

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh Komitmen organisasi dan Motivasi kerja terhadap kinerja guru, serta menguji peran *Spiritual leadership* sebagai variabel moderasi pada guru-guru di bawah naungan Yayasan *Islamic Center* Ar Rahmah Lumajang. Penelitian ini menggunakan pendekatan kuantitatif melalui bantuan software SPSS. Sampel dalam penelitian ini berjumlah 85 responden yang dipilih menggunakan teknik total sampling. Hasil penelitian menunjukkan bahwa Komitmen organisasi, Motivasi kerja, dan *Spiritual leadership* berpengaruh signifikan terhadap kinerja guru. Selain sebagai variabel independen yang berpengaruh langsung, *Spiritual leadership* juga terbukti berperan sebagai variabel moderasi yang memperkuat pengaruh Komitmen organisasi dan Motivasi kerja terhadap kinerja guru. Temuan ini memberikan indikasi bahwa peningkatan kinerja guru dapat dicapai melalui sinergi antara Komitmen organisasi, motivasi kerja, dan kepemimpinan *spiritual*. Oleh karena itu, diperlukan pendekatan yang lebih menyeluruh dan strategis, termasuk penguatan budaya organisasi, dukungan manajerial, serta internalisasi nilai-nilai *spiritual* secara konsisten dalam lingkungan kerja guru.

Kata kunci: *spiritual leadership*, komitmen organisasi, motivasi kerja, kinerja guru.

ABSTRACT

This study aims to analyze the influence of organizational commitment and work motivation on teacher performance, as well as to examine the role of spiritual leadership as a moderating variable among teachers under the auspices of the Islamic Center Ar Rahmah Foundation in Lumajang. The research adopts a quantitative approach with the assistance of SPSS software. The sample consisted of 85 respondents selected using a total sampling technique. The results show that organizational commitment, work motivation, and spiritual leadership have a significant influence on teacher performance. In addition to acting as independent variables with direct effects, spiritual leadership is also proven to moderate and strengthen the influence of organizational commitment and work motivation on teacher performance. These findings indicate that improving teacher performance can be achieved through the synergy of organizational commitment, work motivation, and spiritual leadership. Therefore, a more comprehensive and strategic approach is required, including strengthening organizational culture, providing managerial support, and consistently internalizing spiritual values within the teachers' work environment.

Keywords: *spiritual leadership, organizational commitment, work motivation, teacher performance.*

