

THE MEDIATING EFFECT OF JOB SATISFACTION ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Lila Bismala^{1*}
Susi Handayani²
Gustina Siregar³

^{*1, 2, 3}Universitas of Muhammadiyah Sumatera Utara

^{*1}email: lilabismala@umsu.ac.id

Abstract: Resources related to human capital are crucial to the organization. Naturally, as profit-driven businesses, small and medium-sized businesses must see human resources as critical to their entire success and as a key factor in boosting their competitiveness. Research on HR in SMEs is very important, because it can affect how SMEs will manage their human resources. With a sample of 175 employees who work in SMEs engaged in the culinary field, the researchers tested the mediating effect of the job satisfaction variable in the relationship between workplace spirituality and OCB. The results showed that job satisfaction did not mediate the relationship between workplace spirituality and OCB, because the direct influence of workplace spirituality on OCB was greater.

Keywords: Workplace Spirituality, Job Satisfaction, Organizational Citizenship Behavior, Mediated Analysis

Introduction

Organizational performance, where the performance of SMEs is generated from the performance of employees. The higher the employee's performance, the higher the organizational performance. Measurement of employee performance in SMEs will be no different from large companies. Employee performance is often influenced by employee behavior at work. Employee attachment to the company is shown in their behavior at work, which also reflects their perception of the organization they work for. Employers truly need workers who can perform at a high level, are competent, and exhibit loyalty and willingness to make sacrifices for the organization. A variety of employee backgrounds, causing them to have different behaviors. Some are prepared to work longer hours than what is required of them because they believe that the business will prosper and that employees will be greatly impacted if they take on a lot of unusual jobs and duties. However, not a few who view work as limited to the salary and wages they receive, no longer need to spend extra effort for the company. This employee only works according to his job description, and even considers his effort too big when compared to the salary he receives.

Performance can be improved if employees are willing to take on extra roles beyond their job descriptions. But unfortunately the company pays less attention to the extra roles performed by employees, does not provide motivation and rewards for employees who perform these extra roles. An employee's extra role outside of his job description is known as Organizational Citizenship Behavior (OCB).

Research conducted by He et al. (2019) with the object of 296 employees of hotel companies in Shenzhen, Guangzhou, Hangzhou, and Wuhan found that OCB is positively related to performance. This is in line with Yurcu & Akinci (2017) which states that employees who have OCB contribute positively to the organization and demonstrate good relationships with their co-workers. It is further said that the competitiveness of companies increases when employees adopt voluntary behavior beyond their job descriptions in dealing with clients (Yurcu & Akinci, 2017). Another factor that makes companies must have employees with OCB is the need to foster communication between employees and ensure good coordination (Yurcu & Akinci, 2017).

Not many studies have examined OCB with workplace spirituality and job satisfaction as predictors, especially in the context of small and medium enterprises. Belwalkar et al. (2018) research found that OCB is influenced by workplace spirituality with mediation of job satisfaction. Meanwhile Moghadam & Makvandi (2019) using the terminology of spiritual capital, and found that spiritual capital affects OCB.

Problems that are often encountered in SME human resources include the lack of extra roles that employees are willing to do. Employees may not know what extra roles can help the company to improve performance, efficiency and effectiveness. Or on the other hand employees have knowledge that the extra role of employees can improve the company to improve performance, efficiency and effectiveness, but are not willing to do so. For assuming that there is no reward for the extra role.

For this reason, this study intends to examine the role of OCB by placing job satisfaction as a mediating variable in the relationship between workplace spirituality and OCB. Research on OCB in SMEs has never been done before, because previous researchers focused more on HR management in large companies, which was more structured and systematic. Research with workers in the SME sector is often carried out in the areas of job satisfaction, work motivation, leadership and organizational culture. This research is very important, because it will reveal the extent of OCB implementation at the SME level, so that ultimately SME owners can make decisions regarding OCB implementation. By knowing how the level of mediation given by job satisfaction in the relationship between workplace spirituality and OCB, the SME owners can make decisions related to the management of their human resources.

Literature Review

Organizational Citizenship Behavior

Discretionary actions that are not directly or explicitly recognized by the formal reward system are called Organizational Citizenship Behavior (Daily et al., 2009; Jain et al., 2013; Jain, 2015; Jena & Goswami, 2013). OCB is behavior that intends to help colleagues and to increase organizational effectiveness, then organizational performance can be improved if all employees in an organization are often involved in OCB (Park, 2018). Previous work suggests that employees may engage in OCB because they are concerned about losing their job due to poor economic conditions, layoffs, or other uncertainties, and that engaging in OCB can provide a way for workers to stand out from their peers. OCB has been recognized at the individual level as being positively related to an organization's ability to achieve organizational strategic success and competitive advantage (Hemaloshinee & Nomahaza, 2017).

OCB is positively related to task performance (He et al., 2019; Sugianingrat et al., 2019). The relationship between OCB and organizational performance is significant, where it is moderated by job autonomy (Park, 2018), where the organizational performance indicators used include labor productivity, product quality and consumer satisfaction. Increased job satisfaction is a trigger for greater OCB. Employers who focus on happy and satisfied employees, by encouraging the experience of meaning and purpose in the workplace, and a sense of community in the workplace, can encourage the emergence of employee OCB (Belwalkar et al., 2018)

By engaging in OCB, workers send a signal that they are not only able to carry out their role in the task and work but they are also able to contribute in a way that goes beyond the requirements of the assigned role (Bolino et al., 2013). Furthermore, Bolino et al. (2013) argues that employees who experience OCB stress experience higher work-family conflict, work-free time conflict, job stress, and intention to quit. Thus, when employees feel obligated to engage in OCB, organizations can benefit from higher levels of OCB; however, at the same time, employees may experience increased work stress and disrupt their personal or family life. If the focus of helping behavior is on group members, the focus of civic virtue is somewhat broader by covering the unit as a whole (Bachrach et al., 2007).

Altruism is behavior that helps people to deal with problems in their work, while conscientiousness refers to impersonal behavior that shows caution and awareness, which is more than just a good citizen (Hemaloshinee & Nomahaza, 2017; Jena & Goswami, 2013). Conscientiousness refers to timely behavior, high attendance, and above normal requirements expected (Hemaloshinee & Nomahaza, 2017; Jena & Goswami, 2013). Courtesy shows courtesy and respect shown in every behavior (Hemaloshinee & Nomahaza, 2017; Jena & Goswami, 2013). Sportsmanship denotes someone who doesn't like to protest or discontent (Hemaloshinee & Nomahaza, 2017; Jena & Goswami, 2013). Organizational loyalty, i.e. promoting the organization to outsiders, protecting and defending the organization from external threats, and remaining committed to it even in adverse conditions (Jena & Goswami, 2013). Organizational compliance, i.e. the internalization and acceptance of a person towards organizational rules, regulations and procedures, resulting in careful compliance with them (Jena & Goswami, 2013). Individual initiative, i.e. awareness, patterns for going beyond minimum attendance, punctuality, conserving resources, and related to internal maintenance, can also be measured in terms of communication to others in the workplace to improve individual and group performance (Jena & Goswami, 2013). Self-development, namely voluntary involvement behavior to improve knowledge, skills and abilities (Jena & Goswami, 2013). Sugianingrat et al. (2019) using the dimensions of altruism, sportsmanship, courtesy, conscientiousness and civic virtue to measure OCB, and using.

OCB is influenced by spiritual intelligence (M. A. Anwar & Osman-Ghani, 2015), with SI dimensions i.e personal meaning production, and transcendental awareness.

Workplace spirituality

The idea that all people have a duty to treat other people with respect is known as spiritual capital. As such, people should educate themselves about their origins, identities, purposes for being, and the extent to which they impact their surroundings (Moghadam & Makvandi, 2019). If we don't know why we were born or why we founded an organization, everything we do will be in vain. In light of the issues mentioned above, it becomes clear that spiritual capital emphasizes on sustaining the future of mankind and enriching their daily lives (Moghadam & Makvandi, 2019).

Spiritual intelligence is the ability to access meaning, values, fixed purpose, and subconscious aspects of the higher self and to instill meaning, value and purpose in living a richer and more creative life (Zohar, 2005), implies a capacity for deep understanding of existential questions and insight into different levels of consciousness (Vaughan, 2002). It is further said that by showing the Signs of high spiritual Intelligence including the ability to think beyond the ordinary, humility, and to think about things beyond the ego, beyond oneself and everyday worries (Zohar, 2005). With a higher level of spirituality; individuals can have better internal inspirational motivation for devotion to their work (A. Anwar & Osman-gani, 2015). In this process, better results will result and improve organizational performance. Research by A. Anwar & Osman-gani (2015) showed that there is a significant relationship between spiritual intelligence and OCB, when

individuals' SI is high, they appear intellectual and they control behavior in terms of their emotional experiences.

Spiritual intelligence engages in virtuous behavior: showing forgiveness, compassion and wisdom (Akhtar et al., 2017). While spiritual intelligence in organizations can enhance employee training by promoting moral intelligence, it gives us the innate ability to distinguish right from wrong (Akhtar et al., 2017). Akhtar et al. (2017) proposes that self-purification, self-control, discipline and order, spiritual maturity of puberty are resources and making mechanisms Spiritual intelligence is a component of moral delivery of virtue and should be transferred to balance human character and proper interpersonal relationships. In line with that, Vaughan (2002) summarize some of the definitions of spirituality as follows: (a) Spirituality involves the highest levels of all lines of development, eg cognitive, moral, emotional, and interpersonal; (b) spirituality itself is a separate line of development; (c) spirituality is an attitude (such as openness to love) at every stage; and (d) spirituality involves peak experiences not stages. Spiritual maturity, as an expression of spiritual intelligence, characterizes the level of emotional and moral maturity as well as ethical behavior. Self-awareness is very important to develop spiritual maturity (Vaughan, 2002). Spiritual intelligence will direct employees' extra roles in accordance with the spiritual values they believe in. Although Spiritual intelligence is not related to religion, of course the religion and beliefs held by employees always encourage virtue, one of which is being willing to sacrifice for the organization, in the sense of being willing to do work outside of their roles and responsibilities (Bismala, 2021).

Since the concept of work spirituality is seen as a deeper and more personal concept than job challenges, it can also be expected to positively influence employee attitudes towards their organizations (Milliman et al., 2003). It is logical to assume that employees who experience meaningful work or who have a strong relationship with company values are likely to engage in extra-role work behavior (Milliman et al., 2003). This emphasizes the importance of developing the spiritual aspect of one's work morality to increase the capacity of human resources which in turn emphasizes cooperation in general. An understanding of spirituality as a type of intelligence develops the psychological concept of spirituality and relates it to cognitive and reasoning processes such as achieving goals and solving problems (Akhtar et al., 2017).

In this study, the researcher uses the terminology workplace spirituality, which reflects how the spiritual behavior of employees in the workplace. Summarizing from all previous research, the researcher defines workplace spirituality as an attitude and self-awareness that is assessed from cognitive, moral, emotional, and interpersonal aspects, which implies the capacity to deeply understand how to do work more creatively. Spirituality in the workplace is a way to build a fulfilling community and encourage employees to build strong relationships with one another, providing compassion, kindness and caring (Iqbal et al., 2020)

Milliman et al. (2003) dan Martin & Hafer (2009), using the dimensions of workplace spirituality, namely meaningful work, community, and alignment with organizational values. Meaningful work, representing how employees interact in their daily work at the individual level (Milliman et al., 2003). The community dimension, occurs at the behavioral group level and pays attention to the interactions between employees and their co-workers. The essence of community is to involve a deeper sense of connection between people, including support, freedom of expression, and genuine care. Alignment with organizational values, is when individuals experience a strong sense of alignment between their personal values and the mission and goals of their organization. Alignment with organizational values involves the concept that employees desire to work in an organization whose goal is not only to be a member of a good company, but an organization that strives to have high ethics or integrity and make a greater contribution to the welfare of employees, customers and public (Milliman et al., 2003). Meanwhile, Martin & Hafer (2009) suggests that community is measured by items that represent a place where people can

experience personal growth, be valued for themselves as individuals, and have a sense of collaboration. Meaningful work is measured by items that capture feelings about what is important, energize and excite work. Inner life is measured by items that focus on individual expectations, awareness of personal values and concern for spirituality (Martin & Hafer, 2009).

There is a direct and strong correlation between spiritual capital and employee performance (Moghadam & Makvandi, 2019). There is a direct and strong relationship between spiritual capital and organizational citizenship behavior of employees (Moghadam & Makvandi, 2019).

Job Satisfaction

The traditional job satisfaction model focuses on all the feelings an individual has about his or her job. However, what makes a job satisfying or dissatisfied depends not only on the nature of the job, but also on the expectations individuals have of what their job has to deliver (Lu et al., 2012). The current study defines job satisfaction as the degree to which the work environment – through psychological, environmental, and physical states – provides needs, values, positive work experiences and affective reactions to a job (Masvaure & Buitendach, 2019). As a multi-dimensional concept that includes abilities, attitudes, beliefs and individual value systems, job satisfaction can serve as a means to attract and retain qualified employees in the job (Bismala, 2018).

Research has shown that job satisfaction depends on organizational variables, such as structure, size, salary, working conditions, and leadership, which represent organizational climate (Jena & Goswami, 2013). Research by Jena & Goswami (2013) shows a positive correlation between aspects of job satisfaction and OCBI and OCBO. This is in line with Sesen & Basim (2012) which examines the effect of job satisfaction and teachers' OCBI and OCBO. Use work, supervision, coworkers, promotion and pay, as dimensions of job satisfaction. Creating a school environment that encourages teacher satisfaction and commitment can result in high teacher OCB, so principals need to build a supportive environment in schools as a priority (Sesen & Basim, 2012). It was further explained, because OCB plays an important role and has a significant impact in schools for all stakeholders, it is important to have teachers with high job satisfaction in schools. Meanwhile Organ & Lingl (1995) used The Job Descriptive Index as a dimension of job satisfaction, which consists of pay, work itself, promotion opportunities, supervision, and coworkers. Overall job satisfaction resulted in a significant increase in explaining altruism, while coworker satisfaction contributed significantly to compliance (Organ & Lingl, 1995).

Method

Because the aim is to examine the relationship between variables, with mediating variables, this research can be said to be an explanatory research. This study intends to examine the effect of workplace spirituality on OCB, by including job satisfaction as a mediator variable. To collect data, the researcher used a purposive sampling method, where the researcher had decided on certain criteria as the basis for taking the sample. The criteria used by researchers to determine the sample are: (1) the object of research is employees of small and medium businesses in the culinary field, (2) the culinary SME has a minimum number of 3 employees. As a survey research, this research will examine the effect of research variables, where data collection is done by distributing questionnaires to respondents. Considering the number of SMEs with the criteria set by the researcher is not known with certainty, the researchers set as many as 175 employees at these SMEs as respondents.

The characteristics of the respondents are as follows:

Table 1. Demographic characteristics of respondents

Demographic characteristics	Number (percentage)		
Gender	Man	97	55%
	Women	78	45%

Total		175	100%
Age	<25	15	9%
	26-30	32	18%
	31-35	28	16%
	36-40	31	18%
	41-45	32	18%
	>45	37	21%
Total		175	100%

The number of male employees is 97 people (55%) and the number of female employees is 78 people (45%). Where the age distribution of employees is, under 25 years as many as 15 people (9%), 26-30 years as many as 32 people (18%), 31-35 years as many as 28 people (16%), 36-40 years as many as 31 people (18%), 41-45 years old are 32 people (18%), and over 45 years are 37 people (21%)

Table 2. Education Level

Education Level	Number (percentage)	
Elementary school	5	3%
Middle school	35	20%
High school	115	66%
Diploma	20	11%
Total	175	100%

Meanwhile, based on educational background, the highest number of students is high school as many as 115 people (66%), followed by middle school as many as 35 people (20%), diploma as many as 20 people (11%), and elementary school as many as 5 people (3%)

Table 3. Work Experience

Work Experience	Number (percentage)	
< 1 year	72	41%
1 – 5 years	78	45%
>5 years	25	14%
Total	175	100%

The work experience of these workers is less than 1 year as many as 72 people (41%), 1-5 years as many as 78 people (45%), and more than 5 years as many as 25 people (14%)

Table 4. Income

Income	Number (percentage)	
500.000 - 1.500.000	72	41%
1.600.000 - 2.500.000	78	45%
>2.500.000	25	14%
Total	175	100%

Income between Rp500.000-Rp1.500.000 as many as 72 people (41%), Rp1.600.000-Rp2.500.000 as many as 78 people (45%) and income above Rp2.500.000 as many as 25 people (14%).

The variables used in this study include workplace spirituality, job satisfaction, and organizational citizenship behavior. With a total of 36 questions, which are grouped as follows:

Table 5. Variables, Dimensions and Number of Questions

Variables	Dimensions	Number of Questions
Organizational behavior	citizenship Altruism Courtesy Conscientiousness Sportsmanship Civic virtue	15
Job satisfaction	The work itself Promotion Wages Supervision Company policies and co-worker Work environment	12
Workplace spirituality	Meaningful work Sense of community Alignment with organizational values	9

Conceptual Framework and Research Hypotheses

In this study, researchers conducted a literature search to build a conceptual framework to provide an overview of the relationship between variables that occurred in the study.

The conceptual framework in this research can be seen in the following figure:

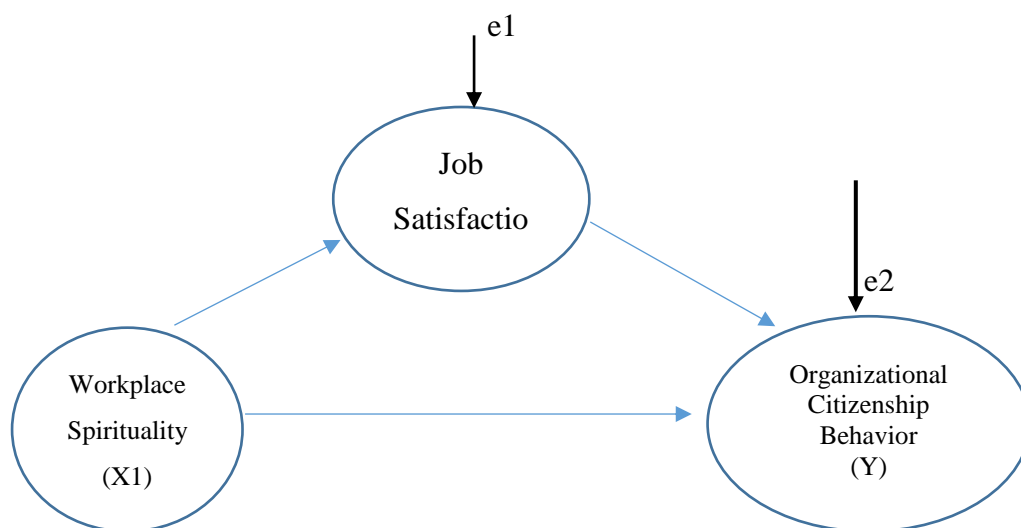


Figure 1. Conceptual Framework

The hypotheses in this study are:

H1: workplace spirituality affects OCB

H2: Job satisfaction affects OCB

H3: workplace spirituality affects OCB, mediated by job satisfaction

Result and Discussion

Before being processed and analyzed further, all research instruments are tested for validity and reliability, to ensure the accuracy and consistency of the instrument in measuring research variables. The results of the validity and reliability tests are shown in the following table:

Table 6. Validity and Reliability Test

Dimension	Items	Validity			Reliability
		Workplace Spirituality	Job Satisfaction	Organizational Citizenship Behavior	
Workplace Spirituality	WSp 1	0.429			0.687
	WSp 2	0.530			
	WSp 3	0.509			
	WSp 4	0.560			
	WSp 5	0.540			
	WSp 6	0.624			
	WSp 7	0.568			
	WSp 8	0.438			
	WSp 9	0.583			
Job Satisfaction	JS 1		0.581		0.692
	JS 2		0.423		
	JS 3		0.464		
	JS 4		0.540		
	JS 5		0.410		
	JS 6		0.581		
	JS 7		0.576		
	JS 8		0.360		
	JS 9		0.431		
	JS 10		0.464		
	JS 11		0.434		
	JS 12		0.454		
Organizational Citizenship Behavior	OCB 1			0.547	0.878
	OCB 2			0.542	
	OCB 3			0.611	
	OCB 4			0.566	
	OCB 5			0.633	
	OCB 6			0.506	
	OCB 7			0.602	
	OCB 8			0.734	
	OCB 9			0.664	
	OCB 10			0.595	
	OCB 11			0.665	
	OCB 12			0.664	
	OCB 13			0.618	
	OCB 14			0.555	
	OCB 15			0.613	

The validity test of the instrument variable workplace spirituality, OCB, and job satisfaction shows that the instrument is declared valid and can be used for the next process. Then the reliability test was then carried out, and the results showed that all instruments were declared reliable and could be processed further.

Next is to test the hypothesis, to answer the research questions posed.

Table 7. Regression Analysis

Hypothesis	t	Sig.	Decision
------------	---	------	----------

H1: workplace spirituality → job satisfaction	-2.080	0.039	Accepted
H2: job satisfaction → OCB	2.350	0.020	Accepted
H3: workplace spirituality → OCB	-2.128	0.035	Accepted

The value of t_{table} with 175 respondents and 5% sig. is 1.97385. This value is then compared with the results of data processing with SPSS, so the result is the sig. value from workplace spirituality to job satisfaction is 0.039 and t is -2.082 it means that workplace spirituality positively and significantly affects job satisfaction, which indicates that the hypothesis is accepted. Sig. value of job satisfaction to OCB is 0.020 and t is (2.350) which shows that the hypothesis is accepted, meaning that job satisfaction affects OCB. Sig. value of workplace spirituality to OCB is 0.035 and t is -2.128 which shows that workplace spirituality positively and significantly affects OCB, meaning that the hypothesis is accepted.

Meanwhile, the effect given by job satisfaction in mediating the relationship between workplace spirituality and OCB is described as follows:

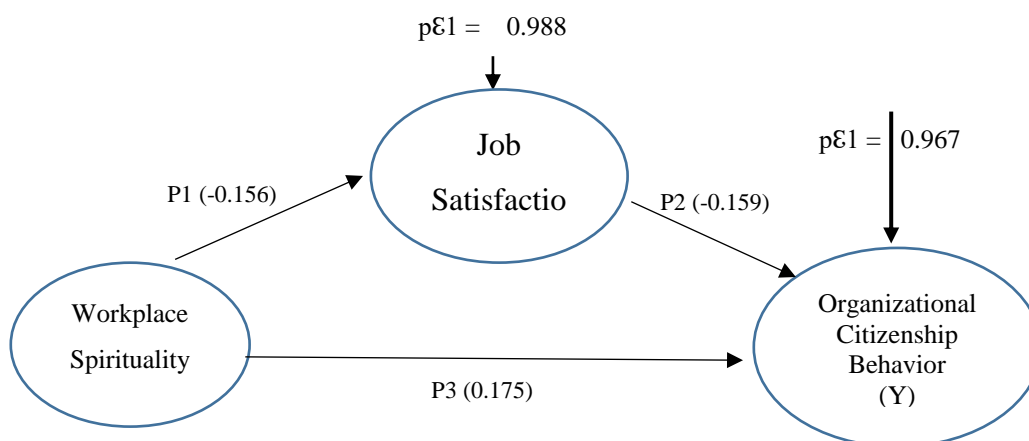


Figure 2. Structural Model

The structural model in Figure 2. above shows the mediating effect provided by job satisfaction on workplace spirituality and OCB. From Figure 2 it can be concluded that the indirect effect of the workplace spirituality variable on OCB with job satisfaction as an intervening variable is (0.025), and this value is smaller than the direct effect of workplace spirituality on OCB (0.175) so it can be concluded that job satisfaction is not an intervening variable between workplace spirituality and OCB.

Discussion

The results showed that the direct effect of workplace spirituality on OCB was stronger than the mediating effect of job satisfaction. This shows that if an employee has a high workplace spirituality, it will increase the OCB he does. Where the influence of workplace spirituality on OCB is positive and significant, where the higher the workplace spirituality, the higher the OCB. OCB helps employees create a space for empathy and cooperation within an organization, facilitates the process of achieving the goals that have been set, so that it will create an informal and informal atmosphere and will be more motivating to work (Moghadam & Makvandi, 2019). Job satisfaction is a means to attract and retain qualified employees, which reflects employees' attitudes towards their jobs. More satisfied workers are more likely to stay with the company, engage in company behavior beyond their job description and description, and help reduce the

workload and stress levels of other members of the company. Satisfied workers will do OCB, voluntarily, without coercion, and this can be proven in this study.

Meanwhile, workplace spirituality, as a reflection of how employees spiritually behave at work, as an attitude and self-awareness assessed from cognitive, moral, emotional, and interpersonal aspects, which implies the capacity to understand deeply how to do work more creatively. Spirituality in the workplace is a way to build a fulfilling community and encourage employees to build strong relationships with one another, providing compassion, kindness and caring (Iqbal et al., 2020). High spirituality should be the basis for employees to do OCB, directly or mediated by job satisfaction.

Job satisfaction in this study cannot be concluded as a mediating variable in the relationship between workplace spirituality and OCB, but organizations must still pay great attention to job satisfaction. After all, job satisfaction is the antecedent of many variables, such as organizational commitment, work motivation (Bismala, 2020), and organizational performance. This attention can be given to individual and organizational factors that are predictors of job satisfaction. Employees assess job satisfaction from the job itself, promotions, wages, supervision, company and co-workers policies, and the work environment (Bismala & Manurung, 2021). How the work employees do, the importance of the work to the whole organization, can be the reason that employees are proud to be part of the organization and cause them to be satisfied with the situation. Employee satisfaction is very important, where employees can be seen as internal customers who receive services from the organization, so employee satisfaction needs to get the same priority as external customer satisfaction (Bismala et al., 2018).

Conclusion

OCB is very important for the organization, as employee behavior that exceeds the duties and responsibilities of employees. Organizations want employees to be able to do OCB. The results showed that workplace spirituality positively and significantly affected job satisfaction, and workplace spirituality positively and significantly affected OCB. Job satisfaction positively and significantly affects OCB. The results of this study have implications for several efforts that organizations can make to improve employee OCB, such as providing job satisfaction in terms of the work itself, promotions, wages, supervision, company policies and co-workers and the work environment. The existence of this job satisfaction dimension must be considered by the organization. Meanwhile, workplace spirituality can be improved by providing meaningful work, sense of community, alignment with organizational values. They must be created among employees.

References

- Akhtar, S., Arshad, M. A., Mahmood, A., & Ahmed, A. (2017). Spiritual quotient towards organizational sustainability: the Islamic perspective. *World Journal of Entrepreneurship, Management and Sustainable Development*, 13(2), 163–170. <https://doi.org/10.1108/wjemsd-01-2017-0002>
- Anwar, A., & Osman-gani, A. M. (2015). The Effects of Spiritual Intelligence and its Dimensions on Organizational Citizenship Behaviour. *Journal of Industrial Engineering and Management*, 8(4), 1162–1178. <https://doi.org/10.3926/jiem.1451>
- Anwar, M. A., & Osman-Ghani, A. M. (2015). The Effects of Spiritual Intelligence and its Dimensions on Organizational Citizenship Behaviour. *Journal of Industrial Engineering and Management*, 8(4), 1162–1178. <http://www.jiem.org/index.php/jiem/article/view/1451/712>
- Bachrach, D. G., Wang, H., Bendoly, E., & Zhang, S. (2007). Importance of Organizational Citizenship Behaviour for Overall Performance Evaluation: Comparing the Role of Task Interdependence in China and the USA. *Management and Organization Review*, 3(2), 255–

276. <https://doi.org/10.1111/j.1740-8784.2007.00071.x>

- Belwalkar, S., Vohra, V., & Pandey, A. (2018). The relationship between workplace spirituality, job satisfaction and organizational citizenship behaviors – an empirical study. *Social Responsibility Journal*, 14(2), 410–430. <https://doi.org/10.1108/SRJ-05-2016-0096>
- Bismala, L. (2018). Factors Affecting Organizational Citizenship Behavior : A Literature Review. *ICEMAB*. <https://doi.org/10.4108/eai.8-10-2018.2288740>
- Bismala, L. (2021). Tinjauan Literatur Secara Sistematis Terhadap Antecedent Organizational Citizenship Behavior. *Seminar Nasional Teknologi Edukasi Dan Humaniora 2021*, 1, 510–524.
- Bismala, L. (2020). Peranan Kualitas kehidupan Kerja dan Budaya Organisasi Terhadap Kepuasan Kerja dan Motivasi Kerja: Studi Pada Usaha Kecil Menengah. *Seminar of Social Sciences Engineering & Humaniora*, 174–187.
- Bismala, L., & Manurung, Y. H. (2021). The Antecedent of Organizational Commitment in a Small Medium Industry Context. *JBTI : Jurnal Bisnis : Teori Dan Implementasi*, 12(1), 70–85.
- Bismala, L., Putri, L. P., & Handoko, B. (2018). *Manajemen Produksi*. UMSU PRESS.
- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34, 542–559. <https://doi.org/10.1002/job.1847>
- Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business and Society*, 48(2), 243–256. <https://doi.org/10.1177/0007650308315439>
- He, J., Zhang, H., & Morrison, A. M. (2019). The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality: A sequential mediation model. *International Journal of Contemporary Hospitality Management*, 31(6), 2582–2598. <https://doi.org/10.1108/IJCHM-05-2018-0378>
- Hemaloshinee, V., & Nomahaza, M. (2017). Organizational citizenship behavior in hospitality industry : Bridging challenges , benefits and contribution. *Int. J. Hum. Capital Urban Manage*, 2(3), 243–250.
- Iqbal, M., Adawiyah, W. R., Suroso, A., & Wihuda, F. (2020). Exploring the impact of workplace spirituality on nurse work engagement: an empirical study on Indonesian government hospitals. *International Journal of Ethics and Systems*, 36(3), 351–369. <https://doi.org/10.1108/IJOES-03-2019-0061>
- Jain, A. K. (2015). Volunteerism and organisational culture: Relationship to organizational commitment and citizenship behaviors in India. *Cross Cultural Management*, 22(1), 116–144. <https://doi.org/10.1108/CCM-11-2013-0167>
- Jain, A. K., Giga, S. I., & Cooper, C. L. (2013). Perceived organizational support as a moderator in the relationship between organisational stressors and organizational citizenship behaviors. *International Journal of Organizational Analysis*, 21(3), 313–334. <https://doi.org/10.1108/IJOA-Mar-2012-0574>
- Jena, R. K., & Goswami, R. (2013). Exploring the Relationship Between Organizational Citizenship Behavior and Job Satisfaction Among Shift Workers in India. *Global Business and Organizational Excellence*, 32(6), 36–46. <https://doi.org/10.1002/joe.21513>
- Lu, H., Barriball, K. L., Zhang, X., & While, A. E. (2012). Job satisfaction among hospital nurses revisited: A systematic review. *International Journal of Nursing Studies*, 49(8), 1017–1038. <https://doi.org/10.1016/j.ijnurstu.2011.11.009>
- Masvaure, P., & Buitendach, J. H. (2019). Validation of the work engagement, job satisfaction, psychological empowerment, and organisational citizenship measures in a mining sector setting in Zimbabwe. *Journal of Psychology in Africa*, 29(3), 223–229.

<https://doi.org/10.1080/14330237.2019.1622322>

- Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426–447. <https://doi.org/10.1108/09534810310484172>
- Moghadam, A. K., & Makvandi, R. (2019). Investigating the relationship between spiritual capital and job performance with organizational citizenship behaviors in employees (evidence from Iran). *Cogent Business and Management*, 6(1), 1–15. <https://doi.org/10.1080/23311975.2019.1692484>
- Organ, D. W., & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *Journal of Social Psychology*, 135(3), 339–350. <https://doi.org/10.1080/00224545.1995.9713963>
- Park, R. (2018). The roles of OCB and automation in the relationship between job autonomy and organizational performance: a moderated mediation model. *International Journal of Human Resource Management*, 29(6), 1139–1156. <https://doi.org/10.1080/09585192.2016.1180315>
- Sesen, H., & Basim, N. H. (2012). Impact of satisfaction and commitment on teachers' organizational citizenship. *Educational Psychology: An International Journal of Experimental Educational Psychology*, 32(4), 475–491. <https://doi.org/10.1080/01443410.2012.670900>
- Sugianingrat, I. A. P. W., Widyawati, S. R., da Costa, C. A. de J., Ximenes, M., Dos Reis Piedade, S., & Sarmawa, W. G. (2019). The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management*, 68(2), 319–339. <https://doi.org/10.1108/IJPPM-03-2018-0124>
- Vaughan, F. (2002). What is spiritual intelligence? *Journal of Humanistic Psychology*, 42(2), 16–33. <https://doi.org/10.1177/0022167802422003>
- Yurcu, G., & Akinci, Z. (2017). Influence of Organizational Citizenship Behavior on Hotel Employees' Job Satisfaction and Subjective Well-Being. *Advances in Hospitality and Tourism Research (AHTR)*, 5(1), 57–83.
- Zohar, D. (2005). Spiritually intelligent leadership. *Leader to Leader*, 2005(38), 45–51. <https://doi.org/10.1002/ltl.153>