

THE IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR BASED SPIRITUAL LEADERSHIP ON JOB SATISFACTION

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ABSTRACT

Good personal qualities in spiritual leadership will have a positive effect on work, foster harmonious relationships between subordinates and superiors, reward subordinates who perform well on an objective basis, and enable them to solve organizational problems. Therefore, spiritual leadership and Organizational Citizenship Behavior (OCB) play a critical role in accomplishing organizational goals. This research project's objective is to use organizational citizenship behaviour (OCB) as a mediating variable in 2023 to examine the relationship between job satisfaction and spiritual leadership in Madiun District employees working in the Population and Civil Registration Office. Primary data for this study was collected through questionnaires and a quantitative research approach was used. There were 100 samples in the population and sample in this study. Organizational citizenship behavior (Z), job satisfaction (Y), and spiritual leadership (X) are the variables that are used. SmartPLS 4.0 is the analytical tool employed. The results showed that spiritual leadership (X) has a significant and positive impact on organizational citizenship behavior (Z). Organizational citizenship behavior (Z) has a positive and significant impact on job satisfaction (Y). Spiritual leadership (X) has a positive and significant effect on job satisfaction (Y). Spiritual leadership (X) has a positive and significant effect on job satisfaction (Y) through organizational citizenship behavior (Z) at the Population and Civil Registration Office of Madiun Regency in 2023.

Keywords : Job Satisfaction; Organizational Citizenship Behavior; Spiritual Leadership

ABSTRAK

Kualitas pribadi yang baik dalam kepemimpinan spiritual akan memberikan efek positif terhadap pekerjaan, menumbuhkan hubungan yang harmonis antara bawahan dan atasan, memberikan penghargaan kepada bawahan yang berkinerja baik secara obyektif, dan memungkinkan bawahan untuk memecahkan masalah organisasi. Oleh karena itu, kepemimpinan spiritual dan Organizational Citizenship Behavior (OCB) berperan penting dalam pencapaian tujuan organisasi. Tujuan dari proyek penelitian ini adalah untuk menggunakan perilaku kewargaan organisasi (OCB) sebagai variabel mediasi pada tahun 2023 untuk menguji hubungan antara kepuasan kerja dan kepemimpinan spiritual pada pegawai Kabupaten Madiun yang bekerja di Dinas Kependudukan dan Pencatatan Sipil. Data primer untuk penelitian ini dikumpulkan melalui kuesioner dan menggunakan pendekatan penelitian kuantitatif. Terdapat 100 sampel dalam populasi dan sampel dalam penelitian ini. Organizational Citizenship Behavior (Z), kepuasan kerja (Y), dan kepemimpinan spiritual (X) adalah variabel yang digunakan. SmartPLS 4.0 adalah alat analisis yang digunakan. Hasil penelitian menunjukkan bahwa kepemimpinan spiritual (X) memiliki dampak yang signifikan dan positif terhadap Organizational Citizenship Behavior (Z). Organizational Citizenship Behavior (Z) memiliki dampak positif dan signifikan terhadap kepuasan kerja (Y). Kepemimpinan spiritual (X) berpengaruh positif dan signifikan terhadap kepuasan kerja (Y). Kepemimpinan spiritual (X) berpengaruh positif dan signifikan terhadap kepuasan kerja (Y) melalui Organizational Citizenship Behavior (Z) Pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Madiun tahun 2023.

Kata kunci : Kepuasan Kerja; Organizational Citizenship Behavior; Kepemimpinan Spiritual

INTRODUCTION

Resources are its most valuable assets , because they function as a focus in implementing company policies and operational operations. A number of reform steps, including those related to the quality of human resource development, are still being carried out to meet the continuing demand for public services. rise and become the public spotlight. In terms of employee quality, this includes increasing productivity and job happiness through a voluntary willingness to support and assist other employees' efforts, selflessly and without being asked.

Fostering organizational citizenship among employees is one of the strategic mindsets within the human resources domain. According to Rahmawaty(2016) , Organizational citizenship behavior or OCB is defined as visible and observable voluntary behavior. As such, the foundation of OCB is essentially based on prevailing motives or ideals. Voluntary behavior does not always represent a sincere desire. OCB behaviors are not mentioned in an employee's job description, but are highly expected because they contribute to increasing organizational effectiveness and survival, especially in a competitive business environment.

One of the many elements influencing organizational citizenship behavior is the leader. In this case, leadership can be summed up as any action taken to persuade other people to cooperate in order to achieve goals that are considered important for the development of the organization (Priyono, 2001). Proses menginspirasi para pengikut untuk bertindak dengan cara-cara yang memajukan tujuan organisasi, membujuk orang lain untuk menetapkan tujuan, dan membujuk untuk meningkatkan kelompok dan budayanya dikenal sebagai kepemimpinan. Furthermore, followers' interpretations of events, goal-setting activities, and maintenance of cooperative relationships with people outside the group are all influenced by leadership (Rivai, 2005).

Spiritual leadership is characterised by a strong adherence to spiritual principles and a greater reliance on spiritual discernment when making decisions. leaders who act according to their conscience. The significance of conscience is applied in leadership management because it motivates leaders to behave sensibly and sensibly in their leadership roles. Thus, you can be certain that dishonest or corrupt behavior won't be accepted if you lead with conscience (Surbakti, 2012). Spiritual leadership that can be implemented well will influence employee emotions and motivation so that OCB levels

will increase. Over time and even now, some people still think that job satisfaction affects OCB. According to Blau (in Sabran, 2009) Social exchange theory states that when workers are happy, the norm of reciprocity, or psychological contract, emerges, which increases the likelihood that they will engage in over-the-contract behavior (OCB). In other words, satisfied employees are more likely than others to make contributions that go beyond their role (OCB). According to research by Murphy, Athanasou, and King from 2002 (quoted in Sani, 2011: 5), job satisfaction significantly influences OCB. Therefore, there is both external stimulus from leaders to encourage employees to carry out OCB and internal stimulus from employees themselves .

Based on research conducted by (Hermingsih, 2012; Mahyarni, 2019; Pio & Tampi, 2018; Wahyono et al., 2020) demonstrates how spiritual leadership has a positive and substantial impact on job satisfaction. Meanwhile, research conducted (Pio et al., 2015; Sulisty, 2009; Supriyanto et al., 2016) demonstrates that the impact of spiritual leadership on worker satisfaction is not direct. From several of these studies there are still inconsistencies in the results, some have an effect and some have no effect.

Study carried out by (Sholikhah et al., 2019; Supriyanto et al., 2018) shows how spiritual leadership has a positive and significant influence on corporate citizenship behavior. Meanwhile, research conducted (Pio & Lengkong, 2020; Pio & Tampi, 2018) shows how spiritual leadership has an indirect impact on organizational citizenship behavior. The study's results are still contradictory. Some have an indirect influence, while others have a positive influence.

Research that has been carried out by (Anwar & Ahmadi, 2021; Indarti et al., 2017; Lestari & Ghaby, 2018; Lukito, 2020; Putri & Supriadi, 2022; Supriyanto et al., 2020; Zaman & Tjahjaningsih, 2017) demonstrates the positive and significant impact that good corporate citizenship practices have on job satisfaction. Meanwhile, study carried out by (Mendo, 2016) shows that organizational citizenship behavior has a negligible and negative impact on job satisfaction. There are still discrepancies in the results from a number of these studies; some have positive, noteworthy effects, while others have negative, insignificant effects.

More extensive research on similar variables supported by literature and variable development is needed to produce reliable results, as previous studies have produced inconsistent research findings. It is hoped that this research will help the writer become

more proficient in conducting scientific research, writing it up, applying theoretical knowledge learned in lectures, and connecting it to knowledge gathered from fieldwork. can increase the knowledge of researchers and offer guidance to Economics students on how to get ready for society. To fulfill the community's demands and expectations, it is hoped that leaders and heads of government agencies or public services will find this research to be a valuable source of information and input.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Spiritual Leadership

Spiritual leadership is defined by Fry (2008) as the beliefs, dispositions, and actions of strategic leaders necessary to inspire others and themselves through calling and membership, resulting in a sense of spiritual well-being. A paradigm for organizational development and transformation, spiritual leadership is thought to have been developed mainly to affect people's intrinsic motivation and encourage the growth of learning organizations. Spiritual leadership is leadership that comes from the heart, is based on religious principles, and is able to develop exemplary character. His leadership style is more influenced by internal factors from his conscience than purely external factors. However, spiritual leadership does not mean ignoring intelligence. Spiritual leadership, in addition to being highly rational, also values common sense when guided by conscience and spiritual intelligence (Tobroni, 2015).

Job satisfaction

According to Fathoni (2006), A positive and upbeat work attitude is indicative of job satisfaction. This attitude can be seen from productivity, order and work morale. According to Robbins (in Wibowo, 2007:323) A person's overall attitude toward their work that demonstrates a difference between the compensation they believe they should receive and the amount they actually receive is known as job satisfaction. According to Hasibuan (2006:202), a happy and devoted work attitude is a sign of job satisfaction. This attitude can be seen from productivity, discipline and work morale. People experience work satisfaction at work, outside of work, or in both contexts. Isyandi (2004:137) emphasizes that feelings of satisfaction with work can make someone happy at work or can fulfill work values. Job satisfaction is one of the important factors that affect life satisfaction because most of human time is spent at work. The study of job satisfaction and organizational commitment is an interesting topic and can be taken into

consideration when studying employee turnover models (Zulkarnaen, W., & Sofyan, Y., 2018: 184).

Organizational Citizenship Behavior

Individual behavior that can enhance organizational operations and is independent of the reward system is known as organizational citizenship behavior (Organ, 1988). According to (Fitriastuti, 2013), OCB is defined as (a) voluntary behavior, as opposed to coercive action, on matters that advance the interests of the organization; and (b) Individual action as a means of performance-based satisfaction, as opposed to formally ordered behavior; (c) is not connected in any real way to the official reward system. Sometimes referred to as extra-role behavior or being a good neighbor who values social interaction.

Hypothesis

H1: Organizational citizenship behavior is significantly and favorably impacted by spiritual leadership

Spiritual leadership is defined by (Fry (2008) as the beliefs, dispositions, and actions of strategic leaders necessary to inspire others and themselves through calling and membership, resulting in a sense of spiritual well-being. It is also believed that spirituality is a crucial component of successful corporate leadership (Supriyanto et al., 2016) . Numerous studies have demonstrated how spiritual leadership affects OCB. Research conducted by (Hermingsih, 2012; Mohammad et al., 2015; Supriyanto et al., 2018) demonstrated the connection between organizational citizenship behavior and spiritual leadership.

H2: Work satisfaction is positively and significantly impacted by organizational citizenship behavior

Organizational citizenship behavior (OCB) was defined by Organ (1988) as individual behavior that can enhance organizational operations but is not dependent on or directly related to the reward system. Research conducted by (Anwar & Ahmadi, 2021; Lestari & Ghaby, 2018; Lukito, 2020; Putri & Supriadi, 2022; Supriyanto et al., 2020; Triyanto & Santosa, 2009; Zaman & Tjahjaningsih, 2017) demonstrates how good corporate citizenship practices significantly and favorably affect job satisfaction.

H3: Spiritual leadership has a positive and significant impact on job satisfaction

Strong emotional ties that motivate workers to embrace the organization's goals and values, put forth their finest work possible on the organization's behalf, and show a high degree of loyalty to it are also fostered by spiritual leadership. In addition, spiritual leadership can foster a constructive attitude toward one's job. These circumstances promote comfort and pleasure (job satisfaction), which influences effective work behavior. Research conducted by (Puspitasari, 2019; Rahmawaty, 2016; Wulandari & Sudarma, 2017) demonstrates the favorable and substantial effects of job satisfaction by spiritual leadership.

H4: Employee job satisfaction is positively and significantly impacted by spiritual leadership through organizational citizenship behavior

Because of OCB, an organization cannot function properly if its members do not exhibit positive behavior. According to Stamper & Van Dyne (2001), Organizational culture, of which OCB is a component, influences employee traits both directly and indirectly. It is also a crucial instrument for promoting organizational sustainability and raising productivity and efficiency (Supriyanto et al., 2020). The purpose of this research is to investigate the connection between job satisfaction and OCB as well as the mediating function of OCB. Numerous researchers have conducted research, and OCB is crucial for raising an organization's standard of performance.

RESEARCH METHODS

This research consists of one dependent variable, one independent variable, and one mediating variable. Work satisfaction (Y), spiritual leadership (X), which is the dependent variable and independent variable, and organizational citizenship behavior (Z), which is the mediating variable. According to Darmadi (2013 :2) explains that using research methods is a scientific way to gather information for a particular goal. Researchers will use quantitative research methods to complete this research. As stated by (Sugiyono, 2014:8) As positivist research techniques, quantitative research methods involve studying specific populations and samples, collecting data with research instruments, and statistically and quantitatively analyzing the data to test a hypothesis. This study is being conducted at the Madiun Regency Population and Civil Registration Service, which employs 100 people in total. Saturated sampling is used in this study, meaning samples are drawn from the total population (Sugiyono, 2012:7). The questionnaire is used as a data collection tool and produces primary data that will be

used. The Likert scale is used as a measurement system in this research. The Likert scale is a tool used to evaluate people's or groups' attitudes, opinions, and perceptions about a social event. This study's analytical tool was SmartPLS 4.0 and PLS (Partial Least Square) analysis. Determine the theoretical relationship between two variables using PLS before estimating the potential future impact of variable independent (X) on variable dependent (Y).

Outer Model

This measurement model was used to assess the instrument's validity and reliability. Validity test determines whether the public can accept the research findings under specific conditions. To find out if the research instrument can measure what it should measure, validity tests are conducted (Cooper et al. in Abdillah and Hartono, 2015: 194). Within the outer model, validity tests such as convergent validity and discriminant validity are employed. Next, a concept's reliability is examined; this can also be used to gauge how consistently respondents respond to questionnaire questions. If the instrument's *cronbach alpha* coefficient value is more than 0.6, it can be considered reliable (Supriyanto & Ekowati, 2013). Two methodologies are used in the reliability test: *composite reliability* and *cronbach's alpha*. *Cronbach's alpha* measures a construct's lower bound, whereas *composite reliability* measures a construct's actual reliability value. However, *Composite reliability* is thought to be more accurate in estimating a construct's internal consistency (Jogiyanto & Abdillah, 2015: 196). If a construct's *cronbach's alpha* value is more than 0.6 and its *composite reliability* value is more than 0.7, it is deemed reliable. (Jogiyanto & Abdillah, 2015).

Inner Model

In order to determine the significance between the structural model's constructs, the t-values, or path coefficient values, for each path are used to evaluate the structural model in PLS using R^2 for the dependent construct. The value of R^2 indicates how much the independent variable varies in relation to the dependent. The proposed research model's prediction model is said to be more accurate when R^2 is higher in value. If R^2 is 0.7, for instance, then 70% of the variation in changes in the dependent variable can be explained by the independent variable, with the remaining portion indicating that it may be influenced by other variables. Nevertheless, R^2 is not a precise gauge for determining the prediction model's accuracy because the fundamental

theoretical relationship serves as the main parameter that explains the cause and effect relationship.

Mediation Test

This research uses the PLS mediation effect test. Finding if the independent and dependent variables have a significant direct relationship, finding out if the independent variable significantly affects the mediating variable and simultaneously figuring out the main effect and the mediating variable's influence on the dependent variable are some of the tasks that must be completed in a mediation test.. It is expected that the main effect will be significant. The mediation test is also known as *full mediation effect* if possible. In testing the mediation effect, the significance test parameter output is seen from the *total effect table* .

Hypothesis

In a hypothesis test, the degree of significance is indicated by the path or inner model coefficient value. When testing at 5% alpha and 80% power, the value of the t-statistic, which represents the inner model or path coefficient score, have to be more than 1.64 for the one-tailed hypothesis and have to be more than 1.96 for the two-tailed hypothesis (Hair et al, 2014 in (Jogiyanto & Abdillah, 2015)

RESEARCH RESULTS AND DISCUSSION

Respondent Characteristics

One hundred workers from the Madiun Regency Population and Civil Registration Service answered the survey. Respondent characteristics include, among others: age, gender and education. Based on the respondents' age-based characteristics, 15% of the respondents are between the ages of 20 and 25, ages 26-30 years have a percentage of 20%, and those aged over 30 years have a percentage of 65%. Based on gender, the results are that male respondents have a percentage of 62% and women have a percentage of 38%. Meanwhile, respondents based on education showed that junior high school education was 5%, high school was 18%, diploma was 17% and Strata 1 and above was 60%.

Measurement Model Test (*Outer Model*)

Convergent Validity

Based on a variable that is deemed valid and its convergent validity, outer loading is performed. If the value of outer loading exceeds 0.7, it is considered valid.. In

Figure 1 and Table 1, the results show that all variables produce values > 0.7 . Thus these variables are declared valid. Therefore, additional studies are needed.

Discriminant Validity

If the value of the cross loading for each indicator is higher than the value of the other variables, then the variable is deemed valid. Table 2 shows the results, which were each variable's highest cross loading values for each indicator. Most people assume that all of the indicators that are part of the variable are valid.

Composite Reliability

Composite reliability categorizes variables as reliable when they yield a value greater than 0.6 for each variable. The values of the OCB (Z) are based on Table 3's data, the job satisfaction variable (Y), and the spiritual leadership variable (X) are, respectively, 0.920, 0.905, and 0.917. According to this data, the value of every variable is higher than 0.6. Thus, all of the research's variables are regarded as trustworthy.

Cronbach's Alpha

If a research variable's value is greater than 0.7, it is deemed reliable. Table 4 displays the findings and values for the variable organizational citizenship behavior (Z) are 0.919, the variable of job satisfaction (Y) is 0.902, and the variable of spiritual leadership (X) is 0.915. For this reason, each variable that was used in this study was judged to be reliable.

Structural Model Test (Inner Model)

Once the corresponding outer model has been tested, It is tested the inner model. The t-statistic value of the path coefficient test and the dependent construct's R2 can be used to evaluate the inner model. The coefficient of determination (R Square) method is one way to find out how many dependent variables are also filled with other variables. If the R2 value is more than 0.67, the category is considered to be good. The OCB variable has a R Square value of 0.883, as shown in Table 5 above. This number suggests that the spiritual leadership variable accounts for 88.3% of the variance in organizational citizenship behavior, with other variables accounting for the remaining 11.7%. Then the job satisfaction variable with *R Square* 0.865. This indicates that the spiritual leadership variable accounts for 86.5% of the job satisfaction variable's explanation, with the remaining 13.5% coming from other factors not covered in this study.

Mediation Tes

By separating the path coefficient values using the bootstrapping method, we can find out the type of relationship between variables, whether it is full mediation or partial mediation. *Path coefficients* are in the range -1 to 1. When the numbers are in the range 0 to 1, it can be said to have a positive variable relationship. But if the number is between 0 and -1 then it is said to have a negative variable relationship. In *T- statistics* , it is said to be significant if the number is > 1.96 and it is said to be not significant if < 1.96 . If the p-value is less than 0.05, the hypothesis is accepted. Table 6 demonstrates the significant positive value that spiritual leadership (X) has in terms of direct influence on job satisfaction (Y), the significant positive value that spiritual leadership (X) has in terms of organizational citizenship behavior (Z), and the significant positive value that OCB (Z) has in terms of job satisfaction (Y). Table 7 illustrates how organizational citizenship behavior (Z) through the spiritual leadership variable (X) has a noteworthy and favorable effect on job satisfaction (Y).

Hypothesis testing

Research variables are explained by testing the structural relationship model. Primary model testing is assisted through the t test. Direct hypothesis testing is based on the image output, the values in the output patch coefficients, and the indirect effects. An explanation of hypothesis testing is shown in Figure 2. Based on statistical hypotheses, smart PLS is implemented via simulation, specifically using the bootstrapping technique on Table 8's sample. The path coefficient value of 0.940, t-statistics $58.777 > 1.96$, and p-value $0.000 < 0.05$ indicate that spiritual leadership and OCB are related, according to the first test results. It can be concluded that OCB and the spiritual leadership variable have a significant and positive association given that H1 is accepted. The findings of the second hypothesis test indicate that there is a 0.418 path coefficient value, t-statistics $3.270 > 1.96$, and p-value $0.001 < 0.05$ relationship between the variables organizational citizenship behavior and job satisfaction. Given that H2 is accepted, it can be said that the OCB variable and job satisfaction have a significant and positive relationship. The relationship between the spiritual leadership variable and job satisfaction has a path coefficient value of 0.526; p-value $0.000 < 0.05$ and t-statistics $4.196 > 1.96$, as demonstrated by the third hypothesis's testing results. Given that H3 is accepted, it can be said that the spiritual leadership variable and work satisfaction have a significant and

positive relationship. The correlation between job satisfaction and the spiritual leadership variable as measured by OCB has a path coefficient value of 0.393; p-value $0.001 < 0.05$ and t-statistics $3.212 > 1.96$, based on the findings of the fourth hypothesis's testing. Assuming that H4 is true, it is determined that the spiritual leadership variable and job satisfaction as determined by OCB have a positive and significant relationship..

CONCLUSION

The research that has been done, along with the analysis and discussion above, lead to the following conclusions; (1) Spiritual leadership has a significant and positive impact on the OCB of employees. This illustrates how the spiritual leadership style employed by the leadership of the Population and Civil Registration Service can affect the OCB of employees, (2) Job satisfaction is significant and positive impacted by OCB. This suggests that workers who exhibit better organizational citizenship, like those in the Madiun Regency Population and the Civil Registration Service, are more satisfied with their jobs (3) Spiritual leadership has a significant and positive impact on the job satisfaction of employees. This illustrates how the spiritual leadership style employed by the Madiun Regency's Population and Civil Registration Service leadership can affect the degree of job satisfaction among employees, (4) Through OCB, spiritual leadership at the Madiun Regency's Population and Civil Registration Service has a significant and positive impact on employees' job satisfaction. OCB can act as a mediator between variables related to spiritual leadership and job satisfaction. To concentrate more on the intervening variable of OCB in the connection between increasing employee job satisfaction and spiritual leadership. The findings of this study can serve as a guide for decision-making and evaluation by upcoming agencies. The organization can also take into account a number of other variables that may affect how satisfied employees are with their jobs. For instance, it could continue to uphold the spiritual leadership style that has been adopted and raise the bar for OCB in order to help workers feel satisfied with their jobs and perform at their best. It is anticipated that additional variables will be used by researchers in the future as a means of innovative research, as this study only uses one independent variable. It is hoped that future researchers will create a more varied and comprehensive research model because human resources research has limitations

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PICTURE AND TABLE

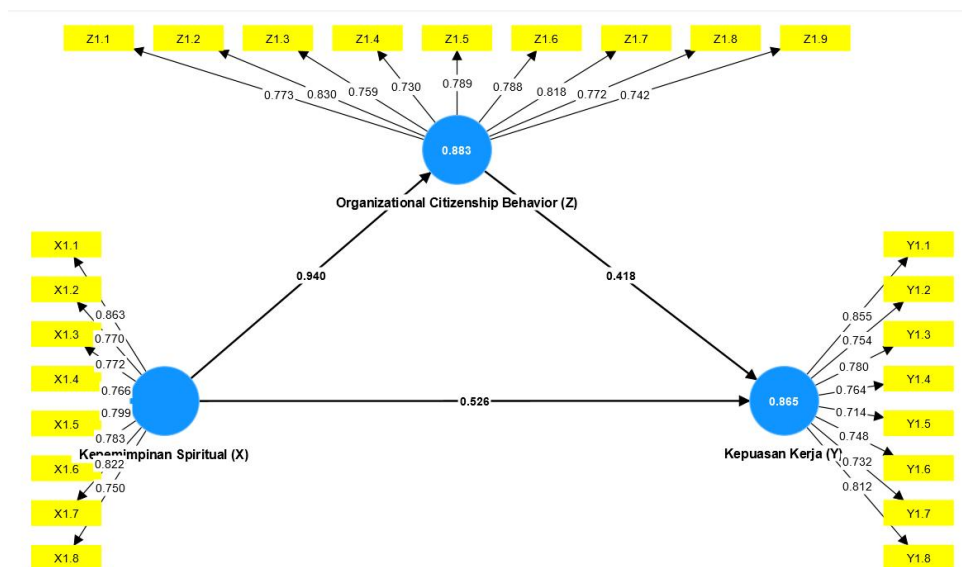


Figure 1. Outer Loadings / Outer Weights

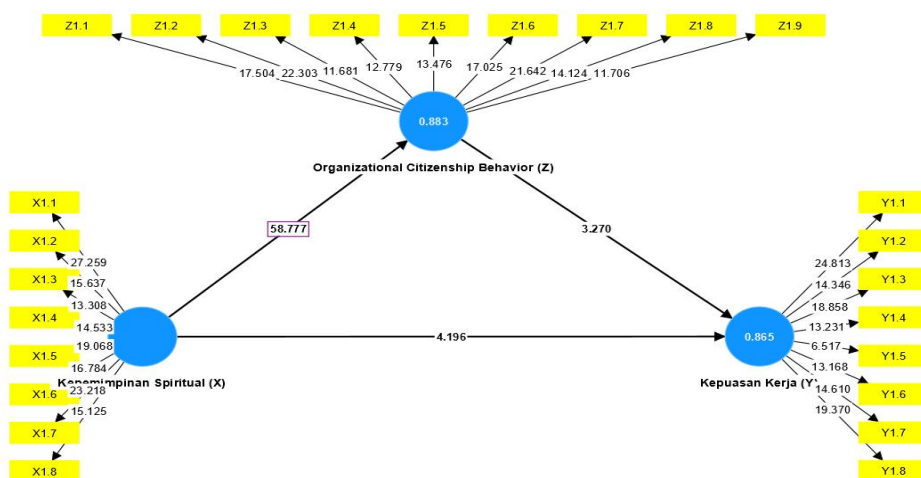


Figure 2. Hypothesis test results

Table 1. Outer Loadings

	Spiritual Leadership	Job satisfaction	Organizational Citizenship Behavior	Information
X1.1	0.863			Valid
X1.2	0.770			Valid
X1.3	0.772			Valid
X1.4	0.766			Valid
X1.5	0.799			Valid
X1.6	0.783			Valid
X1.7	0.822			Valid
X1.8	0.750			Valid
Y1.1		0.855		Valid
Y1.2		0.754		Valid
Y1.3		0.780		Valid
Y1.4		0.764		Valid
Y1.5		0.714		Valid
Y1.6		0.748		Valid
Y1.7		0.732		Valid
Y1.8		0.812		Valid
Z1.1			0.773	Valid
Z1.2			0.830	Valid
Z1.3			0.759	Valid
Z1.4			0.730	Valid
Z1.5			0.789	Valid
Z1.6			0.788	Valid
Z1.7			0.818	Valid
Z1.8			0.772	Valid
Z1.9			0.742	Valid

Table 2. Cross Loadings

	Spiritual Leadership	Job satisfaction	Organizational Citizenship Behavior
X1.1	0.863	0.815	0.773
X1.2	0.770	0.717	0.739
X1.3	0.772	0.658	0.682
X1.4	0.766	0.727	0.799
X1.5	0.799	0.724	0.680
X1.6	0.783	0.715	0.796
X1.7	0.822	0.774	0.660
X1.8	0.750	0.672	0.704
Y1.1	0.792	0.855	0.714
Y1.2	0.682	0.754	0.635
Y1.3	0.714	0.78	0.754
Y1.4	0.682	0.764	0.645
Y1.5	0.609	0.714	0.702
Y1.6	0.737	0.748	0.773
Y1.7	0.691	0.732	0.830
Y1.8	0.743	0.812	0.759
Z1.1	0.779	0.773	0.730
Z1.2	0.768	0.714	0.789
Z1.3	0.641	0.633	0.788
Z1.4	0.655	0.731	0.818
Z1.5	0.762	0.67	0.772
Z1.6	0.708	0.697	0.742
Z1.7	0.792	0.727	0.773

Z1.8	0.733	0.759	0.739
Z1.9	0.728	0.674	0.682

Table 3. Composite Reliability

Variable	Composite Reliability	Information
Spiritual Leadership (X)	0.917	Reliable
Job Satisfaction (Y)	0.905	Reliable
Organizational Citizenship Behavior (Z)	0.920	Reliable

Table 4. Cronbach's Alpha

Variable	Cronbach's Alpha	Information
Spiritual Leadership (X)	0.915	Reliable
Job Satisfaction (Y)	0.902	Reliable
Organizational Citizenship Behavior (Z)	0.919	Reliable

Table 5. R Square

	R Square	R Square Adjusted
Job Satisfaction (Y)	0.865	0.862
Organizational Citizenship Behavior (Z)	0.883	0.882

Table 6. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X -> Y	0.526	0.513	0.125	4,196	0,000
X -> Z	0.940	0.941	0.016	58,777	0,000
Z -> Y	0.418	0.432	0.128	3,270	0.001

Table 7. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X -> Z -> Y	0.393	0.407	0.122	3,212	0.001

Table 8. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X -> Y	0.526	0.513	0.125	4,196	0,000
X -> Z	0.940	0.941	0.016	58,777	0,000
Z -> Y	0.418	0.432	0.128	3,270	0.001
X -> Z -> Y	0.393	0.407	0.122	3,212	0.001