

## **ABSTRACT**

*The role of spirituality is very important in reaching the well-being of human resources, and creating sustainability and organizational social responsibility which in turn can improve organizational performance. The research that has been carried out aims to describe, describe and analyze the relationship between spiritual leadership variables, spirituality in the workplace, job satisfaction, and human resource performance in the National Library of Indonesia. This study also aims to develop a model for increasing job satisfaction and human resource performance through the variables of spiritual leadership and spirituality in the workplace at the National Library of Indonesia. Optimal human resources are the main key for the success and achievement of an organization's vision. Effective approaches and strategies need to be done to be able to encourage optimal human resources. One approach that needs to be done is through aspects of fulfilling intrinsic motivation such as aspects of spirituality in organizations.*

*In the context of organization, spirituality can be linked with individuals and organizations through the concept of spiritual leadership and spirituality in the workplace. Spiritual leadership is able to build a social and organizational culture in which leaders and members have complete care, concern, and respect for each other which can create a sense of togetherness and understanding. Spirituality in a place of work is a process to find the most essential life purpose in order to build and create consistency, common belief, and value between individuals and their organizations.*

*The population in this study were Librarian Civil Servants who worked at the National Library of Indonesia, more specifically at the Center for Library Information Services and Archipelago Manuscripts Management with 110 librarians and who filled out a questionnaire as many as 97 people. The analytical tool used in this research is Structural Equation Modeling (SEM) with the Partial Least Square (PLS) method using the SmartPLS v.3 software. The research has successfully shown that spiritual leadership has a significant effect on human resource performance, spiritual leadership has a significant effect on job satisfaction. human, spirituality in the workplace has a significant effect on the performance of human resources, and job satisfaction variables have a significant effect on the performance of human resources.*

*In this study, it was also found that the variable spirituality at work did not have a significant effect on job satisfaction in human resources. In addition, the job satisfaction variable was also found to have not been able to become an intervening variable in mediating the relationship between spiritual leadership and spirituality in the workplace to the human resource performance variable.*

*Keywords: spiritual leadership, spirituality in the workplace, job satisfaction, human resource performance.*