

The Influence of Spirituality and Work Motivation on Job Satisfaction among Employees of the Al-Jabbar Grand Mosque Secretariat

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Abstract

Job satisfaction is an important factor that contributes to the quality and sustainability of organizational services. Improving job satisfaction can be pursued by strengthening workplace spirituality and enhancing employee work motivation. This study aims to examine the influence of workplace spirituality and work motivation on employee job satisfaction at the Al-Jabbar Grand Mosque Secretariat Bandung, both partially and simultaneously. This study uses a quantitative approach with a descriptive and verifiable design. Data were obtained from 30 respondents through questionnaires, interviews, and documentation, then analyzed using multiple linear regression. The results of the study show that workplace spirituality has a positive effect on job satisfaction, while work motivation does not affect job satisfaction. Simultaneously, workplace spirituality and work motivation affect the job satisfaction of employees of the Secretariat of the Al-Jabbar Grand Mosque Bandung.

Keywords:

Workplace Spirituality; Work Motivation; Job Satisfaction.

1. INTRODUCTION

Human resources have a strategic role in determining the sustainability and effectiveness of organizations, including organizations engaged in social and religious services. The demands of modern work are no longer only related to the fulfillment of material needs, but also to the need to find meaning, gain healthy work experience, and feel connected to organizational goals. The International Labor Organization (2023) places welfare and quality of work experience as important issues in organizational sustainability. In the Indonesian context, job satisfaction is also a concern because it is related to the tendency to change jobs, discipline, and the quality of service provided by employees.

Job satisfaction describes an individual's emotional evaluation of his or her job and work environment. Lestari and Rahardianto (2021) explain that job satisfaction arises from an individual's positive or negative assessment of job characteristics, while Rafsanjani and Abdurahman (2024) view it as an emotional response influenced by physical, psychological, and reward systems. Robbins and Judge (2017) explain that job satisfaction is one of the main work attitudes that affect a person's response to tasks, organizations, and social relationships in the workplace. Dissatisfaction can manifest in the form of withdrawal behavior, including increased absenteeism, decreased engagement, or a desire to leave the organization. Hasibuan (2017) and Mangkunegara (2017) also emphasized the relationship between job satisfaction and discipline, attendance, job suitability, communication, and the tendency to leave the organization. Thus, job satisfaction is not only important for employee welfare, but also for the consistency of organizational services.

The Al-Jabbar Grand Mosque is the great mosque of West Java Province, which also functions as a center for worship services, religious tourism, and community education. Employees in the secretariat carry out administrative functions and services to worshippers and visitors whose number can increase on weekends and during religious holidays. The environment places employees under a double demand: work must be completed effectively, but service behavior is also expected to reflect trust, integrity, sincerity, and orientation to the benefit of the people. Therefore, the job satisfaction of secretarial employees has the potential to be influenced not only by conventional organizational factors, but also by the spiritual experiences formed during work.

The organization's internal data shows the presence of symptoms that need attention. Throughout 2024, there were 133 incidents of unmarked absences and 275 incidents of being late or returning home before the end of working hours. The data does not automatically prove dissatisfaction, but can be used as an early indication of discipline problems and work experience that is not optimal. According to Herzberg's (1959) two-factor theory, inadequate organizational conditions, labor relations, policies, and maintenance factors can lead to dissatisfaction even if employees still have the motivation to work. The framework is in line with Lestari and Rahardianto (2021), who place job satisfaction as a multidimensional construct related to psychological, social, physical, and financial factors. This phenomenon is important because the quality of attendance and employee discipline are directly related to the continuity of service to the community.

One of the factors that is expected to play a role is workplace spirituality. Work spirituality is not synonymous with rituals or religious affiliations alone, but refers to the experience of finding meaning in work, having a nurtured inner life, and feeling a sense of togetherness in a work community. Ashmos and Duchon (2000) developed three main dimensions of workplace spirituality, namely meaningful work, inner life, and sense of community. Karakas and Sarigollu (2019) explain that spirituality in the workplace can develop through the process of searching for meaning, connection, and responsibility. In religious organizations, these three dimensions are relevant because administrative and service duties can be interpreted as a form of service, not just the completion of formal obligations.

Work spirituality has the potential to increase satisfaction because it helps employees align personal values with organizational goals. Employees who understand the benefits of their job, feel calm while performing tasks, and have support from colleagues tend to have a more positive evaluation of their work. Khatri and Gupta (2022) found that workplace spirituality is related to employee wellbeing, while Kotzé et al. (2022) affirmed the importance of measuring workplace spirituality through individual and social experiences. A number of studies in Indonesia have also shown a positive influence of workplace spirituality on job satisfaction (Agustina et al., 2022; Hafni et al., 2020). However, a formally religious environment does not in itself guarantee that spiritual values have been internalized in daily work behavior.

The next factor is work motivation. Motivation describes the forces that direct the intensity, direction, and perseverance of one's efforts to achieve goals (Robbins & Judge, 2017). This study uses three needs that are often used to explain work motivation, namely the need for achievement, the need for affiliation, and the need for power. The drive to perform encourages individuals to produce the best work; the need for affiliation encourages harmonious social relations; and the need for power relates to the opportunity to influence decisions and take responsibility. In service organizations, these three needs can help employees maintain morale and actively respond to the needs of pilgrims.

The relationship between motivation and job satisfaction has not shown uniform results. Some studies state that motivation is positively related to job satisfaction because employees who have clear goals and motivations are more likely to have a positive work experience (Farikhah & Rofiuddin, 2023). Lestari and Rahardianto (2021) found that work-life balance has a positive and significant effect on lecturers' job satisfaction, thus showing that contextual conditions outside of individual motivation can determine employees' evaluation of their work. Meanwhile, Rafsanjani and Abdurahman (2024) show that work motivation and job satisfaction both contribute positively to employee performance, but the study does not place motivation as a predictor of job satisfaction. Research by Anhar (2020), Timotius et al. (2022), and Nurcahyati and Irawanto (2024) also shows that motivation does not always have a direct effect on job satisfaction. The difference in findings shows that the influence of motivation may depend on the organizational context, work characteristics, and the existence of other factors such as working conditions, leadership, rewards, work-life balance, and value suitability.

There are two gaps that form the basis of the research. First, most studies of spirituality and job satisfaction are conducted on companies, banks, educational institutions, or business organizations, while empirical evidence on mosque secretariats as religious public service organizations is limited. Second, the results of research on motivation and job satisfaction are still inconsistent. The context of the Al-Jabbar Grand Mosque provides space to assess whether the meaning of devotion and community of work is more dominant than the encouragement of individual achievement in shaping satisfaction. The novelty of this study is contextual and empirical, namely testing workplace spirituality and work motivation simultaneously in all employees of the Grand Mosque secretariat by utilizing organizational data and respondent perceptions.

Based on this description, the research aims to: (1) describe workplace spirituality, work motivation, and employee job satisfaction; (2) test the influence of workplace spirituality on job satisfaction; (3) test the effect of work motivation on job satisfaction; and (4) test the significance of models that incorporate workplace spirituality and work motivation simultaneously. Theoretically, the research is expected to expand the discussion of organizational behavior in religious institutions. Practically, the results can be used as a basis for developing programs to strengthen work values, communication, participation, and employee satisfaction management.

Work spirituality is thought to have a positive effect on job satisfaction because meaningful work, inner peace, and a sense of community allow employees to evaluate their work more positively. Work motivation is also estimated to have a positive effect because the need to excel, be affiliated, and play a role in decision-making can improve work experience. The formulation of the relationship also considers evidence that

motivation and job satisfaction are work attitudes that have consequences for employee performance (Rafsanjani & Abdurahman, 2024). Furthermore, both variables were tested simultaneously to assess the model's ability to explain variations in job satisfaction.

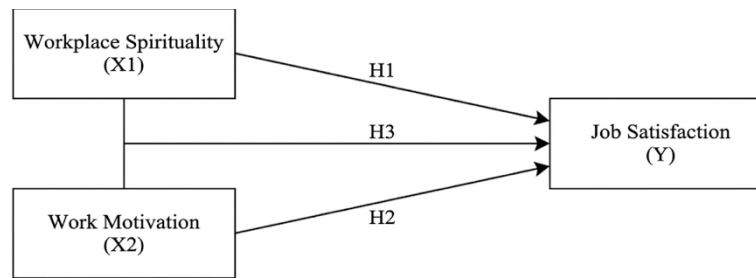


Figure 1. Research model

The hypotheses proposed are: H1, workplace spirituality has a positive effect on job satisfaction; H2, work motivation has a positive effect on job satisfaction; and H3, a model that incorporates workplace spirituality and work motivation simultaneously has a significant effect on job satisfaction.

2. RESEARCH METHOD

This research employs a quantitative approach using a descriptive and verification design. The descriptive approach is used to describe the level of workplace spirituality, work motivation, and job satisfaction, while the verifiable approach is used to test the influence between variables through multiple linear regression. The research was carried out at the Secretariat of the Al-Jabbar Grand Mosque, which is located in Gedebage District, Bandung City. The analysis unit is an employee of the secretariat who is involved in administrative and service activities.

The research population consisted of 30 employees. Because the population is limited and all members can be reached, the respondent determination technique uses saturated sampling or census, so that all 30 employees become respondents. The use of censuses reduces the risk of sample selection errors in the units studied, but the generalization of results remains limited to the organization and period of the study.

Primary data is collected through questionnaires, while interviews are used in the preliminary stage to understand organizational problems. Documentation is used to obtain data on staffing, absences, delays, and early departures. Questionnaires are delivered voluntarily; Respondents obtained an explanation of the purpose of the research and the confidentiality of the answers. Individual identities are not used in the analysis or reporting of results.

The instrument uses a five-point semantic differential scale. Work spirituality is measured using nine statements that include the meaning of work, inner life, and work community. Work motivation was measured using six statements that included the need for achievement, affiliation, and power. Job satisfaction was measured using nine statements that included turnover trends, absenteeism, job level suitability, and organizational size and processes. Higher scores indicate a more positive assessment of the variables being measured.

The validity of the items was tested using Pearson's item-total correlation with a significance level of 5%, while reliability was assessed through Cronbach's alpha with an acceptance limit of 0.70 (Ghozali, 2021). Descriptive analysis was carried out by calculating the average score. The intervals of 1.00–1.80 are categorized as very low, 1.81–2.60 low, 2.61–3.40 moderate or moderate, 3.41–4.20 high, and 4.21–5.00 very high. The relationships among variables were analyzed using multiple linear regression analysis with the equation $Y = a + b_1X_1 + b_2X_2 + e$, where Y is job satisfaction, X1 is workplace spirituality, and X2 is work motivation.

Before hypothesis testing, the residual model is examined through the Kolmogorov–Smirnov normality test. Multicollinearity was examined using tolerance and variance inflation factor (VIF), while heteroscedasticity was examined through the Glejser test. The partial hypothesis was tested using the t-statistics at the 5% level, and the significance of the model was simultaneously tested using the F-statistic. To improve the completeness of reporting, instrument diagnostics and assumptions were recalculated from the tabulation of responses contained in the research data, while the regression coefficient was verified against the SPSS output 26.

Table 1. Operationalization of research variables

Variable	Dimensions	Key indicators	Number of items
Spirituality at work (X1)	Meaning of work	Conformity to life goals and personal values; Usefulness of Work	3
	Inner life	Peace, tranquility, and harmony of spiritual values	3
	Work community	Support, care, and trust between employees	3
Work motivation (X2)	Need for achievement	Motivation to achieve the best results and complete responsibilities	2
	Need for affiliation	Comfort and harmony of working relationships	2
	Need for power	Desire to influence and make decisions	2
Job satisfaction (Y)	Turnover and absenteeism	Tendency to leave, move, not enter, and not meet working hours	4
	Employment level	Compatibility of responsibilities and duties with competencies	2
	Organization size/process	Communication, coordination, and participation	3

Source: The research instrument was adapted from the framework of Ashmos and Duchon (2000), Robbins and Judge (2017), and Mangkunegara (2017).

3. RESULTS AND DISCUSSION

3.1. Results of Instrument Validity and Reliability

Table 2. Instrument Validity and Reliability

Variable	Item	Cronbach's Alpha	Conclusion
Workplace Spirituality	9	0,936	Valid and reliable
Work Motivation	6	0,896	Valid and reliable
Job Satisfaction	9	0,923	Valid and reliable

Source: Research data tabulation reprocessing, 2026

Furthermore, the results of the reliability test showed that Cronbach's alpha value was 0.936 for the workplace spirituality variable, 0.896 for the work motivation variable, and 0.923 for the work satisfaction variable. These values indicate that all three instruments are reliable for use in research.

3.2. Characteristics of Respondents

The entire questionnaire distributed to 30 employees can be used in the analysis. Based on age, respondents were dominated by 18 people (60%) in the 20–30-year-old group, followed by 9 people (30%) in the 31–40-year-old group, and 3 people over 41 years old (10%). By gender, 27 respondents (90%) were male, and 3 respondents (10%) were female. The composition shows that productive-age workers and men dominate the secretariat unit.

Table 3. Characteristics of respondents

Characteristics	Categories	Frequency	Percentage
Age	20–30 years	18	60%
	31–40 years	9	30%
	> 41 years old	3	10%
Gender	Male	27	90%
	Women	3	10%

Source: Research data processed, 2026.

3.3. Description of Research Variables

Table 4. Summary of descriptive results

Variables/dimensions	Average	Categories
Spirituality at work	3,41	High
Meaning of work	3,47	Meaningful
Inner life	3,27	Quite calm
Work community	3,50	Connect

Work motivation	4,04	High
Need for achievement	4,00	High
Need for affiliation	4,10	High
Need for power	4,02	High
Job satisfaction	3,28	Moderate
Turnover	3,33	Medium
Absence	3,07	Medium
Employment level	3,39	Quite satisfied
Organization size/process	3,31	Fairly good

Source: Recapitulation of respondents' answers, 2026.

The descriptive results showed that workplace spirituality obtained an overall average of 3.41 and was in the high category. The dimension of the work community received the highest score of 3.50, followed by the meaning of work of 3.47, while the inner life received the lowest score of 3.27. These findings show that relationships, trust, and care between employees have been relatively well established, but inner peace and appreciation of spiritual values at work still need to be strengthened.

Work motivation obtained an average of 4.04 and was in the high category. Affiliation needs are the highest dimension with an average of 4.10, followed by power needs of 4.02 and achievement needs of 4.00. The high need for affiliation is consistent with the character of service work that requires cooperation and social relationships. Although motivation is in the high category, this condition is not automatically followed by high job satisfaction.

Job satisfaction obtained an average of 3.28 and was in the adequate category. The employment level dimension obtained the highest average of 3.39, followed by turnover of 3.33, organizational size of 3.31, and absenteeism of 3.07. These results show that respondents rate job suitability with competencies relatively better than aspects of attendance, communication, coordination, and tendency to stay in the organization. The difference in value between dimensions supports the view that job satisfaction is a multidimensional evaluation that can be influenced differently by psychological, social, physical, and financial factors (Lestari & Rahardianto, 2021). Given that job satisfaction has also been shown to contribute to employee performance in the context of other organizations (Rafsanjani & Abdurahman, 2024), the sufficient category in this study needs to be seen as a managerial issue relevant to service quality.

3.4. Classical Assumption Test

Table 5. Classic Assumption Test

Testing	Results	Conclusion
Normality	Asymp Sig. = 0.200 > 0.05	Normally distributed residual
SK multicollinearity	Tolerance = 0.983; LIFE = 1.018	No multicollinearity
MK multicollinearity	Tolerance = 0.983; LIFE = 1.018	No multicollinearity
Heteroscedasticity	p SK = 0.258; p MK = 0.223	No heteroscedasticity

Source: Research data tabulation reprocessing, 2026

The residual model meets the assumption of normality based on the Kolmogorov–Smirnov significance value of 0.200. The tolerance values of the two predictors (0.983 and VIF 1.018) showed that there was no multicollinearity. The Glejser test produced a significance of 0.258 for workplace spirituality and 0.223 for work motivation, so there was no indication of heteroscedasticity at the 5% level. These results support the use of multiple linear regression for hypothesis testing.

3.5. Regression Results and Hypothesis Testing

Table 6. Multiple linear regression results

Predictors	B	OR	Beta	t	p
Constant	10,572	4,521	–	2,338	0,027
Spirituality at work	0,818	0,090	0,876	9,115	< 0.001
Work motivation	–0.211	0,160	–0.127	–1,323	0,197

Note: The dependent variable is job satisfaction. B = non-standardized coefficient; SE = standard error—source: SPSS output and data tabulation verification, 2026.

The regression equation obtained is $Y = 10.572 + 0.818X_1 - 0.211X_2$. The regression coefficient of the workplace spirituality variable had a positive value of 0.818, which showed that workplace spirituality had a direct influence on job satisfaction. This means that the higher the spirituality of work, the more job satisfaction tends to increase. Assuming a constant work motivation variable, any increase in workplace spirituality is followed by an increase in job satisfaction. The regression coefficient of the work motivation variable has a

negative value of -0.211 . However, based on the results of the partial test, it had a significance value of > 0.05 , so work motivation was declared not to affect job satisfaction.

Table 7. Coefficient of Determination

Model Summary ^b				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896a	.755	.737	4.71860

The results of the regression analysis showed that workplace spirituality had a positive effect on job satisfaction, while work motivation had a positive coefficient but had no effect. An R-Square value of 0.755 indicates that workplace spirituality and work motivation together have an influence on job satisfaction, which is shown by the ability of the two variables to explain 75.5% of the variation in job satisfaction. Other factors outside the research model influenced the remaining 24.5%.

Table 8. Hypothesis Testing

Hypothesis	Relationships	B	t	p	Verdict
H1	Workplace Spirituality to Job Satisfaction	0,818	9,155	0,000	Accepted
H2	Work Motivation to Job Satisfaction	-0,211	-1,323	0,197	Rejected
F					
H3	Workplace Spirituality and Work Motivation to Job Satisfaction		41,552	0,000	Accepted

Based on the partial test (t-test), workplace spirituality has a t-value of 9.115 with $p < 0.001$, so H1 is accepted, while work motivation has a t-value of -1.323 with $p = 0.197$, so H2 is not supported. Furthermore, the results of the simultaneous test (F test) showed an F value of 41.552 with $p < 0.000$, so H3 was accepted, which means the overall regression model was significant, although the individually significant influence came only from the workplace spirituality variable.

3.6. The Influence of Workplace Spirituality on Job Satisfaction

The results of the study prove that workplace spirituality has a positive and significant effect on job satisfaction. The standardized beta magnitude of 0.876 indicates that workplace spirituality is the dominant predictor in the model. This finding can be understood through the character of the work in the mosque secretariat. Employees not only complete administrative functions, but also interact with worshippers and support religious services. When work is understood as a rewarding activity and aligned with the value of service, employees gain intrinsic reasons to assess their work positively.

The dimension of the work community that obtained the highest score shows the importance of support and trust between employees. A sense of community can reduce service pressure, facilitate coordination, and strengthen identity as part of the organization. Ashmos and Duchon (2000) place the sense of community as a central element of workplace spirituality, while Karakas and Sarigollu (2019) show that spiritual experience develops through interconnectedness and shared responsibility. At the same time, the dimension of inner life obtained the lowest score. This means that good social relationships are not fully followed by calmness and optimal personal appreciation during work.

These results are in line with Agustina et al. (2022), who found that spirituality in the workplace affects employee job satisfaction, and Hafni et al. (2020), who showed the role of spirituality in increasing satisfaction and performance. Khatri and Gupta (2022) also associate workplace spirituality with employee wellbeing. Thus, workplace spirituality should not be understood as a formal religious symbol, but rather as a quality of work experience that makes work meaningful, supportive social relationships, and personal values aligned with organizational goals.

3.7. The Effect of Work Motivation on Job Satisfaction

Work motivation does not affect job satisfaction when workplace spirituality is incorporated into the model. Descriptive results show that motivation is in the high category, but job satisfaction is only in the sufficient category. These differences show that employees can still have a drive to achieve, build relationships, and take responsibility without feeling completely satisfied with all of their work conditions. In other words, the energy to work and the evaluation of work are two constructs that are interrelated, but not identical. These findings do not directly contradict Rafsanjani and Abdurahman (2024), as their study examined work motivation and job satisfaction as a predictor of performance, while this study specifically examined work motivation as a predictor of job satisfaction.

The motivation coefficient is negative, but not significant, and the confidence interval includes zero. Therefore, the findings should not be interpreted as increasing motivation lowering satisfaction. A more accurate result is that there is no evidence of an independent influence of motivation after workplace spirituality is controlled. This can occur when motivational variation is relatively limited because most respondents score

high, or when more contextual factors—such as the meaning of service, communication, rewards, policies, and working conditions—are more determinative of satisfaction evaluations.

These findings are consistent with Anhar (2020), Timotius et al. (2022), and Nurcahyati and Irawanto (2024), who show that motivation does not always have a direct influence on job satisfaction. Herzberg's (1959) two-factor theory helps explain that the existence of a driving factor does not automatically eliminate dissatisfaction if the organization's maintenance conditions are inadequate. Research by Lestari and Rahardianto (2021), which found that the positive and significant influence of work-life balance on job satisfaction, also supports the explanation that the quality of working conditions and the ability to balance demands can determine satisfaction more than motivation alone. In the context of this research, high motivation needs to be supported by communication, coordination, clarity of roles, opportunities to convey aspirations, balance of work demands, and a reward system that is perceived to be fair so that it can be translated into satisfaction.

3.8. Simultaneous Influence of Models and Implications

A model that included workplace spirituality and work motivation simultaneously was significant, with the ability to explain 75.5% of the variation in job satisfaction. The value indicates the high apparent power of the model in the unit under study. Nevertheless, interpretation must take into account partial results: workplace spirituality is significant, while work motivation is not. Therefore, organizational recommendations are not enough to simply increase individual achievement targets or motivations, but it is necessary to prioritize the quality of meaningful work experience and organizational conditions that allow motivation to develop healthily.

The first implication is the strengthening of the inner life as the lowest value dimension of spirituality. The Secretariat can provide a brief time for prayer or reflection before activities, integrate the values of trust and service into the work direction, and ensure that the spiritual message is applied through leadership behavior and the work system. This kind of program should not be ceremonial, but should be associated with conflict resolution, quality of service, responsibility, and appreciation for colleagues.

The second implication is to maintain a highly rated work community. Organizations can strengthen mutual assistance mechanisms during periods of high visits, conduct cross-sectional briefings, and provide evaluation space after major activities. Trust between employees needs to be accompanied by work procedures and a clear division of responsibilities so that togetherness does not depend only on informal relationships. Leaders also need to ensure that communication between superiors and subordinates and cross-functional coordination runs both ways.

The third implication is to place motivation in the design of work and organizational systems. The opportunity to be an activity coordinator, lead a service team, submit proposals, or make decisions can meet the needs of achievement and power constructively. However, because motivation has not been proven to be an independent predictor of satisfaction, the intervention needs to be accompanied by appreciation, feedback, clarity of the level of responsibility, workload management, and resolution of disciplinary problems. This is important because Rafsanjani and Abdurahman (2024) show that job satisfaction contributes positively to performance; Thus, it is not enough for organizations to not only increase work motivation, but also to ensure that employees experience satisfactory working conditions. Data on absence, tardiness, and early discharge can be used as periodic evaluation indicators, but they should be analyzed alongside objective reasons and working conditions so as not to generate conclusions that simplify the problem.

Theoretically, research shows that in religious service organizations, the alignment of values and work meanings can have a greater role than the encouragement of individual achievement. These findings extend the application of the concept of workplace spirituality to organizations with strong religious identities. Managerially, the results of the study emphasized the importance of managing spirituality substantively and linking it to human resource practices, not just to institutional identity.

4. CONCLUSION

This study aims to analyze the influence of workplace spirituality and work motivation on the job satisfaction of employees of the Secretariat of the Al-Jabbar Grand Mosque Bandung. The descriptive results show that workplace spirituality is in the high category, with the work community as the highest dimension and inner life as the lowest dimension. Work motivation is also in the high category, especially in the needs of affiliates. On the other satisfaction is still in the sufficient category, with the absence aspect earning the lowest rating.

The results of the hypothesis test showed that workplace spirituality had a positive and significant effect on job satisfaction. The findings confirm that meaningful work, inner peace, and a sense of community are important sources of satisfaction for employees of religious service organizations. Work motivation has not been shown to have an independent effect on job satisfaction. The negative coefficient on motivation is not significant, so it cannot be interpreted as a negative influence. The regression model is overall significant and explains 75.5% of the variation in job satisfaction, but the model's explanatory contribution mainly comes from workplace spirituality.

Practically, the Secretariat of the Al-Jabbar Grand Mosque is advised to strengthen the internalization of spiritual values in work activities, improve calmness and comfort at work, maintain trust between employees, and improve communication and coordination. Work motivation needs to be facilitated through opportunities to lead, participate, and make decisions, but supportive working conditions, rewards, and load management must accompany it. Evaluation of absenteeism and discipline needs to be done dialogically so that the organization understands the causes, not just the symptoms.

The study has limitations in the form of a small number of respondents, the use of one organizational unit, cross-sectional design, and self-perception data. These limitations mean that generalizations must be made carefully and do not allow the drawing of strong causal conclusions. Further research can involve several mosques or religious service institutions, add variables of work environment, leadership, compensation, organizational culture, and work-life balance, and use longitudinal design or mixed methods. The addition of work-life balance is relevant because Lestari and Rahardianto (2021) prove its positive influence on job satisfaction in the context of educators. The development is expected to provide a more comprehensive understanding of how spiritual values and management practices interact in shaping job satisfaction.

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