THE IMPACT OF WORKPLACE SPRITUALITY AND TRANSFORMATIONAL LEADERSHIP MEDIATED BY JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

The purpose of this research is to identify and analyze the influence of workplace spirituality and transformational leadership, mediated by job satisfaction, on the organizational citizenship behavior of employees at PT. Chandra Asri Petrochemical and PT Asahimas Chemical. All respondents in this study are employees of PT. Chandra Asri Petrochemical and PT Asahimas Chemical. Data collection methods were conducted through the distribution of questionnaires to 308 employees of PT. Chandra Asri Petrochemical and PT. Asahimas Chemical uses the purposive sampling technique for sample selection. Hypothesis testing was conducted using the structural equation model (SEM) method. The results of this study indicate that workplace spirituality has a positive influence on organizational citizenship behavior, workplace spirituality has a positive effect on job satisfaction, transformational leadership has a positive effect on organizational citizenship behavior, transformational leadership does not have a positive effect on job satisfaction, job satisfaction has a positive effect on organizational citizenship behavior, workplace spirituality has a positive effect on organizational citizenship behavior mediated by job satisfaction, and transformational leadership does not have a positive effect on organizational citizenship behavior mediated by job satisfaction. The managerial implications of this research require the company to enhance patience among coworkers, pay more attention to individual support for staff, increase the enjoyment aspect of work, and give more attention to employees who are reluctant to use their time for voluntary work.

INTRODUCTION

In an era of increasingly fierce industrial competition, employee behavior in the workplace has become an important aspect that organizations must pay attention to (Zhenjing et al. 2022). One important concept that has emerged is Organizational Citizenship Behavior (OCB), which refers to voluntary behavior beyond formal duties that supports overall organizational performance (Organ, 2018). Previous research has shown that job satisfaction and workplace spirituality play significant roles in influencing OCB (Dubey et al. 2022). Additionally, transformational leadership also strongly influences this behavior (Lee et al. 2024).

This research focuses on the petrochemical industry in Cilegon, which is one of the strategic industrial sectors in Indonesia with complex work environment challenges. Therefore, it is important to understand how workplace spirituality and transformational leadership, mediated by job satisfaction, influence OCB among petrochemical industry employees. This research is expected to provide new insights on how to create a supportive work environment, thus encouraging positive employee behaviors that contribute to improving organizational efficiency and productivity.

Based on this phenomenon, this research will examine the influence of workplace spirituality and transformational leadership, mediated by job satisfaction, on the Organizational Citizenship Behavior (OCB) of petrochemical industry employees in Cilegon.

LITERATURE REVIEW, RESEARCH FRAMEWORK, DAN HYPOTHESIS
Workplace Spirituality

According to Milliman et al. (2018) workplace spirituality is defined as a value connected to character, morals, and ethics. Moreover, workplace spirituality can be characterized as attention to profound quality, self-confidence, moral support, earnestness, truthfulness, and trustworthiness (Petchsawang et al. 2009).

Workplace spirituality positions employees as individuals who need spiritual care in their work, who have purpose and meaning in their work activities, and who feel connected to one another (Weitzner et al. 2019). Danish dan Ali (2020) state that this horizontal spirituality is driven by a service orientation and deep concern for others. Caring and kind attention in the work environment, low turnover, group cohesion, and adequate gathering demonstrate consideration for others (Sani et al. 2018).

Transformational Leadership

According to Marshall (2011) transformational leadership is a type of leadership where leaders recognize the need for change, articulate a vision to guide improvement through motivation, and drive change with full commitment. From the perspective of Getange et al. (2019), transformational leadership today is an approach that considers leadership as involving change, and thus, transformational leadership refers to an approach aimed at transforming individuals.

Job Satisfaction

According to Malta dan Tanuwijaya (2023), job satisfaction is considered an important factor explaining that employees of an organization love their work and strive to dedicate as much as possible to their jobs, leading to increased individual work ability and productivity, and remaining in the organization for a long time. Although much research has been conducted on job satisfaction, consistent results are still difficult to find. Job satisfaction is not only based on "materialistic" matters alone but also has spiritual

aspects that are important for today's workers (Bella et al. 2021). It considers self-fulfillment, being part of an ethical organization, engaging in interesting work, earning income, serving colleagues who also serve society and future generations, as well as paying attention to the importance of a meaningful social environment relevant to the work being done (Adetya, 2024).

Organizational Citizenship Behavior

Rayadi et al. (2022), explain that organizational citizenship behavior is the intention of employees to cooperate with the company, contribute, and collaborate with colleagues. Organizational citizenship behavior includes voluntary actions by individuals, meaning that such behavior is not a requirement or demand of a particular role or job description, but rather a personal choice of the employee (Grasiaswaty, 2021).

Organizational citizenship behavior (OCB) is defined by Angelica *et al.* (2022) as employee contributions that exceed role expectations in the workplace and are recognized and appreciated based on individual performance results. OCB, or organizational citizenship behavior, encompasses a range of actions, including following workplace policies and procedures, providing assistance to others, and volunteering for additional work. These actions can demonstrate the value provided by employees (Organ, 2018).

Research Framework

Organizational Citizenship Behavior (OCB) refers to employee behavior that exceeds the demands of their primary job and contributes to the overall effectiveness of the organization (Triyanto et al. 2009). OCB includes actions such as helping coworkers, working beyond what is required, and voluntarily supporting non-mandatory organizational activities (Fan et al. 2023). Organ (2018) explains that OCB can improve organizational performance because this behavior promotes efficiency, effectiveness, and work productivity, as well as creates a more positive work environment. In this context, factors influencing OCB include job satisfaction, transformational leadership, and workplace spirituality.
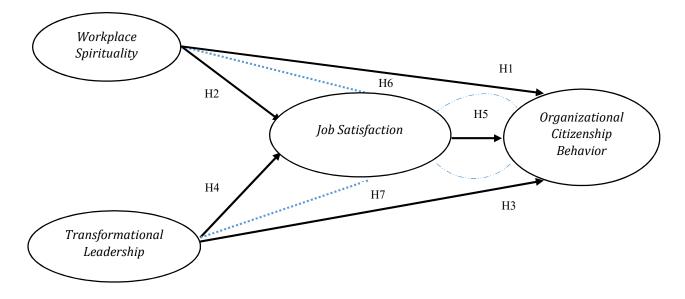
Job satisfaction, which functions as a mediating variable in this research, is the extent to which employees feel satisfied with their jobs (Lowe, 2018). Job satisfaction relates to employees' feelings towards aspects of their work such as salary, relationships with colleagues, company policies, and overall working conditions (Bakotić et al. 2013). According to Lowe (2018), job satisfaction is the pleasant state resulting from one's evaluation of their job. Job satisfaction has been proven to influence various organizational outcomes, including OCB (Shrestha et al. 2022). Satisfied employees tend to exhibit more positive behaviors in the workplace, including OCB, as they feel more valued and motivated to contribute more to the organization (Podsakoff et al. 2020).

Transformational leadership is a leadership style where leaders inspire and motivate employees to surpass personal interests for the sake of achieving greater organizational goals (Bass et al. 2013). Transformational leadership uses influence to create a strong vision and mission among employees, as well as facilitate innovation and change (Jung et al. 2003). Bass dan Riggio (2015) propose that transformational leadership consists of four main components : idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leadership can influence OCB through increased job satisfaction, as employees feel more inspired and supported in their work, which in turn increases their motivation to contribute more to the organization (Nohe et al. 2017).

Workplace spirituality refers to the recognition that employees have spiritual needs that go beyond physical and mental needs, and includes aspects such as purpose and meaning in work, deeper interpersonal relationships, and strong humanitarian values (Plowman dan Duchon, 2020). Workplace spirituality has been found to have a positive influence on job satisfaction and OCB, as it creates a more pleasant and supportive work environment where employees feel valued not only as workers but also as individuals with personal values and beliefs (Belwalkar et al. 2018). When spirituality is applied in the workplace, employees tend to feel more connected to the organization and are more motivated to demonstrate behaviors that support organizational success, including OCB (Jena, 2022).

According to Rego dan Cunha (2008), workplace spirituality that involves aspects such as values, ethics, and spiritual purposes existing in the context of work has the potential to increase employee satisfaction levels. This is realized through the creation of a more meaningful work environment that can motivate employees. In line with this view, within this conceptual framework, it can be concluded that workplace spirituality is believed to have a positive impact on job satisfaction (Adyantama et al. 2024). In this context, it is expected that an increase in job satisfaction will potentially influence organizational citizenship behavior.

The research model to be used can be explained in the following conceptual framework, based on theories related to the research objectives to be achieved:

Source : Adapted from Yuwono et al. (2023)

Figure 1
Research Framework

Hypothesis
Research conducted by Yusof et al. (2018) states that workplace spirituality occurs when employees are able to express their desire to care for others and show compassion, having a deep spirituality in seeking meaning and purpose in their work. This leads to a higher level of awareness, so that this experience is perceived as something positive for employees when working in an organization. It is suggested that the visibility given to employees makes them feel happy working within the organization and encourages them to do positive things beyond their routine job duties.

Research by Sani et al. (2018) shows that workplace spirituality helps improve organizational citizenship behavior (OCB). However, some studies have explained a significant relationship between workplace spirituality and organizational citizenship behavior (OCB) (Utami et al. 2021).

A study by Dumayas dan Dura (2024) comparing public and private banking sector employees in Sri Lanka found that workplace spirituality more strongly influences OCB in the private sector. From the results of the aforementioned research, the hypothesis can be stated as follows :

H1 : There is a positive influence of workplace spirituality on organizational citizenship behavior

Sreeja et al. (2023) studied public sector employees in the United States and found that workplace spirituality positively correlates with job satisfaction and employees' emotional well-being. A work environment that supports spiritual aspects can enhance employee satisfaction and loyalty. Meanwhile, research by James et al. (2017) which involved medical professionals in Australian hospitals, demonstrated that workplace spirituality plays a significant role in reducing work stress and increasing job satisfaction, highlighting the importance of programs and policies that support spiritual well-being in the healthcare sector.

Research by Milliman et al. (2018) confirmed that workplace spirituality has a positive impact on job satisfaction by providing emotional and spiritual connections between employees and their work, making individuals enjoy and feel more satisfied with the tasks they perform. Based on the theories and research findings aforementioned, the hypothesis can be stated as follows :

H2 : There is a positive influence of workplace spirituality on job satisfaction

Han et al. (2023) studied the role of transformational leadership in enhancing OCB at Nasser Social Bank. This research identified that transformational leadership can help address employee dissatisfaction and improve OCB through organizational commitment and public service motivation. The study highlights the importance of leadership that can provide a new vision and inspiration amidst dissatisfaction with management and unfair promotions.

In research conducted by Lee et al. (2024) it is stated that transformational leadership positively contributes to OCB by building mutual trust between leaders and employees. This study emphasizes the importance of the positive influence of transformational leadership on employees' emotions, which ultimately increases productive work behavior and contributes to OCB. Other studies, such as those conducted by Judge et al. (2016); Podsakoff et al. (2020); Wang et al. (2021) have shown a positive relationship between transformational leadership and OCB.

Based on the theories and research findings aforementioned, the hypothesis can be stated as follows :

H3 : There is a positive influence of transformational leadership on organizational citizenship behavior

Research by Abolnasser et al. (2023) in the hospitality sector in Saudi Arabia showed that transformational leadership significantly improves job satisfaction and

employees' psychological well-being following the peak of the COVID-19 pandemic. Data from 403 frontline employees at five-star hotels revealed that transformational leadership positively impacts employee well-being through increased employee engagement and job satisfaction.

Research in the field of education also confirms the positive relationship between transformational leadership and job satisfaction. A study by Özdemir et al. (2024) in vocational schools in Turkey found that transformational leadership improves teachers' job satisfaction through the mediation of professional learning and teachers' self-efficacy. This study involved 847 teachers from 82 public vocational schools.

Ali dan Tang (2016) reinforce this argument by stating that transformational leadership has a positive impact on job satisfaction. According to Bushra et al. (2021), employees tend to be more satisfied with transformational leadership compared to other leadership styles. Based on the aforementioned research findings, the hypothesis can be formulated as follows :

H4 : There is a positive influence of transformational leadership on job satisfaction

Recent research by Urbini et al. (2023) shows that job satisfaction has a significant impact on organizational citizenship behavior (OCB), which refers to employees' voluntary actions that help improve job satisfaction. The first study in Rome, Italy, found that workers who are satisfied with their jobs tend to engage in extra actions that benefit both individuals and the organization, such as helping colleagues or contributing to team projects, as noted by Saeri et al. (2023).

Furthermore, research by Ghasemy dan Elwood (2023) conducted in Japan and Malaysia during the COVID-19 pandemic, showed that lecturers who are satisfied with their jobs are more likely to display positive behaviors at work, such as helping colleagues and supporting the organization. Additionally, academic motivation strengthens the relationship between job satisfaction and such behaviors, indicating that when lecturers are motivated and satisfied, they are more willing to contribute beyond their primary duties.

Reid dan Karambayya (2016) analyzed 18 work units in 12 different organizations, primarily composed of professional executives, and tested the relationship between work unit performance, satisfaction, and members' OCB. The results indicated that members of work units with higher performance and satisfaction levels tended to exhibit higher levels of OCB compared to members of work units with lower performance levels. These studies highlight that job satisfaction is important for enhancing positive workplace behaviors, which ultimately benefit both individuals and organizations. Based on the theories and research findings aforementioned, the hypothesis can be stated as follows :

H5 : There is a positive influence of job satisfaction on organizational citizenship behavior

Research by Belwalkar dan Vohra (2016) explored the relationship between workplace spirituality, job satisfaction, and OCB in various organizations. The study found that workplace spirituality significantly enhances job satisfaction, which in turn promotes OCB. This suggests that when employees find meaning and purpose in their work, feel connected to their colleagues, and are able to express their values, they are more satisfied with their jobs and are more likely to go beyond their basic duties.

Another study conducted in a private sector bank in India by Belwalkar et al. (2018) supports this relationship. This study analyzed data from 613 bank employees and

found that all dimensions of workplace spirituality are positively related to job satisfaction. Job satisfaction, in turn, is positively related to OCB. This evidence highlights the importance of building a spiritual workplace to enhance job satisfaction and OCB.

Research at the University of Malaysia by Dubey et al. (2022) also explored the mediating role of job satisfaction between workplace spirituality and OCB. The study revealed that both intrinsic and extrinsic job satisfaction are significantly influenced by workplace spirituality, leading to higher levels of OCB. This suggests that employees who are satisfied with their jobs due to a spiritually rich work environment tend to display behaviors that benefit the organization beyond their primary roles. Based on the research findings aforementioned, the hypothesis can be stated as follows :

H6 : There is a positive influence of workplace spirituality on organizational citizenship behavior, mediated by job satisfaction

Research in Bangladesh by Uddin et al. (2024) found that transformational leadership enhances OCB through increased job satisfaction in the banking sector. This study shows that leaders who demonstrate individual consideration and provide intellectual motivation can improve employees' job satisfaction, which ultimately encourages employees to engage in extra-role behaviors such as OCB.

Another study by Manoppo (2020) also revealed that job satisfaction plays an important mediating role in the relationship between transformational leadership and OCB. In the context of private commercial banks in Bangladesh, this study found that employees who are satisfied with their jobs tend to be more motivated to contribute positively to the organization through OCB. This research emphasizes that transformational leadership not only improves job satisfaction but also strengthens employees' commitment to going beyond their basic job duties.

Research conducted by Maulidia et al. (2023) in the banking sector also showed similar results. This study found that job characteristics enhanced through transformational leadership can increase employees' job satisfaction, which in turn promotes OCB. In this context, transformational leadership helps create a supportive work environment where employees feel valued and motivated to do more than expected.

Various studies show that transformational leadership has a significant positive effect on organizational citizenship behavior through increased job satisfaction. Based on the research findings aforementioned, the hypothesis can be stated as follows :

H7 : There is a positive influence of transformational leadership on organizational citizenship behavior mediated by job satisfaction

METHOD
This research employs a quantitative method that emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys. According to (Creswell, 2014), quantitative research involves testing theories by examining relationships among variables and using instruments to measure data numerically and statistically. Using a survey approach at PT. Chandra Asri Petrochemical and PT Asahimas Chemical, Banten. The study uses a hypothesis testing design. Data is collected cross-sectionally, cross-sectional data collection refers to gathering data at a single point in time to analyze and compare variables or groups within a defined population. (Brymen, 2012) highlights that cross-sectional studies are widely used in survey research to provide a snapshot of relationships

and patterns. In this research, the unit of analysis is the individual, specifically the employees of PT. Chandra Asri Petrochemical and PT Asahimas Chemical, Cilegon.

In determining the validity test :
a) If the factor loading ≥ 0.30 (then the statement item is considered valid)
b) If the factor loading < 0.30 (then the statement item is considered invalid)

Table 1
Factor loading Based on Sample Size

Factor Loading	Sample Size
0,30	**350**
0,35	250
0,40	200
0,45	150
0,50	120
0,55	100
0,60	85
0,65	70

Source : Hair et al., 2019

According to Table 2, all factor loading values for all variables are greater than 0.30. Overall, these data processing results indicate that the indicators used to measure workplace spirituality, transformational leadership, job satisfaction, and organizational citizenship behavior are valid and can be used to effectively measure these concepts.

Table 2
Validity Test Results

Num.	Statement	Factor Loading Value	Description
Workplace Sprituality			
1	Having endurance with other staff	0.624	Valid
2	Feeling self-worth and great when I share my valuable information	0.576	Valid
3	Forgiveness to others if someone is not intentionally doing any wrong	0.542	Valid
4	Supporting others in favor of creating a culture of trust in my department	0.591	Valid
5	Living in harmony with others and being transparent with my colleagues	0.691	Valid
6	Achieving personal completeness by practicing knowledge sharing	0.676	Valid
Transformational Leadership			
1	My supervisor communicates a clear and positive vision of the future	0.698	Valid
2	My supervisor treats staff as individuals, supports and encourages their development	0.735	Valid
3	My supervisor gives encouragement and recognition to staff	0.712	Valid

4	My supervisor fosters trust, involvement and cooperation among team members	0.737	Valid
5	My supervisor encourages thinking about problems in new ways and questions assumptions	0.684	Valid
6	My supervisor is clear about his/her values and practises what he/she preaches	0.667	Valid
7	My supervisor instils pride and respect in others and inspires me by being highly competent	0.700	Valid
Job Satisfaction			
1	In general, I am satisfied with my job.	0.749	Valid
2	I like doing the things I do at work	0.670	Valid
3	My job is enjoyable.	0.785	Valid
4	I feel a sense of pride in doing my job.	0.753	Valid
5	I sometimes feel my job is meaning.	0.706	Valid
Organizational Citizenship Behavior			
1	Employees help subordinates on their own time	0.605	Valid
2	Employees wastes a lot of work time	0.640	Valid
3	Employees voluntarily help new employees	0.632	Valid
4	Employees volunteer to serve on new groups	0.720	Valid
5	Employees arrive to work and meeting on time	0.597	Valid
6	Employees take the initiative to introduce themselves to substitutes and assist them	0.724	Valid
7	Employees begin work promptly and use work time effectively	0.675	Valid
8	Employees give colleagues advanced notice of changes in schedule or routine	0.582	Valid
9	Employees give an excessive amount of busy work	0.455	Valid
10	Employee groups in the organization work effectively	0.588	Valid
11	Employees provide their personal time to complete work voluntarily	0.591	Valid
12	Employees make innovative suggestions to improve the overall quality of organizational products	0.599	Valid

Source : Data processed using SPSS version 25, 2024

According to the reliability test results, Table 3 shows that the workplace spirituality variable has six indicators, each with a Cronbach's alpha value of 0.671. The Transformational Leadership variable has seven indicators, each with a Cronbach's alpha value of 0.830. The job satisfaction variable has five indicators, each with a Cronbach's alpha value of 0.784. The organizational citizenship behavior variable has twelve indicators, each with a Cronbach's alpha value of 0.852. Based on the test results, it can be

concluded that all tools used to measure these variables have Cronbach's alpha values of at least 0.60. This indicates that they can be considered reliable or that there is internal consistency among the indicators measuring these variables.

Table 3
Reliability Test

Num.	Variable	Item	Cronbach's Alpha	Conclusion
1	Workplace Spirituality	6	0.671	Reliable
2	Transformational Leadership	7	0.830	Reliable
3	Job Satisfaction	5	0.784	Reliable
4	Organizational Citizenship Behavior	12	0.852	Reliable

Source: Data processed using SPSS version 25, 2024

Based on the goodness of fit test results in Table 4, it can be stated that 7 of these measurements show a good fit, while 2 other measurements show a poor fit. Therefore, the conclusion is that the model meets the requirements and can proceed to the next stage.

Table 4
Goodness of Fit Test Results

Type of Measurement	Measurement	Target Fit	Value	Description
Absolute Fit Indicies	Sig. Probabiility	≥ 0.05	0,000	Poor Fit
	RMSEA	$0.05 \leq RMSEA < 0.10$	0,053	Good Fit
	RMR	$-4.0 < x > 4.0$	0.029	Good Fit
Incremental Fit Indicies	NFI	0 - 1	0,777	Good Fit
	CFI	0 - 1	0,881	Good Fit
	IFI	0 - 1	0,882	Good Fit
	RFI	0 - 1	0,757	Good Fit
Parsimony Fit Indicies	AGFI	≤ GFI (0.862)	0.839	Good Fit
	PNFI	≥ NFI (0.777)	0.713	Poor Fit

Source : Data processed using AMOS version 25, 2024

RESULTS AND DISCUSSION
Data Analysis
This research uses a questionnaire distributed online to all 308 employees of PT. Chandra Asri Petrochemical and PT. Asahimas Chemical for sampling. Hair et al. (2019) argue that, since there are 30 question items in this study, the appropriate sample size for the research is as follows:

Sample size = number of questions x 5 (minimum sample) or 10 (maximum sample)
- Minimum sample = 30 x 5 = 150
- Maksimum sample = 30 x 10 = 300

As seen from the explanation above, 308 samples represent the maximum sample size used in this study.

Table 5 shows the frequency results of total respondents based on gender. The majority of respondents are women, with 213 respondents or 69.2%, while male respondents account for 95 or 30.8% of the total.

Table 5
Respondent Demographics Based on Gender

Gender	Employees	
	Frequency	Persentage (%)
Male	95	30,8
Female	213	69,2
Total	308	100.0

Source: Data processed using SPSS version 25, 2024

Table 6 shows the frequency results of total respondents based on age. The majority of respondents are in the age group > 20-30 years old, with 285 respondents or 92.5%. Those aged ≤ 20 years old account for 12 respondents or 3.9%, followed by the age group > 30-40 years old with 10 respondents or 3.2%, and lastly, those > 40 years old with 1 respondent or 0.3%.

Table 6
Respondent Demographics Based on Age

Age	Employees	
	Frequency	Persentage (%)
≤ 20 Years	12	3,9
> 20-30 Years	285	92,5
> 30-40 Years	10	3,2
> 40 Years	1	0,3
Total	308	100.0

Source: Data processed using SPSS version 25, 2024

Table 7 shows the frequency results of total respondents based on their highest level of education. The majority of respondents are bachelor's degree (S1) holders, with 188 respondents or 61%. High school/vocational school graduates account for 106 respondents or 34.4%, diploma (D1-D4) holders are 6 respondents or 1.9%, master's degree (S2) holders are 5 respondents or 1.6%, and doctoral degree (S3) holders are 3 respondents or 1%.

Table 7
Respondent Demographics Based on Last Education Level

Last Education	Employees	
	Frequency	Persentage (%)
High School/Vocational School	106	34,4
Diploma (D1-D4)	6	1,9
Bachelor's Degree (S1)	188	61
Master's Degree (S2)	5	1,6
Doktoral Degree (S3)	3	1
Total	308	100.0

Source: Data processed using SPSS version 25, 2024

Table 8 shows the frequency results of total respondents based on employment status. The majority of respondents are contract employees, with 176 respondents or 57.1%, while permanent employees account for 132 respondents or 42.9%.

Table 8
Respondent Demographics Based on Employment Status

Employment Status	Employees	
	Frequency	Persentage (%)
Contract Employee	176	57,1
Permanent Employee	132	42,9
Total	308	100.0

Source: Data processed using SPSS version 25, 2024

Table 9 shows the frequency results of total respondents based on their length of service. The majority of respondents have a length of service of ≤ 3 years, with 245 respondents or 79.5%. Those with 4-6 years of service account for 54 respondents or 17.5%, 7-10 years of service account for 5 respondents or 1.6%, and > 10 years of service account for 4 respondents or 1.3%.

Table 9
Respondent Demographics by Length of Employment

Length of Employment	Employees	
	Frequency	Persentage (%)
≤ 3 Years	245	79,5
4-6 Years	54	17,5
7-10 Years	5	1,6
> 10 Years	4	1,3
Total	308	100.0

Source: Data processed using SPSS version 25, 2024

Table 10 shows the average value of workplace spirituality; it has a total mean value of 4.29, which indicates that respondents experience good spiritual values. Employees also perceive motivation, well-being, as well as life purpose and moral values. The highest average value of workplace spirituality among all statements is 4.37, meaning that employees support building a culture of trust in the department, while the lowest average value is 4.06 for the statement that respondents feel patient with their coworkers.

Table 10
Descriptive Statistics of Workplace Spirituality

Num.	Indicators	Mean
1	Having endurance with other staff	4.06
2	Feeling self-worth and great when I share my valuable information	4.25
3	Forgiveness to others if someone is not intentionally doing any wrong	4.12
4	Supporting others in favor of creating a culture of trust in my department	4.37
5	Living in harmony with others and being transparent with my colleagues	4.12
6	Achieving personal completeness by practicing knowledge sharing	4.23
	Variabel Mean	**4,29**

Source: Data processed using AMOS version 25, 2024

Table 11 shows the results of the transformational leadership variable; it has a total mean value of 4.22, which means that on average, respondents experienced transformational leadership from their superiors. Leaders treat employees as individuals, provide support, encourage development, and foster trust. The highest mean value for transformational leadership across all statements is 4.29, which indicates that superiors

foster trust, involvement, and cooperation among team members. The lowest mean value is 4.15, which means that "my superior treats staff as individuals, provides support, and encourages their development."

Table 11
Descriptive Statistics of *Transformational Leadership*

Num.	Indicators	*Mean*
1	My supervisor communicates a clear and positive vision of the future	4.18
2	My supervisor treats staff as individuals, supports and encourages their development	4.15
3	My supervisor gives encouragement and recognition to staff	4.17
4	My supervisor fosters trust, involvement and cooperation among team members	4.29
5	My supervisor encourages thinking about problems in new ways and questions assumptions	4.20
6	My supervisor is clear about his/her values and practises what he/she preaches	4.22
7	My supervisor instils pride and respect in others and inspires me by being highly competent	4.26
	Variabel Mean	**4,22**

Source: Data processed using AMOS version 25, 2024

Table 12 shows the results of the job satisfaction variable; it has a total mean value of 4.21, which indicates that respondents feel satisfied with their jobs, find their work enjoyable, and feel proud of their work. The highest mean value for job satisfaction across all statements is 4.30 for the indicator that employees feel their work is meaningful. The lowest mean value is 4.11, which corresponds to the statement "my job is enjoyable."

Table 12
Descriptive Statistics of *Job Satisfaction*

Num.	Indicators	*Mean*
1	In general, I am satisfied with my job.	4.18
2	I like doing the things I do at work	4.15
3	My job is enjoyable.	4.11
4	I feel a sense of pride in doing my job.	4.27
5	I sometimes feel my job is meaning.	4.30
	Variabel Mean	**4,21**

Source: Data processed using AMOS version 25, 2024

Table 13 shows the results of the organizational citizenship behavior variable; it has a total mean value of 4.16, which indicates that employees have a high level of OCB and respondents feel they receive help from colleagues, employees voluntarily assist new employees, and employees take the initiative to introduce themselves to replacements and offer assistance. The highest mean value for organizational citizenship behavior across all statements is 4.26, which means that employees inform colleagues about changes in schedules or routines. The lowest mean value is 3.94, which indicates that employees are relatively less likely to voluntarily provide their personal time to complete work.

Table 13
Descriptive Statistics *Organizational Citizenship Behavior*

Num.	Indicators	*Mean*
1	Employees help subordinates on their own time	4.05
2	Employees wastes a lot of work time	4.03
3	Employees voluntarily help new employees	4.05
4	Employees volunteer to serve on new groups	4.03
5	Employees arrive to work and meeting on time	4.13
6	Employees take the initiative to introduce themselves to substitutes and assist them	4.15
7	Employees begin work promptly and use work time effectively	4.18
8	Employees give colleagues advanced notice of changes in schedule or routine	4.26
9	Employees give an excessive amount of busy work	4.20
10	Employee groups in the organization work effectively	4.18
11	Employees provide their personal time to complete work voluntarily	3.94
12	Employees make innovative suggestions to improve the overall quality of organizational products	4.21
	Variabel Mean	**4,16**

Source: Data processed using AMOS version 25, 2024

Table 14
Hypothesis Testing Results

Hypothesis	Estimate	*P-Value*	Conclusion
Workplace spirituality has a positive effect on organizational citizenship behavior.	0,470	0,013	Supported
Workplace spirituality has a positive effect on job satisfaction.	0,790	0,002	Supported
Transformational leadership has a positive effect on organizational citizenship behavior.	0,175	0,087	Not Supported
Transformational leadership has a positive effect on job satisfaction.	0,208	0,136	Not Supported
Job satisfaction has a positive effect on organizational citizenship behavior.	0,258	0,001	Supported
The positive effect of workplace spirituality on organizational citizenship behavior is mediated by job satisfaction.	0,204	0,015	Supported
The positive effect of transformational leadership on organizational citizenship behavior is mediated by job satisfaction.	0,054	0,148	Not Supported

Based on Table 14, the results of hypothesis testing for hypotheses 1, 2, 5, and 6 shows that the p-value is ≤ 0.05, therefore hypotheses 1, 2, 5, and 6 are supported. For hypotheses 3, 4, and 7, the p-value is > 0.05, therefore hypotheses 3, 4, and 7 are not supported.

The influence of Workplace Spirituality on Organizational Citizenship Behavior
The first hypothesis tests the positive influence of workplace spirituality on organizational citizenship behavior. The results of testing the first hypothesis show that there is a positive influence of workplace spirituality on organizational citizenship behavior. This means that workplace spirituality in the company influences employees' organizational citizenship behavior. This occurs because employees exhibit voluntary and extra-role behaviors that are performed to enhance organizational effectiveness. When spiritual values are integrated into the work environment, they can motivate employees

to be more actively involved in their work, thereby increasing OCB. In this process, employees who feel spiritually connected and have good relationships in the workplace are more likely to help colleagues, share knowledge, and support a positive work atmosphere.

Milliman et al. (2023) highlight that organizations integrating spiritual values encourage employees to go beyond formal duties, reflecting similar conclusions found in this research. Rego and Cunha (2008) further demonstrate that spiritual connection at work enhances interpersonal relationships, facilitating collaboration and support among employees, consistent with the current findings that employees with spiritual connections are more likely to assist colleagues and share knowledge.

The influence of Workplace Spirituality on Job Satisfaction.
The second hypothesis tests the influence of workplace spirituality on job satisfaction. The results of testing the second hypothesis show that there is a positive influence of workplace spirituality on job satisfaction. This means that PT. Chandra Asri Petrochemical and PT Asahimas Chemical have sufficiently created workplace spirituality values among employees, thus significantly influencing job satisfaction.

This research aligns with previous studies conducted by Oktoriyana et al. (2014) which stated that there is a positive influence of workplace spirituality on job satisfaction. This implies that workplace spirituality can affect how satisfied employees are with their jobs. When companies create an atmosphere that considers employees' spiritual needs, it can make employees feel more satisfied with their work. Thus, when employees recognize and apply spiritual values in the workplace, such as inner life, connectedness, and meaning and purpose, it can help create a work environment that makes employees feel more satisfied and engaged, as well as encourage positive behavior. According to Brown and Green, (2018) employees who feel spiritually recognized in the workplace tend to have higher levels of job satisfaction compared to those who do not. Additionally, a study by Davis et al. (2020) also showed that there is a positive correlation between spiritual experiences in the workplace and job satisfaction indicators.

The influence of Transformational Leadership on Organizational Citizenship Behavior
The third hypothesis tests the influence of transformational leadership on organizational citizenship behavior. The results of testing the third hypothesis show that there is no positive influence of transformational leadership on organizational citizenship behavior.

This research does not align with previous studies conducted by Wang et al. (2010) which stated that there is a positive influence of transformational leadership on organizational citizenship behavior. Bass et al. (2013) described transformational leadership as the ability to lead followers beyond self-interest through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration. Transformational leadership has been a focus of attention in leadership literature and has been proven to have a positive relationship with organizational citizenship behavior.

The influence of Transformational Leadership on Job Satisfaction
The fourth hypothesis tests the influence of transformational leadership on job satisfaction. The results of testing the fourth hypothesis show that there is no positive influence of transformational leadership on job satisfaction. These results indicate that transformational leadership cannot provide job satisfaction. Transformational leadership involves aspects such as inspiration and motivation. If the relationships between leaders

and employees, as well as among colleagues, are not good, employees will not feel satisfied in the workplace. This is because employees do not experience support or a supportive and friendly work atmosphere, making them feel unable to develop well.

This research does not align with previous studies conducted by Piccolo et al. (2021) which stated that there is a positive influence of transformational leadership on job satisfaction. This suggests that transformational leaders who provide individual attention and build personal relationships with employees can create strong bonds between leaders and followers. These relationships can be a source of job satisfaction, as employees feel recognized and supported. Leaders who practice transformational leadership can become respected behavioral models for employees, thus creating a positive atmosphere in the workplace and increasing job satisfaction. This indicates that transformational leadership styles tend to increase employee job satisfaction levels. Furthermore, Bass dan Riggio (2015) also affirmed a strong relationship between transformational leadership and job satisfaction, with transformational leaders being able to create a supportive work environment that motivates employees. Additionally, Wang et al. (2021) in their research showed that transformational leadership contributes positively to job satisfaction through improved communication, trust, and recognition within the organization.

The influence of Job Satisfaction on Organizational Citizenship Behavior

The fifth hypothesis tests the influence of job satisfaction on organizational citizenship behavior. The results of testing the fifth hypothesis show that there is a positive influence of job satisfaction on organizational citizenship behavior. This means that PT. Chandra Asri Petrochemical and PT Asahimas Chemical have been able to create job satisfaction among employees, which influences organizational citizenship behavior.

This research aligns with previous studies conducted by Organ et al. (2006) which stated that there is a positive influence of job satisfaction on organizational citizenship behavior. Their findings indicate that work unit members who are assessed as having higher levels of performance and job satisfaction generally demonstrate higher organizational citizenship behavior compared to work unit members who show lower performance levels. Job satisfaction is considered an important factor that can influence employee behavior in the workplace. Employees who are satisfied with their jobs are more likely to exhibit positive behaviors beyond their core duties. Job satisfaction can increase intrinsic motivation, loyalty, and work satisfaction, all of which can trigger the manifestation of organizational citizenship behavior (Israel, 2009).

The effect of Workplace Spirituality on Organizational Citizenship Behavior is mediated by Job Satisfaction

The sixth hypothesis testing concludes that there is a significant positive influence of workplace spirituality on organizational citizenship behavior (OCB), mediated by job satisfaction. This study supports previous research by Rego dan Cunha (2008) which found that workplace spirituality has a positive effect on OCB. The study indicates that when workplace spirituality is implemented, employees are more likely to exhibit behaviors that support the organization beyond their primary duties.

A study conducted by Mohamed et al. (2022) found that job satisfaction plays a significant mediating role in the relationship between workplace spirituality and OCB. This research shows that when employees are satisfied with their jobs, the perceived spirituality at the workplace encourages them to engage more in behaviors that support

the organization, such as helping colleagues or participating in non-mandatory organizational activities.

The effect of Transformational Leadership on Organizational Citizenship Behavior is mediated by Job Satisfaction.

The seventh hypothesis testing concludes that there is no significant positive effect of transformational leadership on organizational citizenship behavior (OCB) mediated by job satisfaction. This study reveals that although transformational leadership is associated with various positive outcomes, including increased OCB, it does not always manifest significantly when job satisfaction serves as a mediator.

Research by Kao et al. (2023) found that although transformational leadership can enhance job satisfaction, it does not always lead to increased OCB. This is due to variability in how employees interpret and respond to transformational leadership, influenced by other factors such as organizational culture or the type of industry in which they work. In some cases, employees may feel that the job satisfaction they experience is not sufficient motivation to engage in extra-role behaviors that are not directly recognized by the organization.

CONCLUSION AND RECOMMENDATIONS

There is a positive influence of workplace spirituality on organizational citizenship behavior (OCB). Employees working at PT. Chandra Asri Petrochemical and PT. Asahimas Chemical experience positive spiritual values in the workplace. There is a positive influence of workplace spirituality on job satisfaction, as employees feel satisfied with their jobs and find their work meaningful. However, there is no significant positive effect of transformational leadership on OCB, although employees perceive transformational leadership from their superiors. There is also no positive influence of transformational leadership on job satisfaction. In contrast, job satisfaction has a positive impact on OCB. Employees at PT. Chandra Asri Petrochemical and PT. Asahimas Chemical demonstrate high OCB. Additionally, there is a positive effect of workplace spirituality on OCB mediated by job satisfaction, but no significant positive effect of transformational leadership on OCB when mediated by job satisfaction.

The findings of this study have important implications. Companies should enhance patience among coworkers, promote a culture of forgiveness and harmonious living, strengthen a sense of personal wholeness through knowledge sharing, ensure employees feel valued when sharing information, and foster a culture of mutual trust to enhance overall workplace spirituality. Furthermore, companies need to pay more attention to individual support for staff, provide more consistent encouragement and recognition, clarify a positive vision for the future, support innovation in problem-solving, and communicate values effectively.

Additionally, companies should enhance aspects of enjoyment in work, encourage a passion for work tasks, strengthen overall employee job satisfaction, instill a sense of pride in performing their duties, and ensure employees feel their work is meaningful to improve overall job satisfaction. Companies also need to pay more attention to employees who are reluctant to use personal time for voluntary work, ensure that employees do not waste work time, and boost employees' enthusiasm to help and serve new colleagues voluntarily.

Further research is suggested not only to focus on the chemical industry in the Cilegon area but also to explore other industries to achieve more varied results.

Increasing the number of respondents is also recommended to enhance the accuracy of the research findings.

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