



The Influence of Workplace Spirituality and Workplace Climate on Civil Servants' Job Performance through Intrinsic Motivation

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ABSTRACT

This study examines the influence of workplace spirituality and workplace climate on job performance, with intrinsic motivation as a mediating variable, in public sector organizations located in Indonesia's underdeveloped, frontier, and outermost (3T) regions. A quantitative cross-sectional approach was employed involving 342 employees of the Supiori Regency Government selected through purposive sampling. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) and Importance Performance Map Analysis (IPMA). The findings indicate that workplace spirituality and workplace climate positively and significantly affect intrinsic motivation and job performance. Workplace spirituality emerged as the strongest predictor of job performance. Intrinsic motivation also significantly mediated the relationship between workplace spirituality, workplace climate, and job performance. The IPMA results reveal that alignment with organizational values, sense of community, and employee involvement in decision-making remain priority areas for organizational improvement. This study highlights the importance of meaningful work and a supportive work environment in sustaining public sector performance within the bureaucratic context of 3T regions while extending the application of Self-Determination Theory in public sector organizations.

INTRODUCTION

The performance of Civil Servants (ASN) plays an important role in supporting public service effectiveness and the quality of government governance. In the context of bureaucratic reform, public sector organizations are required not only to perform administrative functions efficiently, but also to provide responsive public services oriented toward community needs

(Park & Hassan, 2018). Therefore, improving ASN job performance has become one of the strategic agendas of local governments.

However, the quality of ASN job performance is not determined solely by administrative and structural aspects of the organization. Organizational behavior literature shows that the work environment, interpersonal relationships, and employees' psychological conditions also influence individual motivation and work behavior quality (Belle et al., 2021; Knies et al., 2020). In public sector organizations, these conditions are important because ASN are still expected to maintain service quality despite working under various limitations.

These conditions are relevant to the context of Supiori Regency as one of Indonesia's underdeveloped, frontier, and outermost (3T) regions. Limited work facilities, transportation access, and institutional capacity create different public service challenges compared to regions with more adequate infrastructure support. Based on the Government Agency Performance Accountability System (SAKIP) evaluation, the AKIP score of the Supiori Regency Government during 2020–2024 remained in category "C," indicating that bureaucratic performance quality still faces various challenges (Ministry of Administrative and Bureaucratic Reform, 2023).

Under these conditions, internal organizational factors become important in maintaining ASN job performance quality. Workplace spirituality and workplace climate are considered factors that may influence employee work behavior. Workplace spirituality relates to individuals' experiences in finding meaning and purpose in work, while workplace climate reflects employees' perceptions of the organizational work environment quality. Previous studies show that both factors are positively related to employee motivation and performance (Milliman et al., 2018; Ahinful et al., 2023).

This study uses Self-Determination Theory (SDT) to explain the relationships among the research variables. SDT explains that fulfilling psychological needs, such as autonomy, competence, and relatedness, encourages intrinsic motivation that contributes to improving work behavior quality (Ryan & Deci, 2000). In public organizations, intrinsic motivation is viewed as a psychological mechanism explaining how work environment conditions are translated into ASN job performance.

Although studies on workplace spirituality, workplace climate, and job performance have developed considerably, most previous research has examined these relationships partially and mainly focused on private sector organizations or public organizations in relatively stable regions (Afsar & Badir, 2017; Mostafa, 2020). Consequently, the role of intrinsic motivation as a mediating mechanism within the bureaucratic context of 3T regions remains underexplored. Therefore, this study aims to analyze the influence of workplace spirituality and workplace climate on ASN job performance, with intrinsic motivation as a mediating variable, in the Supiori Regency Government. This study is expected to extend the application of SDT in public sector organizations within 3T regions.

LITERATURE REVIEW

Self-Determination Theory (SDT)

This study uses Self-Determination Theory (SDT) as the theoretical foundation to explain the relationships among workplace spirituality, workplace climate, intrinsic motivation, and job performance. SDT emphasizes that a work environment capable of fulfilling individuals' psychological needs will encourage the emergence of intrinsic motivation and positive work behavior (Ryan & Deci, 2020). In organizational settings, a supportive, meaningful, and collaborative work environment plays an important role in strengthening internal motivation and improving employee performance quality (Howard et al., 2021). Therefore, SDT is considered relevant for explaining how work environment conditions influence job performance in public sector organizations, particularly within the bureaucratic context of 3T regions.

Workplace Spirituality

Workplace spirituality describes individuals' experiences in finding meaning, purpose, and connectedness in their work (Karakas, 2010). This concept includes meaningful work, sense of community, and alignment with organizational values (Milliman et al., 2003). From the SDT perspective, workplace spirituality supports the fulfillment of individuals' psychological needs, particularly relatedness and autonomy, thereby enhancing employees' intrinsic motivation. Previous studies have shown that workplace spirituality positively influences work motivation, job satisfaction, and job performance (Catherine et al., 2022; Fry et al., 2017; Gupta & Singh, 2020). However, studies on workplace spirituality within the context of public organizations in 3T regions remain relatively limited.

Workplace Climate

Workplace climate refers to employees' perceptions of the quality of the organizational work environment, including communication, organizational support, and interpersonal relationships (Kuenzi & Schminke, 2009). A supportive work environment helps employees work more comfortably and become more engaged within the organization (Ehrhart et al., 2014). From the SDT perspective, a supportive workplace climate contributes to fulfilling individuals' psychological needs, thereby encouraging the emergence of intrinsic motivation. Previous studies have also shown that workplace climate positively affects employees' work motivation and job performance (Ali et al., 2019; Berberoglu, 2018).

Intrinsic Motivation dan Job Performance

Intrinsic motivation refers to an individual's internal drive to work because the job is perceived as interesting and personally satisfying (Ryan & Deci, 2020). Individuals with high intrinsic motivation tend to demonstrate stronger work engagement and better work behavior quality. In public sector organizations, intrinsic motivation becomes important because the quality of public services does not always depend on external rewards. Previous studies have shown that intrinsic motivation positively influences employee job performance (Cerasoli et al., 2014; Gagné et al., 2022; Hidayah et al., 2025).

Meanwhile, job performance is understood as individual work outcomes and behaviors that support the achievement of organizational goals (Motowidlo & Kell, 2012). In the context of ASN, job performance is not only related to the completion of formal tasks, but also to the quality of public services provided to the community. Therefore, this study positions intrinsic motivation as a psychological mechanism explaining the relationship between workplace spirituality, workplace climate, and ASN job performance.

Research Hypotheses

Based on SDT and previous studies, workplace spirituality and workplace climate are viewed as contextual factors that may influence ASN intrinsic motivation and job performance. In addition, intrinsic motivation is positioned as a psychological mechanism explaining the relationship between work environment conditions and employee performance quality. Based on these theoretical arguments, the research hypotheses are formulated as follows:

- H1 : Workplace spirituality positively influences ASN intrinsic motivation.
- H2 : Workplace climate positively influences ASN intrinsic motivation.
- H3 : Workplace spirituality positively influences ASN job performance.
- H4 : Workplace climate positively influences ASN job performance.
- H5 : Intrinsic motivation positively influences ASN job performance.
- H6 : Intrinsic motivation mediates the influence of workplace spirituality on ASN job performance.
- H7 : Intrinsic motivation mediates the influence of workplace climate on ASN job performance.

METHODS

This study employed a quantitative approach with a cross-sectional design to examine the relationships among workplace spirituality, workplace climate, intrinsic motivation, and ASN job performance in Supiori Regency. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4 because the study involved latent constructs and mediation effects (Hair et al., 2022).

The population consisted of 2,642 ASN employees of the Supiori Regency Government based on BPS data in 2025 (BPS Kabupaten Supiori, 2025). The sample size was determined using the Krejcie and Morgan table with a 5% margin of error, resulting in a minimum sample of 336 respondents. Purposive sampling was applied with criteria including active ASN employees, having at least one year of work experience, working in regional government agencies, and willing to complete the questionnaire.

Data were collected through structured questionnaires distributed online and offline. All items were measured using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Before the main survey, the instrument underwent reading test and pilot test stages to ensure clarity, validity, and reliability.

Workplace spirituality was measured using the instrument developed by Milliman et al. (2003), consisting of meaningful work, sense of community, and alignment with organizational values. Workplace climate was measured using the CLIOR short version developed by Peña-Suárez et al. (2013). Intrinsic motivation was measured using Warr et al. (1979), while job performance was measured using Andrade et al. (2020), covering task performance and contextual performance.

The analysis included outer model and inner model evaluation. Outer model evaluation covered indicator reliability, convergent validity, discriminant validity, and composite reliability. Inner model evaluation included R^2 , Q^2 , SRMR, and hypothesis testing using bootstrapping with a 5% significance level.

This study also employed Importance Performance Map Analysis (IPMA) to identify priority factors requiring improvement in supporting intrinsic motivation and ASN job performance in Supiori Regency. This analysis was conducted by comparing the importance and performance values of each research construct to provide more comprehensive managerial implications.

RESULTS

Respondent Characteristics

This study involved 342 ASN employees of the Supiori Regency Government who met the research criteria. The respondents were drawn from 17 Regional Government Agencies (OPD) within the Supiori Regency Government. The majority of respondents were female (59.65%), within the productive age range of 30–45 years (68.7%), and predominantly held undergraduate or Diploma IV qualifications (48.8%). Based on job position, most respondents belonged to the implementing or equivalent functional staff category (83.0%). These characteristics indicate that the respondents had sufficient work experience and involvement to assess organizational and work environment conditions within their respective institutions.

Descriptive Analysis of Variables

The descriptive analysis results indicate that all research variables were in the relatively high category. Intrinsic motivation had the highest grand mean score (5.88), followed by job performance (5.76), workplace spirituality (5.73), and workplace climate (5.24). These findings suggest that ASN employees in Supiori Regency generally held positive perceptions regarding work motivation, work environment quality, and organizational performance.

For the workplace spirituality variable, the meaningful work dimension obtained the highest score. This condition indicates that ASN employees perceive their work as meaningful and socially contributive. In contrast, the alignment with organizational values dimension showed a relatively lower score, particularly regarding organizational concern for employee welfare.

Within workplace climate, relationships with supervisors received relatively high evaluations, while employee participation in decision-making showed lower scores. These findings indicate that interpersonal relationships within the organization function relatively well, although employee involvement in organizational processes still needs to be strengthened.

In addition, intrinsic motivation and job performance also demonstrated relatively high scores. ASN employees tend to possess strong internal motivation in carrying out their work and demonstrate work behaviors that support the implementation of organizational duties.

Table 1 Descriptive Statistics of Research Variables

Variable	Grand Mean	Std. Dev	Min	Max
Workplace Spirituality	5,73	0,811	2,29	7,00
Workplace Climate	5,24	0,744	2,20	6,53
Intrinsic Motivation	5,88	0,741	1,00	7,00
Job Performance	5,76	0,754	1,80	7,00

Source: Processed using SmartPLS 4, 2026

Measurement Model Evaluation

Measurement model analysis was conducted using the SEM-PLS approach with the disjoint two-stage approach method because all research constructs were categorized as higher-order constructs (HOC). In the first stage, testing was performed at the lower-order constructs (LOC) level to evaluate indicator validity and reliability.

The measurement model evaluation results indicate that all constructs met the validity and reliability criteria. The outer loading, CR, Cronbach's Alpha, and AVE values demonstrate that the research constructs possess adequate internal consistency and convergent validity. In addition, all HTMT values were below the 0.90 cut-off threshold, indicating that discriminant validity among constructs had been achieved. Therefore, all constructs were considered suitable for structural model testing.

Table 2 Results of Construct Validity and Reliability Testing

Construct	Dimension	Outer Loading	Cronbach's Alpha	CR	AVE
Workplace Spirituality	Meaningful Work	0,886	0,873	0,922	0,798
	Sense of Community	0,870			
	Alignment with Organizational Values	0,923			
Workplace Climate	Unidimensional	-	0,968	0,971	0,691
Intrinsic Motivation	Unidimensional	-	0,926	0,941	0,726
Job Performance	Task Performance	0,984	0,962	0,981	0,963
	Contextual Performance	0,979			

Source: Processed using SmartPLS 4, 2026

Table 3 Results of Discriminant Validity Testing (HTMT)

Construct Pair	HTMT
JP ↔ IM	0.428
WC ↔ IM	0.359
WC ↔ JP	0.564
WS ↔ IM	0.453
WS ↔ JP	0.683
WS ↔ WC	0.567

Source: Processed using SmartPLS 4, 2026

Structural Model Evaluation and Hypothesis Testing

The structural model evaluation results indicate that the research model has a reasonably good explanatory ability for the endogenous variables. The R^2 value for intrinsic motivation was 0.203, indicating that workplace spirituality and workplace climate explained 20.3% of the variance in intrinsic motivation. Meanwhile, the R^2 value for job performance was 0.485, indicating that workplace spirituality, workplace climate, and intrinsic motivation explained 48.5% of the variance in ASN job performance in Supiori Regency.

Table 4 Structural Model Evaluation

Parameter	Value
R^2 (IM)	0,203
R^2 (JP)	0,485
Q^2 (IM)	0,163
Q^2 (JP)	0,457
SRMR	0,088

Source: Processed using SmartPLS 4, 2026

In addition, the SRMR value of 0.088 indicates that the research model remained within the acceptable fit category.

All relationships among variables showed positive and significant effects. Workplace spirituality positively influenced intrinsic motivation with a path coefficient of 0.313 and a p-value of 0.000. Workplace climate also positively influenced intrinsic motivation with a path coefficient of 0.199 and a p-value of 0.001.

Furthermore, workplace spirituality positively influenced job performance with a path coefficient of 0.414 and a p-value of 0.000. Workplace climate positively influenced job performance with a path coefficient of 0.283 and a p-value of 0.000. In addition, intrinsic motivation also positively influenced job performance with a path coefficient of 0.154 and a p-value of 0.000.

Table 5 Results of Direct Effect Testing

Hypothesis	Direct Effect Path	Path Coefficient	p-value
H1	WC → IM	0.199	0.001
H2	WC → JP	0.283	0.000
H3	WS → IM	0.313	0.000
H4	WS → JP	0.414	0.000
H5	IM → JP	0.154	0.000

Source: Processed using SmartPLS 4, 2026

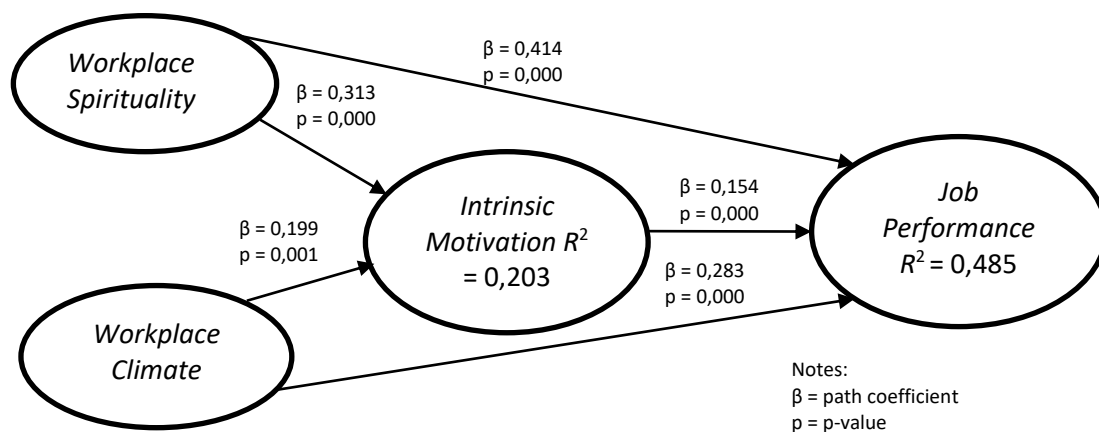
The indirect effect testing results indicate that intrinsic motivation significantly mediated the influence of workplace spirituality on job performance, with a p-value of 0.003. In addition, intrinsic motivation also significantly mediated the influence of workplace climate on job performance, with a p-value of 0.018.

Table 6 Results of Indirect Effect Testing

Hypothesis	Indirect Effect Path	Path Coefficient	p-value
H6	WC → IM → JP	0.031	0.018
H7	WS → IM → JP	0.048	0.003

Source: Processed using SmartPLS 4, 2026

Figure 1 Structural Model of SEM-PLS Testing Results



Source: Processed using SmartPLS 4, 2026

Importance Performance Map Analysis (IPMA)

The IPMA results indicate that workplace spirituality has a higher level of importance than workplace climate in influencing ASN job performance in Supiori Regency. However, several dimensions of workplace spirituality still show relatively low performance, particularly alignment with organizational values and sense of community. These findings indicate that strengthening organizational values and workplace social relationships remains a priority in ASN management in Supiori Regency.

The alignment with organizational values dimension indicates that some ASN employees have not fully perceived compatibility between personal values and organizational values. This condition may affect employees' attachment to the organization, particularly within regional bureaucratic environments facing resource limitations and public service pressures. Meanwhile, the less optimal sense of community dimension suggests that social relationships and a sense of togetherness among employees still need to be strengthened. In the context of Supiori Regency, which has geographically dispersed areas and interregional coordination challenges, collaborative working relationships become an important factor in maintaining public service effectiveness.

The IPMA results also show that several workplace climate indicators, particularly employee involvement in organizational decision-making, have high importance but relatively low performance. These findings indicate that internal organizational communication and employee participation in work processes have not operated optimally. This condition may affect work motivation and the quality of ASN engagement within the organization. Therefore, organizations need to strengthen more open communication patterns, increase employee

participation in organizational processes, and develop a more collaborative work environment to support the sustainable improvement of ASN service quality.

Figure 2 Importance Performance Map Analysis (IPMA)



Source: Processed using SmartPLS 4, 2026

DISCUSSION

The findings indicate that workplace spirituality positively influences the intrinsic motivation of ASN employees in Supiori Regency. Meaningful work and alignment with organizational values help strengthen employees' internal drive in carrying out their duties. From the SDT perspective, such positive work experiences contribute to fulfilling individuals' psychological needs, particularly relatedness and autonomy. These findings are consistent with Fry et al. (2017) and Gupta and Singh (2020), who emphasized that workplace spirituality contributes to improving employee work motivation.

In the context of Supiori Regency as a 3T region, meaningful work becomes an important factor because ASN employees deliver public services under limitations in facilities, transportation access, and geographically dispersed areas. The meaningful work dimension, which obtained the highest score, indicates that many ASN employees perceive their work as a form of social contribution to society. This perception helps employees maintain their work motivation despite operating within limited organizational conditions.

This study also shows that workplace climate positively influences ASN intrinsic motivation and job performance. A supportive work environment, positive interpersonal relationships, and effective organizational communication help employees work more comfortably and become more engaged within the organization. In public sector organizations, a conducive work environment also affects the quality of ASN services. These findings support Parker et al. (2003), who explained that workplace climate plays a role in shaping employee motivation and work behavior through perceptions of the organizational environment.

However, the IPMA results reveal that employee involvement in decision-making still demonstrates relatively low performance compared to its level of importance. These findings indicate that internal organizational communication has not operated optimally. In the context of Supiori Regency, geographical conditions and interregional coordination across several districts also affect the effectiveness of workplace communication. Therefore, strengthening workplace climate should focus on improving organizational communication and employee involvement in organizational work processes.

The findings further indicate that workplace spirituality and workplace climate positively influence ASN job performance. ASN employees who experience meaningful work and organizational support tend to demonstrate better work quality. In the context of 3T regions such as Supiori Regency, these factors become important because ASN employees frequently face limitations in service facilities and interregional mobility challenges. Under such conditions, workplace spirituality and workplace climate help ASN employees maintain sustainable public service quality.

The IPMA results also indicate that alignment with organizational values and sense of community remain organizational priority areas. Both dimensions have high importance but still show less optimal performance. These conditions suggest that strengthening workplace social relationships and the internalization of organizational values remains necessary to improve ASN organizational attachment. A more collaborative work environment becomes important in supporting public service quality, particularly within regional bureaucracies facing organizational resource limitations.

Intrinsic motivation in this study was also proven to positively influence ASN job performance. ASN employees with strong internal motivation tend to demonstrate better work engagement and service quality. In public sector organizations, intrinsic motivation becomes important because service quality is not always supported by adequate external rewards. In the context of Supiori Regency, intrinsic motivation helps ASN employees continue carrying out service duties despite working under limited organizational conditions. These findings are consistent with Ryan and Deci (2020), who explained that intrinsic motivation is closely related to performance quality and the sustainability of positive work behavior.

This study also demonstrates that intrinsic motivation mediates the influence of workplace spirituality and workplace climate on job performance. Meaningful work environments and positive organizational climates encourage the development of employees' internal motivation, which subsequently improves ASN work quality. These findings strengthen the role of intrinsic motivation as a psychological mechanism explaining the relationship between organizational factors and job performance in the public sector.

Overall, this study confirms that improving ASN job performance in Supiori Regency is influenced not only by organizational structural aspects, but also by work conditions capable of developing employees' internal motivation. Within the bureaucracy of 3T regions, workplace spirituality and workplace climate become important factors in maintaining public service quality amid organizational limitations and geographical challenges faced by ASN employees.

CONCLUSION

This study demonstrates that workplace spirituality and workplace climate positively influence the intrinsic motivation and job performance of ASN employees in Supiori Regency. Workplace spirituality emerged as the most dominant factor influencing job performance, particularly through meaningful work, social relationships within the organization, and alignment with organizational values. In the context of 3T regions such as Supiori Regency, these factors help ASN employees maintain the quality of public services despite operating under various organizational limitations.

The study also shows that intrinsic motivation acts as a mediating variable in the relationship between workplace spirituality, workplace climate, and job performance. These findings strengthen SDT, which explains that a positive work environment can foster employees' internal motivation and contribute to improving ASN performance quality.

The IPMA results indicate that strengthening organizational values, collaborative working relationships, and ASN participation remain organizational priority areas. These findings suggest that improving organizational communication and developing more collaborative working relationships remain important needs in supporting the quality of ASN public services, particularly within the bureaucracy of 3T regions facing limitations in access and interregional coordination.

LIMITATION

This study employed a cross-sectional design; therefore, the relationships among variables were explained based only on conditions observed within a single period. Data collection through self-report questionnaires also allowed for the possibility of respondent perception bias. In addition, the study was conducted solely among ASN employees of the Supiori Regency Government, limiting the generalizability of the findings to public organizations with different characteristics. The moderate R^2 value for the intrinsic motivation variable also indicates that other factors outside the research model may potentially influence ASN job performance.

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