

Organization Citizenship Behavior: The Role of Spiritual Leadership, Self Efficacy, Locus of Control and Job Satisfaction

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Abstract

Purpose – This research aimed to investigate and analyze the direct and indirect impact of spiritual leadership, self-efficacy, locus of control, and the job satisfaction of PT. Pelabuhan Indonesia I (Persero) employees on organizational citizenship behavior (OCB).

Methodology – This quantitative research was conducted involving data from 61 employees through questionnaires. The data were analyzed using the Structural Equation Model SMART PLS 3.0.

Findings – The findings demonstrated that OCB is significantly positively influenced by spiritual leadership, self-efficacy, locus of control, and job satisfaction. Meanwhile, job satisfaction is significantly positively impacted by spiritual leadership, self-efficacy, locus of control, and OCB. This parameter also mediated the relationship between self-efficacy and locus of control with OCB.

Originality – This research examined OCB, which has a broad and significant impact on company performance. It also provided better comprehension concerning the relationship of spiritual leadership, self-efficacy, locus of control, and job satisfaction on this indicator.

1. Introduction

An organization is a partnership between two or more people who work together to achieve defined objectives. It precedes the grouping of superiors and inferiors, who must collaborate, and is based on the division of tasks, authorities, and responsibilities (Arianty, 2015).

The ability of an organization's members to successfully contribute to accomplishing its objectives is the secret to success. People who are prepared to exceed the call of duty to produce excellent results and can take on additional duties in the dynamic workplace, where activities are frequently completed in teams, are urgently needed by organizations (Helmy, 2016).

Extra-role behavior, commonly referred to as Organizational Citizenship Behavior (OCB), is a voluntary effort made by individuals that exceed the usual responsibility. It involves various responsibilities, such as service, volunteering, and adhering to workplace policies (Bahri, Zaki, & Zulkarnain, 2018). Employees who possess OCB or discretionary behavior are explicitly or implicitly accepted by the formal system and generally perform successfully and efficiently in an organization. Meanwhile, pro-social behavior is defined as socially good, constructive, and

helpful. The assumption of "extra-role" in addition to "in-role" is essential for employees due to the complexity of an organization's tasks and work environment. A person with a high degree of OCB will be loyal and committed to a company (Nooralizad, Nadeholi, & Parivash, 2011).

Generally, leaders are crucial in the formation of OCB. The effectiveness of employees and an organization's capacity to adapt to changing environmental conditions are significantly influenced by leadership. The actions of every employee must be directed for an organization to attain its goals. The absence of strong leadership may result in a disconnect between business goals and personal objectives. For instance, employees solely working to attain personal goals may deter an organization from effectively achieving its objectives. This indicates that leaders must have the capacity for leadership, which is influenced by various internal and external circumstances (Jufrizen, 2017).

Spiritual leadership is a combination of principles, conducts, and practices that serve as powerful catalysts for inspiring oneself and others. It can also be defined as leadership that fosters beliefs, attitudes, and behavior necessary to intrinsically inspire motivation and achieve a sense of spiritual survival (Thayib, Sulasmi, & Eliyana, 2013). The efficacy of leadership in the workplace cannot be isolated from spiritual principles (Fry, Vitucci, & Cedillo, 2010). This highlights the importance of instilling spiritual and moral values in all employees. Leadership creates a work environment where people are inspired, challenged, and fulfilled. It can influence decisions about the allocation of resources and has demonstrated success in minimizing emotional exhaustion (Muis, Nasution, Azhar, & Radiman, 2018). Chandranata & Purwanto (2022) found no effect of spiritual leadership on OCB. Based on the varying past results, this research was conducted to reaffirm the effect of spiritual leadership on OCB.

Previously, Helmy (2016) proved that spiritual leadership positively affects OCB. This means enhanced spiritual leadership leads to an increase in the level of OCB. Another factor that influences OCB is self-efficacy, which refers to the investment of more effort towards the achievement of a goal following the belief that a task can be performed effectively (Wijayanti, 2014). It can also be defined as confidence in an individual's ability to mobilize the cognitive and motivational resources required to meet situational demands (Lau, 2012). Dewi (2016) argued that OCB is positively and significantly influenced by self-efficacy. This demonstrated that employees perform at a higher level of OCB when they possess increased self-efficacy. Meanwhile, Saadi (2021) and Prasetyaningrum & Simarmata (2016) failed to prove the effect of self-efficacy on OCB. The existence of these different results emphasized the need for another research to confirm the hypothesis that the self-efficacy variable can influence OCB.

Although good performance standards require employees to act according to organizational objectives, businesses must also pay attention to factors that can promote survival, comfort, and a sense of control within the work environment. Every individual has opinions and views about elements that affect them. This concept is known as the locus of control, which is the general idea or conviction that fate or destiny can be controlled (Ayudiati, 2010).

The research by Septiawati, Karnati, & Rochanah (2019) discovered a direct positive influence of locus of control on OCB. This means an increase in the locus of control will be followed by a rise in OCB. Meanwhile, Sanjaya & Bastian (2022) presented conflicting findings. The differences in these results led to this present research to verify this assumption that locus of control can affect OCB.

Additionally, the importance of job happiness for employees' self-actualization and cooperation cannot be overstated. Lack of job happiness prevents employees from developing psychologically. Compared to dissatisfied employees, employees who experience high levels of job satisfaction typically have strong attendance, low rates of turnover, and high performance. This

shows that job happiness plays a crucial role in creating a conducive climate in the workplace where performance will be at its best.

Job satisfaction was used as an intervening or intermediary variable in this research in order to determine its ability to moderate the effect of other factors. According to Hasibuan, & Wahyuni (2022), this variable may mediate the effect of spiritual leadership on OCB. However, Chandranata & Purwanto (2022) concluded that job satisfaction was unable to act as a mediating variable between spiritual leadership and OCB. Due to the conflicting results, this research was conducted to validate its ability to act as an intervening variable. Previous research examined the influence of employees' performance on leadership, training, promotion, and job satisfaction (Syahputra & Jufrizen, 2019). Several factors have also been explored, such as employees' performance (Fry, Hannah, Noel, & Walumbwa, 2011; Au, 2015; Achyar, Nasir, & Musnadi, 2020), (Takndare & Yulita, 2019) job satisfaction (Jusof & Mohamad, 2014; Mulyadi, Syahrizal, & Patrisia, 2019; Maryati, Astuti, & Udin, 2019), organizational commitment (Sapta, Rustiarini, Kusuma, & Astakoni, 2021; Ashfaq, Abid, & Ilyas, 2021; Hans et al., 2017), and work motivation (Pio & Tampi, 2018; Afsar, Badir, & Kiani, 2016; Kamdron, 2015). However, there is a lack of research on the influence of spiritual leadership, self-efficacy, and locus of control in government agencies.

Spiritual leadership is the set of values, attitudes, and behavior necessary to motivate oneself and others to ensure every member has a sense of spiritual survival through membership and skill. This quality increases along with the level of OCB (Helmy, 2016). Previous research by Vondey (2010) concluded that spiritual leaders prioritize morality, sensitivity, mental balance, inner wealth, and ethics while interacting with others. The findings of Jufrizen et al. (2019) also concluded that spiritual leadership has a positive and significant effect on OCB. Based on the above explanation, the following hypothesis was proposed:

H₁: Spiritual Leadership affects Organizational Citizenship Behavior

Self-efficacy is the perception of the ability to execute obligations or movements essential to accomplish goals. Individuals with excessive self-efficacy believe in their ability to perform relevant actions, while someone with low self-efficacy will experience doubt about accomplishing immediate tasks. People with low self-efficacy tend to quit easily in trying circumstances, whereas those with high self-efficacy strive harder to overcome difficulties. Self-efficacy is one of the self-regulatory skills (Muis et al., 2018). Based on previous findings (Dewi & Sudibya, 2016; Alshaikh & Bond, 2020; Kang, Ji, Baek, & Byon, 2020; Wulandari & Muafi, 2021; Gashi Tresni & Mihelič, 2020; and Mansor, Darus, & Dali, 2013), which found a positive influence of self-efficacy on OCB, the following hypothesis was proposed:

H₂: Self-Efficacy affects Organization Citizenship Behavior

Generally, locus of control is a dimension with two opposing sides. It measures the degree of people's belief in their ability to control their circumstances (Jufrizen & Lubis, 2020). Employees who operate in environments with high levels of internal control will be more proactive in attaining goals, accountable for fostering an organizational learning culture, helpful to coworkers, more disciplined, and more perceptive to environmental cues. The results of Piola, Poppy, & Rahmisyari (2019) and Septiawati (2019) showed that locus of control had a positive effect on OCB, hence, the following hypothesis was proposed:

H₃: Locus of Control affects Organization Citizenship Behavior

Employees' job satisfaction can be detected during work and in other aspects, such as communication with colleagues and supervisors, as well as compliance with regulations and in the

work environment. Job satisfaction is the pleasant or unpleasant emotional state of employees in relation to their job. It reflects persons' feelings about their job, which is expressed in the attitude to every element of the work environment (Rosmaini. & Tanjung, 2019). Satisfied employees possess a higher level of awareness to help co-workers and tend to function beyond their designated duties, indicating that job satisfaction has a positive effect on OCB (Zeinabadi, 2010). The results of previous research (Dewi & Sudibya, 2016; Noor, Anisa, & Rahmawati, 2018; Affandi, Patrisia, Syahrizal, & Abror, 2019; Santoso, Asbari, Siswanto, & Fahmi, 2020; Hemakumara, 2020; Serpian, Bambang, & Nayati, 2016; Rahman, 2014) preceded the postulation that OCB is positively influenced by job satisfaction. Therefore, the following hypothesis was formulated:

H₄: Job Satisfaction has an effect on Organization Citizenship Behavior

Spiritual leadership is defined as a paradigm in the change and development of organizations, which is essentially created to intrinsically motivate individuals and promote learning (Afshari, 2015). This factor may affect the level of job satisfaction through a simultaneous increase or decrease (Abdurrahman & Agustini, 2011). Previous research (Masharyono, Sumiyati, & Senen, 2018; Tanuwijaya, 2015; Harahap & Khair, 2019) showed a significant effect of spiritual leadership on job satisfaction. Therefore, the following hypothesis was proposed:

H₅: Spiritual Leadership has an effect on Job Satisfaction

Locus of control, which relates to personality and expresses normative expectations about the elements that determine success, praise, and punishment, is part of the social learning theory (Pervin, Cervone, & John, 2010). It can affect job satisfaction because it is an attitude possessed by every employee. A high level of control by employees can increase job satisfaction (Narendra, 2018). Based on the results of previous research by Narendra (2018), Arab, Nurmawanti, & Furqan (2019), Mahajan & Kaur (2012), Abdulsalam (2015), Rukminingsih & Mulyanto (2015), Syahputra (2014), Chhabra & Mohanty (2014), the effect of locus of control on job satisfaction was determined.

H₆: Self-Efficacy affects Job Satisfaction

Locus of control, which relates to personality and conveys typical expectations regarding the elements that determine success, praise, and punishment, is a component of the social learning theory (Pervin, Cervone, & John, 2010). As a personality trait that every employee possesses, it can have a positive and significant impact on job satisfaction. A high level of control can boost job satisfaction (Narendra, 2018). Therefore, this research confirmed previous findings (Narendra, 2018; Arab, Nurmawanti, & Furqan, 2019; Mahajan & Kaur, 2012; Abdulsalam, 2015; Rukminingsih & Mulyanto, 2015; Syahputra, 2014; Chhabra & Mohanty, 2014), which reported that locus of control had a positive influence on job satisfaction.

H₇: Locus of Control affects Job Satisfaction.

Leadership is the act of persuading members of an organization or business to work toward common goals while considering their well-being. Companies that aspire to succeed must pay close attention to the present leadership. Spiritual leadership is considered a sort of care in which leaders must be able to express the vision and develop a culture for team members based on values of selfless compassion. This is carried out to foster drive and commitment that can enhance employees' well-being without demanding major sacrifices. The level of job satisfaction will be

impacted by the spiritual leadership in an organization, and low levels may diminish OCB among employees.

H₈: Spiritual Leadership affects Organizational Citizenship Behavior with mediation by Job Satisfaction

Self-efficacy is one of the self-regulatory abilities of individuals. The concept was first proposed by Bandura and can be defined as an individual's perception of the ability to organize and perform activities to demonstrate certain skills (Muis et al., 2018). Effective application of self-efficacy will enhance job satisfaction, which will increase the propensity to take on other tasks when unsure of one's roles or responsibilities, thereby fostering greater employee collaboration. Considering the outcomes of earlier research (Dewi & Sudibya, 2016), the tendency of job satisfaction to mediate the effect of self-efficacy on OCB was examined.

H₉: Self Efficacy affects Organizational Citizenship Behavior with mediation by Job Satisfaction

The locus of control is the degree of belief in having control over the future. It is determined by internal factors, which refer to the feeling that one's surroundings can be controlled, whereas external factors concern the belief that events are governed by external forces, such as luck and chance (Robbins, 2012). Every employee possesses this mindset, and high levels increase job satisfaction, which will enhance OCB.

H₁₀: Locus of Control affects Organizational Citizenship Behavior with mediation by Job Satisfaction

2. Research Methods

This research used a quantitative associative method, involving a sample of PT. Pelabuhan Indonesia I (Persero) employees in the Loading and Unloading Unit (UBM). The duration was from March to October 2021, and 61 respondents were determined using the saturated sample technique. This survey used questionnaires to collect data. Subsequently, spiritual leadership was measured using 4 indicators, namely altruism, love, hope, and faith, with 8 statements adapted from Fry et al. (2012). Self-efficacy was measured using 3 indicators, namely magnitude, generality, and strength, with 6 statements adapted from Zimmerman (2018), while locus of control was assessed through 3 indicators, viz. internality, chance, and the power of others, with 6 adapted statements (Azwar, 2011). OCB was measured using 7 indicators, namely helping behavior, sportsmanship, individual initiative, civic virtue, organizational commitment, complacency, and personal development, with 14 adapted statements (Podsakoff et al., 2010). Finally, job satisfaction used 7 indicators, specifically turnover, absenteeism rate, age, job level, and organizational size, with 10 adapted statements (Mangkunegara, 2014). Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which included Covariance-based SEM (CB-SEM) techniques. Each of these approaches has advantages and disadvantages, particularly in terms of the statistical assumptions used and the fit statistic generated. CB-SEM has several limitations and fulfills only a few requirements, including 1) a large enough sample, 2) normally distributed data, 3) reflective indicators of constructions, and 4) uncertain factors or errors resulting from the program's ignorance of the outcome assessment (Reinartz et al., 2009) (Sarstedt & Hwang, 2020). These restrictions can be circumvented using PLS-SEM, which calculates complex causality models utilizing latent variables. Also, it is a reliable or uncrackable multivariate statistical technique that concurrently accounts for numerous explanatory and response factors (Ramzan & Khan, 2010).

3. Results and Discussions

3.1 Respondents Characteristics

Questionnaires were distributed to a total of 61 respondents, but only 57 were returned. Based on gender characteristics, 52 were male and 5 were female, accounting for 92.23% and 8.77%, respectively. About 20 (35.09%) were aged between 30 and 39, and 41 (71.93%) of the total had a Strata-1 (S1) education.

3.2 Evaluation of Measurement Model (Outer Model)

Convergent and discriminant validity, convergent reliability, and Cronbach's alpha were used to analyze the external model. The test image of the external model is in the figure below:

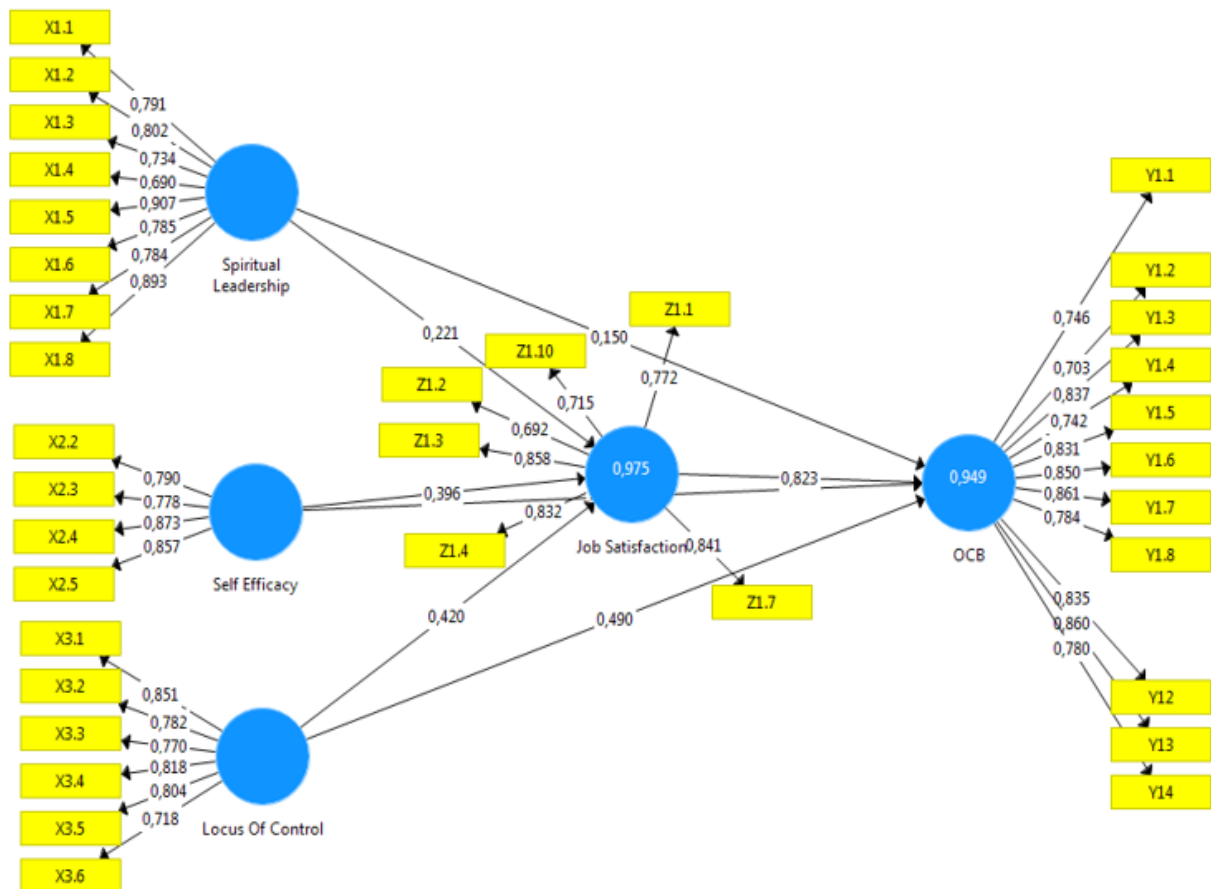


Figure 1. Research Structure Model

3.3 Convergent Validity Test

The standardized loading coefficient describes the strength of the correlation between each measurement point or indicator, while the convergent validity is an indicator that is assessed based on the correlation between the target/component points and the construct points. The correlation between the reflective variable and the measured construct must be greater than 0.7, whereas an external loading value between 0.5 and 0.6 is deemed adequate, as is shown in Table 1.

Table 1. Loading Factor Analysis Results

| Variable | Indicator | Factor loading | Variable | Indicator | Factor loading |
|----------------------|-----------|----------------|---|-----------|----------------|
| Spiritual Leadership | X1.1 | 0.791 | Job Satisfaction | M1 | 0.772 |
| | X1.2 | 0.802 | | M2 | 0.692 |
| | X1.3 | 0.734 | | M3 | 0.858 |
| | X1.4 | 0.690 | | M4 | 0.832 |
| | X1.5 | 0.907 | | M7 | 0.841 |
| | X1.6 | 0.785 | | M10 | 0.692 |
| Self-Efficacy | X1.7 | 0.784 | Organization Citizenship Behavior | Y1 | 0.746 |
| | X1.8 | 0.893 | | Y2 | 0.703 |
| | X2.2 | 0.790 | | Y3 | 0.837 |
| | X2.3 | 0.778 | | Y4 | 0.742 |
| | X2.4 | 0.873 | | Y5 | 0.831 |
| | X2.5 | 0.857 | | Y6 | 0.850 |
| Locus of Control | X3.1 | 0.851 | | Y7 | 0.861 |
| | X3.2 | 0.782 | | Y8 | 0.784 |
| | X3.3 | 0.770 | | Y12 | 0.835 |
| | X3.4 | 0.818 | | Y13 | 0.860 |
| | X3.5 | 0.804 | | Y14 | 0.780 |
| | X3.6 | 0.718 | | | |

Source: processed data

Table 1 shows that the external loading value of each indicator was greater than 0.5, denoting that the variables and indicators used in the research were valid. Convergent validity refers to the principle that the manifest variables of a construct should be highly correlated and is evaluated based on the loading factor and the AVE (Average Variance Extracted). The rule of thumb used in the convergent validity test is the loading factor value > 0.5 and the AVE value > 0.5 (Ghozali & Latan, 2015). The results of the AVE and the outer loading test are presented in Table 2 below:

Table 2. Average Variance Extracted (AVE)

| | AVE | Job Satisfaction | Locus of Control | OCB | Self-Efficacy | Spiritual Leadership |
|----------------------|-------|------------------|------------------|-------|---------------|----------------------|
| Job Satisfaction | 0.620 | 0.788 | | | | |
| Locus of Control | 0.627 | 0.967 | 0.792 | | | |
| OCB | 0.647 | 0.953 | 0.943 | 0.804 | | |
| Self-Efficacy | 0.682 | 0.958 | 0.937 | 0.869 | 0.826 | |
| Spiritual Leadership | 0.642 | 0.855 | 0.791 | 0.867 | 0.759 | 0.801 |

Source: processed data

Based on the table above, the AVE value of each variable was greater than 0.5, indicating that the variables or constructs used were valid.

3.4 Discriminant Validity Test

Cross-loading is used to evaluate a reflective measurement model's discriminant validity before comparing the AVE value to the squared correlation between the constructs. The correlation

of indicators with these values and other block architectures can be compared as a cross-loading indicator. The variation of the indicator can be better explained by good discriminant validity than by other concept measures. The discriminant validity value of each indicator is given below.

Table 3. Discriminant Validity

| | Job Satisfaction | Locus Of Control | OCB | Self-Efficacy | Spiritual Leadership |
|-------|-------------------------|-------------------------|------------|----------------------|-----------------------------|
| X1.1 | 0.708 | 0.664 | 0.674 | 0.627 | 0.791 |
| X1.2 | 0.592 | 0.532 | 0.622 | 0.508 | 0.802 |
| X1.3 | 0.612 | 0.568 | 0.697 | 0.513 | 0.734 |
| X1.4 | 0.717 | 0.692 | 0.684 | 0.683 | 0.690 |
| X1.5 | 0.828 | 0.752 | 0.792 | 0.777 | 0.907 |
| X1.6 | 0.682 | 0.645 | 0.675 | 0.599 | 0.785 |
| X1.7 | 0.563 | 0.508 | 0.614 | 0.481 | 0.784 |
| X1.8 | 0.719 | 0.657 | 0.762 | 0.613 | 0.893 |
| X2.2 | 0.767 | 0.796 | 0.703 | 0.790 | 0.628 |
| X2.3 | 0.694 | 0.610 | 0.543 | 0.778 | 0.549 |
| X2.4 | 0.858 | 0.871 | 0.837 | 0.873 | 0.727 |
| X2.5 | 0.831 | 0.790 | 0.751 | 0.857 | 0.588 |
| X3.1 | 0.792 | 0.851 | 0.747 | 0.802 | 0.661 |
| X3.2 | 0.794 | 0.782 | 0.757 | 0.833 | 0.572 |
| X3.3 | 0.782 | 0.770 | 0.784 | 0.744 | 0.630 |
| X3.4 | 0.744 | 0.818 | 0.723 | 0.708 | 0.582 |
| X3.5 | 0.790 | 0.804 | 0.783 | 0.647 | 0.724 |
| X3.6 | 0.678 | 0.718 | 0.672 | 0.714 | 0.578 |
| Y1.1 | 0.768 | 0.738 | 0.746 | 0.773 | 0.699 |
| Y1.2 | 0.620 | 0.550 | 0.703 | 0.522 | 0.748 |
| Y1.3 | 0.858 | 0.871 | 0.837 | 0.873 | 0.727 |
| Y1.4 | 0.832 | 0.782 | 0.742 | 0.854 | 0.585 |
| Y1.5 | 0.828 | 0.866 | 0.831 | 0.796 | 0.664 |
| Y1.6 | 0.820 | 0.864 | 0.850 | 0.784 | 0.661 |
| Y1.7 | 0.804 | 0.796 | 0.861 | 0.664 | 0.762 |
| Y1.8 | 0.676 | 0.601 | 0.784 | 0.503 | 0.741 |
| Y12 | 0.757 | 0.811 | 0.835 | 0.736 | 0.626 |
| Y13 | 0.769 | 0.798 | 0.860 | 0.641 | 0.749 |
| Y14 | 0.672 | 0.606 | 0.780 | 0.503 | 0.732 |
| Z1.1 | 0.772 | 0.798 | 0.698 | 0.786 | 0.636 |
| Z1.10 | 0.715 | 0.636 | 0.791 | 0.536 | 0.756 |
| Z1.2 | 0.692 | 0.617 | 0.551 | 0.782 | 0.552 |
| Z1.3 | 0.858 | 0.871 | 0.837 | 0.873 | 0.727 |
| Z1.4 | 0.832 | 0.782 | 0.742 | 0.854 | 0.585 |
| Z1.7 | 0.841 | 0.833 | 0.851 | 0.698 | 0.769 |

Source: processed data

According to the aforementioned table, each discriminant validity or loading factor value had a larger association with its variable than with others, and the same was true for each indicator. Therefore, the pointers for each variable were in the proper locations.

3.5 Composite Validity Test

The purpose of a reliability test is to gauge the measuring device's internal consistency. The accuracy, consistency, and precision of a measuring instrument are demonstrated by this assessment. These parameters were examined using Cronbach's alpha, which evaluates the dependability value of a construct's lower bound, and composite reliability, which measures the reliability value of a construct's actual value. Generally, the estimated values should be > 0.60 , as

this signifies high reliability. The results of the reliability test for the two methods are shown in the following table:

Table 4. Composite Reliability Results

| Variable | Cronbach's Alpha | Composite Reliability |
|----------------------|------------------|-----------------------|
| Job Satisfaction | 0.876 | 0.907 |
| Locus of Control | 0.880 | 0.909 |
| OCB | 0.945 | 0.953 |
| Self-Efficacy | 0.844 | 0.895 |
| Spiritual Leadership | 0.919 | 0.934 |

Source: processed data

The table above shows that Cronbach's alpha and composite reliability values > 0.60 , indicating the reliability of all the variables.

3.6 Evaluation of the Structural Model (Inner Model)

The proportion of variance in an affected value (endogenous) that can be explained by the factors affecting it is measured by R^2 (exogenous). This is used to determine a model's soundness or flaws. For the endogenous latent variable, an R^2 score of 0.75 means the model is significant (excellent), 0.50 means it is moderate (average), and 0.25 denotes weakness (poor) (Juliandi, 2018). The R-Square values obtained from the data processing with the Smart PLS 3.0 program can be seen in the following figure and table.

Table 5. R^2 Value

| Variable | R2 |
|------------------|-------|
| OCB | 0.975 |
| Job Satisfaction | 0.949 |

Source: processed data

The table above shows that the influence of X1, X2, X3, and Z on Y produced an R^2 value of 0.975. This means 97.5% of the variation in Y can be explained by the influence of these indicators, while the remaining 2.5% was due to other factors. Also, the influence of X1, X2, and X3 on Z generated an R^2 value of 0.949. This shows that 94.9% of the variation in Z can be explained by these indicators, while 5.1% was due to other variables. Consequently, both models were declared as significant or good.

3.7 Goodness of Fit

Goodness of Fit (GoF), introduced by Tenenhaus (2004), is used to validate the model as a whole. It is a metric used to verify the combined effectiveness of the measurement and structural models. The average commonality index is multiplied by the model's R^2 value to produce the GoF value. The following is the calculation result of GoF:

Table 6. Result of the Average Commonalities Index

| | Average Variance Extracted (AVE) | rho_A |
|-----------------------|----------------------------------|-------|
| Job Satisfaction | 0.620 | 0.974 |
| Locus of Control | 0.627 | |
| OCB | 0.647 | 0.975 |
| Self-Efficacy | 0.682 | |
| Spiritual Leadership | 0.642 | |
| Mean | 0.644 | 0.975 |
| Goodness of Fit (GoF) | 0.792 | |

Source: processed data

According to the aforementioned data, the average score for common traits was 0.644. This score was multiplied by R^2 and squared to obtain 0.792, which is greater than 0.36. Therefore, the large GoF indicated that the model explained the empirical data excellently.

3.8 Path Analysis Results

The goal of the path analysis test is to find the structural model's path coefficient. The objective is to evaluate any relationship's importance or conduct a hypothesis test. In this research, the direct and indirect impacts were tested separately, as shown by the probability value and the t-statistic. The t-statistic value of 1.96 was used for an alpha of 5%. H_a was accepted for t-statistics greater than 1.96 and rejected as H_0 when the probability value was below 0.05.

Table 7. Path Analysis Results

| Path | Original Sample | Standard Deviation | T Statistics (O/STDEV) | P Values |
|---|-----------------|--------------------|--------------------------|----------|
| Direct effect | | | | |
| Spiritual Leadership → Organization Citizenship Behavior | 0.150 | 0.067 | 2.254 | 0.025 |
| Spiritual Leadership → Job Satisfaction | 0.221 | 0.047 | 4.701 | 0.000 |
| Self-Efficacy → Organization Citizenship Behavior | 0.492 | 0.114 | 4.326 | 0.000 |
| Self-Efficacy → Job Satisfaction | 0.396 | 0.089 | 4.448 | 0.000 |
| Locus of Control → Organization Citizenship Behavior | 0.490 | 0.175 | 2.807 | 0.005 |
| Locus of Control → Job Satisfaction | 0.420 | 0.098 | 4.302 | 0.000 |
| Job Satisfaction → Organization Citizenship Behavior | 0.823 | 0.231 | 3.568 | 0.000 |
| Indirect effect | | | | |
| Spiritual Leadership → Job Satisfaction → Organization Citizenship Behavior | 0.182 | 0.062 | 2.929 | 0.004 |
| Self-Efficacy → Job Satisfaction → Organization Citizenship Behavior | 0.326 | 0.118 | 2.766 | 0.006 |
| Locus of Control → Job Satisfaction → Organization Citizenship Behavior | 0.346 | 0.120 | 2.883 | 0.004 |

Source: processed data

The H₁ path analysis generated a p-value of 0.025 <0.05 and a t-value of 2.254 > 1.96, meaning H₀ was rejected while H_a was accepted. Spiritual leadership has a significant effect on OCB, as indicated by the path coefficient value of 0.150. This indicates that higher OCB is correlated with better spiritual leadership. Through active motivation from managers to accomplish work, employees are placed at a high level to direct, function, and collaborate to finish designated assignments. A set of spiritual leadership principles must be possessed to inspire oneself and others, thereby stimulating a feeling of spiritual survival through membership and abilities. This supported several investigations (Jufrizen et al., 2019; Chen & Yang, 2012; Göçen & Şen, 2021; Hunsaker, 2017; Raddanipour & Siadat, 2013; Sariyani, Mahayasa, Maheswari, Astakoni, & Utami, 2022; Anser, Shafique, Usman, Akhtar, & Ali, 2021), which concluded that spiritual leadership has a positive and significant effect on OCB. Therefore, high levels of spiritual leadership lead to an increase in OCB (Helmy, 2016).

The H₂ path analysis produced a p-value of 0.000 <0.05 and a t-value of 4.326 > 1.96, meaning H₀ was rejected while H_a was accepted. The significant effect of self-efficacy on OCB was indicated by the path coefficient value of 0.492. This shows that self-efficacy increases along with OCB, characterized by higher levels of happiness for employees who are confident in completing their job. Conversely, the fear of failure promotes a feeling of helplessness. Confidence in one's competence promotes good cooperation among employees to finish tasks. People with high self-efficacy are more involved, responsible, interested in, and satisfied with the job which propagates a high level of confidence in one's abilities. This result was supported by Dewi & Sudibya (2016), Mansor et al. (2013), Anfajaya & Rahayu (2020), Ullah, Raza, Ali, Amjad, & Jadoon (2021), Rahman, Wan Sulaiman, Nasir, & Omar (2014), Makruf & Surakarta (2021), Kusumaningati, Mukhtar, & Sujanto (2018), Na-Nan, Kanthong, & Joungrakul (2021), and Pratiwi & Nawangsari (2021), which found that self-efficacy influences OCB positively.

The H₃ path analysis showed that the p-value was 0.005 <0.05 and the t-value was 2.807 > 1.96, resulting in the rejection of H₀ and the acceptance of H_a. Locus of control has a significant effect on OCB, as indicated by the path coefficient value of 0.490. This demonstrated that employees with stronger self-control have higher OCB, leading to a more responsible attitude and a high level of initiative at work, where people select teamwork to complete tasks. This finding was congruent with previous research (Piola et al., 2019; Tistianingtyas & Parwoto, 2021; Gheorghe, 2019; Suriyana, Nandan Limakrisna, & Andri Wijaya, 2020; Hsia & Tseng, 2015; Hakim, Putrawan, & Yufiarti, 2019; Pavalache-Ilie, 2014; Septiawati, 2019), which discovered that locus of control influences OCB positively.

The results of the H₄ path analysis were a p-value of 0.000 <0.05 and a t-count of 3.568 > 1.96, indicating that H₀ was rejected and H_a was accepted. Job satisfaction has a significant effect on OCB, as shown by the path coefficient value of 0.490. Satisfied employees have increased levels of awareness to help colleagues or execute responsibilities outside the assigned duties. This proved that job satisfaction has a positive effect on OCB (Zeinabadi, 2010), signified by contentment with the earnings, positive responses to work results by the leadership, and increased collaboration with colleagues. This was in line with Dewi & Sudibya (2016), Tistianingtyas & Parwoto (2021), Fauzi (2021), Apridar & Adamy (2018), Fitrio, Apriansyah, Utami, & Yaspita (2019), Herminingsih & Kasuri (2018), Sahyoni & Supartha (2020), Agus & Suparman Lalu (2015), and Rahman (2014), which found that job satisfaction positively influences OCB.

Furthermore, the H₅ path analysis produced a p-value of 0.000 <0.05 and a t-value of 4.701 > 1.96, meaning H₀ was rejected while H_a was accepted. Spiritual leadership has a significant effect on job satisfaction, as shown by the path coefficient value of 0.221. This showed that higher spiritual leadership, which is demonstrated by managers who motivate and direct staff, leads to an

increase in job satisfaction and employee enthusiasm. This was supported by Harahap & Khair (2019), Azazz & Elshaer (2021), Yusof & Mohamad (2014), Isnaeni, Soetjipto, & Syihabudhin (2020), Isnaeni et al. (2020), Rana, Ahmed, Butt, Durrani, & Adnan (2020), Yusof, Zulkiffli, & Muda (2016), and Isnaeni et al. (2020), which concluded that leadership has a significant effect on job satisfaction. However, ineffective spiritual leadership will decrease job satisfaction (Abdurrahman & Agustini, 2011).

The H_6 path analysis obtained a p-value of $0.000 < 0.05$ and a t-value of $4.448 > 1.96$, signifying that H_0 was rejected while H_a was accepted. Self-efficacy has a significant effect on job satisfaction, as proven by the path coefficient value of 0.396. This showed that high levels of self-efficacy increase job satisfaction. Generally, job satisfaction is enhanced by the ability to resolve work problems individually, which promotes prompt completion of assignments and increased levels of satisfaction. This is in line with Dewi & Sudibya (2016), Bargsted, Ramírez-Vielma, & Yeves (2019), Tojjari, Esmaeili, & Bavandpour (2013), Benna, Brahmasari, & Nugroho (2017), Machmud (2018), and Lodjo (2013), which found that self-efficacy has a positive influence on job satisfaction.

A p-value of $0.000 < 0.05$ and a t-value of $4.302 > 1.96$ were obtained for H_7 path analysis, denoting that H_0 was rejected while H_a was accepted. Locus of control has a significant effect on job satisfaction, as indicated by the path coefficient value of 0.420. This demonstrates that job satisfaction increases with the effectiveness of locus of control. Employees with adequate self-control will be more productive due to a higher propensity for satisfaction with their job results. This is in line with (Narendra, 2018; Yuwono, Eliyana, Buchdadi, Sariwulan, & Handicapilano, 2020; Vijayashree & Jagdishchandra, 2011; Chen & Silverthorne, 2008; Padmanabhan, 2021; and Chhabra & Mohanty, 2014), which found that locus of control had a positive influence on job satisfaction. This relationship occurs because the control point is each employee's attitude. Therefore, employees with a high level of control are more likely to be satisfied with their job (Narendra, 2018).

The H_8 path analysis showed that the p-value was $0.004 < 0.05$ and the t-value was $2.929 > 1.9$, meaning H_0 was rejected while H_a was accepted. Spiritual leadership has a significant effect on OCB through mediation by job satisfaction, as indicated by the path coefficient value of 0.182. Spiritual leadership refers to motivating and inspiring employees through the intermediary of a vision and corporate culture based on altruistic/social values to produce a highly motivated, committed, and productive workforce. It has a central core, namely feelings of attachment through one's work and social relationships (Fry et al., 2012). This shows that job satisfaction increases with better spiritual leadership, thereby leading to an improvement in OCB. Satisfaction with the motivation and guidance of managers will promote employees to cooperate and complete tasks. Consequently, spiritual leadership principles, attitudes, and behavior are necessary to support oneself and others, such that a sense of spiritual survival is stimulated through membership and abilities within an organization.

The H_9 path analysis provided a p-value of $0.006 < 0.05$ and a t-value of $2.766 > 1.96$, implying that H_0 was rejected while H_a was accepted. Self-efficacy has a significant effect on OCB through mediation by job satisfaction, as indicated by the path coefficient value of 0.326. This is in line with Dewi & Sudibya (2016), which concluded that job satisfaction mediates the effect of self-efficacy on OCB. Therefore, self-efficacy increases with job satisfaction and OCB, meaning people who are confident and secure in their work will feel happier. In comparison, those who fear failure will feel helpless at work. People with high self-efficacy are more involved and responsible, as well as show more interest and satisfaction with their efforts. This circumstance

denotes a strong self-evaluation of one's competence, enabling individuals to foster effective collaboration.

The results of the H_{10} path analysis were a p-value of $0.004 < 0.05$ and a t-value of $2.883 > 1.96$, meaning H_0 was rejected while H_a was accepted. The significant effect of locus of control on OCB through mediation by job satisfaction was indicated by the path coefficient value of 0.346. The locus of control is the degree of a person's belief in having mastery over fate. Internal factors concern the belief that events are personally controlled, whereas external factors refer to the conviction that one's environment is controlled by external causes, such as luck and opportunity (Robbins, 2012). This shows that employees with better self-control will experience greater job satisfaction and higher OCB, leading to enhanced levels of responsibility, initiative at work, and cooperation with colleagues.

4. Conclusions

The findings of this research demonstrated that OCB is significantly positively influenced by spiritual leadership, self-efficacy, locus of control, and job satisfaction. Also, job satisfaction is significantly positively impacted by spiritual leadership, self-efficacy, locus of control, and OCB. This factor also acts as a mediator of self-efficacy and locus of control with OCB. Good spiritual leadership improves the OCB of employees in an organization. Through motivation and direction by managers, employees become satisfied with the attitude of leaders, leading to a greater tendency to finish tasks. High levels of confidence and self-control in employees also ensure cooperation and collaboration with colleagues are prioritized.

Conversely, less direction and motivation from management results in a lack of confidence and self-control, increase boredom and dissatisfaction, and even reduce cooperation of employees. This research was conducted on only a small number of respondents and was limited to job satisfaction, spiritual leadership, supervisory self-efficacy, and OCB. Therefore, further research may use a larger sample with other variables that influence OCB and job satisfaction, such as pay and job environment.

Despite performing this research according to scientific procedures, there were several limitations, namely only person-organization fit, job satisfaction, and organizational commitment were used to examine performance factors, though many other factors influence performance. The number of questionnaires returned after the distribution was also a limitation. Consequently, the findings of this research implied that the leadership needs to pay attention to job satisfaction, self-efficacy, and locus of control to improve the OCB of PT. Pelabuhan Indonesia I (Persero) employees.

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