

Job Satisfaction, Workplace Spirituality, and Organizational Citizenship Behavior and Their Impact on Employee Performance at PT Bukit Makmur Mandiri Utama

Ryan Alif Syahrial^a, Justine Tanuwijaya^{b*}

^{a,b}Fakultas Ekonomi dan Bisnis Universitas Trisakti, Jakarta,

* Corresponding author e-mail: 122012107006@std.trisakti.ac.id

ARTICLE INFO

DOI: 10.32832/jm-uika.v14i2.11172

Article history:

Received:

14 Februari 2023

Accepted:

13 Mei 2023

Available online:

5 Juni 2023

Keywords:

Job Satisfaction, Workplace Spirituality, Organizational Citizenship Behavior, Employee Performance

ABSTRACT

This study aimed to determine the effect of job satisfaction, workplace spirituality, and organizational citizenship behavior for employee performance. This research used a quantitative approach method, and the sample was taken by using purpose sampling technique with the population being employees from all job-sites of company in PT Bukit Makmur Mandiri Utama (BUMA). Data collection had done online using Google Forms and resulted in 233 responses that could be used. The result showed that four from three hypotheses were supported. The result obtained from this study are expected to benefit company management in analyzing and mapping the level of job satisfaction, workplace spirituality, and organizational citizenship behaviour for employee performance.

1. INTRODUCTION

The challenges faced by companies in optimizing production include five (5) M, namely man, machines, money, method, and material (Saputro et al., 2022). According to Octavia's research (2018) that a company must be prepared to face challenges in the business by developing specific strategies to ensure that products and services outgrow the market as dominantly as possible.

The coal industry also experiences challenges in these five aspects. As a result of the decreased supply of Russian gas to the European region, some European countries are considering re-using PLTU (steam-electric power plant) with coal as the primary fuel to ensure supply during the winter season. PT Bukit Makmur Mandiri Utama (BUMA) is one among the coal mining contractor businesses that took advantage of this chance.

Each of these businesses compete and try to take the opportunity to increase their production. With the increase in production expansion, qualified and competent human resources are also in high demand. Human resources (*man*) is a crucial aspect in advancing the company so that it can optimally support business operations and company performance.

Individual performance, group performance, organizational performance, and program performance can all be used to analyze performance results (Threesha, 2020). As a result, it is critical for businesses to discover how to improve employee performance (Yooptech et al., 2021).

BUMA faces issues in fulfilling human resources (manpower fulfillment) due to a 2022 turnover rate of more than 5% for each site, even some sites exceeding 20%. According to *exit interview* statistics, the three most important factors that motivate employees to resign are salary, benefit, and career growth. This, of course, has a significant impact on BUMA's ability to meet output targets due to manpower fulfillment not going as planned. Then according to Sihombing and Sitanggang, (2019) *organizational citizenship behavior* is voluntary behavior, not a forced action on matters that prioritize the organization. According to Prasetyo, (2021) employee performance is a form of a person's success in achieving certain targets that come from his own actions. A person's performance is considered good if the outcomes of the individual's work exceed the set goals or targets. PT BUMA's work performance has resulted in fluctuating performance achievements; even in 2021, it will only achieve 95% in terms of KPI (Key Performance Indicator).

The research framework regarding *job satisfaction, workplace spirituality, and organizational citizenship behavior* and their influence on *employee performance* at PT Bukit Makmur Mandiri Utama can be seen in Figure 1.

H1 = *Job satisfaction* has a positive effect on *workplace spirituality*

The aspect of spirituality basically helps a person maintain his overall well-being. As a result, people who have spirituality at work will usually feel satisfied with life and will interpret events and actions differently from people who are dissatisfied (Yopeetch et al., 2022). So

that people who have a high level of job satisfaction will tend to show more workplace spirituality behavior in their daily work.

H2 = Job satisfaction has a positive effect on organizational citizenship behavior

Job satisfaction is important in influencing the level of organizational citizenship behavior of employees. A high level of OCB (organizational citizenship behavior) will help the organization achieve its goals and will contribute to the success and performance of the company (Organ, 2018). Job satisfaction and OCB have been shown to be strongly correlated in previous studies. In addition, research from (Yopeetch et al., 2022) shows that workers who are highly inclined to feel happy and satisfied will show higher levels of OCB than others. Hence, OCB can impact organizational performance as well as increase employee retention rates.

H3 = Workplace spirituality has a positive effect on organizational citizenship behavior

Research from (Yopeetch et. Al., 2022) reveals that workplace spirituality helps improve employee OCB behavior. When employees can express caring and compassion with others, it can be interpreted that these employees experience inner awareness to seek meaning and purpose towards transcendence. And at a further level, employees who work happily will do other positive things that exceed their job description standards at work.

H4 = Organizational citizenship behavior has a positive effect on employee performance

In the research conducted by (Aponno et. Al., 2017) shows that OCB has a positive and significant effect on employee performance. The impact of valid OCB indicators on individual performance is defined as the behavior of employees who voluntarily and willingly commit their time to help and collaborate with others to solve difficulties in order to achieve the company's goals.

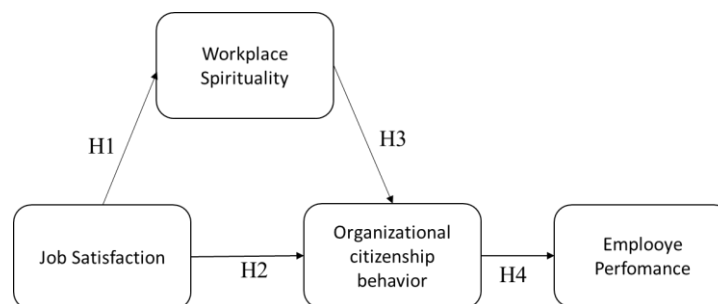


Figure 1. Framework

Source: Researchers, 2022

Based on BUMA's existing conditions and challenges, this study seeks to investigate the relationship between job satisfaction, workplace spirituality, and organizational citizenship behaviour, as well as the impact on employee performance. There are further reasons for performing this research with these factors. For first of all, individual job performance is not yet ideal, which has a direct impact on corporate performance and there is a need to contribute to the field of study connected to variables that affect employee performance, particularly in the coal industry.

2. RESEARCH METHODOLOGY

This research was conducted at all work area locations of PT Bukit Makmur Mandiri UTAMA (BUMA) both at the jobsite and the head office from November to December 2022. Furthermore, for the quantitative research design used was hypothesis testing, to examine the effect of job satisfaction, workplace spirituality, organizational citizenship behavior and its influence on employee performance at BUMA.

Job satisfaction (JS), workplace spirituality (WS), and organizational citizenship behavior (OCB) were measured using items derived from research by Dubey et al., (2022). In the workplace spirituality, the dimensions measured include meaningful of work, mindfulness, transcendence, compassion, and a sense of community. Meanwhile for employee performance the measurement was adapted from the items used in the study by Aponno et al., (2017). The items in this study basically try to measure how far employees perceptions the level of satisfaction and effectiveness of their job performance. Furthermore, because the questions employed in this study are universal in character, they can be used in research with the demographics of respondents in various industrial fields. In previous studies, items that have been used include managerial level respondents in industrial organizations to staff members in banking companies.

The population in this study were all employees at level 3 and above from all BUMA work areas, totaling 3499. Sampling in this study used a purposive sampling approach with reference to several characteristics or criteria such as: (1) employees have a minimum high school educational background, (2) PT BUMA employees with supervisory position level or level 3 and above, (3) PT BUMA employees with permanent status (passed 3 months probation). this study using a questionnaire in the form of google form.

According to Hair et al., (2017) the minimum number of samples that should be used is 10 times of the total variables. In multivariate analysis, the minimum number of sample members is 10 times the number of variable arrows in the research framework (Sugiono, 2017). In this study, the sample obtained was 233 respondents, so that with the number of variable arrows or the variables studied were four, the minimum number was 40, which means that the minimum requirement for the number of samples was met because there were still under 233 respondents. All research variables are interval scale measured by a 5-point Likert scale, namely (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree. The sample and the unit of analysis data used in this study is the sample and the data gathered which is cross-sectional at PT Bukit Makmur Mandiri Utama (BUMA).

Data Analysis Techniques

The analysis used in this study is Structural Equation Modeling (SEM) using the program package (Analysis of Moment Structure) (AMOS). Before testing the hypothesis, it is necessary to test the validity and reliability of the questionnaire used to collect respondent data, with the basic assumption that the data must be valid and reliable so that hypothesis testing can be carried out on the next. Data analysis techniques to measure the variables in this

data research using the AMOS software by entering the results of the operationalization of the variables to be tested.

3. RESULTS AND FINDINGS

A detailed explanation of the distribution of the respondent's profile aims to make it easier to understand the nature and structure of the respondents. Some of the questions regarding demographic questions presented at the beginning of this research questionnaire include position level, department, years of service, education, and location of the job site. From a total of 233 respondents who filled out the questionnaire, all of them met the criteria as a research sample.

Table 1. Respondent Profile

| Category | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|---------------------|-----------|---------|---------------|--------------------|
| Employee Position Level | Level 3 | 101 | 43,3 | 43,3 | 43,3 |
| | Level 4 | 107 | 45,9 | 45,9 | 89,3 |
| | Level 5 | 22 | 9,4 | 9,4 | 98,7 |
| | Level 6 | 3 | 1,3 | 1,3 | 100 |
| Department | Business Excellence | 5 | 2,1 | 2,1 | 2,1 |
| | Engineering | 21 | 9 | 9 | 11,2 |
| | Finance | 4 | 1,7 | 1,7 | 12,9 |
| | GS | 10 | 4,3 | 4,3 | 17,2 |
| | HR | 46 | 19,7 | 19,7 | 36,9 |
| | IER | 8 | 3,4 | 3,4 | 40,3 |
| | IT | 5 | 2,1 | 2,1 | 42,5 |
| | LCD | 12 | 5,2 | 5,2 | 47,6 |
| | Operasional | 55 | 23,6 | 23,6 | 71,2 |
| | Plant | 35 | 15 | 15 | 86,3 |
| | PSCM | 17 | 7,3 | 7,3 | 93,6 |
| SHE | 15 | 6,4 | 6,4 | 100 | |
| Years of service | 0 - 1 Year | 14 | 6 | 6 | 6 |
| | 1 - 3 Year | 11 | 4,7 | 4,7 | 10,7 |
| | 3 - 6 Year | 60 | 25,8 | 25,8 | 36,5 |
| | 6 - 10 Year | 39 | 16,7 | 16,7 | 53,2 |
| | > 10 Year | 109 | 46,8 | 46,8 | 100 |
| Job Site | ADT | 4 | 1,7 | 1,7 | 1,7 |
| | BIN | 11 | 4,7 | 4,7 | 6,4 |
| | BRC | 9 | 3,9 | 3,9 | 10,3 |
| | Head Office | 25 | 10,7 | 10,7 | 21 |
| | IBP | 15 | 6,4 | 6,4 | 27,5 |
| | IPR | 127 | 54,5 | 54,5 | 82 |
| | Lati | 42 | 18 | 18 | 100 |

Source: Data Processed (2022)

Validity test

In this study, the validity test consisted of variables, namely job satisfaction, workplace spirituality (consisting of several dimensions such as meaningful of work, mindfulness, transcendence, compassion, and sense of community), organizational citizenship behavior, and employee performance. Referring to Hair et al., (2017), based on carrying out a validity test on the data of 223 respondents and for all the instruments from the variables above it can be said to be valid based on determining the loading factor value > 0.40 . In other words, there is internal consistency in these statements so that they can develop the constructs of each variable.

Reliability Test

The basis for making decisions on the reliability test according to Ghozali, (2018) is if Cronbach's coefficient alpha ≥ 0.60 then the statements in the questionnaire are feasible to use (construct reliable). If the cronbach coefficient alpha ≤ 0.60 then the statements in the questionnaire are not feasible to use (construct unreliable).

Table 2. Reliability Test

| Variable | Cronbach Alpha | Decision |
|----------|----------------|----------|
| JS | 0.876 | Reliable |
| MW | 0.840 | Reliable |
| M | 0.881 | Reliable |
| T | 0.797 | Reliable |
| C | 0.805 | Reliable |
| SC | 0.800 | Reliable |
| OCB | 0.891 | Reliable |
| EP | 0.908 | Reliable |

Source: Data Processed (2022)

Based on the reliability test table, all variables and dimensions included in the study have a value of > 0.60 . So that it can be said to be reliable (cronbach's alpha > 0.60). In other words, there is internal consistency in these statements so that they can develop the constructs of each of these variables.

SEM Testing Results

Table 3. Goodness of Fit Test

| <i>Types of Goodness of Fit</i> | <i>Goodness of Fit Measure</i> | <i>Level of Acceptance (Hair et al., 2010)</i> | <i>Calculating Measure</i> | <i>Acceptable</i> |
|---------------------------------|--------------------------------|--|----------------------------|---------------------|
| <i>Absolute Fit Measure</i> | <i>Chi-square</i> | <i>Small chi-square</i> | 1119,017 | <i>POOR FIT</i> |
| | <i>p-value</i> | <i>p-value</i> ≥ 0.05 | 0.000 | <i>POOR FIT</i> |
| | <i>RMSEA</i> | < 0.08 | 0.078 | <i>GOOD FIT</i> |
| | <i>RMR</i> | < 0.08 | 0.040 | <i>GOOD FIT</i> |
| <i>Incremental Fit Measure</i> | <i>NFI</i> | > 0.90 or close to 1 | 0.771 | <i>POOR FIT</i> |
| | <i>TLI</i> | > 0.90 or close to 1 | 0.838 | <i>Marginal FIT</i> |
| | <i>CFI</i> | > 0.90 or close to 1 | 0.850 | <i>Marginal FIT</i> |
| | <i>IFI</i> | > 0.90 or close to 1 | 0.851 | <i>Marginal FIT</i> |
| <i>Parsimonius Fit Measure</i> | <i>Normed Chi-square</i> | <i>Lower limit: 1.0; Upper limit: 2.0/3.0 or 5.0</i> | 2,433 | <i>GOOD FIT</i> |

Source: Questionnaire results were processed with AMOS 22.0. (2022)

Based on the results of testing the feasibility of the model above, it was found that based on the RMSEA and RMR values, it was concluded that the model was goodness-of-fit. Therefore, testing the theoretical hypothesis can be continued.

Hypothesis Testing Results

Table 4. Hypothesis test

| Hypothesis | Estimate | P-value | Conclusion |
|--|-----------------|----------------|-------------------|
| <i>H1: Job satisfaction has a positive effect on Workplace spirituality</i> | 0,87 | 0.000 | H1 supported |
| <i>H2: Job satisfaction has a positive effect on organizational citizenship behavior</i> | -0,529 | 0.000 | H2 not supported |
| <i>H3: Workplace spirituality has a positive effect on organizational citizenship behavior</i> | 1,419 | 0.000 | H3 supported |
| <i>H4: Organizational citizenship behavior has a positive effect on employee performance</i> | 0,793 | 0.000 | H4 supported |

Source: Data Processed (2022)

From data processing, the results obtained regarding hypothesis testing are as follows:

1. According to the results of statistical test, the estimate of job satisfaction is 0.870, which means that the more the perception of job satisfaction, the higher the perception of workplace spirituality. The test results show a p-value of $0.000 < 0.05$ (alpha 5%), indicating that there is a statistically significant positive influence of job satisfaction on workplace spirituality at the 95% confidence level.
2. According to the results of statistical test, the estimated value of job satisfaction is -0.529, indicating that the more the perception of job satisfaction, the higher the perception of organizational citizenship behavior. The results of this test do not support the assumed hypothesis that job satisfaction has a positive impact on organizational citizenship behavior. It is concluded that job satisfaction has little effect on organizational citizenship behavior.
3. Based on the results of the statistical test, the estimated number of workplace spirituality is 1,419, indicating that as workplace spirituality grows, so does corporate citizenship behavior. When the results of the test show that the P-Value is more than $0.000 < 0,05$ (alpha 5%), it is statistically shown that there is a positive effect of workplace spirituality on organizational citizenship behavior.
4. According to the results of a statistical test, the estimated value of organizational citizenship behavior is 0.793, indicating that the higher the perception of organizational citizenship behavior, the higher the perception of employee performance. The test results show a P-Value of $0.000 < 0.05$ (alpha 5%), indicating that there is a statistically significant positive influence of organizational citizenship behavior on employee performance at the 95% confidence level.

The Effect of Job Satisfaction on Workplace Spirituality

In the early stages of this research, a hypothesis was formulated that the effect of job satisfaction on workplace spirituality was positive. This is based on the results of research conducted by Dubey et. al. (2022) that the existence of a workplace spirituality has a beneficial impact on the willingness of satisfied employees to take on more responsibilities at work. So that the higher the satisfaction of employees in their work, the level of workplace spirituality can simultaneously be reflected in work behavior. The results of this study found that the job satisfaction hypothesis has an effect on workplace spirituality is supported. The phenomenon that exists at BUMA is that employee job satisfaction can encourage the creation of workplace spirituality which is embodied in the form of culture at BUMA, especially in the culture of "More Collaboration" and "More Ownership and Delegation". The duties and responsibilities of level 3 (foreman) and level 4 (supervisor) employees show where the two cultures are indicators of behavior, namely consciously and willingly working together and helping each other also starting to get involved in tasks those who are felt to have more responsibility above their current position even participate in direct decision-making. Furthermore, according to research by Ramly et. al (2022) that, despite a diversity of religions and beliefs, solidarity can be visualized as a principle that promotes the satisfaction, happiness, well-being, and prosperity of humanity as a whole. This is a crucial indicator that

the job satisfaction achieved is ultimately able to expressing the fundamental workplace spirituality practices.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

In the early stages of this research, a hypothesis was formulated about the effect of job satisfaction on organizational citizenship behavior which was positive. In accordance with research conducted by Ridlo, et. al. (2021) and Pio, et. al. (2017) that job satisfaction has a significant and positive effect on organizational citizenship behavior (OCB). This means that the higher the job satisfaction, the higher or increased organizational citizenship behavior (OCB) for employees (Hasibuan, et. al 2022). This is also in accordance with the results of the research by Fitrio, et. Al (2019) that job satisfaction has a positive and significant effect on organizational citizenship behavior. It can be concluded that with the feeling of satisfaction felt by employees in the aspects of work activities, organizational citizenship behavior will also increase, which is reflected in the conscious and sincere desire to take positive actions beyond the main tasks assigned to them without demanding any reward or compensation. This study found results that are contrary to the results of previous research, namely that the assumption that job satisfaction has a positive effect on organizational citizenship behavior is not supported.

Job satisfaction felt by BUMA employees does not have a significant impact on daily work activities, which are mostly carried out in teams or work units, such as the position of area manager (level 5), for example the production, engineering and maintenance departments. Because performance achievement uses performance indicator standards by function/department rather than individually, the manner of activity in a team or work unit ideally promotes cross-functional individuals to mutually support one another. The existence of a BUMA culture that is adopted, namely "More Collaboration" is also expected to reflect the level of organizational citizenship behavior where employees, especially in voluntary collaboration across departments, which do not only think about the interests of work in their own area, but are also motivated to achieve joint performance or KPIs (Key Performance Indicator). From the results of the research, it means that the job satisfaction factor does not affect the behavioral pattern of BUMA employees' tendency to express organizational citizenship behavior.

The Effect of Workplace Spirituality on Organizational Citizenship Behavior

In the early stages of this research, a hypothesis was formulated that the influence of workplace spirituality on organizational citizenship behavior was positive. Employees who have a high level of workplace spirituality, the aspect of organizational citizenship behavior will also increases. The results of study conducted by Ridlo, et al. (2021), Hasibuan, et al (2022) and Rehman, et al. (2021) workplace spirituality has a positive and significant influence on organizational citizenship behavior. The better workplace spirituality is felt by employees, the better the organizational citizenship behavior will be. Spirituality at work makes employees more likely to bring their whole self physically, mentally, emotionally, and spiritually at work, so that employees can have more commitment to work, take responsibility

in helping achieve organizational goals and even do positive things that go beyond what is in the employee's job description. Based on the results of study conducted by Jannah, et al (2017), workplace spirituality has a significant influence on organizational citizenship behavior. The results of this research found that the workplace spirituality hypothesis is supported on organizational citizenship behavior.

This is consistent with one of BUMA's value aspects, "More Ownership". Every supervisor, particularly level 3 and 4 employees, is created by aspects of awareness provided by the work environment, superiors, and training to ensure they are always concerned with the work assigned. Furthermore, the key behavior of workplace spirituality is manifested in the tendency to have a high desire, belief, and sympathy to help fellow teams and cross-functional work as well as to be responsible to subordinates because it is based on a sense of being part of an organization or work team.

The Influence of Organizational Citizenship Behavior on Employee Performance

In the early stages of this research, a hypothesis was formulated that the effect of organizational citizenship behavior on employee performance was positive. According to the study by Aponno, et. al (2017) and Lestari & Gaby, (2018), and Triani, et. Al (2021), the results of the hypothesis test show that organizational citizenship behavior has a positive and significant effect on individual performance. The effect of valid organizational citizenship behavior indicators on individual performance can be described as follows: An employee who is always willing to work with others to get the job done, willing to give time to help others who are experiencing work problems, helping others who have a heavy workload, not taking extra time off, always arriving on time, always doing unsolicited work but benefiting the company's image, and always adapting to company changes will perform better. Furthermore, the behavior shown by employees when completing work can reflect the skills, knowledge, and values they adhere to (Darvishmotevalia, A., 2020). Based on Hidayah & Harnoto's study, (2018) organizational citizenship behavior has a significant effect on employee performance, and interestingly, it was also found that organizational citizenship behavior acts as a significant predictor of employee performance. The results of this study found that the workplace spirituality hypothesis has an effect on organizational citizenship behavior is supported. BUMA's performance in 2022 which reaches > 100% is due to the implementation of a sharing KPI (Key Performance Indicator) management system, where each employee is not only focused on or responsible for individual KPIs (Key Performance Indicator) but also responsible for company KPIs (Key Performance Indicator). This encourages each individual to care and help across functions in achieving performance according to the targets/goals. In addition, BUMA's culture was formed, one of which is more ownership/delegation and more collaboration which builds BUMA individuals to be more responsible for each task to achieve company targets by collaborating with each other between functions/departments/business units.

4. CONCLUSIONS & RECOMMENDATIONS

Based on the results of the analysis obtained from the questionnaire data sent to PT BUMA employee respondents in all areas of the job site to determine the effect of job satisfaction, workplace spirituality, and organizational citizenship behavior on employee performance, several conclusions are obtained. Job satisfaction has an effect on workplace spirituality, even based on research it shows a figure of 84%. In the implementation of work activities themselves, this affects emotions and behavior at work in the form of job satisfaction, discipline and work morale.

This study shows that the characteristics of job satisfaction that employees have are capable of integrating numerous organizational values and culture with the values that have previously been believed in BUMA. If the values and satisfaction are already present among the employees, it will prevent loss of staff, which can impede the success of the company's performance in particular.

Among the other findings, there is no relationship between job satisfaction and organizational citizenship behavior. This means that employees' feelings of satisfaction in aspects of work activities performed do not influence or increase employee behavior consciously and sincerely wishes to take positive actions beyond the main tasks assigned to them without demanding any reward or compensation.

The findings of the workplace spirituality analysis have then been shown to have an impact on organizational citizenship behavior. Employees who have overall strength within themselves at work, both physically, mentally, emotionally, and spiritually, are also going to show a desire and commitment to work, be responsible for helping achieve organizational goals, and even do things -other positives that go beyond what is in the employee's job description. This is considered to be consistent with characteristics or indicators of workplace spirituality and corporate citizenship behavior. The final result obtained is that organizational citizenship behavior is known to influence employee performance by 79%, and it can be inferred that employee performance is an indication of success in accomplishing particular aims that result from one's own behavior/actions. One of the most evident influences of corporate citizenship behavior on employee performance is the management of KPI (Key Performance Indicator) sharing, in which each worker is not only focused on or charged with their own KPIs (Key Performance Indicator) but also takes responsibility from the company's KPIs (Key Performance Indicator). Because it can explain how to increase individual effort in enhancing employee performance by combining caring and collaboration across departments or divisions to reach company goals and targets in 2021.

REFERENCES

- [1] Aponno, E. H., Brasit, N., & Yunus Amar, M. (2017). Factors That Influence Organizational Citizenship Behavior And Employees Performance With Local Culture Moderation "Pela Gandong" Muh. Idrus Taba. *Scientific Research Journal (SCIRJ)*. <http://www.scirj.org/papers-0617/scirj-P0617404.pdf>

- [2] Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, 87, 102462. <https://doi.org/10.1016/j.ijhm.2020.102462>
- [3] Dubey, P., Pathak, A. K., & Sahu, K. K. (2022). Analysing workplace spirituality as a mediator in the link between job satisfaction and organisational citizenship behaviour. *Management Matters*, 19(2), 109–128. <https://doi.org/10.1108/manm-12-2021-0003>
- [4] Fitrio, T., Apriansyah, R., Utami, S., & Yaspita, H. (2019). The Effect of Job Satisfaction to Organizational Citizenship Behavior (OCB) Mediated by Organizational Commitment. *International Journal of Scientific Research and Management*, 7(09). <https://doi.org/10.18535/ijstrm/v7i9.em01>
- [5] Ghozali. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Universitas Diponegoro: Semarang
- [6] Hair, J. F., Hult, G. T. M., & Ringle, C. M. (2017). *A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*. (2nd ed.). Sage.
- [7] Hasibuan, J. S., & Wahyuni, S. F. (2022). 93-108 *Spiritual Leadership dan Emotional Intelligence Terhadap Organizational Citizenship Behavior: Peran Mediasi Workplace Spirituality dan Job Satisfaction*. 23(1), 93–108. <https://doi.org/10.30596/jimb.v23i1.9617>
- [8] Laras, T., Jatmiko, B., & Tri Nugroho, F. J. H. (2021). The Influence Of Organizational Citizenship Behavior (Ocb) And Organizational Culture On The Performance Of Education Employees As Mediated By Job Satisfaction (Survey at the Private University of Sleman Regency in Yogyakarta). *KINERJA*, 25(2), 307–332. <https://doi.org/10.24002/kinerja.v25i2.4814>
- [9] Janah, F. Z. (2020). *Pengaruh spiritualitas di tempat kerja terhadap komitmen organisasi dengan kesejahteraan karyawan sebagai variabel intervening pada pegawai kantor Kementerian Agama Kota Malang*. Malang: UIN Malang
- [10] Khairani, K. (2018). *Pengaruh Insentif Terhadap Kepuasan Kerja Karyawan (Kasus Bagian Marketing) Pada PT. Astra Credit Company Pekanbaru*. Pekanbaru: Universitas Pekanbaru Riau
- [11] Lestari, E. R., & Ghaby, N. K. F. (2018). The Influence of Organizational Citizenship Behavior (OCB) on Employee's Job Satisfaction and Performance. *Industria: Jurnal Teknologi Dan Manajemen Agroindustri*, 7(2), 116–123. <https://doi.org/10.21776/ub.industria.2018.007.02.6>
- [12] Octavia H. V. (2018). *Pengaruh Manajemen Talenta Terhadap Kinerja Karyawan (Studi Pada Karyawan PT Pertamina Geothermal Energy Area Ulubelu)*. *Jurnal Administrasi Bisnis*. <http://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/article/view/2524>
- [13] Organ, D. W. (2018). Organizational Citizenship Behavior: Recent Trends and Developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 295–306. <https://doi.org/10.1146/annurev-orgpsych-032117-104536>
- [14] Pio, R. J., & Tampi, J. R. E. (2018). The influence of spiritual leadership on quality of work life, job satisfaction and organizational citizenship behavior. *International Journal of Law and Management*, 60(2), 757–767. <https://doi.org/10.1108/IJLMA-03-2017-0028>
- [15] Prasetyo, B. (2021). *Hubungan Antara Stres Kerja terhadap Kinerja Karyawan PT Transnasional Grup*. Surabaya: Universitas 17 Agustus 1945.
- [16] Ramly, A. T., Ibn, U., Bogor, K., & Tanjung, H. (2021). TREE MODEL IN HUMAN RESOURCE MANAGEMENT BASED ON PERSONALITY, COMPETENCE AND SPIRITUALITY TO IMPROVE ORGANIZATIONAL PERFORMANCE. In *Academy of Strategic Management Journal* (Vol. 20, Issue 3).

- [17] Rehman, W. U., & Hassan, M. (2021). Workplace Spirituality and Organizational Citizenship Behavior: A Mediating and Moderating Role of Organizational Commitment and Workplace Ostracism. *International Journal of Innovation, Creativity and Change*. *Www.Ijicc.Net*, 15(3).
- [18] Ridlo, M., Wardahana, I. A., & Jessica, K. G. (2021). The effect of job satisfaction, workplace spirituality and organizational commitment on work productivity with organizational citizenship behavior (OCB) as intervening variable (Case study on Bank Muamalat Indonesia KC Solo). *Journal of Business and Banking*, 10(2), 249. <https://doi.org/10.14414/jbb.v10i2.2272>
- [19] Saputro, Y., & Sigit Pramudyo, C. (2022). *Prosiding Seminar Nasional Aplikasi Sains & Teknologi (SNAST) 2022 Yogyakarta*.
- [20] Sihombing, S., & Sitanggang, D. (2019). Organizational Citizenship Behavior Ditinjau Dari Kepuasan Kerja. *Jurnal Riset Akuntansi & Keuangan*, 191–208. <https://doi.org/10.54367/jrak.v5i2.533>
- [21] Sufandi, R. D. (2018). Pengaruh Stres Kerja, Spiritualitas Di Tempat Kerja Dan Jenis Kelamin Terhadap Kinerja Karyawan. Jakarta: UIN Syarif Hidayatullah Jakarta
- [22] Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, CV.
- [23] Threesa, T., & Budiarti, I. (2021). Modal Manusia, Modal Sosial, Dan Budaya Organisasi Pengaruhnya Terhadap Kinerja Karyawan (Studi Pada Perusahaan Pertambangan di Indonesia). *Journal of Economics, Management, Business and Accounting*, 1(1), 117–129. <https://doi.org/10.34010/jemba.v1i1.5025>
- [24] Triani, et al., (2021). *Effect of Organizational Citizenship Behavior on Employee Performance at PT Surya Dermato Medica Palembang*. *International Journal of Community Service & Engagement*. <https://journal.jis-institute.org/index.php/ijcse/article/view/75>
- [25] Yoopetch, C., Nimsai, S., & Kongarchapatara, B. (2021). The effects of employee learning, knowledge, benefits, and satisfaction on employee performance and career growth in the hospitality industry. *Sustainability (Switzerland)*, 13(8). <https://doi.org/10.3390/su130841>