*Article*

# Analyzing the Effect of Organizational Commitment, Spiritual Motivation and Spiritual Leadership on Employee Performance through Job Satisfaction

**Deny Robbi Manel [1],\*, Ihram Bani [1] and Fendi Hidayat [1]**

[1] Department of Human Resource Management, Faculty of Economics, Batam University, Batam Center, Kota Batam, 29432 Kepulauan Riau, Indonesia; ihrambani@yahoo.com (I.B), fendihidayat@univbatam.ac.id (F.H)

\* Correspondence: denyrobbimanel@gmail.com (D.R.M)

**Abstract:** Organizational commitment has become a topic of discussion in various literatures, such as the public sector literature (non-profit sector) and the private sector, which are generally profit-oriented (profit orientation). These are listed in various kinds of literature, for example, industrial and organizational psychology literature on education, theology, health, hospitality, social workers, and medicine using processed data using SEM with Amos version 24 software, the sample of respondents is 165. The results indicated that organizational commitment, spiritual motivation, and leadership significantly positively affect employee job satisfaction. Also, this study found that employee satisfaction, organizational commitment, and spiritual motivation significantly positively affect employee performance. Besides that, spiritual leadership does not significantly affect employee performance. In conclusion, this study has successfully examined the effect of organizational commitment, spiritual motivation, and spiritual leadership on employee performance through job satisfaction.

**Keywords:** organizational commitment; spiritual motivation; spiritual leadership; job satisfaction; employee performance.

## 1. Introduction

Organizational commitment has become a research issue in many countries in the last 60 years. This concept was introduced by Whyte in 1956. Rooted in the paradigm of Social Exchange Theory (SET) in understanding organizational behavior, the study of the theory has been going on since the 1920s (Stern & Barley, 1996). The theory believes that social exchange is a continuous interaction that creates obligations and interdependence between the interacting parties (Lambe et al., 2001). Therefore, the approach to understanding the root causes of social exchange theory (SET) is determined by a multi-disciplinary study. These include the disciplines of sociology, anthropology, and social psychology. So that the impact of this

social exchange, among others, is the strength of quality relational relationships (Dulac et al., 2008). In line with the development of needs and the influence of this theory, various related theories have emerged, including the exchange relationship theory. Organizational commitment has become a topic of discussion in various literatures, such as the public sector literature (non-profit sector) and the private sector, which are generally profit-oriented (profit orientation).

Initially, organizational commitment focused on an attitude approach, which refers to problems and loyalty (Brown, 1996). According to Cohen (2007), the attitude approach refers to an employee's psychological attachment or affective commitment to this problem and loyalty to the organization. The phenomenal couple who became the icon of commitment, namely Steers, and Porter, explained that organizational commitment is "loyalty to the organization" (McGee & Ford, 1987). Characterized by the intention to remain in it, identify with the values and goals of the organization. Equally important is the willingness to use extra energy on behalf of the organization Individuals consider the extent to which their values and goals relate to the organization as part of organizational commitment; therefore, it is considered a relationship between each employee and the organization. On the basis of the issue, this study seeks to examine the effect of organizational commitment, spiritual motivation, and spiritual leadership influence on employee job satisfaction and performance of PT. Djuara Mediserva Indonesia.

## 2. Literature Review
### 2.1. Organizational Commitment

Organizational commitment is about identification with the goals and values of the organization, a desire to belong to the organization and a willingness to display effort on its behalf (Armstrong, 2006). This view strengthens our point of view on implementing commitments. What is it? commitment is about integrity, competence, loyalty, and totality contributing to the organization's goals. Organizational commitment can be defined in two very different ways. The first method was proposed by Porter et al. (1974), Mowday et al. (1982) and the second method proposed by Becker (1960). According to Porter et al. (1974) commitment is the strength of a person's recognition and involvement in a particular organization. Organizational commitment is the degree to which employees identify with the organization and their involvement in a particular organization (Mowday et al., 1982). On the other hand, Becker, 1960 describes commitment as a tendency to be bound in a consistent line of activities because of the perceived costs of carrying out other activities (stopping work).

### 2.2. Spiritual Motivation

Understanding Spiritual Motivation comes from the word spirit, taken from the Latin word spiritual, which means to breathe. Spirituality motivation means something universal, namely the value, meaning and purpose of human life that does not depend on any religion adhered to by a person, according to Zohan and Marshall in Firawati (2013). Spiritual motivation contains the following meanings: 1) Immaterial is not physical, consisting of the spirit. 2) Refers to higher abilities (mental, intellectual, aesthetic, religious) and the values of the mind. 3) Refers to non-material human values, such as beauty, kindness, love, truth, compassion, honesty, and virtue. 4) Refers to religious and aesthetic feelings and emotions. It is a person's awareness of the purpose, value, and meaning of each life activity, namely self, humanity, the universe, the journey of life, and God (Wahab et al., 2016). Motivation Spirituality is different from religiosity, but in the context of society, especially in Indonesia, the two things cannot be separated (Firawati, 2013).

Islamic Spiritual Motivation concerns something universal: the value, meaning, and purpose in human life to devote oneself to Allah SWT. When Spiritual Motivation meets Islam, it means that it contains the meaning of a non-individual soul, namely intellect or nous, which is the opposite of the soul (the lower human psyche, which in Arabic is called an-nafs). Mansor et al. (2013) studied the relationship between spiritual leadership motivation and organizational commitment in Dieting Oil and Gas Industry. The research results show that each element of Spiritual Motivation leadership significantly relates to organizational commitment. The relationship between Spiritual Motivation leaders and followers will lead to organizational outcomes, including commitment. In a study conducted by Rahmat (2016) the era of 7 Spiritual Motivation as it is today, there has been a major revolution in organizational culture caused by God's intervention in life. Therefore, meaning, value, and Spirituality Motivation are recognized. Humans have been considered creatures of Spiritual Motivation.

## 2.3. Spiritual Leadership

A leader has advantages, so he has the power and authority to direct and guide subordinates, get recognition and support from his subordinates, and move subordinates toward achieving certain goals (Kartini, 2010). There are various definitions of leadership from experts. From these various definitions, including 1) Leadership comes from the word leader, which means a person with skills and advantages in a field, so that he can influence others to jointly carry out certain activities to implement a goal and goal (Kartini, 2010). 2) Blackaby (2011) says that leadership is the ability to influence and move others to act and behave as expected, especially to achieve the desired leadership goals by prioritizing religious values in leading a company or organization called leadership based on Spiritual Motivation. As revealed by Muhammad (2015) that leadership based on Spiritual Motivation is where Allah and the Messenger as the center of all actions move continuously to improve and improve the quality of morals and achievements.

In addition, spiritual motivation-based leadership means instilling the principle of truth in the monotheistic sentence Laa Ilaaha Illallah and applied to everyday life, reflecting the character of the Prophet. Glasse in Rahmat (2012) also mentions that Islamic Spiritual Motivation concerns something universal: values, meanings and goals in human life to devote oneself to Allah SWT. In addition, a leader must have honesty (al-sidq), trust (amanah), knowledge (fathonah) and communication (Tabligh) which act as tools in helping the organization to interact with stakeholders continuously and establish new policies and strong partnerships. , identify future opportunities and develop capabilities to improve organizational performance. In a study conducted by Subhan (2013) entitled "Islamic Leadership in Improving the Quality of Islamic Educational Institutions" said that Islamic leadership is a balance between leadership with worldly concepts and the concept of ukhrawi; achieving essential goals is more than just temporary organizational goals, demanding commitment upholding Islamic principles and placing the task of leadership not only as a humanitarian task that is accountable only to members but also before Allah SWT.

## 2.4. Employee Job Satisfaction

Job Satisfaction is an employee's general attitude toward his/her job. Many experts put forward the definition of job satisfaction. Weiss (2002) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. In addition, job satisfaction is a positive resulting one's job experience. Sharma & Jyoti (2006) reveal that job satisfaction is an affective or emotional response to various aspects of one's work. Cote & Morgan (2002) suggests that job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. In line with the definition above, Jufrizen & Kandhita (2021) define job satisfaction as an employee's positive attitude towards his work, which arises based on an assessment of the work situation.

A person's level of job satisfaction will be reflected in a positive work attitude. Therefore, job satisfaction must be created as well as possible to increase work morale, dedication, love, discipline, and employee performance (Astuti et al., 2020). Meanwhile, Vitell & Davis (1990) measure job satisfaction with indicators from the Job Satisfaction Index: satisfaction with pay, satisfaction with promotions, satisfaction with coworkers, satisfaction with supervisors, and satisfaction with the work itself. The job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in often less ideal working conditions, and other similar things. Therefore, everyone will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that match the individual's wishes, the higher the job satisfaction they feel and vice versa.

## 2.5. Employee Performance

Employee Performance refers to something related to activities in a job, including the results achieved by the work (Mahmudi, 2005). Many experts have put forward the definition of performance. Ames (1992) defines performance as achieving work targets related to quality, quantity and time. Barrick et al. (2015) describe performance as the result of work itself (outcomes of work) because the work results link to the organization's strategic goals, customer satisfaction and economic contribution. In line with the opinion above, Jufrizen & Kandhita (2021) suggest that performance results from work in quality and quantity achieved by a person in carrying out the tasks assigned to him/her by predetermined standards or criteria. Thus, an employee will have a high level of performance if there is a match between his work and his abilities. If these things are fulfilled, there will be a feeling of responsibility towards their work and a willingness to participate in achieving organizational goals by implementing tasks to the fullest. Therefore, organizations need to pay attention to managing human resources to produce high performance to improve overall organizational performance (Jufrizen & Kandhita, 2021). With regard to performance standards,

Bryman (2017) argues that job standards consist of quantitative and qualitative aspects, namely: (1) quantitative aspects, namely: work processes and work conditions, time used to carry out work, number of errors in carry out the work as well as the amount and type of service delivery.

## 3. Materials and Methods

This study uses quantitative methods using an explanatory approach. Data in quantitative methods can be measured by using notes in the test. The clarification technique explains the placement of the variables studied and the relationship between one variable and several other variables (Muzakki, 2016). The statistical tool in this study uses the AMOS version 26 software, with the model to be built as shown in the following Figure:
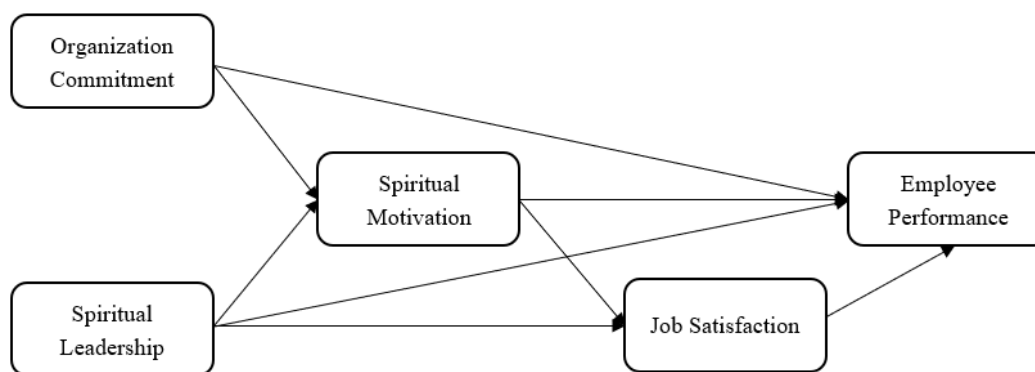


Figure 1. Research Framework

There are several hypotheses proposed in this study, the hypothesis as follows:

Hypothesis 1 (H1): Organizational commitment has a significant positive effect on employee job satisfaction.
Hypothesis 2 (H2): Spiritual motivation has a significant positive effect on employee job satisfaction.
Hypothesis 3 (H3): Spiritual leadership has a significant positive effect on employee job satisfaction.
Hypothesis 4 (H4): Organizational commitment has a significant positive effect on employee performance.
Hypothesis 5 (H5): Spiritual motivation has a significant positive effect on employee performance.
Hypothesis 6 (H6): Spiritual leadership has a significant positive effect on employee performance.
Hypothesis 7 (H7): Employee job satisfaction has a significant positive effect on employee performance.

### 3.1. Data Collection

The combined research model (Mixed Method) consists of sequential explanatory models, sequential exploration models, concurrent triangulation designs, and concurrent embedded models. The sequential explanatory model is a combination of sequential quantitative and qualitative research. Quantitative research is conducted, then qualitative research is conducted. After the analysis, the quantitative and qualitative data results will be entered into a matrix to see the comparison obtained. Sequential exploration model 26 combines two research methods sequentially, starting with qualitative research and the second stage is quantitative research. The concurrent triangulation design is a balanced combination of two research methods using quantitative and qualitative methods. This method is used together, at the same time, but independently to answer the research problem. The concurrent embedded model is a combination of quantitative and qualitative research methods. The method used is an interpretive, explanatory qualitative approach to research methods (Zaluchu, 2020).

The research procedure is the steps taken in the research in the form of research methods, population and research sample (quantitative) or sample data sources (qualitative), research instruments, data collection techniques, and data analysis techniques (Wibisono et al., 2020). The procedures for analyzing qualitative data are: 1) collecting data from books and research journals focused on the topic of research methods; 2) Grouping the data into research types (quantitative, qualitative, R&D); 3) Discussion of the types of research methods, and their suitability with the idea/title of the research to be discussed along with examples of methods.

### 3.1.1. Population
According to Margono (2005), the population is the whole object of research, including humans, animals, plant objects, test scores, symptoms, and events as data sources with certain characteristics in a study.

### 3.1.2. Sample
Husain and Purnomo (2001) in Ahyar et al. (2020) explained that the sample is part of the population taken using a sampling technique. The sample in the study must be able to describe the state of the population. In determining the sample, this study uses the Slovin formula, which is as follows (Putra et al., 2013):

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

Where: n = Sample, N = Population, e = Confidence Interval (usually 0.05 or 0.01) 2.3.2. Sampling Method. The calculation of the number of samples used in this research is n = 265: (1+ (265 x0.05²)) = 154 ∞ 165 respondents.

## 3.2. Data Analysis
Data analysis was carried out using the Structural Equation Model (SEM) method. The software used for the structural analysis is AMOS Version 24 (Borg & Meredith, 1989) because of:
1. Development of theory-based models
2. Creation of flowcharts (path diagrams)
3. Turn the flow chart into a series of structural equations
4. Selection of input matrix and estimation technique model built.
5. Assess possible identification problems
6. Evaluation of goodness of fit criteria
7. Interpretation and modification of models

## 4. Results and Discussion
The result of data processing using SEM modeling, which is processed using AMOS software shows the influence value between variables which can be seen in the following table:

Table 1. Regression weights

| Path Coefficient(s) | | | Estimate(s) | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| Job Satisfaction | <--- | Commitment | 0.247 | 0.089 | 2.772 | 0.006 |
| Job Satisfaction | <--- | Motivation | 0.171 | 0.075 | 2.277 | 0.023 |
| Job Satisfaction | <--- | Leadership | 0.581 | 0.094 | 6.177 | *** |
| Job Performance | <--- | Satisfaction | 0.618 | 0.097 | 6.363 | *** |
| Job Performance | <--- | Commitment | 0.131 | 0.060 | 2.190 | 0.029 |
| Job Performance | <--- | Leadership | 0.038 | 0.082 | 0.471 | 0.638 |
| Job Performance | <--- | Motivation | 0.200 | 0.049 | 4.052 | *** |

Table 2. Standardized regression weights

| Path Coefficient(s) | | | Estimate(s) |
|---|---|---|---|
| Job Satisfaction | <--- | Commitment | 0.218 |
| Job Satisfaction | <--- | Motivation | 0.165 |
| Job Satisfaction | <--- | Leadership | 0.607 |
| Job Performance | <--- | Satisfaction | 0.665 |
| Job Performance | <--- | Commitment | 0.124 |
| Job Performance | <--- | Leadership | 0.043 |
| Job Performance | <--- | Motivation | 0.207 |

Table 3. Squared multiple correlations

| Variable(s) | Estimate(s) |
|---|---|
| Job Satisfaction | 0.900 |
| Employee Performance | 1.002 |

Table 3 displays the result of squared multiple correlation. Employee Job Satisfaction = 0.900, employee performance = 1.002 According to Ferdinand (2014), Square Multiple Correlation value for Employee Job Satisfaction variable = 0.900 is identical to R2 in SPSS From 0, 900 then the magnitude of the effect is Double Squared Correlation value for Employee Job Satisfaction variable multiplied by 100% = 1.00 x 100 % = 90%. Thus, it means that Employee Job Satisfaction is influenced by factors of spiritual motivation, organizational culture, and spiritual leadership by 90%. The remaining 100% - 90 = 10% is influenced by other variables not included in this study. For performance PT. Djuara Madiserva Indonesia R2 = 1.002 then the magnitude of the effect = 1.002 x 100% = 1%
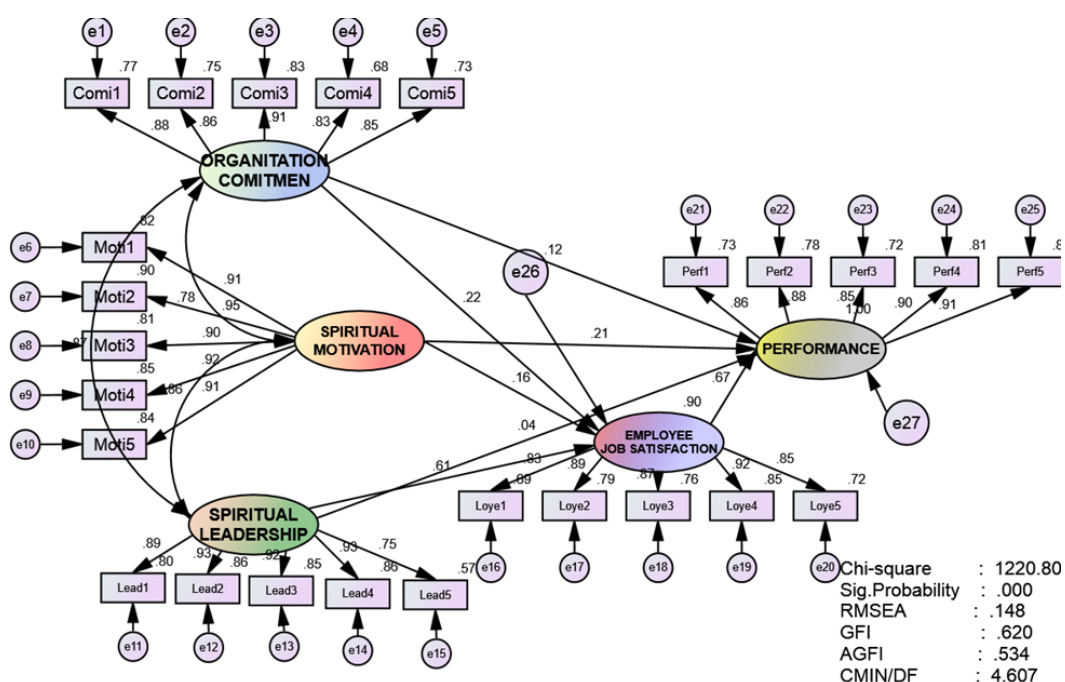


Figure 2. SEM-AMOS Full Model

The results of the cut of value and goodness of fit model shown in Table 5 show that only one criterion is met. There are six marginal ones and one less good than the eight criteria. The criteria met are Chi-square (c2) is good, Relative Chi-square (c2/df) is not good, and RMSEA, GFI, AGFI, TLI, and CFI, the probability is marginal. Because one criterion is met, and six margins from the eight criteria are required, the above model can be stated as a good model (Al-Musadieq et al., 2018). Furthermore, based on quantitative methods with SEM and qualitative methods based on theory, empirical respondent observations are discussed as follows:

This study found that spiritual motivation has a significant positive effect on employee job satisfaction. The estimated standard (regression weight) is 0.218 with CR (critical ratio = identical to the t value) of 2.772 at probability = 0.006 or significant at 0.05. It indicates there is an effect. Spiritual motivation has a role in creating a clear difference between one organization and another. Islamic Spiritual Motivation concerns something universal: values, meanings and goals in human life to devote oneself to Allah SWT. It can be seen in everyday life both at work and outside work (at home, in the environment and so on) always motivated because of Allah SWT. And sincerely creates job satisfaction in every activity,

Also, Organizational Commitment has a significant positive effect on employee job satisfaction with a standard estimate (regression weight) of 0.607 with CR (critical ratio = identical to the t value) of 0.075 at probability = 0.023, CR value is 0.075 2.00 and probability = 0.023 or significant at 0.05. It shows that the influence of organizational commitment on employee job satisfaction is not positively significant. With the

theory contained in Steers and Porter (1983) explains that organizational commitment as loyalty to the organization (Barge & Schlueter, 1988). Characterized by the intention to remain in it; identify with the values and goals of the organization. Equally important is the willingness to use extra energy on behalf of the organization.

Spiritual leadership has a significant positive effect on employee job satisfaction. A standard estimate (regression weight) of 0.665 with CR (critical ratio = identical to the calculated value) CR 6.177 on probability = *** or significant at 0.05. It indicates that the influence of the spiritual leadership variable on the Employee Job Satisfaction variable is significantly positive. Spiritual motivation has a significant positive effect on employee performance with a standard estimate (regression weight) of 0.124 with CR (critical ratio = identical to the value of tv) of 6.363 at probability = *** CR value of 6.363 2.00 and probability = *** or significant at the level 0.05. It indicates that the influence of Spiritual Motivation and the positive performance variable is not significant. Spiritual motivation-based leadership means instilling the principle of truth in the form of the sentence of monotheism Laa Ilaaha Illallah and applying it to everyday life, which reflects the character of the Prophet. Rahmat (2016) also mentions that Islamic Spiritual Motivation concerns something universal: values, meanings, and goals in human life to devote oneself to Allah SWT. In addition, a leader must have honesty (al-sidq), trust (amanah), knowledge (fathonah), and communication (Tabligh) which act as tools in helping the organization to interact with stakeholders continuously and establish new policies and strong partnerships. , identify future opportunities, and develop capabilities to improve organizational performance and employee job satisfaction.

Organizational commitment has a significant positive effect on employee performance. A standard estimate (regression weight) of 0.043 with CR (critical ratio = identical to the t value) of 2.190 with probability = 0.029, or significant at level 0.05. It indicates that the effect of the Organizational Commitment variable on the Free Performance variable is significantly positive. In addition, Spiritual leadership has a significant positive effect on employee performance with a standard estimate (regression weight) of 0.043 with CR (critical ratio = identical to the calculated value) of 0.471 with probability = 0.638 CR value of 0.471 2.00 and probability = 0.638 0.05 indicates that the influence of the Spiritual Leadership variable on the Free Performance variable is significantly positive. Spiritual Leadership Variables are carried out in an integrated manner to produce a good performance as expected by the company

Employee Job Satisfaction has a significant positive effect on employee performance with a standard estimate (regression weight) of 0.207 with CR (critical ratio = identical to the value of tv) of 4.052 at probability = *** CR value 4.052 2.00 and probability = ***, or significant at 0.05. It indicates that the influence of the employee job satisfaction variable on the independent variable performance is significantly positive. In theory, job satisfaction is closely related to employee attitudes toward their work. A person's level of job satisfaction will be reflected in a positive work attitude. Therefore, job satisfaction must be created as well as possible to increase work morale, dedication, love, discipline, and employee performance (Subagja, 2020).

Table 4. Advantages of fit analysis

| Goodness of fit index | Cut-Off value | Model results | Decision |
|---|---|---|---|
| Chi-square (c2) | Expected to Be Small | 1220.80 | Good |
| Relative Chi-square (c2/df) | ≤ 3:00 | 4.607 | No Good |
| Probability | > 0.05 | 0,000 | Marginal |
| RMSEA | ≤ 0:08 | 0.148 | Marginal |
| GFI | ≥ 0.90 | 0.620 | Marginal |
| AGFI | ≥ 0.90 | 0.534 | Marginal |
| CFI | ≥ 0.95 | 0.841 | Marginal |
| TLI | ≥ 0.95 | 0.820 | Marginal |

## 5. Conclusion

In conclusion, this study indicates that the spiritual motivation variable on the employee job satisfaction variable is significantly positive. The effect of the organizational commitment variable on the employee job satisfaction variable is not positively significant. The influence of the spiritual leadership variable on the employee performance satisfaction variable is significantly positive. The influence of the spiritual motivation variable on the free variable performance is significantly positive. The influence of the organizational commitment variable on the performance variable has a significant positive. The influence

of the spiritual leadership variable on the performance variable is significantly positive. The influence of the employee job satisfaction variable on the positive performance variable is significant. Changes in employee job satisfaction are influenced by organizational commitment, spiritual motivation, and spiritual leadership 90%, the remaining 10% is influenced by other variables not included in this study, and changes in performance are influenced by organizational commitment, spiritual motivation, spiritual leadership, and employee job satisfaction.

# References

Al-Musadieq, M., Nurjannah, N., Raharjo, K., Solimun, S., & Fernandes, A. A. R. (2018). The mediating effect of work motivation on the influence of job design and organizational culture against HR performance. *Journal of Management Development*, *37*(6), 452–469. https://doi.org/10.1108/JMD-07-2017-0239

Ames, C. (2020). Achievement goals and the classroom motivational climate. In *Student perceptions in the classroom* (pp. 341–362). Routledge. https://doi.org/10.4324/9780203052532-22

Armstrong, M. (2006). *Human resource management practice*. Kogan Page Publishers. https://doi.org/10.1002/9781118802717

Astuti, S. D., Shodikin, A., & Ud-din, M. (2020). Islamic leadership, Islamic work culture, and employee performance: The mediating role of work motivation and job satisfaction. *The Journal of Asian Finance, Economics and Business*, *7*(11), 1059–1068. https://doi.org/10.13106/jafeb.2020.vol7.no11.1059

Barge, J. K., & Schlueter, D. W. (1988). A critical evaluation of organizational commitment and identification. *Management Communication Quarterly*, *2*(1), 116–133. https://doi.org/10.1177/0893318988002001008

Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2015). Collective organizational engagement: Linking motivational antecedents, strategic implementation, and firm performance. *Academy of Management Journal*, *58*(1), 111–135. https://doi.org/10.5465/amj.2013.0227

Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, *66*(1), 32–40.

Blackaby, H. T., & Blackaby, R. (2011). *Spiritual leadership: Moving people on to God's agenda*. B&H Publishing Group.

Borg, W. R., & Meredith, G. D. (1989). *Educational Research : an Introduction* (5th ed.). Longman.

Brown, R. B. (1996). Organizational commitment: Clarifying the concept and simplifying the existing construct typology. *Journal of Vocational Behavior*, *49*(3), 230–251.

Bryman, A. (2017). Quantitative and qualitative research: further reflections on their integration. In *Mixing methods: Qualitative and quantitative research* (pp. 57–78). Routledge.

Cohen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human Resource Management Review*, *17*(3), 336–354.

Cote, S., & Morgan, L. M. (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *23*(8), 947–962.

Dulac, T., Coyle-Shapiro, J. A. M., Henderson, D. J., & Wayne, S. J. (2008). Not all responses to breach are the same: The interconnection of social exchange and psychological contract processes in organizations. *Academy of Management Journal*, *51*(6), 1079–1098.

Ferdinand, A. (2014). *Metode penelitian manajemen: Pedoman penelitian untuk penulisan skripsi tesis dan desrtasi ilmu manajemen*. Universtas Diponegoro.

Firawati, Y. (2013). *Pengaruh Manajemen Spiritual Terhadap Kinerja Organisasi (Studi Pada Aflah Bakery Yogyakarta*. Universitas Negeri Islam Sunan Kalijaga Yogyakarta.

Hardani, Auliya, N. H., Andriani, H., Fardani, R. A., Ustiawaty, J., Utami, E. F., Sukmana, D. J., & Istiqomah, R. R. (2020). *Metode Penelitian Kualitatif & Kuantitatif* (H. Abadi (ed.); I). Penerbit Pustaka Ilmu.

Jufrizen, J., & Kandhita, E. S. (2021). The effect of organizational justice on employee performance by job satisfaction as an intervening variable. *Jurnal Kajian Manajemen Bisnis*, *10*(1), 1–17. https://doi.org/10.24036/jkmb.11219200

Kartini, K. (2010). *Pemimpin dan Kepimpinan*. PT Raja Grafindo Persada.

Lambe, C. J., Wittmann, C. M., & Spekman, R. E. (2001). Social exchange theory and research on business-to-business relational exchange. *Journal of Business-to-Business Marketing*, *8*(3), 1–36. https://doi.org/10.1300/J033v08n03_01

Mansor, N., Ismail, A. H., Alwi, M. A. M., & Anwar, N. A. (2013). Relationship between Spiritual Leadership and Organizational Commitment in Malaysians' Oil and Gas Industry. *Asian Social Science*, *9*(7), 179–191. https://doi.org/10.5539/ass.v9n7p179

Margono, M. (2005). *Metodologi Penelitian Pendidikan*. Penerbit Rineka Cipta.

McGee, G. W., & Ford, R. C. (1987). Two (or more?) dimensions of organizational commitment: Reexamination of the affective and continuance commitment scales. *Journal of Applied Psychology*, *72*(4), 638–641. https://doi.org/10.1037/0021-9010.72.4.638

Mowday, R. T., Porter, L. W., & Steers, R. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover*. San Diego, CA: Academic Press.

Muhammad, N. M. N. (2015). Prophetic leadership model: Conceptualizing a prophet's leadership behaviour, leader-follower mutuality and altruism to decision making quality. *European Journal of Interdisciplinary Studies*, *3*(1), 93–106. https://doi.org/10.26417/ejis.v3i1.p93-106

Muzakki, M. H. (2016). Pengaruh Penggunaan Teknologi Informasi terhadap Kinerja Karyawan: Studi Pada Karyawan PT . TELKOM Pusat Divisi Regional V Surabaya. *Jurnal Administrasi Bisnis*, *39*(2), 169–175.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, *59*(5), 603–609. https://doi.org/10.1037/h0037335

Putra, R., Suprayogi, A., & Kahar, S. (2013). plikasi SIG untuk penentuan daerah quick count pemilihan kepala daerah: Studi Kasus: Pemilihan Walikota Cirebon 2013, Jawa Barat. *Jurnal Geodesi Undip*, *2*(4), 1–12.

Rahmat, I. (2016). The Celestial Management - Ikhtiar mewujudkan budaya organisasi Islam. In *Membangun Profesionalisme Keilmuan* (pp. 19–39).

Sharma, R. D., & Jyoti, J. (2006). Job satisfaction among school teachers. *IIMB Management Review*, *18*(4), 349–363.

Stern, R. N., & Barley, S. R. (1996). Organizations and social systems: Organization theory's neglected mandate. *Administrative Science Quarterly*, *41*(1), 146–162. https://doi.org/10.2307/2393989

Subagja, I. K. (2020). Effect of motivation and job satisfaction on employee performance through working discipline at PT. Bamboo Tirta Engineering. *International Journal of Business and Social Science Research*, *1*(1), 28–35.

Subhan, M. (2013). Kepemimpinan islami dalam Peningkatan Mutu Lembaga Pendidikan Islam. *Jurnal Tadris*, *8*(1), 126–140.

Vitell, S. J., & Davis, D. L. (1990). The relationship between ethics and job satisfaction: An empirical investigation. *Journal of Business Ethics*, *9*(6), 489–494. https://doi.org/10.1007/BF00382842

Wahab, S., Rahmat, A., Yusof, M. S., & Mohamed, B. (2016). Organization performance and leadership style: Issues in Education Service. *Procedia-Social and Behavioral Sciences*, *224*, 593–598. https://doi.org/10.1016/j.sbspro.2016.05.447

Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, *12*(2), 173–194. https://doi.org/10.1016/S1053-4822(02)00045-1

Wibisono, C., Suryanti, I., & Amelia, C. (2020). Influence Of Spiritual, Economic Resistance, Healthy Behavior Of Free Covid-19 Pandemics Through Immunity In Riau Islands, Indonesia. *Systematic Reviews in Pharmacy*, *11*(12), 1535–1547. https://doi.org/10.31838/srp.2020.12.226

Zaluchu, S. E. (2020). Strategi Penelitian Kualitatif Dan Kuantitatif Di Dalam Penelitian Agama. *Evangelikal: Jurnal Teologi Injili Dan Pembinaan Warga Jemaat*, *4*(1), 28–38. https://doi.org/10.46445/ejti.v4i1.167