

The Mediation Role of Work Satisfaction in Enhancing Knowledge Sharing and Spiritual Leadership toward Employee Performance of KSPPS BMT NU Sejahtera Semarang

M. Abdul Azis¹, Susetyo Darmanto^{2*}, Mokhamad Arwani³, Maskudi⁴

^{1,2,3,4}Faculty of Economics and Business Universitas Wahid Hasyim, Indonesia

*Email: susetyodarmanto@unwahas.ac.id

Abstract

This research aims to analyze the effect of knowledge sharing and spiritual leadership on employee performance through job satisfaction as an intervening variable. The population used in this research was all employees KSPPS BMT NU Sejahtera Semarang, with 165 employees. The sample size is 116 employees selected with Slovin's formula by proportional random sampling. Structural Equation Modeling-Partial Least Squares (SEM-PLS) has been chosen as a data analysis technique. The results show that knowledge sharing and spiritual leadership have a positive and significant effect on job satisfaction and employee performance. Job satisfaction also has a significant effect on employee performance. The result of the research also shows that job satisfaction has a mediating role in knowledge sharing and spiritual leadership toward employee performance. This study's theoretical implication is to validate the important role of knowledge sharing factors in developing job satisfaction and driving employee performance in an organization.

Keywords: *knowledge sharing; spiritual leadership; job satisfaction; employee performance.*

INTRODUCTION

Indonesia has a Sharia-compliant microfinance institution called Baitul Maal wat Tamwil (BMT). The two main functions of BMT are as follows: Baitul Maal is responsible for managing social funds such as zakat, infaq, and sadaqah; and Baitul Tamwil is responsible for financing productive businesses and investments, particularly for micro, small, and medium enterprises (MSMEs). BMTs can be found everywhere, both in urban and rural areas, meaning they have grown rapidly. This rapid growth can lead to increased competition. To survive and thrive, every BMT must improve all aspects of its operations, especially Human Resources (HR), a crucial component that BMTs must pay attention to for their success. Sharing knowledge, spiritual leadership, and job satisfaction are some components which can improve worker performance (Gael & Ramadhania, 2022; Purwiyanto & Purwanto, 2023).

Every business must consider human resources (HR) as a key factor determining the company's success. HR must be managed well and optimally so that employees can be the primary drivers of company activities, achieving optimal performance (Adhyasa & Noermijati, 2020). Employee performance is defined as the quality and quantity of work produced by an employee in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara, 2019). An employee is considered to have good performance if they can perform work with the same quality or quantity as, or even better than, established standards or criteria (Sitepu et al., 2020).

Transferring, distributing, and disseminating knowledge and multidimensional contexts from individuals or organizations to other parties who need it using various methods and media is known as knowledge sharing (Soekiman, 2023). Spiritual leadership style is the second factor influencing employee performance. Spiritual leadership style is leadership that uses spiritual values as its philosophy, beliefs, and core behavior (Azmy et al., 2021). Job satisfaction is a person's feeling towards his work which is produced by his own efforts and supported by things outside himself.

Several previous researchers have also conducted studies on how knowledge sharing and spiritual leadership affect employee performance. Previous studies used as references indicate differences in research results, or research gaps. Studies by Anugrahadi et al. (2023), Purwiyanto & Purwanto (2023), and Al Iman et al. (2024) found that knowledge sharing had a significant positive effect on employee performance. Conversely, studies by Soekiman (2023) and Dhaniswara et al.

(2024) found that knowledge exchange had a positive but insignificant effect on employee performance.

To address this research gap, job satisfaction is proposed as an intervening variable because knowledge sharing and spiritual leadership can influence employee satisfaction. It is hoped that increased job satisfaction will improve employee performance, and thus, knowledge sharing and spiritual leadership will enhance their influence on employee performance. This aligns with research by Anugrahadi et al. (2023) and Purwiyanto & Purwiyanto (2023), which found that job satisfaction can influence employee performance. Research conducted by Rachmawan & Aryani (2020), Permana et al. (2021), and Gael & Ramadhania (2022) also found that job satisfaction can influence employee performance due to spiritual leadership.

Employee performance is crucial because the success of BMT NU Sejahtera Semarang depends heavily on its employees, and therefore, employee performance must be improved. Efforts to improve employee performance are challenging for BMT NU Sejahtera Semarang. Various obstacles and challenges will inevitably arise in the effort to improve employee performance, impacting suboptimal member growth. Problems can arise from knowledge sharing that is perceived as less than optimal and conducive to employee performance, as well as the suboptimal spiritual leadership implemented by BMT NU Sejahtera Semarang's leadership. This impacts job satisfaction among BMT NU Sejahtera Semarang employees and ultimately leads to a decline in employee performance ratings.

This description indicates a difference in research results regarding the positive and significant effects of knowledge sharing and spiritual leadership on employee performance, as well as positive but insignificant effects. Therefore, this study will use BMT NU Sejahtera Semarang as a differentiator. Another problem is shown by the decline in employee performance assessments at BMT NU Sejahtera Semarang, which indicates a decline in the value of performance realization, so the title of this study is "The Role of Job Satisfaction in Mediating Knowledge Sharing and Spiritual Leadership on Employee Performance (Study at BMT NU Sejahtera Semarang)".

Hypothesis Development

Knowledge sharing is the process of exchanging knowledge, both implicit and explicit, between individuals within a group or community through various platforms, such as in-person meetings, practice communities, groups, forums, and the internet, among others. Within an organization, a positive knowledge sharing culture benefits both the organization as a whole and its employees. When employees can acquire and share knowledge, including knowledge they acquire from their colleagues during the process, they will be more productive. Research conducted by Harsono et al. (2020), Abha et al. (2021), and Yas et al. (2023) indicates that high levels of knowledge sharing behavior may have a positive impact on employee performance. Based on this description, hypothesis H1 is that knowledge sharing positively and significantly impacts employee performance.

Spiritual leadership is defined as leadership that directs and upholds spiritual values in its behavior to motivate its members to have a long-term vision, excel in faith or hope, altruistic love, and engagement with themselves and others. Employee performance is influenced by spiritual leadership; leaders who implement spiritual leadership in companies improve employee performance. Research conducted by Permana et al. (2021) and Gael & Ramadhania (2022) indicates that spiritual leadership can have a significant positive impact on employee performance levels. Based on this explanation, the following hypothesis is proposed: Based on this description, hypothesis H2 states that spiritual leadership positively and significantly influences employee performance.

Job satisfaction is an emotional state demonstrated by employees' positive attitudes toward their work and the work environment. This is supported by work conditions, work results, and the work itself. It is reflected in work enthusiasm, discipline, and work performance. Furthermore, employees who feel satisfied with their jobs tend to have better attendance records, comply with regulations, and are more likely to perform more work. Studies conducted by Maulidiyah & Ilahi (2020), Rachmawan & Aryani (2020), Sitepu et al. (2020), and Gael & Ramadhania (2022) found that job satisfaction has a positive and significant impact on employee performance. Based on this

description, hypothesis H3 is that job satisfaction positively and significantly influences employee performance.

By providing employees with access to relevant information, knowledge sharing can reduce uncertainty in carrying out tasks, and employees tend to be more satisfied with their jobs. This suggests that knowledge sharing can be an important part of creating a supportive work environment, which in turn can increase employee satisfaction. Research by Harsono et al. (2020) and Abha et al. (2021) shows that greater knowledge exchange in organizations increases job satisfaction. Based on this description, the proposed hypothesis is: H4: Knowledge sharing has a positive and significant effect on job satisfaction.

The Effect of Spiritual Leadership on Job Satisfaction: If spiritual leadership is implemented effectively, spiritual values will become the core philosophy and beliefs of leadership within a company. Thus, spiritual leadership will make employees feel more comfortable at work, which in turn will increase job satisfaction. In other words, spiritual leadership will increase employee job satisfaction. Studies by Rachmawan and Aryani (2020) and Azmy et al. (2021) found that greater use of spiritual leadership can have a positive and significant impact on job satisfaction.

Based on this description, hypothesis H5 is that spiritual leadership influences job satisfaction positively and significantly.

Job satisfaction serves as a mediator between information exchange and employee performance. Satisfied employees are more likely to be creative, productive, and highly engaged in their work. Therefore, management strategies that focus on information exchange and increasing employee satisfaction can create a productive work environment and help organizations perform well and achieve their goals. Research by Harsono et al. (2020) and Abha et al. (2021) shows that job satisfaction can mediate the effect of knowledge sharing on employee performance. This means that greater knowledge sharing increases job satisfaction, which impacts employee performance. Based on this description, the proposed hypothesis is H6: Knowledge sharing has a significant positive impact on employee performance through job satisfaction.

To produce a productive workforce, spiritual leadership involves inspiring and motivating employees through hope and belief in a vision of service to key stakeholders and a corporate culture. Company leaders who implement spiritual leadership will increase employee satisfaction and enhance their performance. Studies conducted by Rachmawan and Aryani (2020) and Permana et al. (2021) found that high job satisfaction impacts employee performance. Based on this description, the proposed hypothesis is H7: Spiritual leadership has a significant positive impact on employee satisfaction and performance.

RESEARCH METHODS

This type of research is explanatory research, which is causal, used to explain the causal relationship between the variables of knowledge sharing and spiritual leadership, the intervening variable of job satisfaction, and the dependent variable, namely, employee performance. The population used in this study was all employees working in BMT NU Sejahtera Semarang, with a total of 70 employees. The data in this study collected by a census technique sampling, that taking all members of the population to be sample.

The measurement of variables was adopted from relevant previous studies. The indicators for measuring knowledge sharing Nurrachman et al., (2019), namely willingness to share knowledge, willingness to share information, willingness to share expertise, willingness to share ideas, willingness to share experiences. Spiritual leadership is measured using several indicators adopted by Rachmawan & Aryani (2020), namely honesty and fairness, caring for and appreciating subordinates, motivating subordinates, openness to change, humility. The indicators used to measure job satisfaction are taken from (Afandi, 2018): , namely the work itself, salary, promotion opportunities, supervision, relationships with coworkers. Finally, the indicators used to measure employee performance were adopted from Rachmawan & Aryani (2020), i.e., quantity of work, quality of work, punctuality of work, attendance, cooperation, initiative

The analysis technique used in this study is Structural Equation Modeling-Partial Least Squares (SEM-PLS), which is one of the classifications of the Structural Equation Modeling (SEM) method. This study uses the Structural Equation Model (SEM) approach with a measurement

model using the Smart PLS program version 3.2.9 to measure the intensity of each variable, and the structural model analyzes the data and research hypotheses. PLS-SEM testing in this study used two stages, namely: 1) testing the measurement model or measurement model which includes convergent validity, discriminant validity, and composite reliability; and 2) structural model, including r-square (R^2), f-square (f^2), inner VIF values, model fit, Q square (Q^2), and hypothesis testing for direct and indirect effects (Ghozali, 2021).

RESULT AND DISCUSSION

Respondent Descriptive

The demographic characteristics of respondents based on gender, age, and education can be seen in Table 1. It is known that the respondents are male, which is 45.7%, while female is 54.3%. This condition shows that there is gender equality among employees. The next result explains that the age of the respondents is quite even, with the dominant age between 31 and 35 years, which is 30%. This condition illustrates that most of the respondents are adults, so they have maturity in their work. The latest findings regarding the respondents' education show that the majority have bachelor's degrees, which is 61.4%. This result illustrates that the majority of employee education is by job competency requirements, namely having a Bachelor's degree qualification.

Table 1. Profile of Respondents

Information	Amount	%
Gender		
Male	32	45,7
Female	<u>38</u>	<u>54,3</u>
Total	70	100.0
Age		
21-25 Years	12	17,1
26-30 Years	13	18,6
31-35 Years	21	30
35-40 Years	14	20
41-45 Years	6	8,6
46-50 Years	<u>4</u>	<u>5,7</u>
Total	70	100.0
Education		
Senior High School	16	22.9
Diploma	8	16.4
Bachelor	43	61.4
Postgraduate	<u>3</u>	<u>4.3</u>
Total	70	100.0

Measurement Model Testing

Convergent validity was assessed from the loading factor for each construct indicator. The results of the confirmatory factor analysis (CFA) are shown in Figure 2, and the loading factors and p-values are summarized in Table 2. The results of the measurement model test in Figure 2 show that all indicators have loading factor values above 0.7. This finding means that all indicators can measure knowledge sharing, spiritual leadership, job satisfaction, and employee performance so that they can be used in further analysis. The calculation results, as shown in Table 2, show that the loading factor value of the research variable indicator has high validity above 0.6 with a significance value of p-value (0.000) < 0.05. These results indicate that the research questionnaire instrument can measure the constructs of OCB, organizational support, job satisfaction, and employee performance well (Ghozali, 2021).

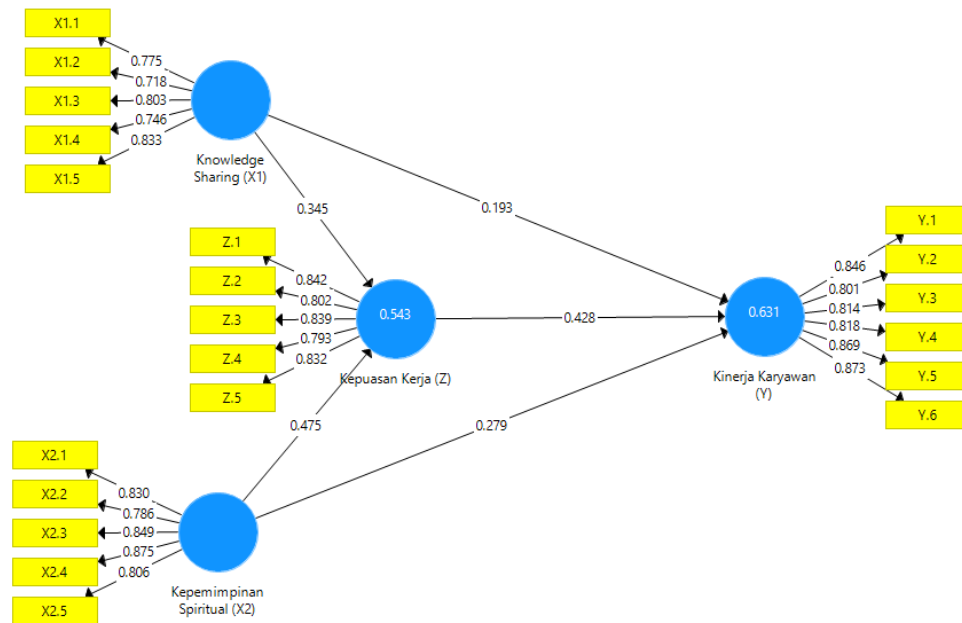


Figure 2. CFA Result

Table 2. Results Validity Convergent

Variable	Indicator	Loading Factor	P Value
Sharing Knowledge	willingness to share knowledge	0,775	0.000
	willingness to share information	0,718	0.000
	willingness to share expertise	0,803	0.000
	willingness to share ideas	0,746	0.000
	willingness to share experiences	0,833	0.000
Spiritual Leadership	honesty and fairness	0.830	0.000
	caring for and appreciating subordinates	0.786	0.000
	motivating subordinates	0.849	0.000
	openness to change	0.875	
	Humility	0.806	0.000
Job Satisfaction	work itself	0.842	0.000
	Salary	0.802	0.000
	promotion opportunities	0.839	0.000
	Supervision	0.793	0.000
	relationships with coworkers	0.836	0.000
Employee Performance	Quality results Work	0.846	0.000
	Quantity results Work	0.801	0.000
	Accuracy time	0.814	0.000
	Cooperation	0.818	0.000
	Initiative Work	0.869	0.000
	Discipline employee	0.873	0.000

The measurement of construct reliability in this study was evaluated using Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE). The results of the calculation are summarized in Table 3. The results show that the Cronbach's Alpha and composite reliability values are above 0.70, while the AVE value is above 0.5. These findings explain that the measuring instrument used can be reliable (Ghozali, 2021; Hair et. Al., 2014).

Discriminant validity testing is intended to determine the extent to which an instrument can distinguish between different concepts. Discriminant validity testing is evaluated using the Fornell-

Larcker criterion. The calculation results are shown in Table 4. The results obtained information the \sqrt{AVE} on the diagonal are greater than the correlation coefficient values between other constructs. Thus, it can be stated that the discriminant validity test has been fit (Ghozali, 2021).

Table 3. Results of Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability	AVE
Knowledge Sharing	0,835	0,883	0,602
Spiritual Leadership	0,886	0,917	0,688
Job Satisfaction	0,880	0,912	0,676
Employee Performance	0,915	0,934	0,701

Table 4. Discriminant Validity Test Results using the Fornell-Larcker Criterion

Variable	KS	SP	JS	EP
Knowledge Sharing (KS)	0,830			
Spiritual Leadership (SP)	0,683	0,822		
Job Satisfaction (JS)	0,688	0,740	0,837	
Employee Performance (EP)	0,604	0,632	0,632	0,776

Note: The diagonal and bold are the Average Variance Extracted root values (\sqrt{AVE}). The numbers below / left of the diagonal are the correlation values between variables.

Structural Model Testing

The structural model is intended to see the specifications of the relationship between latent variables. The inner model describes the relationship between latent variables based on the substantive theory of the study. Testing the inner model is done through the calculation of R-Square, f-square, Q-square, research model fit, construct influence coefficient, and significance value, with the result can be display in Table 5. The results of the R-square calculation show a value of 0.543 for the job satisfaction variable and 0.631 for the employee performance. This finding explains the percentage of the model's ability to explain fall into moderate criteria or have moderate predictive power (Ghozali, 2021).

The f-square values show of 0.165 and 0.313 for the job satisfaction, and 0.055, 0.102, and 0.227 for the employee performance. This value is close to 0.15, which indicates a moderate influence. This indicates that the independent latent variable is a significant determining factor in increasing job satisfaction and employee performance (Ghozali, 2021). Further findings show Q-Square = 0.352 for job satisfaction and 0.431 for employee performance. Both values are above the substantial limit value of 0.190, which indicates that the model can provide predictive estimates. Thus, it can be stated that OCB and organizational support are relevant predictive variables for job satisfaction and employee performance (Ghozali, 2021).

The results of the model goodness-of-fit test showed that the Standardized Root Mean Square Residual (SRMR) value produced was 0.075 below the limit value of 0.08, so it was well accepted. Other model goodness-of-fit results, namely the Normed Fit Index (NFI), showed a value of 0.744, still slightly below 0.8. These results indicate that the model has met the goodness of fit (GoF) requirements, meaning that the estimation model is supported by empirical data from research results (Ghozali, 2021).

The results of the first hypothesis test show a positive estimated coefficient of 0.193 with a t-value = 2.659 > t-table = 1.96 and a significance value of p-value = 0.008 < 0.05, so H1 is accepted. Furthermore, the second hypothesis test shows a value of $\beta = 0.279$, t-count = 2.347 > 1.96 and with a p-value = 0.019 < 0.05, then H2 is accepted. The third hypothesis test shows $\beta = 0.428$, t-count = 4.729 > 1.96, and with a p-value = 0.000 < 0.05, indicating H3 can be accepted. The results of the estimated parameters for the fourth hypothesis test show a positive effect of B = 0.345 with a t-count = 2.589 > 1.96 with a p-value = 0.010 < 0.05, then H4 can be accepted. The fifth hypothesis test is known as $\beta = 0.475$, t-count = 4.320 > 1.96 and with p-value = 0.000 < 0.05; therefore, H5 is accepted.

Table 5. Hypothesis Testing

Influence	Coefficien t	T Count	P Values	Decision
Knowledge Sharing -> Employee Performance	0,193	2,659	0,008	H ₁ accepted
Spiritual Leadership -> Employee Performance	0,279	2,347	0,019	H ₂ accepted
Job Satisfaction -> Employee Performance	0,428	4,729	0,000	H ₃ accepted
Knowledge Sharing -> Job Satisfaction	0,345	2,589	0,010	H ₄ accepted
Spiritual Leadership -> Job Satisfaction	0,475	4,320	0,000	H ₅ accepted
KS -> Job Satisfaction -> Employee Performance	0,148	2,232	0,026	H ₆ accepted
Spiritual Leadership -> Job Satisfaction -> Employee Performance	0,203	3,061	0,002	H ₇ accepted

$R^2 = 0.543, 0.631$; $f^2 = 0.165, 0.313, 0.055, 0.102, 0.$; $Q^2 = 0.352, 0.431$; Standardized Root Mean Square (SRMR) = 0.071; Normed Fit Index (NFI) = 0.761;

Testing the indirect effect of KS on employee performance for the sixth hypothesis in Table 5 can be obtained with the value of $\beta = 0.148$, t -count = $2.232 > 1.96$, and with p -value = $0.026 < 0.05$. Based on these values, H₆ can be accepted. Finally, the last hypothesis test obtained an estimated value of 0.203 , t -count = $3.061 > 1.96$ and a significance of $0.002 < 0.5$, therefore, H₇ can be accepted. Based on the summary of the hypothesis calculation, it can be stated that job satisfaction is proven to be a quasi-mediation

Discussion

The first conclusion for the estimation parameters of the effect of the knowledge sharing on employee performance shows positive and significant results. The results of this study indicate that knowledge sharing plays a significant role in improving the performance of KSPPS BMT NU Sejahtera Semarang employees. This finding confirms that the process of sharing knowledge, whether in the form of information, experience, or expertise, is a strategic activity that can enrich individual competencies and strengthen collaboration between employees. Effective knowledge sharing not only strengthens technical capabilities and coordination between employees but also contributes directly to the achievement of organizational goals more optimally. An environment that supports knowledge exchange also creates a collaborative culture that encourages innovation, thus accelerating the overall improvement in the performance of KSPPS BMT NU Sejahtera Semarang employees. These results support the research findings of Harsono et al., (2020); Abha et al., (2021); Yas et al., (2023); and Yuniarti et al., (2023) which suggest that improved knowledge sharing will have a significant positive impact on employee performance.

The second finding shows that spiritual leadership has a positive and significant effect on employee performance. These results indicate that spiritual leadership plays a crucial role in driving improved employee performance. Leadership grounded in spiritual values such as honesty, caring, meaningful work, and empowerment can create a more supportive and positive work environment. Leaders who set a moral example, treat employees with respect, and guide them toward meaningful goals will make employees feel more motivated and engaged in their work. This strengthens commitment and improves work quality and productivity, directly impacting employee performance at KSPPS BMT NU Sejahtera Semarang. This high perception of spiritual leadership reinforces the understanding that a work environment filled with exemplary and meaningful values directly contributes to the emergence of intrinsic motivation, commitment, and dedication in employees, thus improving overall performance. These results support research by Rasjid & Maramis (2017); Fitria & Bindarto (2019); Aslichatin (2020) which found that spiritual leadership has a positive and significant influence on employee performance.

The third result describes that job satisfaction has a positive and significant effect on employee performance. The empirical findings of this study indicate that employees need to be

satisfied with their salary, promotion opportunities, supervisory support, relationships between employees, and the work assigned to them to perform well. For this reason, organizations need to pay attention to these factors so that optimal organizational performance can be achieved. The results of this study theoretically strengthen the findings of previous studies, which emphasize that job satisfaction is a determining factor in improving employee performance (Sharma & Biswakarma 2020); Marbun & Jufrizen 2022 and Raditya 2022)

The result of forth hypothesis proved that knowledge sharing positively effect on job satisfaction. The results of this study indicate that knowledge sharing plays a significant role in improving employee job satisfaction at KSPPS BMT NU Sejahtera Semarang. The knowledge sharing process helps employees feel more confident in carrying out their duties, reduces obstacles in completing work, and increases their sense of belonging to the organization. Knowledge sharing also provides employees with opportunities to learn from their colleagues, thereby strengthening their sense of job satisfaction, both in terms of work relationships, environmental comfort, and opportunities to improve their competencies. These results support the research findings of Harsono et al., (2020); Abha et al., (2021); Yuniarti et al., (2023), which suggest that high levels of knowledge sharing will have a significant positive impact on job satisfaction.

The fifth finding showed that spiritual leadership has a positive and significant influence on job satisfaction. This means that the higher spiritual leadership, the higher the employees' job satisfaction. The results of this study indicate that spiritual leadership plays a significant role in improving employee job satisfaction. Leadership that emphasizes the values of exemplary behavior, honesty, caring, and giving meaning to work can create a more humane and harmonious work environment. The application of spiritual leadership that includes exemplary behavior, empathy, moral values, and the ability to provide meaning in work can increase the sense of comfort, appreciation, and job satisfaction felt by KSPPS BMT NU Sejahtera Semarang employees. The findings of this study that prove are in line with the results of previous studies by Ayuningtyas & Djastuti (2017); Marwan *et al.*, (2020); Gani & Rusli (2023) which states that spiritual leadership has a significant positive effect on job satisfaction.

The results of the mediation test from this study indicate that job satisfaction can mediate the effect of KS on employee performance. This sixth finding emphasizes that knowledge sharing is implemented effectively through sharing information, experience, and expertise between employees, this is able to increase job satisfaction, which ultimately encourages increased employee performance at KSPPS BMT NU Sejahtera Semarang. Empirical evidence from this finding is in line with several previous studies that reveal that satisfaction is a mediator of knowledge sharing to strive to increase employee performance (Harsono et al., (2020), Abha et al., (2021), Yuniarti et al., (2023)

The last result shows a significant value of the indirect effect of the spiritual leadership on employee performance through job satisfaction. This finding is relevant that spiritual leadership is consistently applied through role models, value development, attention to inner well-being, and encouragement to work with meaning, this can increase job satisfaction, which ultimately encourages increased employee performance at KSPPS BMT NU Sejahtera Semarang. Furthermore, the job satisfaction obtained by spiritual leadership will make a positive contribution to their achieving high performance. The evidence of the mediating role of job satisfaction in this study is consistent with the results of previous studies by Arifudin (2018), Marwan, et al. (2020).

CONCLUSION

This study aims to analyze the effect of knowledge sharing and spiritual leadership on employee performance through job satisfaction. Based on theoretical descriptions, research results, and discussions, the conclusion of this study can be described first knowledge sharing and spiritual leadership have a positive and significant effect on job satisfaction. Second, knowledge sharing and spiritual leadership have a positive and significant effect on employee performance. Third, knowledge sharing and spiritual leadership have a positive and significant effect on employee performance through job satisfaction in KSPPS BMT NU Sejahtera Semarang.

This study is theoretically expected to provide benefits to develop knowledge in the field of human resource management and organizational behavior. Concerning theoretical implications, this study has contributed to the validation of the important role of knowledge sharing in developing

job satisfaction to encourage employee performance in an organization. Furthermore, the relationship between spiritual leadership and employee performance is also proven to be mediated by job satisfaction. The results of this study are following the Social Exchange Theory, which explains the mutualistic relationship as a mutually beneficial reciprocal exchange process between individuals and organizations.

KSPPS BMT NU Sejahtera Semarang must maintain and improve its knowledge-sharing practices, particularly regarding the willingness to share knowledge, ideas, and expertise. For example, this can be done by creating more space and opportunities for employees to share knowledge, ideas, and expertise, for example through regular discussion forums, sharing sessions, or coaching programs between employees. The KSPPS BMT NU Sejahtera Semarang also must maintain and enhance its spiritual leadership, particularly regarding indicators of humility. For example, by more actively listening to employee input, acknowledging limitations, and demonstrating openness to new ideas from subordinates. Regarding to job satisfaction, they have to improve employee job satisfaction, particularly regarding salary indicators, for example, the organization can conduct regular evaluations to determine whether salaries are commensurate with workload, responsibilities, and industry standards.

There are limitations of this study, namely, location and a single-use data collection period. This allows bias to occur if replicated on other research objects. Based on the limitations of the study, future research is expected to re-examine the knowledge sharing and spiritual leadership with a wider sample and research object. The results showed that the variance of employee performance variables, can be explained by knowledge sharing, spiritual leadership and job satisfaction is 63.1%, while the remaining 36.9% is explained by other variables outside the model.

REFERENCES

- Adhyasa, B., & Noermijati. (2020). Pengaruh Lingkungan Kerja Fisik terhadap Kinerja Pegawai dengan Kepuasan Kerja Pegawai Sebagai Variabel Intervening Pada Badan Pusat Statistik Provinsi Kalimantan Barat. *Jurnal Ilmiah Mahasiswa FEB*, 8(2), 1–18.
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Zanafa Publishing.
- Al Iman, B., Tjahjono, H. K., & Qamari, I. N. (2024). An integrated model of workplace spirituality: The past, present and future—A systematic literature review. *Work*, 77(3), 963-973.
- Anugrahadi, Y. D., Sukarno, G., & Swasti, I. K. (2023). Analysis Of Employee Performance Through The Role Of Knowledge Sharing And Competence With Commitment As Intervening Variables. *Jurnal Manajemen Bisnis*, 10(2), 540-554.
- Arianto, N., & Septiani, R. (2021). Pengaruh Motivasi dan Lingkungan Kerja Fisik terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT AJS. *Jurnal Arastirma*, 1(2), 302–315.
- Arifudin, A. (2018). Pengaruh Pelatihan dan Disiplin Kerja Terhadap Kepuasan dan Kinerja Pegawai Dinas Perhubungan Kabupaten Merauke. *Journal of Business & Management*, 1(1).
- Aslichatin, A. (2020). Pengaruh Pemberdayaan, Komunikasi dan Lingkungan Kerja Terhadap Kinerja Pegawai Dinas Tenaga Kerja Kabupaten Semarang. *BISECER (Business Economic Entrepreneurship)*, 3(1), 14-26.
- Astuti, S. S., & Mulyadin. (2022). Analisis Lingkungan Kerja Fisik dan Non Fisik terhadap Kinerja Pegawai Pada Kantor Camat Sape. *Jurnal Disrupsi Bisnis*, 5(3), 255–262.
- Ayuningtyas, A. H., & Djastuti, I. (2017). Analisis Pengaruh Pemberdayaan Dan Pengembangan Karir Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi pada Karyawan PDAM Tirta Moedal Kota Semarang). *Diponegoro Journal of Management*, 6(3), 9-13.
- Azmy, A., Priyono, A., Widyaningsih, A., Sulisty, A., Anggraheni, R., & Riyadi, S. (2021). The Influence of Spiritual Leadership and the Complexity of Assignments on Job Satisfaction and Employee Performance at Paramadina University. *International Journal of Management, Accounting and Economics*, 8(10), 733–755.
- Dhaniswara, A. S., Susita, D., & Wahono, P. (2024). The influence of digital competence and knowledge sharing on employee performance with work motivation as an intervening

- variable. *International Journal of Social Science, Education, Communication and Economics (SINOMICS JOURNAL)*, 3(1), 59-74.
- Fitria, F., & Bindarto, B. (2019). Pengaruh Pemberdayaan Dan Keterlibatan Kerja Terhadap Kinerja Pegawai Negeri Sipil Pada Dinas Sosial Kabupaten Konawe. *Ganaya: Jurnal Ilmu Sosial Dan Humaniora*, 2(1), 236-247.
- Gael, R., & Ramadhania, R. (2022). The Influence Of Spiritual Leadership And Religiosity On Employee Performance With Job Satisfaction As An Intervening Variable (Empirical Study On Bank Kalbar Syariah). *OPTIMISM Journal of Management Business Entrepreneurship and Organization*, 1(1), 1-28.
- Gani, M., & Rusli, M. (2023). Studi Tentang Pemberdayaan Pegawai dan Kepuasan Kerja serta Dampaknya Terhadap Kinerja Pegawai. *Magister Research*, 2(2), 42-49.
- Ghozali, I. (2021). *Partial Least Squares: Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.2.9 Untuk Penelitian Empiris*. Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Sage Publications, Inc.
- Hasibuan, M. S. . (2019). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Hidayaturochman, R., Setyanti, S. W. L. H., & Handriyono. (2022). The Effect of Spiritual Leadership on Performance through Organizational Citizenship Behavior as a Mediation Variable on Cooperative Boarding School Employees in East Jawa. *Himalayan Economics and Business Management*, 3(1), 71–76.
- Indah, N. M. I. C., & Riana, I. G. (2020). The Influence of Physical Work Environment and Organizational Culture on Work Motivation and Employee Performance at Ibis Styles Bali Denpasar Hotel. *American Journal of Humanities and Social Sciences Research*, 4(8), 43–51.
- Lilyana, B., Yusa, V. De, & Yutami, I. (2021). Pengaruh Lingkungan Kerja Fisik dan Kompensasi Non Finansial terhadap Kinerja Karyawan Bagian Produksi Pada PT.Rudant Maju Selaras. *Jurnal Manajemen Mandiri Saburai*, 5(3), 163–170.
- Mangkunegara, A. A. P. (2019). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Marbun, H. S., & Jufrizen, J. (2022). Peran Mediasi Kepuasan Kerja Pada Pengaruh Dukungan Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Dinas Ketahanan Pangan Dan Peternakan Provinsi Sumatera Utara. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 5(1), 262-278.
- Marwansyah. (2019). *Manajemen Sumber Daya Manusia*. Alfabeta.
- Marwan, M., Saroh, I., & Alhadar, F. M. (2020). Peran pemberdayaan dan keterlibatan kerja terhadap kepuasan kerja dan kinerja. *Jurnal Bisnis Terapan*, 4(2), 199-214.
- Maulidiyah, N. N., & Ilahi, R. R. (2020). The Impact of Physical Work Environment on Employee Performance by Job Satisfaction as Mediator. *International Journal of Research in Human Resource Management*, 2(1), 01–03.
- Mustofa, A., & Muafi. (2021). The Influence of Situational Leadership on Employee Performance Mediated by Job Satisfaction and Islamic Organizational Citizenship Behavior. *International Journal of Research of Business and Social Science*, 10(1), 95–106.
- Novis, J. Van, Yuliharsi, & Games, D. (2022). A Mediating Model to Evaluates Employee Performance in Retail Amid and Post COVID 19. *Jurnal Mantik*, 6(2), 2624–2630.
- Nurrachman, Q., Hermanto, B., & Chan, A. (2019). The effect of knowledge sharing on employee performance at PT Tama Cokelat Indonesia. *Archives of Business Research*, 7(6), 155-163.
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The Effect of Work Environment, Leadership Style, and Organizational Culture towards Job Satisfaction and Its Implications towards Employee Performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358.
- Permana, R., Rosnani, T., & Hendri, M. I. (2021). Pengaruh Kepemimpinan Spiritual terhadap Kinerja dengan Komitmen Afektif dan Kepuasan Kerja Sebagai Variabel Mediasi. *Equator Journal of Management and Entrepreneurship*, 09(02), 075–087.
- Purwiyanto, D., & Purwanto, F. A. (2023). The Effect of Trust, Knowledge Sharing, on Employee Performance Through Organizational Commitment as an Intervening Variable in Shipping Companies in Surabaya. *International Journal of Current Science Research and*

- Review*, 6(10).
- Rachmawan, P. T., & Aryani, D. N. (2020). Kepemimpinan Spiritual dan Reward terhadap Kinerja Pegawai melalui Kualitas Kehidupan Kerja dan Kepuasan Kerja sebagai Variabel Intervening. *Jurnal Ilmiah Manajemen Dan Bisnis*, 21(2), 136–148.
- Raditya, I. (2022). Transformational leadership and knowledge sharing on employee efficiency mediated by employee satisfaction. *Indonesian Journal of Multidisciplinary Science*, 2(1).
- Rafsanjani, H. (2017). Kepemimpinan Spiritual. *Jurnal Masharif Al-Syariah: Jurnal Ekonomi Dan Perbankan Syariah*, 2(1), 1–17.
- Rasjid, E., & Maramis, D. R. (2017, November). Pengaruh pemberdayaan dan Kepuasan Kerja Dalam Meningkatkan Kinerja Pegawai di Lingkungan Politeknik Negeri Manado. In *Prosiding sentrinov (seminar nasional terapan riset inovatif)* (Vol. 3, No. 1, pp. EB72-EB83).
- Sharma, D. R., & Biswakarma, G. (2020). Mediating role of job satisfaction in the relationship between organizational support and job performance. *European Business & Management*, 6(4), 84-94.
- Sigalingging, H., & Pakpahan, M. E. (2021). The Effect of Training and Work Environment on Employee Performance with Motivation as an Intervening Variable at PT. Intraco Agroindustry. *South East Asia Journal of Contemporary Business, Economics and Law*, 24(6), 130–139.
- Simanjuntak, T., & Sitio, V. S. S. (2021). Pengaruh Knowledge Sharing dan Employee Engagement terhadap Kepuasan Kerja Karyawan Narma Toserba, Narogong Bogor. *Jurnal Inovatif Mahasiswa Manajemen*, 2(1), 42–54.
- Sinambela, S., Simanjuntak, E. M., & Luthfy, M. N. (2020). The Influence of Leadership, Competency, and Motivation of Employee Performance In The Ministry of Law And Human Rights. *Jurnal Riset Manajemen Dan Bisnis (JRMB)*, 5(2), 315–322.
- Sitepu, F. A., Dalimunthe, R. F., & Sembiring, B. K. F. (2020). Effect of Physical Work Environment and Non Physical Work Environment on Employee Performance through Job Satisfaction at PT. MNC Sky Vision Tbk Medan. *International Journal of Research and Review*, 7(5), 302–309.
- Soekiman, J. S. (2023). The Role Of Human Resource Management In Organizations. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 7(1).
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.
- Suryani, N. K. (2022). Kepuasan Kerja: Pengaruhnya Dalam Organisasi (Tinjauan Teoritis dan Empiris). *Jurnal Imagine*, 2(2), 71–77.
- Utari, S., & Hadi, M. M. (2020). Gaya Kepemimpinan Demokratis Perpustakaan Kota Yogyakarta (Studi Kasus). *Jurnal Pustaka Ilmiah*, 6(1), 994–1002.
- Violita, D. (2018). *Pengaruh Gaya Kepemimpinan Spiritual dan Budaya Organisasi terhadap Kinerja Karyawan Pada Hotel 88 Embong Malang Di Surabaya*. Universitas Islam Negeri Sunan Ampel Surabaya.
- Yas, H., Alkaabi, A., ALBaloushi, N. A., Al Adeedi, A., & Streimikiene, D. (2023). The impact of strategic leadership practices and knowledge sharing on employee's performance. *Polish Journal of Management Studies*, 27.
- Yulianti, P. D., Suhariadi, F., Hadi, C., Surjaningrum, E. R., & Sugiharto, D. (2022). Spiritual Leadership dalam Organisasi: Peran dan Rekomendasi Penelitian Masa Depan. *Buletin Psikologi*, 30(2), 298–314.
- Yuniarti, T., Suyono, J., Rosyid, A., & Elisabeth, D. R. (2025). Pengaruh Komitmen Organisasi, Kepemimpinan Dan Knowledge Sharing Terhadap Kepuasan Kerja Pegawai Kelurahan Embong Kaliasin Dan Kelurahan Genteng Surabaya. *Jurnal Kompetensi Ilmu Sosial*, 4(1), 232-248..