

# THE INFLUENCE OF HUMAN RESOURCES QUALITY, ORGANIZATION CULTURE, AND SPIRITUAL QUOTIENT ON EMPLOYEE PERFORMANCE AT PT. DREAM MOSAIC INDONESIA

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## ARTICLE INFO

## ABSTRACT

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PT. Dream Mosaic Indonesia is a business that produces natural stone crafts used as building decorations. Examining the effect of the quality of human resources, organizing culture, and spiritual Quotient on performance of employees is the purpose of this study. The importance of these elements in developing a productive workplace and inspiring workers to do their best. This research was conducted quantitatively with data sources collected on respondents consisting of employees of PT. Dream Mosaic Indonesia. In order to get answers on the relationship between the variables used as research objects, data analysis was carried out using relevant statistical approaches, such as multiple regression analysis, partial tests, simultaneous tests, and determinant tests. Based on research findings, performance is significantly influenced by the Quality of Human Resources, Organizing Culture, and Spiritual Quotient. Employee quality can be improved by a strong and supportive organizing culture that includes the company's standards, values, and work ethics. Employee performance is benefited by the Spiritual Quotient, which has mental, emotional, and intellectual components. In addition, obtaining good performance depends on the quality of good and competent human resources, including expertise, knowledge, and skills. This study adds to our knowledge about the elements that influence the performance of PT. Dream Mosaic Indonesia.

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## 1. INTRODUCTION

Labor, also known as wage labor, is seen as a means of production in the capitalist system [1]. The supply of labor is a substance, no different from the availability of capital, raw materials or other goods, whose existence must always be maintained to ensure the continuity of the production cycle so that the existence of the company can be ascertained [2].

The Human Resources Quality is determined by training, knowledge, expertise and maturity in along with skills, physical strength and attitude, which renders it possible to identify the Human Resources Quality based on the level of job competence, attitudes and talents [3]. High-Human Resources Quality that meet job requirements can increase the efficiency of human resource [4]. Changes in organizing culture also trigger fear among many employees and can also trigger conflict between people who see themselves as "winners and losers" [5]. On the other hand, for advanced employees, changes in corporate culture open up new opportunities for creativity, individuality, innovation, and interpersonal relationships to survive in a challenging future environment [6].

Spiritual Quotient or spiritual intelligence also plays an important role in one's professional success at work [7]. Spiritual intelligence is the intelligence to ask and answer statements about meaning and value [8]. Individuals can be inspired by spiritual intelligence to contribute and increase positive value in the [9]. Spiritual intelligence basically combines IQ and EQ [10]. Employee performance can be improved in various ways, including through the company's organizational culture, this is done with the intention that the organization can achieve the planned targets [11]. The company's efficiency becomes a support system so that production rates get better [12]. Therefore, researchers are interested in performing this study, employed as a scientific study to explain the impacts of human resource quality, organizational culture, and spiritual quality on employee performance [13].

This research is reinforced by the first previous research conducted [14], namely Therefore, researchers are interested in the impact of the Human Resources Quality and professionalism in work on

the performance of employees in PT. Salim Iwomas Pratama Tbk Lubuk Pakam. Based on the analysis of the data, the results reveal that the Human Resources Quality (X1) and the professionalism of work (X2) simultaneously have a positive and significant impact on the performance of employees (Y) in PT. Salim Iwomas Pratama Tbk Lubuk Pakam. The two studies were conducted [15], namely Organizational Culture and Employee Performance at Selected Higher Institutions in Edo State, Nigeria. This study rails that Power distance has a considerable favorable effect on staff performance at Edo State higher institutions. The third [16] is entitled The Impact of Intellectual Intelligence (IQ), Emotional Intelligence (EQ), and Spiritual Intelligence (SQ) on The Performance of Regional Leaders Division II BPJS Health Commitment with Variable in Mediation. The results of data analysis show that Intellectual Intelligence (IQ) has a negative and significant effect on performance, Commitment is not a mediating variable between intellectual intelligence (IQ) on leadership performance, and Emotional Intelligence (EQ) has a positive and significant effect on Commitment. ideal mediating variable between emotional intelligence (EQ) on leadership performance, Spiritual intelligence (SQ) has no significant negative effect on performance, Commitment is a perfect mediating variable between spiritual intelligence (SQ) on leadership

As the research object is PT. Dream Mosaic Indonesia, established on July 28, 2008, is known for its natural stone handicraft products with export quality. PT Dream Mosaic Indonesia is an upper middleclass industry with a focus on various types of crafts made from natural stone from the southern part of East Java. The company's domicile is in Mojotengah Village with a geographical description of being located in Bareng District, Jombang Regency, East Java Province. In its development, the employees involved in the production process at this company have touched 120 people. This dynamic is a separate motive for researchers to discover the initial assumptions of whether the quality of human resources, organizing culture, and spiritual quotient actually have an effect on employee performance.

## 2. LITERATURE REVIEW

Performance is defined [17] as the outcome of an individual's labor in finishing a certain assignment based on skill, experience, sincerity, and time available. The efficacy of the company's work might also suffer from a reduction in staff performance, which has a substantial impact on the company's capacity to meet its objectives. Employee performance metrics in the study (Sartika, 2020) include Quality, Quantity, Responsibility, and Initiative.

Human Resource Quality According to [18] human resource quality is the capacity of workers to carry out their tasks and finish their job with the supply of experience based on appropriate education and training to meet organizational goals. [19] cites the following characteristics of high-quality human resources: knowledge of the subject matter, aptitude, morale, and capacity for planning.

Organizing Culture according to observation [20]. Organizational culture, also known as organizational ethos, is a set of values adhered to by all employees and serves to set one organization apart from another. One essential quality that forms the foundation of the organization is an understanding of the system of meaning. Indicators of Organizing Culture, according to Robbins' research [21] are as follows: Innovation and taking risks, detail-oriented, goal-oriented, and team-oriented.

[22] a person's Spiritual Quotient is based on their inner intellect and is linked to the wisdom that is unrelated to their ego, self-awareness, or soul. Knowledge of the spiritual quotient can aid in healing and personal development. Researchers at PT. Dream Mosaic Indonesia came to the following conclusion based on their research: There are four appropriate indicators that may be utilized to quantify the Spiritual Quantitative, namely: Pray, Be Grateful, Trust, and Worship.

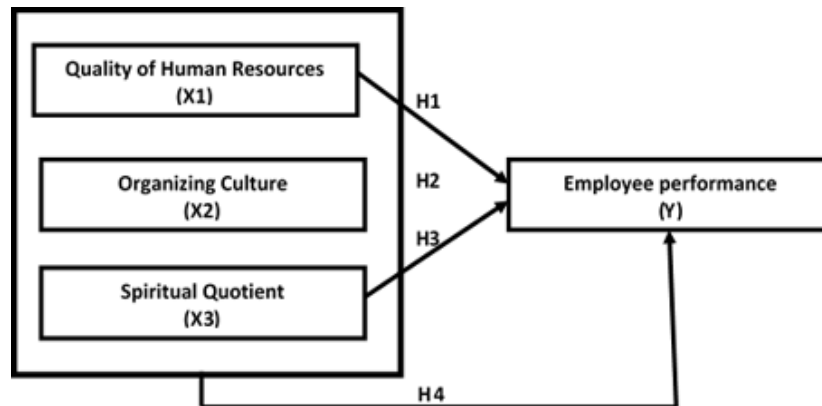


Figure 1. Concept Framework

### 3. METHOD

This study employs a quantitative association method which seeks to build a relationship between the results of two or more variables [23]. Hypotheses will be built through this research to explain, predict, and manage a phenomenon [24]. This study intends to investigate the effect of the Quality of Human Resources, Organizing Culture, and Spiritual Quotient on the performance of employees at PT. Dream Mosaic Indonesia. The sample selection was done utilizing a probability sampling technique with a basic random sampling approach numbers that can be processed analytically using statistical calculations in hypothesis testing. The verification method is using statistical calculations to test the truth of the hypothesis. Variables are measured using a Likert scale. Sources of data in this study using primary data, researchers distributed questionnaires to respondents to find out the responses in fact regarding the influence of the independent variables on the dependent variable.

The data collection technique for this study was through questionnaires to employees of PT. Dream Mosaic Indonesia is associated with indicators in research. The population in this study we are all employees of PT. Dream Mosaic Indonesia has 120 employees. The sample selection was done utilizing a probability sampling technique with a basic random sampling approach [25]. The data analysis technique in this research besides using descriptive analysis also uses multiple linear regression with the help of the IBM SPSS version 26 application, Consequently, Validity and Reliability Tests, Multiple Linear Regression Analysis Tests, T-Tests, F-Tests, and Determination Coefficient Tests were used in this study's instrument testing.

### 4. RESULT AND DISCUSSION

#### Validity test

According to [26] validating the variables used, It can be explained that the value of the r count is compared to the r table when considering the impact of organizational culture, the quality of human resources, and the spiritual quotient on employee performance. If  $r_{\text{arithmetic}} > r_{\text{table}}$ , the conclusions are deemed valid; nevertheless, if  $r_{\text{arithmetic}} < r_{\text{table}}$ , the opposing conclusion is deemed invalid.

Table 1. Validity Test Results Variable Quality Source Power Human (X1)

Quality Source Power Human (X1)				
No	Items	R Count	R Table	Information
1	Statement 1	0.519	0.254	Valid
2	Statement 2	0.485	0.254	Valid
3	Statement 3	0.587	0.254	Valid
4	Statement 4	0.384	0.254	Valid
5	Statement 5	0.642	0.254	Valid
6	Statement 6	0.797	0.254	Valid
7	Statement 7	0.368	0.254	Valid
8	Statement 8	0.656	0.254	Valid
9	Statement 9	0.685	0.254	Valid
10	Statement 10	0.567	0.254	Valid

Based on Table 1, which shows the results of the validity test of the variable Human Resources Quality(X1) with 10 statement items, it can be seen that all items are stated to be valid because they have a value of r count > 0,254. Since this value was not found in the validity test of the variable Human Resources Quality(X1), r count r table, all statement items in each variable are valid and meet the criteria for analysis.

Table 2. Validity Test Results Variable *Organizing Culture* (X2)

Organizing Culture (X2)				
No	Items	R Count	R Table	Information
1	Statement 1	0.568	0.254	Valid
2	Statement 2	0.608	0.254	Valid
3	Statement 3	0.809	0.254	Valid
4	Statement 4	0.906	0.254	Valid
5	Statement 5	0.774	0.254	Valid
6	Statement 6	0.931	0.254	Valid
7	Statement 7	0.895	0.254	Valid
8	Statement 8	0.784	0.254	Valid

Based on table 2. the variable Organizing Culture (X2) with 8 statement items can be read that all are declared valid, the explanation is that the value of r count > 0,254, in the validity test of the Organizing Culture variable (X2) is not found the value of r count < r table, then all items The statements in each variable are declared valid and eligible for analysis.

Table 3. Validity Test Results Variable *Spiritual Quotient* (X3)

Spiritual Quotient (X3)				
No	Items	R Count	R Table	Information
1	Statement 1	0.808	0.254	Valid
2	Statement 2	0.817	0.254	Valid
3	Statement 3	0.750	0.254	Valid
4	Statement 4	0.498	0.254	Valid
5	Statement 5	0.818	0.254	Valid
6	Statement 6	0.813	0.254	Valid
7	Statement 7	0.794	0.254	Valid
8	Statement 8	0.638	0.254	Valid

Based on Table 3, the Spiritual Quotient variable (X3) with 8 statement items can be seen that all items are declared valid because the value of  $r$  count  $> 0,254$ , in the validity test of the Spiritual Quotient variable (X3) is not found the value of  $r$  count  $< r$  table so that the whole statement items in each variable declared valid and eligible for analysis.

Table 4. Validity Test Results Performance Variable (Y)

Employee Performance (Y)				
No	Items	R Count	R Table	Information
1	Statement 1	0.421	0.254	Valid
2	Statement 2	0.510	0.254	Valid
3	Statement 3	0.616	0.254	Valid
4	Statement 4	0.636	0.254	Valid
5	Statement 5	0.466	0.254	Valid
6	Statement 6	0.688	0.254	Valid
7	Statement 7	0.434	0.254	Valid
8	Statement 8	0.491	0.254	Valid
9	Statement 9	0.308	0.254	Valid
10	Statement 10	0.370	0.254	Valid

The validity test findings for the performance variable (Y) with 10 statements are shown in Table 4, and it is clear that every item has been deemed legitimate, because they have an  $r$  count value  $> 0,254$ , in the validity test of the employee performance variable (Y), there is no  $r$  count value  $< r$  table, so the overall statement items in each variable declared valid and eligible for analysis.

### Reliability Test

The magnitude of alpha  $\alpha$  provides insight into the results of reliability tests. It is deemed dependable if the alpha value is greater than 0,70 and unreliable if the alpha value is less than 0.70. The reliability test results are listed below [27].

Table 5. Reliability Test Results

No.	Items	Alpha Count	Alpha coefficient	Information
1	Quality Source Power Human (X1)	0.736	0.70	Reliable
2	Organizing Culture (X2)	0.787	0.70	Reliable
3	Spiritual Quotient (X3)	0.780	0.70	Reliable
4	Employee Performance (Y)	0.709	0.70	Reliable

From Table 5 it can be seen that the results of the Reliability test for all variables tested have Cronbach's Alpha value  $> 0,70$ , it may be inferred that four factors the reliability of employee performance, the quality of human resources, organizational culture, and spiritual quotient are related.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the effect of more than one independent variable on the dependent variable, is a parametric analysis, namely the analysis used interval and ratio data scale.

Table 6. Analysis Test Results Multiple Linear Regression

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	27,300	4,292		6,361	.000
	Quality Source Power Man	.186	.061	.281	3037	.004
	Organizing Culture	.348	.064	.510	5,458	.000
	Spiritual Quotient	-.213	.065	-.307	-3,284	.002

a. Dependent Variable: Performance

Multiple Regression Equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$\text{Employee Performance} = 27,300 + 0,348 X_1 + -0,213 X_2 + 0,186 X_3 + e$$

When Variable Human Resource Quality, Organizing Culture, and Spiritual Quotient has a value of 0, then the Employee Performance variable is worth 27,300. Employee performance will improve by 1 if the Human Resources Quality grows in value will be 0,186. Likewise, the number of Organizing Culture is 0,348, which means that if the value of Organizing Culture increases by 1, the employee's performance will be 0,348. Likewise, the Spiritual Quotient shared will be -0,213.

#### Uji T (Pasial T)

T test is used to show support for the research hypothesis. The total number of samples (n) for this study is 60 respondents and the number of variables (k) was 4 with an error rate of  $\alpha = 5\%$ , so the value (df) = n-k = 60-4 = 56, then the t table used was 2, 00.

Table 7. T test results (Test hypothesis partial)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	27,300	4,292		6,361	.000
	Quality Source Power Man	.186	.061	.281	3037	.004
	Organizing Culture	.348	.064	.510	5,458	.000
	Spiritual Quotient	-.213	.065	-.307	-3,284	.002

a. Dependent Variable: Performance

The SPSS processing results describe a value of 0.05 to identify the effect of the Human Resources Quality, Organizing Culture, and Spiritual Quotient variables on employee performance variables. This research gave the result that the significance of the independent variables was 0,000X1, 0,002X2, and 0,004X3, from these data the independent variables had an influence on the dependent variable. the significance value of the variable Human Resources Quality is 0,004 < 0.05, then H0 is rejected and Ha is accepted. It can be interpreted that this description shows that the Human Resources Quality(H1) has a significant influence on employee performance. Organizing Culture with a value of 0,000 < 0.05, then Ha is approved while H0 is refused. It makes sense that organizational culture (H2) has a big impact on how well employees perform. H0 is rejected when the spiritual quotient is 0,002 or less, while Ha is acceptable. This demonstrates that employee performance is significantly influenced by the Spiritual Quotient (H3).

#### F Test (Simultaneous F)

To ascertain whether the independent variable significantly affects the dependent variable, the F test is utilized. It is considered significant to test each regression coefficient if the absolute value of F count > F table, conversely if F count < F table is said to be insignificant [28].

Table 8. F Test Results (Simultaneous Hypothesis Testing)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	166,060	3	55,353	20,808	.000 <sup>b</sup>
	residual	148,968	56	2,660		
	Total	315,028	59			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Quality Source Power Humans , Organizing Culture, Spiritual Quotient						

The F test's results listed provide an illustration of the Fcount value of 20,808 and the Ftable value of 2,77 which means  $F_{count} > F_{table}$  and a significance value of  $0,00 < 0,05$ , for this comparison,  $H_a$  is accepted or means that it indicates that the Human Resources Quality(X1), Organizing Culture (X2), and Spiritual Quotient (X3) have an influence on Employee Performance (Y) at PT. Dream Mosaic Indonesia.

#### Determination Coefficient Test ( $R^2$ )

The coefficient of termination's magnitude is between 0 and 1. The less the effect of all independent factors on the dependent variable, the closer to 0 the coefficient of determination. Conversely, the closer to 1 a determinant coefficient means the greater the influence of all independent variables on the dependent variable [29].

Table 9. Coefficient Results Termination ( $R^2$ )

Summary Model <sup>b</sup>				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.726 <sup>a</sup>	.527	.502	1631
a. Predictors: (Constant), Quality Source Power Humans , Organizing Culture, Spiritual Quotient				
b. Dependent Variable: Performance				

The termination coefficient test reveals that the outcomes of calculating the coefficient of determination ( $R^2$ ) in the study obtained an Adjusted R Square value of 0,527, meaning that the independent variable can explain the variation of 52,7% of the variance explained by the dependent variable and 47,3% by factors not included in the study.

## DISCUSSION

### The Effect of Human Resource Quality (X1) on Employee Performance (Y)

Regarding the quality of human resources, the research results have provided significant data exposure and confirmed that these variables have proven to have an influence on the performance of employees of PT. Dream Mosaic Indonesia. This demonstrates that people are very competent as organizational actors and that the primary driver of demand fulfillment in organizational dynamics is human work. To put it another way, if human resources are of high quality, then this will reflect favorably on employee performance, and with strong employee performance, agencies will be better able to accomplish their objectives. Data and facts have demonstrated a correlation between employee performance and human resources quality that is favorable. Employees with high human resource specifications will tend to improve their performance [30]. Human Resources Quality can improve and develop knowledge, attitudes, behavior, skills of employees according to what the company wants. Employees with these characters have high commitment and integrity and will always maintain the quality and quality of their production. Employee performance can be measured by how much initiative these human resources have, and how capable they are of supporting company development and always being involved in the efforts of PT. Dream Mosaic Indonesia is becoming more developed because performance is the basic foundation that must be trained and developed to have a favorable effect on the company.

### **The Effect of Organizing Culture (X2) on employee performance (Y)**

Research data regarding organizational culture presents the fact that organizing culture has a significant effect on improving the quality of employee performance. Why is that, because Organizing culture is proven to be able to drive the hearts and minds of employees to work more optimally and professionally to create more optimal work output [31]. Organizing culture is a motivator for employees to achieve high-reward dreams, in fact PT. Dream Mosaic Indonesia plans a bonus for each of its employees when the company's targets are met. [32] states that increasing employee performance, as well as company planning and targets, also requires the contribution of a good organizing culture, so that directions from top leaders are easy to understand for each line of company component, an example that has always been carried out and has become an organizational tradition PT. Dream Mosaic Indonesia, in the morning always holds daily meetings starting with a joint prayer ritual, followed by daily evaluations and directing employees to work optimally in the future, so that results are more optimal than the previous momentum. The distribution of the questionnaires that have been carried out produces data with a presentation of facts, that the highest score with an employee performance orientation indicator will maximize the output. Organizing culture provides a real picture for the company that the work motivation factor is a strategic management support tool and has a significant influence on encouraging employees to act in harmony with the culture that has been instilled by the company. Organizing culture that is built is not visible, but can provide strong changes.

### **The Effect of Spiritual Quotient (X3) on Employee Performance (Y)**

From the Spiritual Quotient variable in PT. Dream Mosaic Indonesia presents very good facts, the history of the establishment of this company is motivated by the motivation of empowering mosque youth with minimal income members because they do not have a source of maysyah (fixed income). Ustadz Ainul Yaqin as a community figure and also a religious leader in the hamlet of Mojoanyar was disturbed by his conscience, students who are actively reciting the Koran must be equipped with adequate skills so that it will be useful for living life in the future. The motivation for aligning religion-based education with life skills education is an effort to build perceptions among mosque youth that these two sides do not have to be confronted, but are instead positioned to complement each other because both are religious. Every human being needs provisions to live the life of the world as well as to strengthen the provisions of the hereafter. As employees as well as students of Ustadz Ainul Yaqin, they also don't solely work to make money, but they also show the obedience of a santri to his ustadz as well as worship. Spiritual Quotient development in the company also has an important role, because if someone has a high Spiritual Quotient it is proven to have strong moral and ethical principles [33]. They may be better able to deal with ethical dilemma situations and make responsible decisions. This can help build a corporate culture with high integrity and strong performance in front of employees and other stakeholders.

### **The Effect of Human Resources Quality(X1), Organizing Culture (X2)), and Spiritual Quotient (X3) on Employee Performance (Y)**

The results of the simultaneous tests reveal that the Fcount value is 20,808 and the Ftable value is 2,77 which means Fcount > Ftable and significance value of 0,00 < 0,05, above this comparison Ha is accepted, suggesting that Employee Performance (Y) at PT. Dream Mosaic Indonesia is influenced by the Human Resources Quality (X1), Organizing Culture (X2), and Spiritual Quotient (X3). The three independent factors, namely the quality of the human resources (X1), the organizational culture (X2), and the level of spiritual intelligence (X3), suggest a considerable impact on employee performance. The existence of Human Resources Quality can improve and develop the knowledge, attitudes, behavior, skills of employees in accordance with what the company wants. Employees who have high commitment and integrity and will always maintain the quality and quality of their products. Employee productivity can be measured by how much and how capable of maintaining the company's development and always participating in PT. Dream Mosaic in Indonesia. In the Organizing culture variable, it may serve as the hearts' motivating drive and minds of employees to work more optimally and professionally to realize more optimal work output, or as a motivator for employees to achieve high reward dreams when targets are met. And the Spiritual Quotient variable in the PT. In fact, Dream Mosaic Indonesia is already very good, because the history of the establishment of this company was motivated by the motivation of empowering mosque youth with minimal income members because they did not have a source of maysyah (fixed income).



## 5. CONCLUSION

The goal of this study is to ascertain the impact of organizational culture, spiritual quotient, and human resource quality on the productivity of PT. Dream Mosaic Indonesia personnel. The quality of human resource management at PT. Dream Mosaic Indonesia has a significant positive impact on employee performance, according to the results of the partial t-test that was conducted. This conclusion can be drawn from the research description and discussion. The t count value is 3.037, the t table value is 2,002, and the significance value is  $0,004 < 0,05$  based on the previous computation. In other words, employees perform better the more human resource management skills they have. The organization culture of PT. Dream Mosaic Indonesia has a considerable beneficial impact on employee performance, according to the findings of the partial t-test that was conducted. According to the previous computation, the significance value was  $0,000 < 0,05$ , and the t count and t table values were respectively 5.458 and 2,002. This implies that the employees' demonstrated performance will be better the more organizational culture they have. It may be deduced from the findings of the partial t-test that the spiritual Quotient significantly improves employee performance at PT. Dream Mosaic Indonesia. The t count and t table from the preceding computation were -3.284 and 2.002, respectively, with a significance value of  $0,002 < 0,05$ . This implies that as organizational culture among employees increases, so will the performance of the workforce as a whole.

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