



Effect of Spiritual Leadership and Job Satisfaction on Organizational Citizenship Behavior among Millennial Employees in the Electronics Industry: The Mediating Role of Workplace Spirituality

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How to Cite :

Puspitasari, D., Maksum, I (2025). *Effect of Spiritual Leadership and Job Satisfaction on Organizational Citizenship Behavior among Millennial Employees in the Electronics Industry: The Mediating Role of Workplace Spirituality*. *Bima Journal : Business, Management and Accounting Journal*, 6 (1). DOI: <https://doi.org/10.37638/bima.6.1.105-116>

ARTICLE HISTORY

Received [05 February 2025]

Revised [10 May 2025]

Accepted [19 May 2025]

KEYWORDS

Spiritual Leadership, Job Satisfaction, Organizational Citizenship Behavior, Spirituality in the Workplace, Millennial Generation.

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ABSTRACT

Purpose: This study aims to analyze the influence of spiritual leadership and job satisfaction on Organizational Citizenship Behavior (OCB) among millennial Generation employees, and the role of spirituality in the workplace as a mediator. **Methodology:** This research uses a quantitative approach with the SEM-PLS analysis method. Data were collected through questionnaires distributed to employees in the electronic assembly industry. **Results:** The results showed that spiritual leadership has no significant influence on OCB (T-Statistics 1.059, P-Value 0.290), while job satisfaction has a positive and significant influence on OCB (T-Statistics 4.090, P-Value 0.000). **Findings:** Workplace spirituality served as a significant mediator in the relationship between job satisfaction and OCB (T-Statistics 2.594, P-Value 0.010), emphasizing the importance of a supportive work environment. **Novelty & Originality:** This study provides new insights by showing that spiritual leadership does not contribute to OCB, in contrast to job satisfaction, as well as highlighting the role of spirituality as a mediator which has not been extensively studied before. **Conclusion:** The study concludes that to increase OCB among millennial employees, the main focus should be on increasing job satisfaction and creating a work environment that supports spirituality. **Type of Paper:** Empirical research paper.

INTRODUCTION

Human resources are strategic assets that determine the success of an organization in achieving goals. According to Hasibuan in (Dira & Kusniawati, 2020), humans act as actors, planners, and determinants of organizational success, thus becoming a key element in every organizational activity. Competent and qualified employees can produce high performance standards, while positive employee behavior can be an indicator of organizational success in achieving its vision and goals (Saputri & Husna, 2022).

Millennials have unique characteristics in the world of work, such as the tendency to seek meaning in work, prioritize life balance, and value flexibility and collaboration in organizations (Lestari & Ghaby, 2018). They are more likely to prefer a work environment that supports self-development and provides continuous feedback. However, high expectations for appreciation and

recognition of their performance are also factors that determine their level of engagement at work (Ambarwati & Raharjo, 2018).

Millennials are often associated with the ability to master technology and have unique characteristics (Mutia, 2017). Many argue that millennials play an important role in driving the development of modern civilization. The planned future is in their hands (Mutia, 2017). According to Anitha and Aruna in (Forastero, 2018) this generation is also known for its distinctive behavior. However, they also tend to be less loyal to organizations with an average tenure of >3 years. Millennials' motivation to remain loyal can increase if they are given opportunities that support leadership development. In the context of the dynamic electronics manufacturing industry, millennials are considered relevant to study due to their significant role in driving technological innovation and workplace efficiency.

Millennials, born between 1981 and 1996, now dominate the workforce and bring unique characteristics to the professional environment. They are known to have a preference for work flexibility, use of advanced technology, and seek meaning and purpose in their work. In the context of the electronics industry, millennials show high adaptability to technological change and tend to seek continuous career development opportunities. However, they also demand a work environment that supports a balance between professional and personal life, as well as inspiring and supportive leadership. Research by (Antari & Suwandana, 2016) shows that a conducive work environment and organizational justice have a significant effect on millennial employee job satisfaction.

Recent studies indicate that millennials' engagement in Organizational Citizenship Behavior (OCB) is influenced by both intrinsic and extrinsic factors. For instance (Gong, 2018) found that millennials are less inclined towards OCB compared to earlier generations; however, their involvement increases when they engage in job crafting and possess a career anchor focused on service. This suggests that providing opportunities for personal development and aligning work roles with personal values can enhance OCB among millennials. Conversely, if organizations fail to offer appropriate rewards or a supportive work environment, millennials' participation in OCB may decline. Therefore, organizations should implement strategies such as creating an inclusive work environment, offering growth opportunities, and ensuring fair and transparent reward policies to foster OCB among millennial employees.

Job satisfaction is a key factor influencing Organizational Citizenship Behavior (OCB) among millennials. A study by (Chandra et al., 2017) found that millennials who are satisfied with their jobs are more likely to exhibit OCB behaviors, such as helping co-workers and actively participating in organizational activities. In addition, transformational leadership styles that emphasize inspiration and motivation have been shown to increase job satisfaction and OCB among millennial employees (Arthawan & Mujiati, 2017). In the competitive electronics industry, the application of spiritual leadership that emphasizes the meaning of work and employee well-being can be an effective strategy to increase job satisfaction and encourage OCB behaviors among millennials.

On the other hand, Organizational Citizenship Behavior (OCB) refers to employees' voluntary behaviors that go beyond their primary duties, such as helping colleagues and positively supporting organizational culture (Podsakoff et al., 2000). OCB has five main dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, which can collectively improve organizational efficiency and effectiveness (Asiedu et al., 2014). (Nurjanah & Yasa, 2020) menemukan bahwa kepuasan kerja dan komitmen organisasi memiliki pengaruh signifikan terhadap OCB, dengan komitmen organisasi berperan sebagai variabel mediasi antara kepuasan kerja dan OCB. Selain itu, (Jehanzeb & Mohanty, 2020) menunjukkan bahwa persepsi keadilan organisasi, termasuk keadilan prosedural, berkontribusi positif terhadap peningkatan OCB. Hal ini menegaskan pentingnya faktor-faktor tersebut dalam mendorong perilaku ekstra peran karyawan yang bermanfaat bagi organisasi. Organizational Citizenship Behavior (OCB) refers to voluntary employee behaviors that go beyond formal duties and contribute positively to the organization, such as helping co-workers and participating in organizational activities. Research shows that OCB is

associated with improved organizational performance and interpersonal relationships in the workplace. (Organ, 2018) suggested that OCB can improve team performance, while (Podsakoff et al, 2014) found a link between OCB and job satisfaction that affects organizational effectiveness.

The significant role of spiritual leadership in influencing Organizational Citizenship Behavior (OCB) among millennial employees. Spiritual leadership, which emphasizes meaningful work, a sense of community, and concern for employee well-being, has been shown to enhance job satisfaction and employee engagement. For instance, (Hunsaker & Kang, 2020) found that spiritual leadership positively impacts organizational commitment and life satisfaction, which are closely linked to OCB. Similarly, (Sholikhah & Li, 2019) demonstrated that spiritual leadership effectively enhances employees' task performance and innovation behaviors through intrinsic motivation. In dynamic industries such as electronics, spiritual leadership can be pivotal in creating a work environment conducive to the professional and personal development of millennial employees.

Spiritual leadership is a leadership style that emphasizes the values, attitudes, and behaviors necessary to motivate oneself and others through a sense of spirituality and meaning in work. Research in the last decade shows that spiritual leadership has a significant influence on Organizational Citizenship Behavior (OCB), which is the voluntary behavior of employees that goes beyond their formal responsibilities. For example, a study by (Hasibuan & Wahyuni, 2022) found that spiritual leadership positively influences OCB through the mediation of workplace spirituality and job satisfaction. Similarly, a study by (Jufrizen & Nasution, 2021) showed that spirituality in the workplace mediates the effect of spiritual leadership on OCB. This study showed a positive significant result between spiritual leadership and OCB, which supports the second hypothesis. This finding is in line with research conducted by (Djaelani et al., 2021). However, some studies show that the direct effect of spiritual leadership on OCB is not significant (Pio & Lengkong, 2020), so other variables such as workplace spirituality are needed as mediating variables to explain the relationship.

Recent research has identified workplace spirituality as a mediating variable that strengthens the relationship between spiritual leadership and Organizational Citizenship Behavior (OCB). Workplace spirituality reflects the extent to which employees find meaning in their work, feel connected to their colleagues, and experience alignment between personal values and organizational goals. For instance, (Sholikhah, 2019) found that workplace spirituality mediates the relationship between spiritual leadership and OCB, suggesting that when employees perceive a high level of spirituality at work, they are more likely to exhibit OCBs due to a stronger sense of connection and social responsibility.

By understanding the relationship between spiritual leadership, job satisfaction, and OCB among millennial employees, as well as the mediating role of spirituality in the workplace, organizations can optimize their people management strategies. Creating an environment that supports the values of the millennial generation will not only increase individual engagement, but also contribute to overall organizational performance. Therefore, it is important for companies, particularly in the competitive electronics industry, to understand these dynamics in order to create a productive and harmonious workplace.

This gap in the literature forms an important basis for this research. Most previous studies have focused on the general population without considering the unique characteristics of millennials who have different work values than previous generations. In addition, there is very little research in the dynamic and competitive electronics industry sector where stressful working conditions and high operational targets can influence the relationship between spiritual leadership, job satisfaction and OCB.

This study aims to fill this gap by analyzing the influence of spiritual leadership and job satisfaction on OCB among millennial employees in the electronics industry, and assessing the mediating role of spirituality in the workplace. This research is expected to make a theoretical contribution by expanding the understanding of the mechanisms that link these variables. Practically, the results of this study are expected to provide guidance for managers in creating a

work environment that supports the value of spirituality and improves employee job satisfaction to encourage higher OCB.

Based on this background, the research question posed is: "Does workplace spirituality mediate the relationship between spiritual leadership and job satisfaction on OCB among millennial employees in the electronics industry?" The hypothesis is that spiritual leadership and job satisfaction positively influence OCB, with workplace spirituality as a mediator that strengthens the relationship.

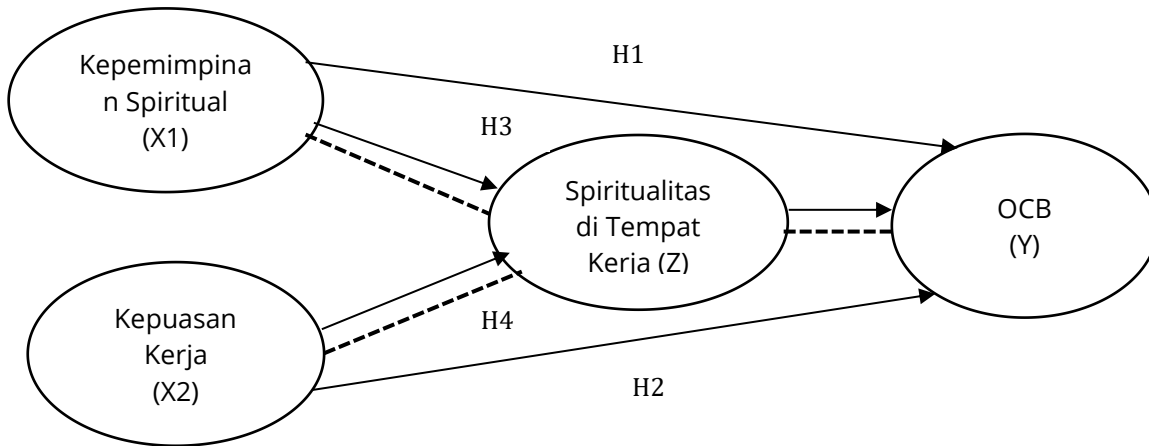


Figure 1. Conceptual Framework

H1 : Spiritual leadership affects OCB

H2: Job satisfaction affects OCB

H3: Spiritual leadership has an indirect effect on OCB through spirituality in the workplace

H4: Job satisfaction has an indirect effect on OCB through workplace spirituality

METHOD

Metode Analisis

This study used a quantitative approach to explore the relationship between spiritual leadership, job satisfaction, spirituality at work, and Organizational Citizenship Behavior (OCB). This approach allows for objective measurement and robust statistical analysis. A sample size of 261 respondents was selected from a population of 750 employees in an electronics industry company, which was considered adequate for statistical analysis and to provide generalizable results.

The sampling technique used was purposive sampling, which allowed the selection of respondents based on certain criteria relevant to the study, such as job position and work experience. The questionnaire structure consisted of several sections measuring the independent variables (spiritual leadership and job satisfaction), the dependent variable (OCB), and the intervening variable (spirituality in the workplace).

Each section uses a 5-point Likert scale to assess the respondent's level of agreement, from "strongly disagree" to "strongly agree." The validity of the questionnaire was tested through convergent and discriminant validity, while reliability was measured using Composite Reliability and Cronbach's Alpha, with values over 0.70 considered adequate.

The choice of SEM-PLS method was considered appropriate as it is able to handle complex models with many variables and relationships and work with data that is not normally distributed. SEM-PLS consists of two main components: outer model to evaluate construct validity and reliability, and inner model to test the relationship between variables and research hypotheses. This method

suits the research objective of exploring the influence of spiritual leadership on OCB through spirituality at work as a mediating variable, allowing for an in-depth and comprehensive analysis.

RESULTS AND DISCUSSION

RESULTS

Analysis of Measurement Model Test Results (Outer Model)

Convergent Validity

Based on the data in the convergent validity table, the results show that each variable has a value of >0.7. Therefore, these variables are declared valid.

Tabel 1. Convergent Validity Test Results

Item	Spiritual Leadership	Job Satisfaction	Organizational Citizenship Behavior	Spirituality in the Workplace	Description
SL1.1	0.981				Valid
SL2.1	0.995				Valid
SL3.1	0.991				Valid
SL4.1	0.990				Valid
SL5.1	0.995				Valid
JS1.1		0.955			Valid
JS2.1		0.954			Valid
JS3.1		0.950			Valid
JS4.1		0.789			Valid
JS5.1		0.789			Valid
OCB1.1			0.850		Valid
OCB2.1			0.731		Valid
OCB3.1			0.841		Valid
OCB4.1			0.859		Valid
OCB5.1			0.798		Valid
SW1.1				0.974	Valid
SW2.1				0.990	Valid
SW3.1				0.978	Valid

Source: Processed Data, 2024

The convergent validity results show that all indicators in this study have a loading factor value ≥ 0.70 , which means that the constructs of Spiritual Leadership, Job Satisfaction, Organizational Citizenship Behavior (OCB), and Spirituality in the Workplace have been well validated (Hair et al., 2019). Spiritual Leadership has a strong influence on employee work experience with a loading factor value of 0.981-0.995, while Job Satisfaction ranges from 0.789-0.955, showing a strong relationship with motivation and OCB.

Meanwhile, the OCB indicator has a value of 0.731-0.859, which indicates that this behavior is influenced by job satisfaction and spiritual leadership factors. Spirituality in the Workplace has a very high value (0.974-0.978), confirming that employees who feel meaning in their work are more likely to have high commitment and exhibit OCB behaviors. Overall, these results support the theory that spiritual leadership plays a role in increasing job satisfaction and organizational citizenship

behaviour (OCB), with spirituality in the workplace as a mediating variable that strengthens the relationship.

Discriminant Validity

Each indicator can be considered capable of representing its variable better than other variables if the cross loading value of the indicator is higher on the latent variable being measured than other latent variables [Click or tap here to enter text.](#) (Ghozali, 2016) in (Sitio, 2021). Based on table 2, the results show that the highest cross loading is found in each indicator for each variable. This indicates that each indicator on the variable can be declared valid.

Tabel 2. Discriminant Validity Test Results

Item	Spiritual Leadership	Job Satisfaction	Organizational Citizenship Behavior	Spirituality in the Workplace
SL1.1	0.981	0.055	0.076	-0.089
SL2.1	0.995	0.064	0.102	-0.084
SL3.1	0.991	0.054	0.100	-0.080
SL4.1	0.990	0.053	0.114	-0.082
SL5.1	0.995	0.060	0.112	-0.079
JS1.1	0.040	0.955	0.317	-0.231
JS2.1	0.029	0.954	0.320	-0.238
JS3.1	0.055	0.950	0.326	-0.241
JS4.1	0.067	0.789	0.292	-0.065
JS5.1	0.081	0.789	0.292	-0.059
OCB1.1	0.133	0.241	0.850	-0.231
OCB2.1	0.107	0.149	0.731	-0.164
OCB3.1	0.035	0.131	0.841	-0.305
OCB4.1	0.066	0.412	0.859	-0.317
OCB5.1	0.089	0.352	0.798	-0.183
SW1.1	-0.073	-0.199	-0.296	0.974
SW2.1	-0.081	-0.193	-0.287	0.990
SW3.1	-0.090	-0.198	-0.305	0.978

Source: Processed Data, 2024

The statistical results of discriminant validity show that each variable in the study has good validity and is different from other constructs. Spiritual Leadership has a very high loading value, indicating a strong influence on job satisfaction and Organizational Citizenship Behavior (OCB). Job Satisfaction also showed strong validity, supporting the theory that job satisfaction contributes to increased OCB. In addition, Spirituality in the Workplace had high validity, indicating the important role spirituality plays in improving employee well-being and commitment. These results confirm that spiritual leadership positively influences job satisfaction and OCBs, with spirituality in the workplace as a mediating factor that strengthens the relationship.

Value Average Variance Extracted (AVE)

Based on table 3, the validity test results show that the AVE values of the four variables used in this study have met the criteria with a value of > 0.50 (Jogiyanto & Abdillah, 2015).

Table 3. Value Average Variance Extracted (AVE)

Variabel	Nilai Average Variance Extracted (AVE)
Spiritual Leadership (X1)	0.981
Job Satisfaction (X2)	0.793
Organizational Citizenship Behavior (Y)	0.668
Spirituality in the Workplace (Z)	0.962

Source: Processed Data, 2024

The Average Variance Extracted (AVE) values in the table show that all variables have values above 0.50, indicating good convergent validity. Spiritual Leadership (0.981) and Spirituality in the Workplace (0.962) have the highest AVE, indicating that the indicators used are very capable of explaining the construct. Job Satisfaction (0.793) and Organizational Citizenship Behavior (0.668) also have fairly strong AVEs, confirming that these variables have a significant contribution to the research model. These results support that the constructs in this study are valid and reliable in measuring the phenomenon under study.

Reliability Test

A construct can be considered reliable if both components have a value of 0.70 (Fazriansyah, 2022), the results in the table show that the variables have passed the reliability test and are considered reliable.

Table 4. Value Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Description
Spiritual Leadership (X1)	0.995	0.996	Reliable
Job Satisfaction (X2)	0.934	0.950	Reliable
Organizational Citizenship Behavior (Y)	0.879	0.909	Reliable
Spirituality in the Workplace (Z)	0.980	0.987	Reliable

Source: Processed Data, 2024

The Cronbach's Alpha and Composite Reliability values in the table show that all variables have excellent reliability (above 0.70), indicating high internal consistency. Spiritual Leadership (0.995), Spirituality in the Workplace* (0.980), Job Satisfaction (0.934), and Organizational Citizenship Behavior (0.879) have strong values, indicating that the instruments used in this study can be trusted to measure the intended constructs. These results support the reliability of the research model, ensuring that the indicators used are stable and consistent in measuring the variables under study.

Analysis of Structural Model Test Results (Inner Model)

R-Square

R-Square values are classified into three categories: strong, moderate, and weak. If the R-Square value reaches 0.75, it is categorized as strong, a value of 0.50 is included in the moderate category, and a value of 0.25 is categorized as weak (Hair, 2011). The results in the table below indicate that the R-Square values for both variables are in the weak category.

Table 5. R- Square Result

Variable	R-Square	R-Square Adjusted
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Organizational Citizenship Behavior (Y)	0.181	0.171
Spirituality in the Workplace (Z)	0.045	0.038

Source: Processed Data, 2024

The R-Square table shows that Organizational Citizenship Behavior (Y) has an R² value of 0.181, which means that the independent variables in the model are only able to explain 18.1% of OCB variability, while the rest is influenced by other factors outside the model. Meanwhile, Spirituality in the Workplace (Z) has an R² value of 0.045, which indicates that the variables in the model only explain 4.5% of the variability of spirituality in the workplace. This low R² value indicates that there are other factors that are more dominant in explaining these variables.

Hypothesis Test

Table 6. Direct Effect Test

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Direct Effect					
Spiritual Leadership (X1) -> Organizational Citizenship Behavior (Y)	0.066	0.069	0.062	1.059	0.290
Job Satisfaction (X2) -> Organizational Citizenship Behavior (Y)	0.295	0.298	0.072	4.090	0.000

Source: Processed Data, 2024

H1 : The effect of spiritual leadership on Organizational Citizenship Behavior

The first test results show that spiritual leadership has no significant effect on Organizational Citizenship Behavior, with a path coefficient of 0.066, T-Statistics 1.059 < 1.96, and P-Value 0.290 > 0.05. This indicates that spiritual leadership does not directly influence employees' willingness to engage in extra-role behaviors within the organization. As a result, H1 is rejected, suggesting that other factors may play a more dominant role in shaping Organizational Citizenship Behavior.

H2 : The effect of job satisfaction on Organizational Citizenship Behavior

Testing the second hypothesis shows that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior, with a coefficient of 0.295, T-Statistics 4.090 (>1.96), and P-Value 0.000 <0.05. This indicates that employees who experience higher job satisfaction are more likely to engage in discretionary behaviors that benefit the organization. As a result, H2 is accepted, reinforcing the idea that job satisfaction is a key driver of Organizational Citizenship Behavior.

Table 7. Indirect Effect Test

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Indirect Effect					
Spiritual Leadership (X1) -> Spirituality in the Workplace (Z) -> OCB (Y)	0.017	0.017	0.014	1.199	0.231
Job Satisfaction (X2) -> Spirituality in the Workplace (Z) -> OCB (Y)	0.047	0.046	0.018	2.594	0.010

Source: Processed Data, 2024

H3: The effect of spiritual leadership on Organizational Citizenship Behavior through spirituality in the workplace

Testing the third hypothesis shows that spiritual leadership on Organizational Citizenship Behavior through spirituality in the workplace has no significant effect, with a path coefficient of 0.017, T-Statistics $1.199 < 1.96$, and P-Value $0.231 > 0.05$. This suggests that spirituality in the workplace does not mediate the relationship between spiritual leadership and Organizational Citizenship Behavior. In other words, while spiritual leadership may contribute to a meaningful work environment, it does not necessarily translate into increased discretionary behaviors among employees through workplace spirituality. As a result, H3 is rejected.

H4: The effect of job satisfaction on Organizational Citizenship Behavior through spirituality in the workplace.

Testing the fourth hypothesis shows that job satisfaction on Organizational Citizenship Behavior through spirituality in the workplace has a positive and significant effect, with a path coefficient of 0.047, T-Statistics $2.594 > 1.96$, and P-Value $0.010 < 0.05$. This indicates that spirituality in the workplace acts as a mediating variable that strengthens the relationship between job satisfaction and Organizational Citizenship Behavior. In other words, employees who experience higher job satisfaction are more likely to engage in discretionary behaviors when they also perceive a strong sense of spirituality in the workplace. As a result, H4 is accepted.

DISCUSSION

Spiritual leadership has a positive and insignificant effect on OCB, in line with (Pio & Lengkong, 2020). One factor that could explain this result is the possible lack of consistent application of spiritual values by leaders in a target-oriented, high-productivity electronics manufacturing company. OCB may be more influenced by organizational culture, job satisfaction, or employee relations, so a more relevant approach is needed to increase employee contributions beyond formal responsibilities.

Job satisfaction has a positive and significant effect on OCB. Satisfied employees tend to be more motivated to help colleagues, support organizational goals, and go beyond the main task. This finding is in line with (Ridlo et al., 2021), which shows that job satisfaction increases OCB in employees in Batam through emotional attachment and commitment to the organization, creating a collaborative and supportive work environment. This suggests that a work environment that supports employee satisfaction can strengthen their extra-role behavior.

Spiritual leadership research on OCB with the mediation of spirituality in the workplace had no significant effect. Although spiritual leadership supports harmonious working relationships, its influence was not strong enough to increase employees' extra-role behaviors. This suggests that although spiritual leadership is applied, the values brought by this leadership style do not fully match the needs or motivations of employees in the company. Employees may be more influenced by other factors, such as the working atmosphere, company policies, or the direct rewards they receive. Therefore, a more holistic approach is needed to integrate elements of spirituality in the workplace to encourage positive behaviors that support organizational goals.

Other factors such as job satisfaction, rewards, or interpersonal relationships may be more dominant (Fathiyah et al., 2021). These results are in line with (Jufrizen, 2021), who found that spiritual leadership has not fully aligned with the needs or motivations of employees in a company in Batam. Factors such as the work environment and company policies had more influence on employee behavior. A more comprehensive approach is needed to integrate spirituality in the workplace to encourage OCB.

Job satisfaction research mediated by workplace spirituality has a positive effect on OCB. Spirituality in the workplace creates a harmonious environment, provides work meaning and increases employee engagement, strengthening motivation to help coworkers. This result is in line with (Dubey et al., 2022) who found that the mediation of spirituality in the workplace supports the extra-role behavior of employees in Batam companies. This indicates that Organizational Citizenship Behavior mediated by spirituality in the workplace can form an environment that encourages extra-role behavior of employees. By creating harmony between spiritual values, job satisfaction, and organizational culture, employees are more encouraged to make contributions that go beyond their primary responsibilities. Therefore, companies can rely on job satisfaction and workplace spirituality as effective strategies to optimally increase Organizational Citizenship Behavior.

This finding can be explained through social exchange theory (Blau, 2017), which states that positive working relationships encourage employees to make greater contributions without expecting direct rewards. When employees feel valued and satisfied with their work, they tend to reciprocate by demonstrating OCB. The lack of influence of spiritual leadership on OCB may also be due to a greater focus on material aspects and operational performance rather than spiritual values in the manufacturing work environment.

This research provides several practical implications. First, managers need to pay more attention to efforts to increase employee job satisfaction as a strategy to encourage higher OCB. A supportive work environment, fair rewards, and effective communication can be important elements in improving job satisfaction. Secondly, although spiritual leadership was not shown to directly influence OCB, it is important for managers to still instill spiritual values as part of the corporate culture as this can enhance employees' emotional connectedness and sense of meaning at work.

CONCLUSION

This study found that job satisfaction has a significant positive effect on Organizational Citizenship Behavior (OCB), while spiritual leadership did not show a significant effect directly. Spirituality at work proved to be a mediator that strengthens the relationship between job satisfaction and OCB. These findings confirm the importance of creating a work environment that supports employee satisfaction to encourage extra-role contributions that benefit the organization.

For organizations, especially in the electronics manufacturing sector, the results of this study underscore the importance of improving employee job satisfaction as an effective strategy in encouraging OCB behavior. Measures such as providing fair rewards, creating a positive work environment and supporting employee well-being can have a significant positive impact. In addition, although spiritual leadership was not shown to directly influence OCB, spiritual values remain relevant in creating a healthy and harmonious work culture.

This study has some limitations. Firstly, the cross-sectional method used only captured data at a single point in time, thus not being able to identify the dynamics of variable relationships over the long term. Second, this study is limited to one electronic manufacturing company in Batam City, so the results may not be generalizable to other industries or regions. Third, the purposive sampling technique used may cause selection bias because not all employees have the same opportunity to become respondents.

For future research, some concrete directions may be considered. First, the use of a longitudinal design can provide deeper insights into changes in variable relationships over time. Second, a cross-industry comparative analysis could help test whether these findings are consistent across different business sectors. Third, the addition of other variables, such as organizational culture or leader communication style, may provide a more holistic picture of the factors that influence OCB. Finally, a qualitative approach could be considered to delve deeper into employees' subjective experiences of job satisfaction and workplace spirituality.

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