

Increasing Employee Commitment Through Spiritual Leadership and Work Culture with Job Satisfaction as Intervening Variables

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Abstract. *This study aims to test the influence of spiritual leadership, work culture and job satisfaction on employee commitment and to test the influence of spiritual leadership and work culture on employee commitment with job satisfaction as an intervening variable. The research model was tested on 112 employees at the Chimader Group Company in Semarang City. The sampling method used simple random sampling technique and data analysis was carried out with SEM-PLS. The results of the study prove that employee commitment is influenced by spiritual leadership, work culture and job satisfaction partially. Overall, employee commitment variables are influenced by spiritual leadership and work culture with job satisfaction as an intervening variable. Construction companies do not always make a profit every year, where in 2019-2020 when the Covid-19 outbreak hit many companies suffered losses due to the cessation of cooperation and minimal development that year. Not only that, 2021-2022 is a challenging year of transition after the outbreak which requires companies to work extra. As a result, it is not uncommon for companies to terminate their workers' contracts and some workers have also decided to resign from the company due to the outbreak.*

Keywords: *Employee Commitment; Job satisfaction; Spiritual Leadership; Work Culture.*

1. Introduction

Data from the Ministry of Public Works and Public Housing (PUPR) shows that the implementation of the infrastructure project has a positive impact on economic growth in the region. Better access to economic centers will increase regional competitiveness, demand investment in the private sector and create new jobs. (Badar and Salim, 2023). Infrastructure development, whether carried out by the central government or regional governments, often

involves the construction companies of the relevant regions. In addition to working together to carry out several government projects, these private companies also can cooperate with the private sector, both individually and as a company, in building infrastructure needs or building needs required by the collaborating company. (Kh, Alya et al., 2024)

Construction companies do not always make a profit every year, where in 2019-2020 when the Covid-19 outbreak hit many companies suffered losses due to the cessation of cooperation and minimal development that year. Not only that, 2021-2022 is a challenging year of transition after the outbreak which requires companies to work extra. As a result, it is not uncommon for companies to terminate their workers' contracts and some workers have also decided to resign from the company due to the outbreak. (Sari and Suryan, 2021). In cases that have occurred in recent years, construction companies must be more selective in choosing employees who truly have a commitment to always strive to be part of the company in realizing the goals that have been planned in accordance with the company's vision and mission. According to Zurnali in Rahayu and Mahargiono (2021), commitment is a strong and close feeling from a person towards the goals and values of an organization in relation to their role in efforts to achieve these goals and values. (Rahayu and Mahargiono, 2021).

One thing that drives someone to have a commitment is spiritual leadership. Spiritual leadership is the alignment of positive values between what the organization wants and what individuals need in the organization, by facilitating a work culture and environment based on the values of excellence, integrity, honesty, compassion and enjoyment in helping. (Syafiudin et al., 2022). Apart from spiritual leadership, increasing employee commitment can be seen through the work culture and job satisfaction of each employee. According to (Hartawan et al., 2021) Work culture is also closely related to employee empowerment in an organization, work culture can create a high level of motivation for employees to give their best in taking advantage of the opportunities provided by their organization. While job satisfaction is the overall feeling of employees towards work and attitudes related to various aspects contained in the work. (Ellys and Mei Le: 2020).

Previous research related to job satisfaction on employee commitment was conducted by Anwar et al., (2023) who concluded that job satisfaction has a significant effect on increasing employee commitment. This is confirmed by research by Rahayu (2021) and Ellys and Mei Le (2020) which states that job satisfaction has a positive value and has a significant effect on commitment. This can be said that the higher the job satisfaction felt by employees, the more it will help in increasing the commitment made by employees to the company in supporting the implementation of the work given to employees. However, in contrast to several previous studies which stated that job satisfaction has a significant effect on employee commitment, Linda et al., (2020) and Rohama and Anisa (2023) stated that job satisfaction does not have a significant effect on employee commitment.

2. Research Methods

This study was conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis, which in the end can strengthen the theory used as a basis. The type of research used is associative explanatory research, which is a study that aims to determine the relationship between two or more variables (Zulganef, 2018). This study seeks a large causal relationship between the independent variables, namely spiritual leadership and work culture with the dependent variable, namely employee commitment and job satisfaction as intervening variables.

3. Results and Discussion

3.1. Commitment

Table 3.1
Descriptive Statistics Results Table of Employee Commitment Variables

Indicator	Respondents' Response Frequency										Average
	STS		TS		CS		S		SS		
	1	Weight	2	Weight	3	Weight	4	Weight	5	Weight	
I carry out work with trust as a value in a company	1	1	3	6	37	111	68	272	38	190	4.36
I always want to try hard truly on behalf of the organization	1	1	4	8	52	156	63	252	27	135	4.15
I work with loyalty to the company in various tasks	1	1	0	0	16	48	86	344	44	220	4.61
I am proud when I do something jobs that support the company	0	0	5	10	42	126	63	252	37	185	4.31
Average											4.36

Source: Researcher Analysis Results, 2025

The output results of the table above show that the average respondent's answer related to the employee commitment variable is 4.36. Based on the criteria that have been applied, the average value is classified as very high or very good, this means that the employee commitment of the respondents is classified as very good. While the lowest average of 4.15 is also classified as good.

Based on these descriptive statistics, there needs to be an increase in the employee commitment variable in the desire to do business indicator which has...the lowest value is

4.15. The improvement can be done by giving examples to seniors and juniors, training, education and training, or other programs.

Organizational commitment is the tendency of employees to side with the goals and objectives of the organization, and intend to maintain their membership in the organization. Kawiana, Dewi, Martini, & Suardana (2018) stated that organizational commitment refers to the condition of employees identifying themselves with the goals of the organization and their desire to maintain membership in the organization. ElKordy (2013) stated that organizational commitment refers to the process of employee identification and involvement in the organization where they work. (Ellys and Mei Le: 2020).

According to Zurnali in Rahayu and Mahargiono (2021), commitment is a strong and close feeling from a person towards the goals and values of an organization in relation to their role in efforts to achieve those goals and values. Anwar et al., (2023) define commitment as a common phenomenon that occurs in all social systems, this is because by increasing the understanding of the phenomenon. It may help us to better understand the nature of psychological processes, the process people use to identify with different objects in the environment and how they find purpose in life.

With the commitment that creates reciprocity between employees in the company will produce a mutually beneficial relationship. Employees who feel comfortable will certainly feel proud and give better performance in order to maintain membership of an organization. On the other hand, work commitment will be a driving force for employees to produce good performance. (Rahayu and Mahargiono; 2021).

According to Ningkiswari et al., (2018) Commitment is an attitude of employee loyalty to the organization, by remaining in the organization, helping to achieve organizational goals and not having the desire to leave the organization for any reason. Organizational commitment is a more general concept that refers to job satisfaction (Demir, 2020). Meanwhile, according to Nabahani and Riyanto (2020), Organizational commitment is defined as the desire of employees to remain members of an organization. Organizational commitment is an action that shows the level of employee involvement in the organization (Amah and Oyetunde, 2019).

Organizational commitment is a condition in which employees not only care about the organization but also feel the need to maintain their membership in the organization. Furthermore, Efendi & Sutanto describe organizational commitment as an emotional bond between employees and the company that causes employees to feel responsible for achieving company goals (Santoso & Riyanto, 2020).

The concept of organizational commitment has become an important part in assessing employee loyalty to the company. Commitment acts as an instrument to predict the level of retention and employee tendency to leave. According to Loi, et al in (Suryani, 2018), poor levels of commitment in the organization will affect high turnover rates which also have an impact on the high cost of recruiting and training new employees. However, having talented employees who perform well in their jobs is also not enough, managers must be able to engage them to long period of time to benefit from their efforts. (Nabahani and Riyanto; 2020).

Organizational commitment refers to the extent to which an employee is dedicated to the organization and its goals (Perkasa, 2021). According to Hartawan et al., (2021), the dimensions of Work Commitment are as follows: (1) Belief and support for high organizational values; (2) Desire to work hard on behalf of the organization; (3) Desire to maintain organizational membership; (4) Strong desire to remain a member; (5) Willingness to do one's best for the benefit of the organization; (6) Strong belief in the values and goals of the organization.

According to Lincoln and Bashaw, organizational commitment has three indicators, namely, a) Employee willingness, where there is a desire for employees to strive to achieve the interests of the organization; b) Employee loyalty, where employees want to maintain their membership to continue to be part of the organization; and c) Employee pride, characterized by employees feeling proud to have been part of the organization they are involved in and feeling that the organization has become a part of their life. (Suryati; 2021).

According to Balanescu in (Nabahani and Riyanto, 2020) the relationship between an organization and its employees is based on an economic exchange "contract," in which dedicated employees promise loyalty because they hold the hidden investment they gain by remaining in the organization. Another study on organizational commitment was then conducted by Balanescu in (Nabahani and Riyanto, 2020)). According to them, organizational commitment is a psychological state consisting of three elements that are distinguished from the three-dimensional model, namely:

- 1). Affective commitment, feeling the need to stay because of emotional involvement in the organization. So employees staying in an organization is due to one's own desire, which may arise from a feeling of comfort in the organization.
- 2). Continuity commitment, the condition of employees maintaining their membership in an organization due to the need factor and having considered the advantages and disadvantages of remaining in the organization.
- 3). Normative commitment, the condition of employees maintaining their membership in an

organization due to the existence of a necessity or obligation or moral reasons that arise due to sacrifices made by the company that have incurred training costs and so on.

3.2. Job Satisfaction

Table 3.2
Descriptive Statistics Results Table of Job Satisfaction Variables

Indicator	Respondents' Response Frequency										Average
	STS		TS		CS		S		SS		
	1	Weight	2	Weight	3	Weight	4	Weight	5	Weight	
I feel satisfied with a job depending on the content and goals. the job itself	1	1	9	18	61	183	53	212	23	115	3.98
I work according to plan and targets and with existing compensation	0	0	4	8	42	126	65	260	36	180	4.32
I work with satisfaction when management and organization are structured. good in plan and purpose	1	1	0	0	12	36	78	312	56	280	4.73
I work according to the nominal salary in carrying out work	0	0	4	8	41	123	58	232	44	220	4.38
Average											4.35

Source: Researcher Analysis Results, 2025

The output results of the table above show that the average respondent's answer related to the job satisfaction variable is 4.35. Based on the criteria that have been applied, the average value is classified as very high or very good, this means that the respondent's job satisfaction is classified as very good. While the lowest average is 3.98 which is included in the good criteria.

Based on the descriptive statistics, there needs to be an increase in the job satisfaction variable on the job indicator itself which has the lowest value of 3.98. This increase can be done by giving examples to seniors and juniors, training, education and training, or with other programs.

Job satisfaction is a psychological atmosphere and feelings of a person that are relative in perceiving their work or aspects contained in the work. Daniel & Purwanti (2015) stated that job satisfaction is a certain emotional condition that pleases employees when carrying out their duties and responsibilities. ElKordy stated that job satisfaction is an employee's overall

feeling towards work and attitudes related to various aspects contained in the work. (Ellys and Mei Le: 2020).

According to Harini et al., (2022) Job satisfaction can lead to greater commitment, but it can also lead to effort and ultimately lead to smaller commitment which will then affect effort and ultimately affect performance. This definition cannot be interpreted as a single concept. A person can be relatively satisfied with one aspect of their job and dissatisfied with one or more other aspects. Satisfaction is a reflection of a person's feelings about their job.

Job Satisfaction is basically individual because it has different levels of satisfaction according to the values that apply in the individual. One way for companies to know what employees need and expect is by knowing the level of employee job satisfaction. (Anwar et al., 2023).

Vizano, Setiyani, & Nawangsari (2018) stated that job satisfaction is an employee's perception of the work environment, relationships with colleagues, goals, and company strategies, and success criteria. According to (Hasibuan, 2014) Job Satisfaction is an emotional attitude that is pleasant and loves one's job. This can be seen in the employee's positive attitude towards work and everything faced in their work environment. Meanwhile, Mangkunegara argues that job satisfaction is a feeling that supports or does not support an employee's self related to their work or their condition. (Rahayu and Mahargiono; 2021).

Poltak Sinambela in Anwar et al., (2023) defines job satisfaction as a general attitude of an individual towards his/her work, the difference between the amount of reward a worker receives and the amount they believe they should receive. Job satisfaction is a person's psychological state and feelings that are relative in perceiving their work or aspects contained in the work (Ellys et al., 2020).

Job satisfaction is related to employee attitudes in the workplace (Sihombing, 2019). In addition, there are three components of attitude, namely cognitive, affective, and behavioral. The behavioral component of an attitude refers to an intention to behave in a certain way towards a situation or other people (Colquitt et al., 2011). This behavioral situation is also related to work motivation. Therefore, job satisfaction can affect employee motivation to survive and come to work which results in a high commitment to the organization. (Nabahani and Riyanto, 2020).

Based on the above understanding, it can be concluded that job satisfaction is an individual thing because each individual has different levels of satisfaction according to the values that apply in each individual. The more aspects of the job that are in accordance with the individual's desires, the higher the level of satisfaction felt.

Job satisfaction refers to the feelings and emotions towards their work efforts. These feelings can be positive (satisfaction) and negative (disappointment) (Pawoko, 2019). Various factors that can affect job satisfaction require every manager to be more aware of the level of satisfaction and dissatisfaction of their employees (Manalo, de Castro, & Uy, 2020). This is a basic principle for an organization in achieving its goals.

Job satisfaction goals and objectives are a picture of how employees really feel and think about the tasks and responsibilities given by the company, including whether the tasks are in accordance with their preferences and job expectations or not. The level of satisfaction will affect how employees think and see the organization. Job satisfaction can be a motivation for employees to work harder while job dissatisfaction can be a reason for employees to leave their jobs. (Nabahani and Riyanto, 2020).

According to Prenana (2017), there are four dimensions of job satisfaction, namely: the work itself, rewards, interpersonal relationships, and the nature of the work. The work itself is an opportunity for employees to use all their abilities to carry out their duties, as well as the variety of tasks, feedback, and freedom that contained in the work. Awards include the policy of giving compensation and promotion to appreciate employee performance. Interpersonal relationships are good relationships between an employee and co-workers, superiors, and subordinates in an organization. The nature of the work includes the work environment, comfort, and facilities available in the organization, which enable employees to do their jobs well.

Meanwhile, according to Rahayu and Mahargiono (2021), job satisfaction can be measured using the following indicators:

- a) Job Content,
- b) Supervision,
- c) Organization and Management,
- d) Opportunities for Advancement,
- e) Salary and Financial Benefits,
- f) Coworkers, and
- g) Working Conditions. Ningkiswari et al., (2018) conveyed in detail as a dimension of job satisfaction, and is a development of the three previous dimensions, namely;

- (1) Salary,
- (2) Promotion opportunities,
- (3) Co-workers,
- (4) The work itself, and
- (5) Supervision.

Hasibuan in Suyati (2021) explains that the benchmark for job satisfaction can be measured by 7 indicators, including;

- (1) Loyalty,
- (2) Ability,
- (3) Honesty,
- (4) Creativity,
- (5) Salary Level,
- (6) Indirect Compensation, and
- (7) Work Environment. (Suryati, 2021)

3.3. Spiritual Leadership

Table 3.4
Descriptive Statistics Results Table of Spiritual Leadership Variables

Indicator	Respondents' Response Frequency										Average
	STS		TS		CS		S		SS		
	1	Weight	2	Weight	3	Weight	4	Weight	5	Weight	
In my opinion, a good organization is one that has harmony in every value his/her duties and functions.	0	0	6	12	53	159	63	252	25	125	4.12
I work according to what has been agreed upon and is meaningful in its objectives	0	0	4	8	37	111	61	244	45	225	4.42
I work according to the vision and mission that has been given by the superior	0	0	7	14	38	114	74	296	28	140	4.24

I work according to goals and build	0	0	4	8	42	126	66	264	35	175	4.31
Indicator	Respondents' Response Frequency										Average
	STS		TS		CS		S		SS		
	1	Weight	2	Weight	3	Weight	4	Weight	5	Weight	
social communication with others											
Average											4.27

Source: Researcher Analysis Results, 2025

The output results of the table above show that the average respondent's answer related to the spiritual leadership variable is 4.27. Based on the criteria that have been applied, the average value is classified as very high or very good, this means that the respondent's spiritual leadership is classified as very good. While the lowest average is 4.12 which is included in the good criteria.

Based on the descriptive statistics, there needs to be an increase in the spiritual leadership variable on the harmony value indicator which has the lowest value, namely 4.12. This increase can be done through education, training or other programs.

Spiritual leadership is the alignment of positive values between what the organization wants and what individuals need in the organization, by facilitating a culture and work environment based on the values of excellence, integrity, honesty, compassion and enjoyment in helping (Fry et al., 2017; Zakkariya & Aboobaker, 2020; Syafiudin et al., 2022).

According to Tobroni in Antoni et al., (2023) spiritual leadership is leadership that brings the worldly dimension to the spiritual dimension (divinity) and relies more on spiritual intelligence in leadership activities. Spiritual leadership is also a leadership that highly maintains ethical values and upholds spiritual values. The meaning of the word spiritual comes from the word meaning spirit, soul. The definition of spiritual is everything related to the soul, spiritual and inner self. Spiritual leadership is a theory for creating intrinsic motivation in the organizational learning process. (Antoni et al., 2023).

According to Stephen P. Robbins in Ema Bilda Fortuna (2020) spiritual leadership is defined as a person's ability to influence a group towards achieving goals. According to Fry in I Gede Putu Kawiana (2019) spiritual leadership aims to tap into the fundamental needs of leaders and spiritual survival or well-being through calling and membership, in creating visions and values that are aligned across individual levels, empowered teams and organizations ultimately to foster higher levels of not only positive psychological well-being and human health but also organizational commitment and productivity. (Setiono et al., 2023).

Spiritual leadership is a leader figure consisting of values, attitudes, and behaviors needed to motivate oneself and others intrinsically so that they have a sense of spiritual survival through

calling and membership. A leader figure who has the ability to motivate his employees is very necessary for the employee figure. A leader figure who can motivate his employees can encourage employees to work more effectively and improve performance. (Setiawan and Suryosukmono, 2024).

Spiritual leadership is leadership that forms the principles, attitudes, and actions needed to intrinsically motivate oneself and others to achieve a spiritual sense of survival (Thayib et al., 2013). Spiritual leadership according to (Rafsanjan, 2017), includes attitudes, values, and behaviors needed to motivate oneself and others. In addition, spiritual leadership shows the following traits: integrity, passion, hope, empathy, honesty, patience, trustworthiness, loyalty to the company, and humility. (Pratama and Suryosukmono, 2024).

Reave (2005) stated that spiritual leadership behavior includes respect for others, equality, caring, identification with contributions, reactions to feedback and self-reflection. This can happen because of the factor of a servant leader. Serving means an inner spirit to help others, maintain trust and be able to be a good listener. (Rahayu et al., 2020).

According to Nguyen et al. (2018), spiritual leadership is an interesting variable to discuss in an organization because organizational leaders hope that the spiritual leadership model can create wise communication in solving problems. Various conflicts related to culture and differences in meaning are expected to be resolved well. In addition, spiritual leadership is expected to prioritize the welfare of members both physically and mentally (Hunsaker, 2020; Tabor et al., 2020). (Syafiudin et al., 2022).

The purpose of spiritual leadership is to create prosperity for the organization and all members in it, so that the vision, hope and altruism that have been created can be realized. This allows leaders to help employees or members understand the meaning why they work and show great concern for their fellow or different members. Such leaders are very important in organizations because spiritual leadership provides a concept of development in the organization and helps create a motivated workforce, especially intrinsic motivation, because intrinsic motivation has a very important role (Chen & Yang, 2012; Salehzadeh et al., 2015; Syafiudin et al., 2022).

Spiritual leaders also share their vision and mission with employees. In this case, leaders care about the importance of employees' values and meaning. Therefore, it can be concluded that spiritual leadership has a positive effect on meaning (Chen & Li, 2013; Wang et al., 2021; Syafiudin et al., 2022).

Companies must strive to develop a holistic spiritual organizational climate so that the true potential of workplace spirituality can be channeled in the right direction of organizational effectiveness (Garg, 2017). According to Ashmos and Duchon in Mardikaningsih (2020) there

are three indicators of work spirituality, namely: value alignment, meaning in work, and how they have a feeling of being part of the organization. (Mardikaningsih, 2020).

According to Rahayu et al., (2020) Spiritual Leadership includes values, attitudes and behaviors that are intrinsically needed to motivate oneself and others so that they have a sense of spiritual survival through a calling and membership of a social system. Spiritual leadership requires:

(1) creating a vision where members of the organization experience a calling in their lives

(2) developing a social culture based on altruistic love where leaders and followers have genuine care, attention and appreciation. for oneself and others, producing a sense of membership and feeling understood and valued. (Rahayu et al., 2020).

3.4. Work Culture

Table 3.4
Descriptive Statistics Results Table of Work Culture Variables

Indicator	Respondents' Response Frequency										Average
	STS		TS		CS		S		SS		
	1	Weight	2	Weight	3	Weight	4	Weight	5	Weight	
I work according to the rules of employee management that exist in the company	0	0	14	28	58	174	57	228	18	90	3.91
I work according to the success criteria that have been planned. a job	0	0	6	12	36	108	73	292	32	160	4.30
I work in accordance with the vision, mission and strategy. directed by superiors	2	2	0	0	10	30	88	352	47	235	4.65
I work accordingly with applicable values, attitudes and norms	1	1	5	10	42	126	65	260	34	170	4.26
Average											4.28

Source: Researcher Analysis Results, 2025

The output results of the table above show that the average respondent's answer related to the work culture variable is 4.28. Based on the criteria that have been applied, the average value is classified as very high or very good, this means that the respondent's work culture is classified as very good. While the lowest average of 3.91 is also included in the good criteria.

Based on the descriptive statistics, there needs to be an improvement in the work culture variable in the employee management indicator with an average value of 3.91. This improvement can be done through education, training or other programs.

Organizational culture is a set of company values that are established and upheld by all members of the organization. These values include the manner of speaking, acting, and behaving, as well as things that are referred to in finding solutions to problems related to the organization and employees. An organization that has a good culture and is embedded in employees will be a guideline for employees in carrying out their daily tasks, and this will spur an increase in employee commitment to the organization where they work (Yanti & Dahlan, 2017).

Positive organizational culture is a spirit that is an important basis for building morale for all members of the organization. Robbins & Judge stated that a strong organizational culture will have an impact on employee behavior, which directly reduces turnover rates, forms a sense of togetherness, loyalty, and maximizes employee commitment to the company. (Ellys and Mei Le: 2020).

According to Aranki et al. (2019), organizational culture is a collection of values and norms that apply and are adhered to by company employees and are able to unify views related to the company's vision and mission. Sugiyono & Rahajeng (2022) also stated that organizational culture is the beliefs and values that are imbued by all company employees in working, both in terms of decision-making, so that this culture becomes the company's rules. Nugraha stated that organizational culture is the interpretation of values, habits, and collective principles of company members. (Nugraha, 2023).

Kawiana et al. (2018) stated that organizational culture is a set of norms and values used by an organization to direct the behavior of its members. According to (Hartawan et al., 2021) Work culture is also closely related to employee empowerment in an organization, work culture can create a high level of motivation for employees to give their best in taking advantage of the opportunities provided by their organization.

Meanwhile (Triguno, 2018) defines work culture as a philosophy based on a view of life as values that become characteristics, habits and driving forces, cultured in the life of a community group or organization, then reflected in attitudes into behavior, beliefs, ideals, opinions and actions that are manifested as "work or working". According to (Sembiring & Winarto, 2020) also explains the definition of work culture as a habit that is carried out repeatedly by employees in an organization, violations of this habit do not have strict sanctions, but from the perpetrators of the organization morally have agreed that this habit is a habit that must be obeyed in the context of carrying out work to achieve goals.

Robbins and Robbins assume that there are seven main factors that capture the essence of organizational culture: innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Each of these factors can be expressed on two levels from low to high. Culture can also be defined by its strength, which is the degree of agreement among employees about the importance of certain values and ways of doing things. A strong culture is one whose core values are deeply held and widely shared, and therefore has a better influence on employee behavior. Strong cultures are associated with agreement high among employees, increased behavioral consistency, loyalty, and organizational commitment, and more importantly, reduced employee turnover. (Sarhan et al., 2019).

Indicators of organizational culture used in this study refer to Firanti et al. (2021), namely aggressiveness, self-awareness, team orientation, personality, and performance. Aggressiveness is the action of employees who dare to make decisions and goals that provide great challenges. Self-awareness is the employee's self-awareness when working in a company to achieve satisfaction from the results of their own performance. Team orientation is every employee who is able to work together and communicate well in the company. Personality is the emergence of an open and friendly attitude from employees towards leaders and coworkers in the company. Performance is an act of creativity that employees can rely on when working in a company. (Nugraha, 2023).

According to Jalees & Ghauri in Ellys and Mei Le (2020) there are six dimensions of organizational culture, namely:

- (1) dominant characteristics (overall description of the characteristics of the organization),
- (2) organizational leadership (how superiors lead the organization),
- (3) employee management (patterns that show how employees are treated and the appearance of the organization's work environment),
- (4) organizational ties (bonds used to unite each member of the organization),
- (5) strategic emphasis (areas used to drive organizational strategy), and
- (6) success criteria (determining how success is defined, rewarded, and celebrated). (Ellys and Mei Le: 2020)

Meanwhile, according to Moeheriono in Anwar et al. (2023), in practice, work culture contains several indicators, namely:

(1) Patterns of values, attitudes, behavior, results of ideas and work including all instruments, work systems, technology and language used.

(2) Related culture closely related to perceptions of values and the environment that give birth to meaning and outlook on life, which will influence attitudes and behavior in working.

(3) Culture is the result of life experiences, habits, and the selection process (accepting or rejecting) existing norms in ways of interacting socially or placing oneself in the midst of a particular work environment.

(4) In the cultural process there is a process of mutual influence and interdependence (interdependence) both socially and in the social environment.

4. Conclusion

Spiritual leadership has a positive and significant effect on job satisfaction at the Chimarder Group Company in Semarang City, meaning that the higher the spiritual leadership value possessed by employees, the more it will increase employee job satisfaction in the company. Work culture has a positive and significant influence on job satisfaction at the Chimarder Group Company in Semarang City, meaning that the higher the work culture values that employees have, the more it will increase employee job satisfaction in the company. spiritual leadership has a positive and significant effect on employee commitment at the Chimarder Group Company in Semarang City, meaning that the higher the spiritual leadership value possessed by employees, the more it will increase employee commitment to the company. Work culture has a positive and significant influence on employee commitment at the Chimarder Group Company in Semarang City, meaning that the higher the value. The work culture that employees have will further increase employee commitment to the company. Job satisfaction has a positive and significant effect on employee commitment at the Chimarder Group Company in Semarang City, meaning that the higher the level of job satisfaction that employees have, the more it will increase employee commitment to the company.

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