirements and criteria that indicate that the construct in the model has discriminant validity.

According to Hair (2014), the specific CR (Composite Reliability) value that can or cannot be accepted in research is between 0.70 and 0.80. A construct can be said to have high reliability if its value is 0.70. The table of composite reliability values can be seen in Table 5.

Table 5. Realibility

	Cronbach's alpha	Composite reliability (rho_c)
X1 (Leadership)	0.952	0.957
X2 (Motivation)	0.945	0.952
X3 (Work Culture)	0.938	0.947
X4 (Spritual Quotient)	0.946	0.954
Y (Amil Performance)	0.964	0.968
Z (Job Satisfaction)	0.883	0.911

Source: Processed primary data, 2024

Based on Table 5 above, it can be concluded that all reliable constructs, both composite reliability and Cronbach's alpha, have values above 0.70. This indicates that all variables in this research model have internal consistency reliability. Based on several previous tables, it can be concluded that this study has good convergent validity, good discriminant validity, and good internal consistency reliability.

Next, the second stage is carried out, namely the data quality testing stage, through the assessment of the structural model (Inner Model). Data analysis techniques using SmartPLS have several criteria used to assess the inner model or measurement model,

namely: R Square, Effect Size. Testing of research data using the Structural Model (Inner Model) is carried out to determine the relationship between constructs, significance values, and R-squared and the research model. The R-squared value can be seen in Table 6.

Table 6. R Square Value

	R-square	R-square adjusted
Z (Job Satisfaction)	0.794	0.780
Y (Amil Performance)	0.818	0.803

Source: Processed primary data, 2024

Table 6 above shows the adjusted R-square value of the Job Satisfaction variable of 0.780. This indicates that the variables of leadership, motivation, work culture, and Spiritual Quotient can explain the job satisfaction variable by 78%. It can be concluded that the model is considered strong, while the adjusted R-square value of the Amil Performance variable is 0.803, this indicates that the variables of leadership, motivation, work culture, and spiritual quotient can explain the Amil Performance variable by 80.3%, so it can be concluded that the model is considered strong. The Effect Size value can be seen in Table 7.

Table 7. Effect Size Value

	(Z) Job Satisfaction	(Y) Amil Performance
(X1) Leadership	0.000	0.004
(X2) Motivation	0.000	0.046
(X3) Work Culture	0.622	0.004
(X4) Spiritual Quotient	0.044	0.015
(Z) Job Satisfaction		0.512

Source: Processed primary data, 2024

Based on the results of the effect size calculation using the PLS method in Table 7, it can be concluded that the influence of leadership on job satisfaction and amil performance is 0.000 and 0.004 respectively, indicating that the influence is weak. Motivation also has a weak influence on job satisfaction with a value of 0.000, but its influence on amil performance is quite strong with a value of 0.046. Work culture has a strong influence on job satisfaction with a value of 0.622, but is weak on amil performance with a value of 0.004.. Spiritual quotient has a strong influence on job satisfaction of 0.044, and its influence on Amil performance is considered moderate with a value of 0.015. Finally, job satisfaction has a strong influence on Amil performance with a value of 0.512. These results indicate that exogenous variables contribute differently to endogenous variables, with some having a stronger influence on certain aspects. The data from the results of the Hypothesis Testing of this research can be seen in table 8.

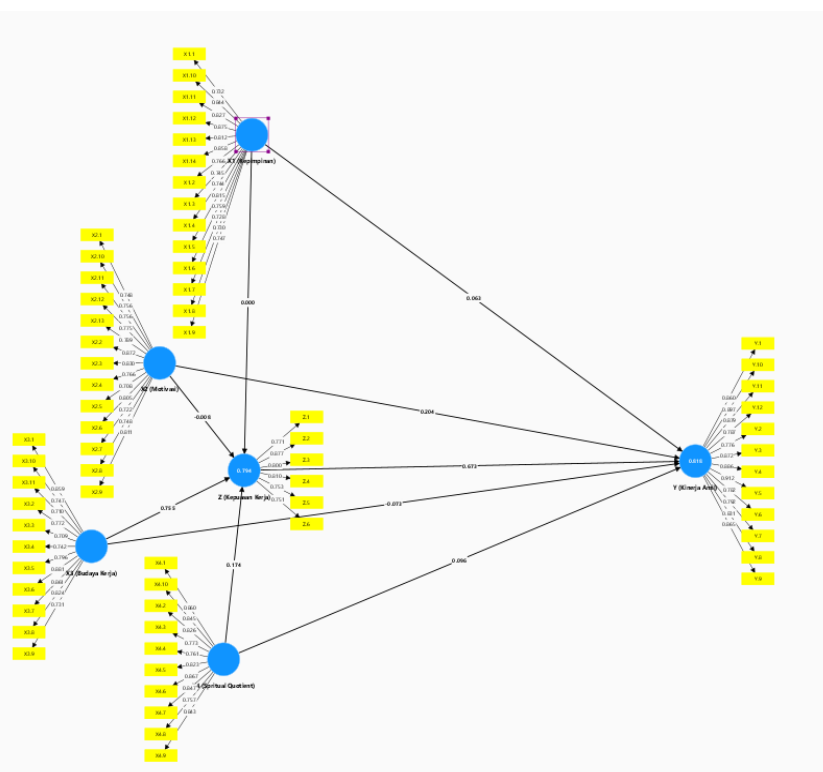
Table 8. Hypothesis Testing Result Data

	Original sample	T statistics	P values	Hypothesis
X1 (Leadership) -> Z (Job Satisfaction)	0.000	0.001	0.999	Rejected
X1 (Leadership) -> Y (Amil Performance)	0.063	0.432	0.666	Rejected
X2 (Motivation) -> Z (Job Satisfaction)	0.008	0.080	0.936	Rejected
X2 (Motivation) -> Y (Amil Performance)	0.204	1.406	0.160	Rejected
X3 (Work Culture) -> Z (Job Satisfaction)	0.755	4.790	0.000	Accepted
X3 (Work Culture) -> Y (Amil Performance)	0.073	0.368	0.713	Rejected

X4 (Spiritual Quotient) -> Z (Job Satisfaction)	0.174	1.729	0.084	Rejected
X4 (Spiritual Quotient) -> Y (Amil Performance)	0.096	0.974	0.330	Rejected
Z (Job Satisfaction) -> Y (Amil Performance)	0.673	4.494	0.000	Accepted
X1 (Leadership) -> Z (Job Satisfaction) -> Y (Amil Performance)	0.000	0.001	0.999	Rejected
X2 (Motivation) -> Z (Job Satisfaction) -> Y (Amil Performance)	0.005	0.078	0.938	Rejected
X3 (Work Culture) -> Z (Job Satisfaction) -> Y (Amil Performance)	0.508	2.829	0.005	Accepted
X4 (Spiritual Quotient) -> Z (Job Satisfaction) -> Y (Amil Performance)	0.117	1.791	0.073	Rejected

Source: Processed primary data, 2024

The structural model for testing this hypothesis shows that the hypothesis test uses the same data as in Table 8. The estimation output for testing the structural model is displayed in Figure 1.



Source: Processed primary data, 2024

Figure 1. Structural Model of Hypothesis Testing

Discussion of Research Result

Based on the results of data analysis and various tests that have been carried out using the smartPLS method, the next step will be to discuss the results of data processing in the study so that it can provide a clearer picture of the influence or relationship between variables, both direct and indirect relationships mediated by the intervening variables contained in this study. The variables in this study are leadership as X1 (independent), motivation X2 (independent), work culture X3 (independent), spiritual quotient X3 (independent), job satisfaction as Z (dependent) and Amil performance as Y (intervening).

The findings of this study are in line with several previous studies that show a positive relationship between these variables. Based on research conducted by (Noriska, 2022) entitled "The Influence of Leadership, Organizational Culture, and Motivation on Job Satisfaction and Performance at PT Pos Indonesia Solo Branch" found that leadership and organizational culture variables have a positive and significant effect on employee job satisfaction and performance. Work motivation also has a positive although not significant effect on job satisfaction. In addition, job satisfaction acts as a significant mediator between these variables and employee performance. Supported by research conducted by (Hendri, 2021) entitled "The Influence of Spiritual Leadership on Performance with Affective Commitment and Job Satisfaction as Mediating Variables" shows that spiritual leadership has a positive effect on employee performance, both directly and through the mediation of affective commitment and job satisfaction. This shows that leadership that focuses on spiritual values can increase employee job satisfaction and performance.

First Hypothesis the relationship between leadership and job satisfaction. This study hypothesizes that leadership has a positive and significant effect on job satisfaction and the results of the study obtained that in the leadership variable, it has a positive and insignificant effect on job satisfaction. This is indicated by the probability value above 5%. The higher the relationship between leaders and subordinates, the more intensive the task structure is applied and the more effective the power used will all have a positive impact on job satisfaction but will not be significant for leadership on job satisfaction. This means that the efforts made by leaders to provide job satisfaction have not been maximized. The existence of other factors outside of leadership explains that the leadership in BAZNAS of the Bangka Belitung Islands Province does not affect job satisfaction.

In some cases, leadership research always has a positive and significant impact on job satisfaction, but in my research case, leadership has a positive but significant impact because the leader at BAZNAS is unable to maintain or promote core values or organizational culture. For some people, leadership may not be a determining factor in job satisfaction. Amil at BAZNAS may prioritize other aspects such as work-life balance, career development opportunities, or relationships with coworkers.

The second hypothesis is the relationship between leadership and Amil performance. This study hypothesizes that there is a positive and significant influence between leadership and Amil performance. However, the results of data analysis show that the leadership variable does not have a significant influence on Amil performance. This is evidenced by a probability value greater than 5%, so that leadership has a positive but not significant effect on Amil's performance. The higher the relationship between leaders and subordinates, the more intensive the task structure is applied and the more effective the power used will all have a positive impact on Amil performance but will not be significant for leadership in improving Amil performance. This explains that the leadership in BAZNAS of the Bangka Belitung Islands Province does not affect Amil performance but rather there are other factors outside of leadership. Several factors that support this finding such as the leadership model applied may not be following the context and specific needs of the Amil at BAZNAS in the Bangka Belitung Islands Province. More general or traditional leadership characteristics may not be relevant or effective in improving performance in the work environment.

Third hypothesis the relationship between motivation and job satisfaction. Initially, this study hypothesized that there was a positive and significant influence between motivation and job satisfaction. The probability value is above 5% so that the motivation

variable has a positive and insignificant effect on job satisfaction. The greater the need for achievement is increased, expanding the network to socialize and meet the needs of others and BAZNAS, the positive but insignificant impact will be between motivation and job satisfaction. Efforts to motivate to achieve job satisfaction have not been maximized. Therefore, motivation is not a type of encouragement or desire that shows Amil's joy in his work when carrying out tasks that are following his domain of specialization. In terms of job satisfaction, motivation does not develop if social needs such as physiological needs, security needs, social needs, self-esteem needs, and self-actualization needs are not met.

The fourth hypothesis the relationship between motivation and Amil performance. The results of the study indicate that the motivation variable has a positive and insignificant effect on Amil's performance. This study hypothesizes that motivation has a positive and significant effect on Amil's performance. The probability value above 5% of the motivation variable has a positive and insignificant effect on Amil's performance. The greater the need to achieve is increased, expanding the network to socialize and meet the needs of others and BAZNAS, then all of them will have a positive impact on Amil's performance but will not be significant for motivation on Amil's performance. In contrast to work motivation which functions as a catalyst for Amil to be involved in a series of behavioral processes aimed at achieving predetermined goals. This can happen because all elements such as creating, directing, maintaining, showing intensity, being consistent, and having predetermined goals specifically in the workplace have not been covered.

The fifth hypothesis the relationship between work culture and job satisfaction. The findings of this study indicate that work culture has a positive and significant effect on Amil's job satisfaction. It is the same as the hypothesis of this study which states that work culture has a positive and significant effect on job satisfaction. The results of the probability value are below 5% so that the higher the innovation and the courage to take risks, always paying attention to something detailed and paying attention to the orientation of the results make the work culture maximize job satisfaction. Work culture has a fairly large role in determining the level of Amil's job satisfaction, determining whether Amil is happy or dissatisfied with his work. A good work culture in BAZNAS must be improved and maintained, and in this case it means that Amil in BAZNAS must continue to contribute and be aware of the organization's efforts to do so in accordance with all relevant laws and policies.

The sixth hypothesis relationship between work culture and Amil performance. The hypothesis of this study states that work culture has a positive and significant effect on Amil's performance. From the results of the study conducted, it is proven by the probability value above 5% so that the work culture variable has a positive and insignificant effect on Amil's performance. The higher the innovation and the courage to take risks, always paying attention to something in detail and paying attention to the orientation of the results used, all of which will have a positive impact on work culture but will not be significant for work culture in improving Amil's performance. This means that the work culture carried out in BAZNAS is not optimal for Amil's performance.

The seventh hypothesis relationship between the spiritual quotient and job satisfaction. The hypothesis of this study states that spiritual quotient has a positive and significant effect on job satisfaction. The results of the study obtained in the influence of spiritual quotient on job satisfaction indicate that there is a positive and insignificant influence of spiritual quotient on job satisfaction because the probability value is above 5% so that the spiritual quotient variable has a positive and insignificant effect on job

satisfaction. The more responsible for the work that is always supervised by Allah SWT, the more often you do humility and are always happy in doing your work, the more positive and insignificant the impact on job satisfaction. Efforts to present spiritual quotient have not been maximized. The existence of other factors outside the spiritual quotient in Amil BAZNAS in the Bangka Belitung Islands Province has an effect on job satisfaction.

The eighth hypothesis relationship between spiritual quotient and Amil performance. The positive and insignificant influence on the spiritual quotient variable on Amil's performance is the result of what was studied in the study which is proven by the large probability value above 5%. The more responsible for the work that is always supervised by Allah SWT, the more often they are humble and always happy in doing their work, the more positive and insignificant impact it will have on job satisfaction. Efforts to present spiritual quotient have not been maximized on Amil's performance. Spiritual Quotient which is a power for Amil as a form of Amil's self-approach to the creator in terms of worship.

The ninth hypothesis relationship between job satisfaction and Amil performance. The hypothesis in this study shows that there is a positive and significant influence of job satisfaction on Amil's performance. The results of this study indicate that job satisfaction has a positive and significant influence on Amil's performance, this is evidenced by a probability value below 5%. The more the working relationship is improved, the more able to face challenges and the more frequent work protection will increase Amil's performance to the maximum. This means that increasing job satisfaction on Amil's performance must be maintained if possible to be increased again. Therefore, a high level of job satisfaction will motivate Amil to consistently invest his time, energy, and energy in achieving BAZNAS goals or vice versa. Amil's job satisfaction is an important factor that needs to be considered in order to improve Amil's performance results and achieve optimal BAZNAS goals.

The tenth hypothesis relationship between leadership and Amil performance through job satisfaction. Based on the data obtained, there is insufficient evidence to support that leadership has a significant influence on Amil performance through job satisfaction. This study provides an overview that Amil at BAZNAS in the Bangka Belitung Islands Province does not make leadership a factor that causes to improve Amil performance. The addition of job satisfaction variables in the relationship between leadership and Amil performance does not have a significant effect on the relationship between the two. The rejection of the hypothesis of the results of this study means that although leadership may have some form of influence on Amil performance, the influence is not proven to be significant when job satisfaction is calculated as a mediating variable. This could indicate that other factors besides leadership may be more dominant in influencing Amil performance, or that job satisfaction is not a strong mediator between leadership and Amil performance. Although this study did not find a significant effect of leadership on Amil performance through job satisfaction, this does not mean that leadership is not important. These results indicate the complexity of the relationship between these variables and the importance of considering other factors that may play a role. Further, more in-depth and inclusive research is needed to understand these dynamics more comprehensively.

The eleventh hypothesis relationship between motivation and Amil performance through job satisfaction. The results of the study indicate that motivation does not have a

significant effect on Amil's performance through job satisfaction. This means that, although motivation is an important factor, in the context of this study, motivation does not directly improve Amil's performance through job satisfaction variables. Management may need to consider other factors besides motivation that can improve Amil's performance. The focus may need to be shifted to factors such as training, organizational support, or the work environment. These results challenge the assumption that motivation always leads to increased performance through job satisfaction. This provides insight that this relationship may be more complex and influenced by other factors that have not been identified.

This study adds to the understanding that the relationship between motivation, job satisfaction, and performance is complex and influenced by various other factors. Zakat institutions and similar organizations need to re-evaluate their motivation strategies and identify other factors that may be more effective in improving Amil performance. Further studies are needed to explore other variables that may mediate or moderate the relationship between motivation and performance, as well as to understand these dynamics in different contexts.

The 12th hypothesis relationship between work culture and Amil performance through job satisfaction. Based on the test results table, the hypothesis H12 states that "work culture has a significant effect on Amil performance through job satisfaction" has been proven. This means that in the organization studied, a good work culture increases Amil's job satisfaction, which in turn improves their performance. In other words, a positive and supportive work culture creates an environment that makes Amil feel satisfied with their work, so that they can work more effectively and efficiently. Job satisfaction acts as a mediator in the relationship between work culture and Amil's performance. In other words, a good work culture increases job satisfaction, which in turn improves Amil's performance. This suggests that organizations should focus on creating a supportive and rewarding work environment for Amil to improve overall performance.

The results of this study are consistent with previous findings showing that a positive work culture has a significant effect on employee performance through job satisfaction. Organizations that want to improve their employees' performance need to focus on developing a supportive, inclusive, and motivating work culture. By creating a positive work environment, organizations can improve employee job satisfaction and ultimately improve overall performance.

The thirteenth hypothesis relationship between spiritual quotient and Amil performance through job satisfaction. The hypothesis of this study states that spiritual quotient has a positive and significant effect on Amil performance through job satisfaction. The positive and insignificant effect on the spiritual quotient variable on Amil performance through job satisfaction is the result of what was studied in the study as evidenced by the large probability value above 5%. This means that although there is a relationship between spiritual quotient and Amil performance or between spiritual quotient and job satisfaction, the relationship is not strong enough to significantly affect Amil performance through job satisfaction. There may be moderator variables that affect the relationship between spiritual quotient, job satisfaction, and Amil performance that have not been considered in this study. Cultural factors and organizational context in Indonesia can affect how spiritual quotient relates to performance and job satisfaction.

The results of this study indicate that spiritual quotient does not significantly affect Amil performance through job satisfaction in line with several findings from previous

studies that also showed similar results, especially in certain contexts or job sectors. The difference in results may be due to contextual variables or the research methods used. This leads us to reassess the research model and consider other factors that may play a role. Further research may be needed to understand the more complex dynamics in this relationship.

CONCLUSION

Based on the results of the study, it can be concluded that leadership has a positive but insignificant influence on job satisfaction and Amil's performance. Motivation also has a positive but insignificant impact on job satisfaction and performance. Work culture has a positive and significant influence on job satisfaction but does not affect Amil's performance. Spiritual quotient shows a positive but insignificant influence on job satisfaction and performance. Job satisfaction has a positive and significant influence on Amil's performance. Leadership, motivation, work culture, and spiritual quotient affect Amil's performance through job satisfaction differently, both significantly and insignificantly.

RECOMMENDATIONS

Theoretically, this study emphasizes the importance of human resource management in advancing organizations, both profit and non-profit, as the backbone of organizational sustainability. The many theories applied in HR development can be a guide for organizations to adjust them to internal conditions. Other researchers are expected to explore new perspectives and methods in improving HR management. Managerially, BAZNAS is advised to improve leadership and motivation methods to create more optimal job satisfaction.

Continuous evaluation of leadership and work culture is needed so that Amil's performance can be improved. Although motivation is important, its impact on Amil's performance through job satisfaction is not optimal, so other factors need to be considered. A positive work culture and spiritual intelligence are also key in creating job satisfaction and Amil's self-development, which need to be continuously improved to have a more significant impact on performance. Job satisfaction as a mediating variable needs to be considered to improve Amil's performance, with a focus on developing spiritual intelligence holistically, both individually and in groups. However, this study has several weaknesses. First, this study only focuses on BAZNAS in the Bangka Belitung Islands Province, so the results of this study cannot be generalized to other regions or institutions. Second, this study used a quantitative approach, which may not be able to capture deeper insights into respondents' perspectives and experiences. Third, external factors such as government policies, economic conditions, or technological advances were not considered, which may affect job satisfaction and performance. Future studies should use qualitative methods and expand the scope to provide a more comprehensive understanding.

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