THE URGENCE OF THE ROLE OF SPIRITUAL LEADERSHIP ON INTRINSIC MOTIVATION AND ORGANIZATIONAL COMMITMENT AND THEIR IMPACT ON JOB SATISFACTION

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ABSTRACT

The purpose of this study was to determine the effect of spiritual leadership on intrinsic motivation, the effect of spiritual leadership on organizational commitment, the effect of intrinsic motivation on job satisfaction, the effect of organizational commitment on job satisfaction, and the effect of spiritual leadership on job satisfaction. This research is classified as explanatory research with a quantitative approach. The sample used was 130 employee at Regional General Hospital of Pamekasan Regency with purposive sampling technique. The type of data used is primary data, namely collecting data using questionnaires. Analysis of the data used is SEM. The results of this study indicate that Spiritual leadership has a positive and significant effect on intrinsic motivation, Spiritual leadership has a positive and significant effect on organizational commitment, Intrinsic motivation has a positive and significant effect on job satisfaction, Organizational commitment has a positive and significant effect on job satisfaction, and Spiritual leadership has a significant positive effect on job satisfaction.

Keywords : Spiritual leadership, Intrinsic motivation, Organizational commitment, job satisfaction.

Introduction

Human resources are the most important thing or the most valuable main capital because the success or failure of a company or institution in achieving its goals is greatly influenced by the quality of human resources in the company or institution. The importance of HR itself is a business or service provided in the production process. In a company, of course there will be a leader, leadership is

one of the important factors in increasing job satisfaction and organizational performance. Many organizations cannot achieve their goals because of factors in the leaders or managers in the company[1]. [2]argue about the concept of spirituality in critical leadership, with[3] in his causal model explaining that leadership can drive organizational results, one of which is increasing individual commitment and productivity. Several previous studies have implied that job satisfaction is closely related to employee attitudes towards work. The higher job satisfaction will be in a more positive work attitude. On the other hand, negative work will lead to the opposite attitude. A person's positive and negative work attitudes will follow the level of perceived job satisfaction. The level of job satisfaction that is owned will affect the individual's commitment to the organization. Leadership is a major factor in employee satisfaction in doing their jobs[4]. Reliable leadership in an organization that can increase employee satisfaction and vice versa, leadership itself reflects the assumption of a social influence that is intentionally carried out by someone on others to structure activities and relationships within an organizational group. [5]suggests that leadership is the ability to influence a group towards achievement or goals. This influencing activity means that the leader has the ability, skill and art to direct and invite members of the organization or their subordinates sincerely for the benefit of the organization. So far, many have used leadership theory that prioritizes aspects of character and behavior.

This is done because so far only using existing leadership structures are still guided by the essence of leadership, which is a rule from humans and not a mandate from God and also humans so that the two become balanced. So it is

[1] Puspitasari Siska.(2019). PENGARUH KEPEMIMPINAN SPIRITUAL TERHADAP KEPUASAN KERJA KARYAWAN MELALUI MOTIVASI INTRINSIK DAN KOMITMEN ORGANISASI. *EKOBIS*, 20(1): 73-84

[2] Ferguson, J., & Milliman, J. (2008). Creating effective core organizational values: A spiritual leadership approach. *International Journal of Public Administration*, 31(4): 439-459.

[3] Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14: 693–727.

[4] Fry, L. W., & Slocum, J. (2008). Maximizing the triple bottom line through spiritual leadership. *Organizational Dynamics*, 37: 86–96.

[5] Robbins, Stephen P dan Coulter, Mary. (2007). *Manajemen*. Jakarta: PT. Indeks

very necessary spiritually-based leadership . This is where an understanding of spirituality is needed at work[6]. Spirituality is the essence of the relationship of the individual in a holy spirit and soul, the source of truth, or God that humans believe in and how to apply it to everyone[7]. Leadership has developed at this time in improving the leadership crisis due to the decline in human values as a result of ethical malaise and ethical crisis[8].

Corporate practices that are not commendable are inseparable from human resource management who are far from spiritual values. Many companies or community organizations give their agencies a religious name, but in reality the service or attitude of their human resources is not in accordance with the vision and mission of the company. But not only leadership is needed[9]. A leader must be able to know about motivation so that success in a company or institution in realizing employee performance can be achieved[10]. There are two factors that influence human behavior, namely intrinsic motivation and extrinsic motivation. The most significant motivation for spiritual leadership is intrinsic motivation which is a positive value experience that an employee gets directly from his work assignments[11]. As a result, many employees work only for worldly or economic needs, but not to love work and enjoy life. This is where a new leadership orientation is needed in an organization, namely spiritual leadership. Human labor has a major role in achieving the pinnacle of success for a company or institution. In addition to motivation, there are other factors that can lead to a sense of satisfaction in employees, namely organizational

[6] Ali, N., Jan, S., Ali, A., Tariq, M. (2014). Transformational and transactional leadership as predictors of job satisfaction,commitment, perceived performance, and turnover Intention. *Life Science Journal*, 11: 48 – 53.

[7] Fry, L. W., Vitucci, S., & Cedillo, M. (2005). Spiritual leadership and army transformation: Theory, measurement, and stabling a baseline. *The Leadership Quarterly*, 16: 835–862

[8] Tobroni. (2015). Spiritual Leadershi: A Solutions of the Leadership Crisis in Islamic Education in Indonesia. *British Journal of Education*, 3 (11): 40-53.

[9] Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: a literature review. *Journal of Management Development*, 35(2): 190-216

[10] Zeinabadi, H., & Salehi, K. (2011). Role of procedural justice, trust, job satisfaction, and organizational commitment in Organizational Citizenship Behavior (OCB) of teachers: Proposing a modified social exchange model. *Procedia - Social and Behavioral Sciences*, 29: 1472

[11] Choong, Yuen-Onn; Lau, Teck-Chai; Wong, Kee-Luen. (2011). Intinsic Motivation and Organizational Commitment In The Malaysian Private higher education Instituation: An Empirical Study. *Researchers World; Malegaon*, 2(4): 91-100

commitment[12]. In knowledge of organizational behavior, commitment becomes a binder between employees and the company[13].

[14]employee commitment itself is defined as a condition where an employee sided with the organization and organizational goals and is willing to maintain membership in the organization concerned. Organizational commitment as how far the level of a worker in identifying himself in the organization and his involvement in a company Human labor is not solely used for the benefit of the company or institution and equated with other production factors, but must be placed in an important position of a production process. To maintain the workforce, the company must be able to increase employee satisfaction so that it will affect employee performance. Basically, an employee's job satisfaction is the general attitude of an employee towards his work. The definition of job satisfaction is put forward by many experts. [15]job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. [16]job satisfaction felt by employees has a close relationship with the ability of employees to master their own work. An employee who will bring up an attitude of job satisfaction and will have a positive impact on his work. Therefore, job satisfaction must be created optimally so that morale, dedication, the emergence of affection, discipline and employee performance will increase[17]. Work demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in often less than ideal and other similar working conditions. Therefore, each individual will have a different level of satisfaction according to the quality of

[12] Chughtai, A.A., & Zafar, S. (2006). Antecedents and consequences of organizational commitment among Pakistani university teachers. *Applied H.R.M. Research*, 11(1): 39-64.

[13] Allen, N. J., & Meyer, J. P. (1993). Organizational commitment: Evidence of career stage effects?. *Journal of Business Research,* 26: 49-61

[14] Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.

[15] Altınöz, M., Çakıroğlu, D., & Çöp, S. (2012). The effect of job satisfaction of the talented employees on organizational commitment: A field research. *Procedia - Social and Behavioral Sciences*, 58: 322 – 330.

[16] Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "Citizenship". *Academy of Management Journal*, 26(4): 587-595.

[17] Noordin, F., Jusoff, K. (2009). Levels of job satisfaction amongst Malaysian academic staff. *Asian Social Science*, 5(5): 122-128.

the values that apply to him[18]. The more aspects of the job that match the individual's wishes, the higher the perceived level of job satisfaction and vice versa. To achieve good satisfaction for the company must also be able to motivate employees. Motivation is very important for managers. They need an understanding of why people act the way they do so that they can influence people to act in the way the organization wants them to. Motivation is related to physiological and psychological, this reinforces that motivation comes from within a person considering the social status of a person, therefore the level of motivation is different.

Theoretical Review And Hypotheses

Spiritual Leadership and Intrinsic Motivation

Basically spiritual leadership can motivate and inspire employees. Every employee has their own intrinsic motivation, spiritual leadership is a leadership model that uses an intrinsic motivation model by combining vision, hope/belief, and values of altruism and spirituality in the workplace, and spiritual well-being[19]. The statement above implies that spiritual leadership is a leader's values, attitudes and behaviors that are needed to motivate oneself and others through calling (feeling meaningful) and membership (feeling appreciated and understood) so that a feeling of spiritual prosperity is formed. Based on qualitative and quantitative calculations on research in a company, leadership has an effect on intrinsic motivation. Therefore, this spiritual leadership aims to motivate and inspire employees through the vision and culture of an organization so that employees can achieve job satisfaction and commitment. Thus the hypothesis of the influence of spiritual leadership on intrinsic motivation is as follows:

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[18] Mouloud, K., Bougherra, B., & Samir, B. F. (2016). Job satisfaction for physical education teachers and its relationship to job performance and organizational commitment. *Pedagogics, Psychology, Medical-biological Problems of Physical Training and Sports*, 3: 47–51.

[19] Fry, L. W., Vitucci, S., & Cedillo, M. (2005).

H1: spiritual leadership has a positive and significant effect on intrinsic motivation.

Spiritual Leadership and Organizational Commitment

The concept of organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization. In the Spiritual Leadership Theory model there are three main dimensions and six variables that form the basic framework of this theory, namely: (1) the dimensions of leader values, attitudes and behaviors (values, attitudes and behaviors of leaders), which include: vision (vision), hope/faith (belief) and altruistic love; (2) spiritual dimensions of survival, which include: calling and membership and (3) dimensions of organizational outcomes, namely organizational commitment[20]. Fry et al. (2005)'s study on the casual model of spiritual leadership theory shows that there is a positive relationship between the quality of spiritual leadership, spiritual survival and organizational outcomes, which consist of commitment and productivity. Several studies state the importance of spiritual values in organizations. Spiritual values in leadership are able to motivate and inspire employees in building the vision and culture of the organization and are able to create employee commitment to the organization, which in the end also has an impact on increasing employee performance satisfaction[21]. Thus the hypothesis of the influence of spiritual leadership on organizational commitment is as follows:

H2: spiritual leadership has a positive and significant effect on organizational commitment.

Intrinsic Motivation and Job Satisfaction

The concept of job satisfaction is driven by the desire to do the best job

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[20] Fry, L. W., Vitucci, S., & Cedillo, M. (2005).

[21] Yang, J., Y. Liu.,Y. Chen., and X. Pan. (2014). The effect of structural empowerment and organizational commitment on Chinese nurses job satisfaction. *Applied Nursing Research*. 27 (3): 186-191.

possible which stems from personal pride when completing the job. They found a motivational relationship that stems from a happiness in getting a task and a sense of satisfaction in doing and completing a given task. [22]wrote that intrinsic motivation is the extent to which employees have the enthusiasm to be active at work and are motivated to complete work with their own creativity. Previous research by[23], found a relationship between intrinsic motivation and employee job satisfaction. This is also similarly stated by[24], regarding the relationship between intrinsic motivation and job satisfaction. [25]conducted a study to investigate the relationship between job satisfaction, interpersonal trust, intrinsic motivation and job tension in Egypt. They found that workers who feel satisfied are those who have intrinsic motivation, trust coworkers and managers, have low job tension and stress predictors of job satisfaction, one of which is intrinsic motivation. Thus, the hypothesis of the effect of intrinsic motivation on job satisfaction is as follows:

H3: Intrinsic motivation has a positive and significant effect on job satisfaction.

Organizational Commitment and Job Satisfaction

Job satisfaction is another internal factor that can affect employee performance[26],[27]. Job satisfaction can be defined as a pleasant or unpleasant emotional state, which is shown by employees at work[28]. The level of employee job satisfaction is influenced by several aspects, both aspects originating from

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[22] Oldham Greg R. and ummings Anne C. (1996). Employee Creativity: Personal and Contextual Factors at Work. *The Academy of Management Journal.* 39(3): 607-634

[23] Hackman, J. R. & Oldham, G. R. (1974). *The job diagnostic survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects.* Department of Administrative Sciences: Yale University.

[24] Zaman Hafiz Muhammad Fakhar, Zekeriya Nas, Mushtaq Ahmed, Yasir Mehmood Raja .(2013). The mediating role of Intrinsic Motivation between Islamic Work Ethics and Employee Job Satisfaction. *Journal of Business Studies Quarterly*, 5(1):93-102

[25] Leat Mike and El-Kot Ghada .(2009). Interpersonal trust at work, intrinsic motivation, work-related tension and satisfaction in Egypt. *International Journal of Workplace Health Management* 2(2):180-194

[26] Yousaf, A., H. Yang., and K. Sanders. (2015). Effects of intrinsic and extrinsic motivation on task and contextual performance of Pakistani professionals: The mediating role of commitment foci. *Journal of Managerial Psychology,* 30 (2): 133-150.

[27] Zachary, G.W. (2013). Spiritual Leadership: Investigating The Effects of Altruistic Love On Organizational Commitment. *International Journal of Arts & Sciences*, 6 (2): 767-819.

[28] Hatta dan Rachbini. (2015), Budaya Organisasi, Insentif, Kepuasan Kerja dan kinerja. *Jurnal Manajemen*, 74-84

the company and from the employee's self. Aspects that come from employees, including the commitment given by employees to the company[29]. Thus theoretically, theoretically, organizational commitment and job satisfaction have a close relationship in influencing employee performance. The theoretical relationship is supported by previous research, a study conducted by[30] using Structural Equation Model (SEM) analysis techniques showed that commitment has a significant effect on job satisfaction. The results of this research are also supported by the study of[31] that commitment has a positive and significant effect on job satisfaction. Thus, the hypothesis of the effect of commitment on job satisfaction is as follows:

H4: Organizational commitment has a positive and significant effect on job satisfaction.

Spiritual Leadership and Job Satisfaction

Spirituality has proven to be an extraordinary power to create individuals who have integrity and morality who are able to build an Islamic society to reach the peak of civilization and achieve the title of khaira ummah (Tobroni)[32]. Therefore, the application of spiritual leadership in an organization or company will be able to inspire and motivate human resources in achieving a vision based on spiritual values, which in turn can increase commitment and productive performance. various variations of terms that are increasingly interesting and applied in different contexts, both in financial and banking institutions, educational institutions and hospitals. The study of[33] shows that spiritual leadership has a significant effect on job satisfaction and improving

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[29] Noor Arifin. (2012). Analisis Kualitas Kehidupan Bekerja, Kinerja, dan Kepuasan Kerja Pada CV Duta Senenan Jepara. *Jurnal Economia*, 8: 11-21

[30] Ghozali Imam. (2002). Pengaruh Religiositas, Terhadap Komitmen Organisasi, Keterlibatan Kerja, Kepuasan Kerja dan Produktivitas. *Jurnal Bisnis Strategi*, 9(7): 1-13

[31] Widagdo Hasbi, Agung Wahyu Handaru, Andi Pangeran. (2013). Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Kepuasan Kerja Karyawan pada PT. Nutrifood Indonesia di Jakarta. *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*, 4(1): 136-150.

[32] Ibid

[33] Musta'in, M. Nadjib dan Manan, Anwar Sanusi Abdul. (2014). A Study on Employees Performance: Spiritual Leadership and Work Motivation with Mediation Work Satisfaction at the University of Darul Ulum Indonesia. *European Journal of Business and Management*, 6(39): 77-85.

employee. Thus the hypothesis of the influence of spiritual leadership on job satisfaction is as follows:

H5: spiritual leadership has a significant positive effect on job satisfaction.

Research Methods

Research Framework
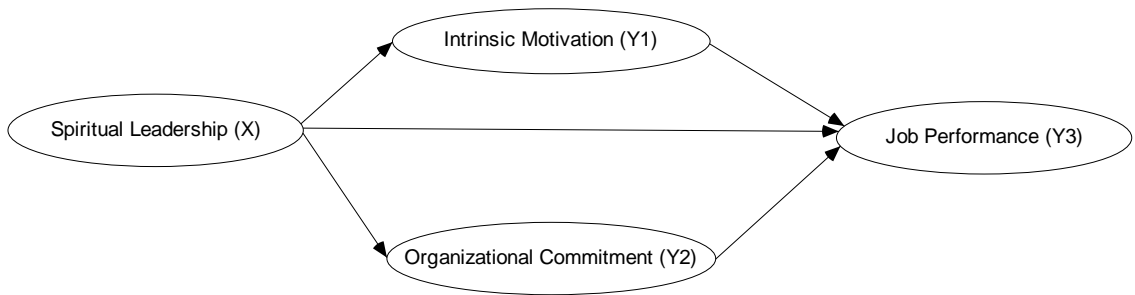
Picture 1
Research Framework

Measuress

The variables in this study were measured by a Likert scale with a range from 1 to 5 where 1 was equal to "Strongly Disagree" and 5 equal to "Strongly Agree". The variables studied consisted of exogenous variables and endogenous variables. The exogenous variables is Spiritual Leadership, which is adopted form Puspitasari[34], while the endogenous variables are Intrinsic motivation are adopted from Puspitasari[35], Organizational commitment are adopted from Puspitasari[36]. and job satisfaction are adopted from Puspitasari[37]. This study uses SEM for variables between linear relationships between variables, hypothesis testing and causal relationships using AMOS software.

Sample

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[34] Ibid
[35] Ibid
[36] Ibid
[37] Ibid

The sample in this study is the employee at Regional General Hospital of Pamekasan Regency as much as 130 employee, the sampling technique is purposive sampling technique. That is by giving a questionnaire to employee at Regional General Hospital of Pamekasan Regency. This research includes Explanatory Research.

Result

Data analysis used AMOS software with the Structural Equation Model (SEM) method. There are two stages in the Structural Equation Model (SEM). The first stage is the Measurement Model and the second stage is the Structural Model[38].

a. Measurement Model

Goodness Fit Indices.

Tabel 1

The Measurement Model Fit Result

Index	Result
Chi-squire (χ2)	473,924
Chi-squire DF	179
Chi-squire (χ2/df)	2.64
Goodness of Fit (GFI)	0.92
Adjusted Goodness of Fit (AGFI)	0.93
Root Mean Square Error of Approximation (RMSEA)	0.04
Root Mean Square of Residual (RMR)	0.03
Normed fit index (NFI)	0.95
Non-normed Fit Index (NNFI)	0.96
Comparative fit index (CFI)	0.95

Source: Research Data (Processed, 2021)

Based on Table 1, the following results are obtained, namely χ2 / df-ratio is 2.64, which is at interval 2-3, which means that the model has met the criteria so that the model can be accepted. As for the assessment of GFI, NFI, NNFI, and CFI, namely the value obtained is greater than or close to 0.9, this means that the calculations related to GFI, NFI, NNFI, and CFI have met the model

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[38] Kaplan, D. (2020). *Structural Equation Modeling Foundation and Extensions*.

requirement criteria so that it can be concluded that the model is acceptable. Anything regarding the calculation of RMSEA obtained a value of 0.04, so it can be concluded that this value is still acceptable. So the overall measurement has met the standardization of the assessment on the measurement model fit indices.
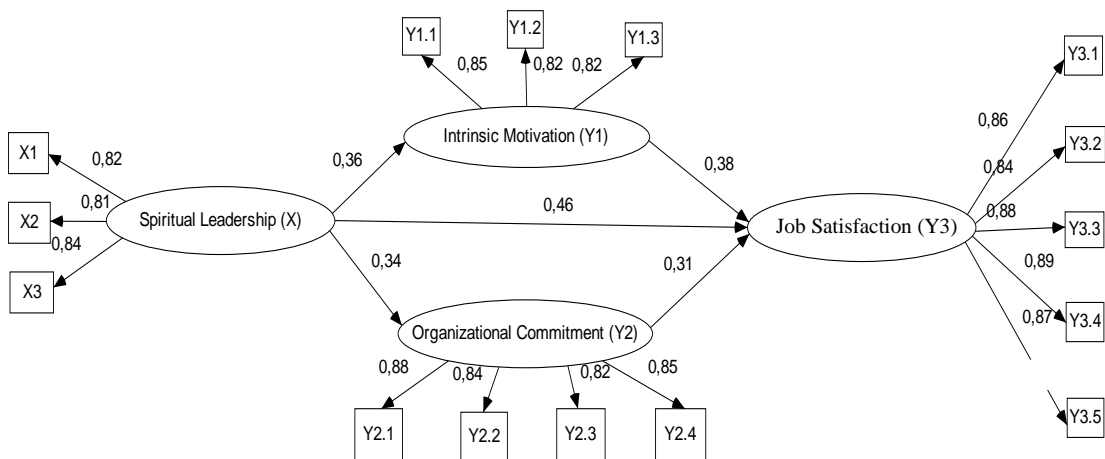
Hypothesis testing

Figure 2
Standardized Path Coefficient

Table 2 presents information related to the results of hypothesis testing, the results of the path coefficient related to the influence of Spiritual Leadership→ Intrinsic Motivation are 0.36; Spiritual Leadership → Organizational Commitment is 0.34; Spiritual Leadership → Job Satisfaction is 0.46; Intrinsic Motivation → Job Satisfaction is 0.38, and Organizational Commitment → Job Satisfaction is 0.31. Furthermore, "Intrinsic Motivation" as the dependent variable, the value of r2 is 0.89; "Organizational Commitment" with the value of r2, namely 0.76; and "Job Satisfaction" with the value of r2, namely 0.96. According to[39] the category of influence size r2 is small 0.02, medium 0.13, large 0.26. So it can be concluded that Spiritual Leadership, Intrinsic Motivation, Organizational Commitmenta and Job Satisfactionhave a very high level of

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[39] Kline, R. B. (2016). *Principles and Practice of Structural Equation Modeling (Fourth Edi)*. The Guilforf Press.

contribution. The results of the path analysis can be seen in Table 2.

Table 2

Structural Model Path Coefficient

Dependent Variable	Independent Variable	Standardized path coefficient	t value	Square Multiple Correlation (r2)
Intrinsic Motivation	Spiritual Leadership	0,36	21.11*	0,89
Organizational Commitment	Spiritual Leadership	0,34	14,33*	0,76
	Spiritual Leadership	0,46	36,45*	
Job Satisfaction	Intrinsic Motivation	0,38	24.85*	0,96
	Organizational Commitment	0,31	12,13*	

Source: Research Data (Processed, 2021) *p<0.001.

Discussion

Spiritual leadership has a positive and significant effect on intrinsic motivation (H1 Accepted)

The results of this study prove that the hypothesis that has been compiled is that Spiritual leadership has a positive and significant effect on intrinsic motivation. The contribution of the influence of both is possitive, which means that the higher the Spiritual leadership, the higher the level of intrinsic motivation. This means that spiritual leadership is leadership that brings the worldly dimension to the spiritual dimension (divinity) which is embedded in nurses through intrinsic motivation. Therefore, spiritual leadership is also often referred to as leadership in which it is based on religious ethics. Tobroni[40] argues that spiritual leadership is leadership that is able to inspire, arouse, influence and move through example, service, compassion and the implementation of values and other divine traits in goals, cultural processes and leadership behavior. In other words, spiritual leadership is leadership that makes spiritual values as core beliefs, core values and philosophy in its leadership behavior. In other words, spiritual leadership is leadership that leads with a heart based on religious ethics, able to form character, integrity and exemplary. His leadership model is not influenced by external factors alone, but

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[40]   Ibid

rather guided by internal factors of his conscience. However, spiritual leadership does not mean anti-intellectual leadership. Spiritual leadership is not only very rational, but it also translates rationality with the guidance of conscience and spiritual intelligence (Tobroni)[41]. The statement above implies that spiritual leadership is a leader's values, attitudes and behaviors that are needed to motivate oneself and others through calling (feeling meaningful) and membership (feeling appreciated and understood) so that a feeling of spiritual prosperity is formed. Therefore, this spiritual leadership aims to motivate nurses from within and inspire nurses through the vision, mission and culture of an organization so that nurses can achieve job satisfaction and be committed to their work.

Spiritual leadership has a positive and significant effect on organizational commitment (H2 Accepted).

The results of this study prove that the variable of Spiritual leadership has an effect on the organizational commitment. The influence of both is possitive, which means that the higher the Spiritual leadership, the higher the level of organizational commitment. This means that spiritual leadership is leadership that forms the values, attitudes, behaviors needed to be able to motivate oneself and others well from within a person so as to achieve a sense of spiritual survival. One of the goals of spiritual leadership is to foster development not only in terms of psychological well-being but also organizational commitment (Puspitasari)[42]. Fry (2005)[43], study on the casual model of spiritual leadership theory shows that there is a positive relationship between the quality of spiritual leadership, spiritual survival and organizational outcomes, which consist of commitment and productivity. Several studies state the importance of spiritual values in organizations. Spiritual values in leadership are able to motivate and inspire employees in building the vision and culture of the

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[41]   Ibid
[42]   Ibid
[43]   Ibid

organization and are able to create employee commitment to the organization. Spiritual leadership has an effective role to encourage, motivate and move employees to behave in line with the achievement of the organization's vision, mission and goals. Spiritual leadership also encourages the emergence of strong emotional bonds within employees to accept the goals and values of the organization, try their best for the benefit of the organization and have high loyalty to the organization. In addition, spiritual leadership is also able to form a positive work attitude towards work[44].

Intrinsic motivation has a positive and significant effect on job satisfaction (H3 Accepted).

The results of this study prove that the variable of Intrinsic motivation has an effect on the job satisfaction. The influence of both is possitive, which means that the higher the Intrinsic motivation, the higher the level of job satisfaction. This means that according to[45] intrinsic motivation is defined as the motivation that encourages a person to excel from within the individual, which is better known as the motivational factor. [46]state that the strongest motivation is intrinsic motivation because it arises directly within employees. Through intrinsic motivation, employees understand their responsibilities and work better and are encouraged to be enthusiastic about completing their work well. Low job satisfaction can be caused by motivational problems within a company[47]. The motivational factor that will affect a person's performance is potential, where a person is not necessarily willing to mobilize all his potential to achieve optimal results, so there is still a need for incentives so that an

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[44] Rahmawaty Anita. (2016). Model Kepemimpinan Spiritual Dalam Meningkatkan Kepuasan Kerja Dan Kinerja Karyawan di BMT se-Kabupaten Pati. *Iqtishadia*, 9(2): 276-303

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[46] Wawan, Prahiawan, & Simbolon, N. (2014). Pengaruh Motivasi Intrinsik dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Intimas Lestari Nusantara. *Jurnal Ekonomi*, 5 (1): 35-41

[47] Cemal Zehir , Bursa Muceldili, dan Songul Sehir. (2012). The Moderating Effect of Ethical Climate on the Relationship between Job Satisfaction and Organizational Commitment: Evidence from Large Companies in Turkey. *Journal Social And Behavioral Science*, 5(8): 734-743.

employee wants to use all his potential[48]. Organizations must motivate their employees for the best job satisfaction or to achieve organizational goals, even motivation is the best tool to increase job satisfaction[49]. Motivation is an encouragement to a series of processes of human behavior in achieving goals[50]. Motivation does not only come from the leadership (external) but also from employees (internal) who are used to launch the existing work. increased[51].

Organizational commitment has a positive and significant effect on job satisfaction (H4 Accepted).

The results of this study prove that the variable of Organizational commitment has an effect on the job satisfaction. The influence of both is possitive, which means that the higher the Organizational commitment, the higher the level of job satisfaction[52]. This means that someone who has a high commitment will greatly affect job satisfaction because they will issue the ability to carry out tasks maximally and there will be job satisfaction[53]. According to[54] organizational commitment is an identifier and involvement of a person who is relatively strong with company agencies. Nurses who have a strong commitment to their institution are a capital in achieving organizational goals, so that they can provide maximum benefits for the organization[55]. The

[48] Cevat Celep, Ozge Eler Yilmazturk. (2012). The Relationship Among Organizational Trust, Multidimensional Organizational Commitment and Perceived Organizational Support In Educational Organizations. *Journal Social and Behavioral Sciences*, 4(6): 5763-5776.

[49] Zammer Hashim, Shehzad Ali Waqar Nisar Muhammad Amir. (2014). The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan International. *Journal of Academic. Research in Accounting, Finance and Management Sciences*. 4(1): 239-298.

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[51] Putri, A.L. (2014). Hubungan motivasi dengan komitmen organisasi: kasus pada karyawan pada PT. Sucofindo cabang Dumai. *Jom FISIP*, 1(2):1-15.

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[53] Poorkyani, M., N.H. Abayi., and F. Zareie. (2015). An Investigation on the Relationship between Psychological Empowerment and Organizational Commitment (A Case Study of the Employees of Public Organizations in Kerman). *International Journal of Scientific Management and Development*, 3 (1): 757-766.

[54] Ambad, S. N. and A. Bahron. (2012). Psychological Em- powerment: The Influence on Organizational Commitment Among Employees in the Construction Sector. *The Journal of Global Business Management*, 8 (2): 1-9.

[55] Gheitani, A., S. Imani., N. Seyyedamiri, and P. Foroudi. (2018). Mediating effect of intrinsic motivation on the relationship between Islamic work ethic, job satisfaction, and organizational commitment in banking sector. *International Journal of Islamic and Middle Eastern Finance and Management*. 12 (1): 76-95.

commitment of nurses in the organization is also very necessary to resolve internal problems in the organization such as conflicts within the organization. High commitment allows every nurse to try to deal with the challenges and problems that exist. Success in dealing with or resolving conflicts will be able to create satisfaction for each individual and foster a sense of pride in the organization[56]. Organizational citizenship behavior can involve several behaviors, for example working together between nurses to help, participate in organizational activities, act according to procedures and provide service to everyone[57]. These attitudes can describe its own added value for employees and is a form of positive social behavior. Thus this is the reason why organizational citizenship behavior is a very important behavior in an organization, the existence of commitment in the organization will increase the commitment of each member so that it can affect job satisfaction and will achieve the vision of the organization[58]. Job satisfaction is another internal factor that can affect employee performance. Job satisfaction can be defined as a pleasant or unpleasant emotional condition, which is shown by nurses at work[59]. The level of employee job satisfaction is influenced by several aspects, both aspects originating from the company and from the employee's self. Aspects that come from employees, including the commitment given by employees to the company[60] (Noor).

Spiritual leadership has a significant positive effect on job satisfaction (H5 Accepted).

The results of this study prove that the variable of Spiritual leadership has an effect on the job satisfaction. The influence of both is possitive, which means

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[57] Imran, R., K. Allil., and A.B. Mahmoud. (2017). Teacher's turnover intentions: Examining the impact of motivation and organizational commitment. *International Journal of Educational Management*, 31 (6): 828-842

[58] Hashmi, M., R. Irshad., and S. Shafiq. (2013). Impact of Psychological Empowerment on Organizational Commitment: Evidence from Banking Sector of Pakistan. *World Applied Sciences Journal*, 25 (12): 1713-1717.

[59] Ibid

[60] Ibid

that the higher the Spiritual leadership, the higher the level of job satisfaction. This means that leadership is considered the most important factor that will determine the success of an organization. Spiritual leadership is leadership that can touch not only from the outside but also to the nurses themselves so that they can create an attitude of satisfaction with what they do. Good leadership is a leader who is able to improve employee performance. So far, many organizations have used transactional and transformational leadership which emphasizes more on aspects of character and behavior. The results of research on leadership behavior theory can be concluded that there is no single leadership theory that guarantees the possibility of success as a leader. This is because so far the existing leadership models still view that leadership is essentially a mandate from humans and not from the mandate of God and also humans. Members in an organization are driven by material and altruistic appeal by ignoring exemplary values. The concept of spiritual leadership which is a universal leadership concept that is adaptive to be able to answer the challenges of the times in the 21st century era that is conditional with change, which has not been answered by current organizational leadership[61]. The concept of spiritual leadership is believed to be a solution to the current leadership crisis, due to the decline in human values as a result of the ethical malaise and ethical crisis. Spirituality has proven to be an extraordinary power to create individuals who have integrity and morality who are able to build Islamic societies to reach the peak of civilization and achieve the title of khaira ummah (Tobroni)[62]. Therefore, the application of spiritual leadership in an organization / company will be able to inspire and motivate human resources in achieving the vision and organizational culture based on spiritual values, which in turn can increase the job satisfaction of nurses.

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[61] Sureskiarti, Enok, (2015) . Pengaruh Spiritual Leadhership terhadap Kinerja Perawat dalam Melaksanakan Asuhan Keperawatan di RSUD Dr. H. Soewondo Kendal. *Tesis*. Program Studi Magister Keperawatan Fakultas Kedokteran Universitas Diponegoro, Semarang

[62] Ibid

Conclusions

Based on the results of the analysis and discussion that has been carried out, it can be concluded that:

1. Spiritual leadership has a positive and significant effect on intrinsic motivation. It can be interpreted that the more leaders use their spiritual values and transmit them into leadership, the more they can penetrate the subordinates and affect the motivation from within the subordinates.

2. Spiritual leadership has a positive and significant effect on organizational commitment. It can be interpreted that it is very important and good if the leader includes religious elements in his leadership so that it can increase commitment to subordinates so that they will always want to give the best to their organization.

3. Intrinsic motivation has a positive and significant effect on job satisfaction. It can be interpreted that the most important motivation to make subordinates want to be the best is motivation that comes from oneself so that job satisfaction arises which makes subordinates to be maximal in doing the work.

4. Organizational commitment has a positive and significant effect on job satisfaction. It can be interpreted that the higher the commitment in the organization will be very good at causing job satisfaction so as to make the best work and without any burden.

5. Spiritual leadership has a significant positive effect on job satisfaction. Giving an understanding that a leader who has a good spiritual soul and applies it to his leadership will make his subordinates have job satisfaction, having a distinctive characteristic in a leadership is also a distinct advantage in the company.

Suggestions

From the limitations of this study, the suggestion for further research is to add other variables other than those used in this study. The period and object

of this research is expected to be expanded so that it can produce better results. Regional General Hospital of Pamekasan Regency further enhances spiritual leadership, intrinsic motivation, organizational commitment in order to increase job satisfaction for employees so that it remains the best hospital. From the results of the study, there are many factors that can influence the increase in job satisfaction, namely spiritual leadership, intrinsic motivation and organizational commitment from the three variables that affect job satisfaction. create comfort in the workplace and must always cultivate a desire to remain a part of the organization. That way, the satisfaction of a nurse will arise by itself. Regional General Hospital of Pamekasan Regency management must be able to raise the attitude of nurses that every nurse has the opportunity to get promoted to love the job itself so that nurses are satisfied with their work, the management can give attention or achievement to the nurse's duties that have been carried out optimally. Cultivate a sense that each co-worker encourages each other in the work of each other, thereby creating satisfaction for nurses. The data collection technique used in this study only used a questionnaire so that the conclusions drawn were only based on the data collected through the questionnaire. The data analyzed is the perception of the respondent's answer which can cause problems if the respondent's answer is not in accordance with the actual situation. For this reason, further research is accompanied by interviews with some respondents so that it will further strengthen the accuracy of the data.

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