

ANTECEDENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR VARIABLES: GENDER AS MODERATOR

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ABSTRACT

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This study was conducted to examine the influence of workplace spirituality on job satisfaction; workplace spirituality on organizational citizenship behavior (OCB); workplace spirituality on organizational commitment; job satisfaction on organizational citizenship behavior; organizational commitment on organizational citizenship behavior; and gender role as a moderating variable on the influence of job satisfaction, workplace spirituality, organizational commitment on OCB. The survey was performed in all public notary offices in Bangli Regency, with 76 permanent staff serving as respondents. The Partial Least Square (SEM PLS) strategy was utilized to analyze the data. Before the model is pronounced excellent, the results of the entire model assessment are based on the value of Q-Square Predictive Relevance (Q²), R-Square (R²) and Goodness of Fit (GoF). The test findings show that workplace spirituality (WPS) has a substantial beneficial impact on job satisfaction, indicating that the hypothesis is correct. The hypothesis is accepted because the test findings show that workplace spirituality (WPS) positively influences organizational citizenship behavior. The test findings show that workplace spirituality (WPS) has a substantial favorable influence on organizational commitment, indicating that the hypothesis is correct. The hypothesis is rejected because the test findings show that job satisfaction (JS) has no influence on OCB. The hypothesis is accepted because the test findings show that employee organizational commitment has a strong beneficial influence on organizational citizenship behavior. As a consequence of the hypothesis testing on gender as a moderator, it can be concluded that gender is not a moderator in the accepted model.

Introduction

There is no doubt that the quality of human resources is a vital asset for any organization, since competent human resources will help an organization's

performance and success (Sholikhah & Frianto, 2022). According to (Pradnyana, Astakoni, & Utami, 2020), if the company's human resources are of good quality, it will be able to sustain and grow its position in the

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industrial world. Human resources must cultivate extra-role behavior in addition to the official responsibilities provided by the organization to its personnel in order to support the company's competitiveness. Considering that additional activity has the potential to benefit the organization (Larasati & Susilowati, 2021). In a company climate marked by fierce competition, workers must demonstrate a strong commitment to develop additional excellent conduct (Charoensukmongkol, Daniel, & Chatelain-Jardon, 2015). Employee commitment is a key characteristic that may greatly assist firms in competing successfully and achieving better market performance (Meyer & Allen, 1984). Extra-role conduct, also known as organizational citizenship behavior, is a notion that has been widely researched among the different reasons that encourage workers to contribute to the business. Several studies have shown that organizational citizenship conduct is linked to a variety of organizational outcomes (Ozer, 2011). Job satisfaction, organizational commitment, work participation, motivation, and leadership support, according to (Yulianto, 2021), are all characteristics that might impact OCB. Various research findings have raised the relationship between work attitudes, including job satisfaction, commitment, and work involvement, and organizational citizenship behavior (Utami, Sapta, Verawati, & Astakoni, 2021), but studies on the influence of spirituality in the workplace on organizational citizenship behavior have largely been ignored. The importance of spirituality in the workplace has been extensively recognized (Ashmos & Duchon, 2000). Having spirituality, especially when working, may be helpful to both people and companies (Kolodinsky, Robert W., Robert A. Giacalone, 2008; Sukumarakurup & Christopher, 2002). Over the past decade, more and more people are fond of practicing spirituality when they are working (Kolodinsky, Robert W., Robert A. Giacalone, 2008). Workplace spirituality is defined as an employee's work experience. Employees enjoy excellent work experiences when they can express their desire to care for and be sensitive to others, be prudent in accomplishing important jobs, and allow for a sense of fullness and pleasure in the workplace. Positive working experiences will motivate individuals to work joyfully and even

go above and beyond their job responsibilities (Kazemipour & Mohd Amin, 2012). Work, organization, and work environment are rapidly becoming the focus of attention in one's life, according to (De Klerk, Boshoff, & Van Wyk, 2006). People will devote more time to their jobs or formal work-related activities than to their personal lives. As a result, people strive to meet their spiritual demands at work (Garg, Punia, & Jain, 2019). (Sukumarakurup & Christopher, 2002), stated that when employees of a certain company experience lack of motivation and satisfaction, then spirituality might be the good choice to help employees to face the aforementioned problems. This is in line with (Milliman, Czaplewski, & Ferguson, 2003) and (Pawar, 2009), who also argued that spirituality when used while working and job satisfaction have a positive association. Other studies (Kolodinsky, Robert W., Robert A. Giacalone, 2008) discovered a link between workplace spirituality and job satisfaction (Usman & Danish, 2010). (Garg et al., 2019) argued that one of the important indicators of OCB is when employees practice their spirituality in their respective workplace. As previously stated, workplace spirituality has hurdles in addressing current organizational concerns, both philosophically and experimentally. By integrating workplace spirituality as an integral part of employee work attitudes and attempting to integrate gender demographic characteristics as moderators, this study intends to fill in the gaps of previous research. Recent demographic elements are regarded to be one of the aspects that define a person's conduct at work, among the several work attitude factors that have been identified that might promote employee extra work behavior (Widyari, 2021). Individual qualities that are characterized as masculine or feminine in psychology, or what is often known as gender, impact organizational citizenship behavior. Gender disparities will influence every choice a person makes, including whether or not to undertake additional labor in the business (Prasetyo, Adi, & Damayanti, 2020). The purpose of this study is to examine the effect of work spirituality on job satisfaction, the effect of work spirituality on organizational citizenship behavior, the effect of work spirituality on organizational commitment, the effect of job satisfaction on

organizational citizenship behavior, and the effect of commitment organization on organizational citizenship behavior, based on theoretical exposure and previous research.

Employees' desire to commit themselves to the business outside of their professional jobs is shown in organizational citizenship behavior (OCB) (Moorman & Harland, 2002). Social exchanges are launched based on the level of trust and goodwill that two parties have for one another, as opposed to commercial exchanges, which are constrained by concrete and short-term gains (Kacmar, Bachrach, Harris, & Noble, 2012). Employee conduct that promotes efficient and successful organizational functioning is known as organizational citizenship behavior (OCB), and it is not directly or openly influenced by the official organizational incentive system (Organ & Ryan, 1995). Organizational citizenship behavior (OCB) has five aspects, according to (Garg et al., 2019): (1) altruism, which is conduct that assists in the alleviation of labor aimed at people in an organization, (2) civility, which is assisting colleagues in preventing difficulties. with their employees by offering counsel and information. and respecting their requirements, (3) sportsmanship, for instance, one should not badmouth one's partner just because of a not-so-perfect results, (4) civic understanding, for instance, an employee should be aware that whatever she/he is doing, it needs to be in accordance with the rules established by the company, and (5) conscientiousness, work discipline, and efficient use of time.

Workplace spirituality refers to the expression and experience of spirituality in the workplace, which is fostered by a variety of organizational factors (Sapta, Rustiarini, Kusuma, & Astakoni, 2021). Thus, these factors, culture, leadership, etc, play an important role to create the optimal working environment. Workplace spirituality, according to (Supriyanto, Soetjipto, & Maharani, 2016), is how one employee is connected to the other employees. From this connection and interaction one will start to feel that he/she is part of the group (company). Workplace spirituality is divided into three aspects by (Ashmos & Duchon, 2000): Inner Life, Meaningful Work, and Community. Although individuals sometimes

exhibit their religious views at work, it might be claimed that workplace spirituality is not about religion. Workplace spirituality provides a chance to showcase many sides of one's personality. Swadharma, lokasangraha, genuineness, feeling of community, karmic capital, and kritagyata were used to quantify workplace spirituality in this research (Garg, 2020).

Employees often associate happiness with internal variables such as accomplishment and advancement, according to Herzberg's two-factor theory. Employees, on the other hand, will blame work discontent on external variables such as income, peer support, and supervisors (Gunastri, Handayani, & Astakoni, 2019). Employee job satisfaction is defined as a favorable attitude toward work, work environment, coworkers, and the greater corporate context. Job satisfaction encompasses a wide range of factors, including compensation, job duties, coworkers, and corporate regulations and procedures. Work satisfaction, on the other hand, is a tightly defined notion that only comprises a constructive and positive psychological appraisal of the job profile (Garg et al., 2019). In a nutshell, job satisfaction is a work attitude that is heavily influenced by an employee's work experience. The physical work environment, peer connections, leadership style, and the degree of decentralization and delegation of authority all influence this experience.

Scholars and practitioners have paid close attention to organizational commitment. One's commitment to any organization describes an employee's engagement with the company and minimizes the chance of workers leaving the company. Of course, this certainly has some connection with the psychology of the employee in question (Rego & e Cunha, 2008). The impact of organizational commitment on various attitudes and behaviors of organizational relevance, such as intention to leave, turnover, timeliness, organizational citizenship behavior, attitudes toward change, and organizational performance (Allen & Meyer, 1990), may explain the widespread interest (Meyer & Stanley, 2001). Affective (personal attachment to the company), continuation (the consequence of staying at the same company), and normative (the consequence of leaving the company) are the three

components of organizational commitment (feeling of obligation to the organization). Each of these elements contributes to increasing the possibility that workers will stay with the company, but each mentality is distinct from the others. Employees that have strong affective ties desire to remain. Those with consistency stay because they feel obligated to. Employees that are normally devoted will stay because they feel obligated to. The model, on the other hand, mandates that the three components are separate. As a result, the measures created for each of the three seem to be somewhat unrelated to the other two. Another feature of this model is that each component develops individually, depending on distinct antecedents and processes (Meyer & Allen, 1991).

One of the aspects thought to influence a person's conduct is their demographics. People's natural features, which are classed as masculine or feminine or more often known as gender, will impact individuals in making different choices, including doing additional labor, according to psychology (Prasetyo et al., 2020). Gender, according to (Febrian & Islami, 2020), is a social category that includes men and women's behavior and traits, how we consider ourselves, and how others regard us. Gender is a notion that considers men and women to have different responses to the same situation. This idea encompasses not just biological differences, but also social, cultural, and behavioral differences (Widyari, 2021). Gender is a biological differentiator that relates to role orientation and features. It affects both identities and social categories. In this research, gender was determined using a nominal scale, with 1 representing male and 2 representing females (Hanifah, 2011).

Work, structure, and the work environment are rapidly becoming the focus of attention in one's life, according to (De Klerk et al., 2006). People nowadays devote more time to work or formal job-related activities than to personal affairs. As a result, workers anticipate being able to meet their spiritual demands at work (Garg et al., 2019). Workplace spirituality's institutionalization enables meaningful and purposeful labor, as well as social connection, and hence spiritual satisfaction (Van der Walt & De Klerk, 2014). In the sense that workplace spirituality is increasingly being hailed as a promoter of job

satisfaction, workers whose spiritual needs are met have a better degree of fulfillment spiritually.

Workers' motivation and job satisfaction improve as a result of workplace spirituality (Pawar, 2009; Sukumarakurup & Christopher, 2002). (Milliman et al., 2003) found a positive correlation between two variables: workplace spirituality and job satisfaction. (Kolodinsky, Robert W., Robert A. Giacalone, 2008) and (Usman & Danish, 2010) are two more researchers that have validated the favorable link (Chawla & Guda, 2013). The spiritual component of the workplace is critical in meeting workers' internal needs and in fostering a good reaction from employees. As a result, spirituality in the workplace has a substantial impact on job satisfaction. An empirical research by (Krahnke, Giacalone, & Jurkiewicz, 2003) found that work spirituality had an impact on peer attitudes, including job satisfaction. Thus, the first hypothesis can be made that spirituality at work has an influence on job satisfaction.

Workplace spirituality, when combined with a feeling of community, may be a powerful motivator for workers to engage in organizational citizenship (Charoensukmongkol et al., 2015). As is generally known, a feeling of community refers to a workplace in which employees feel a close bond with their coworkers (Ashmos & Duchon, 2000). Employees who have a strong feeling of belonging certainly will be more willing to help and work with their counterparts (Schwartz & Bilsky, 1990). As a result, individuals' prosocial conduct at work might drive them to contribute wisely in aiding coworkers and organizations outside of their official obligations (Li, Liang, & Crant, 2010). Employees who have had great work experiences are more likely to work pleasantly and to go above and beyond their job responsibilities (Kazemipour & Mohd Amin, 2012). Three components of spirituality in the workplace were also discovered by (Charoensukmongkol et al., 2015). Work is linked to organizational citizenship behavior in a substantial way. The suggested hypothesis (H2) is as follows: workplace spirituality has a considerable beneficial influence on organizational citizenship behavior, as explained above.

Organizational commitment is a psychological condition that describes an employee's engagement with the company and minimizes the chance of the employee leaving (Meyer & Stanley, 2001). Both scholars and practitioners have given this subject a lot of thought. The impact of organizational commitment on various attitudes and behaviors of organizational relevance, such as intention to leave, turnover, timeliness, organizational citizenship behavior, attitudes toward change, and organizational performance (Allen & Meyer, 1990), (Meyer & Stanley, 2001), may explain this broad interest. Another feature of this concept is that each component of this commitment develops individually, with various antecedents and processes (Allen & Meyer, 2000; Meyer & Allen, 1991) Workplace spirituality is one of the antecedent characteristics that is often linked to organizational commitment (Rego & e Cunha, 2008). According to (Fry, Vitucci, & Cedillo, 2005), the stronger the spirituality in the job, the higher the normative and emotional commitment, and the lower the continuation commitment. This viewpoint is supported by both theoretical and empirical data. For example, positive actions (such as compassion toward colleagues) might lead to more favorable employee attitudes about work and the business. As a result, there may be more emotional and normative commitment to the organization (Milliman et al., 2003). Workers' self-esteem, hope, health, happiness, and personal progress are all boosted by humanistic employment and the ability to conduct meaningful work. As a consequence, workers devote their whole selves to the organization (physical, mental, emotional, and spiritual), seeing employment as a mission rather than merely "job," making them more effectively and normatively linked to the business and more dedicated (Rego & e Cunha, 2008). Several study results, such as (Pawar, 2009), show that individual spirituality has a direct impact on work happiness, job participation, and organizational commitment. Now the question is, is there any connection between spirituality and the quality of human resources, the answer is certainly yes. (Sapta et al., 2021) argued that the more spiritual an employee is, the more committed she/he would be to a company. Thus, the hypothesis

(H3) is accepted based on this description: workplace spirituality has a considerable beneficial influence on one's commitment to an organization.

In light of the ever-changing environment and great service efforts, an organization's needs to acquire, develop, and sustain quality resources are becoming more demanding (Sudarmo, Imay, & Wibowo, 2018). As a result, an organization should aspire to promote the efficiency and effectiveness of organizational functions or the behavior of someone who works more than the job description (Gunastri et al., 2019). Job satisfaction, organizational commitment, work participation, motivation, and leadership support, according to (Yulianto, 2021), are all characteristics that might impact OCB. OCB is a voluntary behavior that is unrelated to a compensation system and has the potential to improve a company's or organization's performance (Astakoni et al. 2019). If an individual is both physically and intellectually fulfilled at work, OCB may develop (Yulianto, 2021). Many studies have been undertaken on the link between work happiness and OCB, including one by (Purwanto, Purba, Bernarto, & Sijabat, 2021), which found that job satisfaction is positively related to organizational citizenship behavior. The results of (Khazamah, Herawati, & Septyarini, 2021) show that workers with high job satisfaction may enhance OCB, which is excellent for improving the institution's performance. There is no doubt that employee's satisfaction is the key factor to have sustainable success for any organization. The following hypothesis (H4) is provided based on the explanation of the current theory: Employee work satisfaction has a considerable beneficial influence on organizational citizenship behavior.

Organizational citizenship behavior (OCB) may be triggered by a variety of internal causes, such as work satisfaction and employee dedication (Utami et al., 2021). (Nurjanah, Pebianti, & Handaru, 2020) argued that there are numerous factors that influence OCB, some of the most prominent ones are personality, attitudes in the workplace and satisfaction with the job at hand.. Employees will produce maximum and greatest performance outcomes if they are happy with the company. Furthermore, highly

devoted personnel will go to any length to grow the firm because they believe in their job (Qing, Asif, Hussain, & Jameel, 2020). When workers have a strong commitment to the business, they are completely satisfied with their job and eager to take steps to advance the firm. One's commitment in a company has a considerable influence on Organizational Citizenship Behavior (OCB); this is especially true when research was conducted to explore the effect of organizational commitment on Organizational Citizenship Behavior (OCB) (Purwanto et al., 2021). Another study by (Nurjanah et al., 2020) on the same subject also seconds this finding. According to (Sahertian, 2010) and (Oemar, 2013), organizational commitment is the most important factor impacting OCB. This is obvious because it will take commitment for one to stay in the same company for a long period of time. Organizational commitment, as part of attitudes, has an impact on a variety of critical behaviors that are required for the company to run well. OCB and strong employee performance are linked to a low alpha level and high organizational commitment. The following hypothesis (H5) is made based on the aforementioned explanation: Organizational citizenship behavior is significantly influenced by organizational commitment.

Gender is a sociological term that describes male and female traits (Febrian & Islami, 2020). Gender has an impact on the performance of organizational citizenship behavior (Beauregard, 2012). Gender is

primarily concerned with role orientation and qualities, not only biological distinctions, but also social identities and classifications. Women, who are more competitive and confident, are more responsive to justice and honest. As a result, gender might be linked to a person's degree of conduct. According to (Khalid et al., 2009) findings, gender influenced the association between helpful conduct and intention to migrate, with women having a greater relationship than males. These findings highlight the necessity of incorporating behavioral aspects when predicting and managing personnel. According to the findings (Korkmaz & Meng 2018), gender has a moderating impact on workplace spirituality and organizational commitment. This research suggests the following hypothesis based on the premise and prior results that gender influences employee behavior in an organization:

In connection with hypothesis 6 (H6), gender will attenuate the association between workplace spirituality and organizational citizenship behavior.

In connection with hypothesis 7 (H7), gender will influence the association between work satisfaction and organizational citizenship behavior.

In connection with hypothesis 8 (H8), gender will influence the association between organizational commitment and organizational citizenship behavior,

The research methodology chosen is based on the idea review and numerous prior findings:

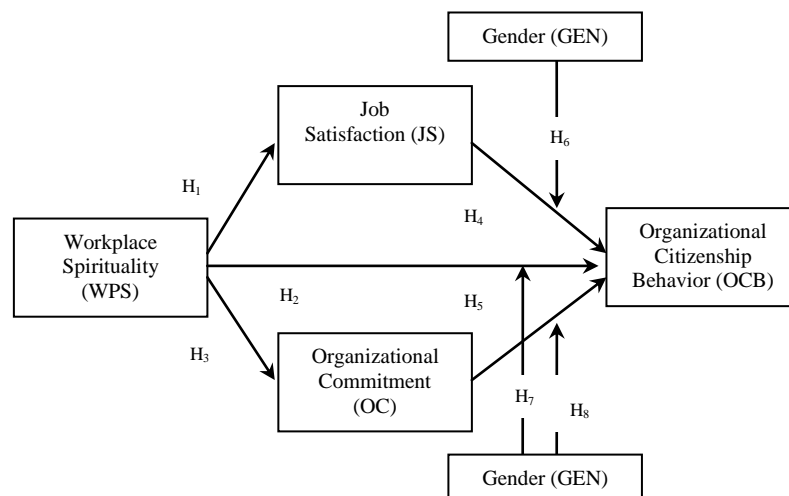


Figure 1. Research Concept Framework

Method

A. Research Design

This study employed a causal research design, which explains the causal link between research variables. Because the nature of the variables/constructs in this research is unobserved (latent variables), the pattern of the connection between latent variables in this study is a consequence of the link between exogenous variables and endogenous variables.

B. Place & Object of Research

The study was done at all public notary offices in the Bangli area, with the research subjects being all workers of the 17 current public notary offices, totaling 76 respondents. Organizational citizenship behavior (OCB), workplace spirituality (WPS), job satisfaction (JS), organizational commitment (OC), and gender (Gen) were the factors in this research.

C. Sample size and population

The universe of study is defined as a collection of all items in the form of events, objects, or people that have comparable qualities and are the focus of researchers' attention (Augusty, 2014). The participants in this research were all workers of the Bangli Regency public notary office, and the sample was drawn

from the full population (saturated sample) of 76 people.

D. Techniques for Data Collection

The researchers employed a survey using a closed questionnaire instrument to gather data for this investigation. Data is collected through a questionnaire, and the information acquired is qualitative. The sentiments were measured using a 5-point Likert scale ranging from strongly disagree to strongly agree. On the left are highly negative numbers, while on the right are very positive ones. In this investigation, the scale range was 1 to 5.

E. Variable indicators and operational definition

Exogenous factors, endogenous variables, and moderating variables are used in this research. The dependent variable (endogenous variable) is the one that researchers are most concerned with. Organizational citizenship behavior (OCB), job satisfaction (JS), and organizational commitment are the endogenous factors in this research (OC). Workplace spirituality is one of the exogenous factors (WPS). Gender is quantified on a nominal scale as a moderating variable. Table 1 shows the definitions of the variables, indicators, and scales used

Table 1
Definition of variables, indicators and measurement scale

Construct (Variable)	Operational Definition	Dimensions and number of indicators	Scale
Organizational citizenship behavior (OCB)	Organizational citizenship behavior is defined as activity outside of the formal incentive system that is not expressly encouraged.	dimensions and indicators referring to Garg, Punia, & Jain (2019) consist of 5 items; courtesy (ocb1), altruism (ocb2), conscientiousness (ocb3), civil virtue (ocb4) and sportsmanship (ocb5)	Likert 1 - 5
Workplace Spirituality (WPS)	Workplace spirituality is a recognition that workers have an inner existence that is nourished and nourished by job purpose in the framework of society.	Workplace spirituality takes the Garg (2020) model, consisting of 6 indicators, namely swadharma (wps1), lokasangraha (wps2), authenticity (wps3), sense of community (wps4), karmic capital (wps5), kritagyata (wps6)	Likert 1 - 5
Job satisfaction (JS)	Job satisfaction is a measure of a person's assessment of working conditions and their relationship to the fulfillment of one's expectations, needs and desires.	Job satisfaction takes indicators from Supriyanto et al (2016), namely 5 items; The work itself (js1), Payment system (js2), Promotion (js3), Supervisor's attitude (js4), Attitude of coworkers (js5),	Likert 1 - 5
Organizational Commitment	Employee loyalty to the organization is shown in	Measurement of organizational commitment refers to (Astakoni, 2017)	Likert 1 - 5

(OC)	organizational commitment, which expresses care for the organization's future success and advancement.	which consists of 15 statement items; effective (oc1); normative (oc2) ; continuum (oc3)	
Gender (GEN)	Gender is a concept that views that men and women have different responses to the same problem.	Gender is measured using a nominal scale, i.e. number 1 represents male and number 2 represents female (Hanifah, 2011).	Nominal scale

F. Techniques for Data Analysis

The characteristics of respondents and the features of respondents' responses to the concept study's indicators are described using descriptive analysis. The SPSS version 22 application was used to process the data in this investigation. The measurement model (outer model) will be evaluated using inferential statistical analysis, while the structural model will be evaluated using a variety of methods, including model testing with a) R-Square (R^2), b) Q-Square Predictive Relevance (Q^2), and c) Goodness of Fit (GoF) and structural model evaluation using the bootstrapping

method (Vinzi, Chin, Henseler, & Wang, 2010).

RESULTS AND DISCUSSION

A. Results

1. Respondents' characteristics

The purpose of exposing the characteristics of respondents is to provide an overview of what they want to know about the condition of the respondent who is the sample in the study. Gender, last education, age (years), and term of employment are among the characteristics of respondents (years). Table 2 shows the characteristics of responders.

**Table 2
Characteristics of Respondents**

Information	Number of Respondents	Percentage
Gender:		
Male	21	27.60 %
Female	55	72.40%
Total:	76	
Age of respondent:		
< 30 years	44	57.90 %
30 – 40 years	19	25.00 %
41 – 50 years	8	10.50 %
>50 years	5	6.60 %
Total:	76	100.00 %
Education		
High School	12	15.80 %
Diploma	27	35.50 %
Undergraduate	37	48.70 %
Total:	76	100.00 %
Length of employment:		
< 5 years	5	6.60 %
5 – 10 years	41	%
11 – 15 years	16	%
'> 15 years	14	18.40 %
Total:	76	100.00 %

Based on Table 2, the respondent's characteristics are reported as follows: Gender is a reflection of how involved respondents are in the research. Table 1 reveals that there were 21 male

respondents(27.60\%) and 55 female respondents (72.40%). According to the statistics, female respondents make up the majority of public notary office personnel. The degree of education of public notary

office staff is considered as a measure of their intellectual ability. Table 1 reveals that 12 individuals (15.80%) have high school education, 27 individuals (35.50%) have a diploma, and 37 individuals have a bachelor's degree (48.70%). According to the statistics, undergraduate level of education dominates the number of respondents. The age distribution of the respondents is determined by their age. Table 1 reveals that 44 individuals (57.90%) are under the age of 30, 19 individuals (25.00%) are 30-40 years old, 8 individuals (10.50%) are 41-50 years old, and 5 individuals are beyond 50 years old (6.60 %). According to the research, public notary personnel are mostly youthful and industrious people under the age of 30. The duration of service is used to determine how long an employee has been employed by the public notary. Table 1 reveals that 5 individuals have worked for 5 years (6.60%), 41 individuals have worked for 5-10 years (53.9%), and 16 individuals have worked for 11-15 years (21.10%). Over the course of 15 years, 14 employees were employed (18.40 %).

Thus, 53.90% of public notary office personnel have worked for a long period (5-10 years).

2. Test of Inference

SEM-PLS is used in this study to assess the outer and inner models and analyze research data. The researcher initially performed a measurement test (outer model) to check whether the assessment of the measurement model employing reflecting indicators was convergent, as shown by the loading factor for each variable indicator and the average variance retrieved (AVE). It can be shown from outlier loading of 0.868 (above > 0.70) and a minimum AVE value of 0.814 (or AVE > 0.50) based on the conditions of convergent validity with reflecting indicators. The external loading of all indicators of the variable the latent value is above 0.70, and the average variance extracted (AVE) (Table 4) is above 0.5, indicating that the convergent validity as an indicator for measuring the latent construct has been fulfilled.

**Table 3
Outer Loading**

Indicators	Job Satisfaction, (JS)	Organizational Commitment, (OC)	Organizational Citizenship Behavior, (OCB)	Workplace Spirituality,
js1	0.930			
js2	0.954			
js3	0.960			
js4	0.942			
js5	0.917			
oc1		0.962		
oc2		0.951b		
oc3		0.960b		
WPS			0,868 0,912	
			0,927	
			0,901	
ocb5			wps4	
wps5				0,971
wps6				0,958
0,935				Table

Table 4
Average Variance Extracted (Ave)

Construction	<i>AVE</i>
Job satisfaction, (JS)	0.885
Organizational Commitment, (OC)	0.918
Organizational Citizenship Behavior, (OCB)	0.814
Workplace Spirituality. (WPS)	0.912

The composite reliability may be considered as a gauge of the amount of dependability, and Cronbach's alpha is larger than 0.70. Table 5 shows that the composite reliability of all constructions has a minimum value of 0.870 (> 0.70), indicating that it is trustworthy according to the composite reliability criterion and Cronbach alpha value. The outcome is higher than 0.70. The Average Volatility Extracted (AVE) number, on the other

hand, is larger than 0.50, indicating that 50% or more of the variance of the indicator can be explained.

3. Composite Reliability

If the composite reliability and cronbach alpha are both more than 0.70, a measurement is considered to be trustworthy. Composite reliability refers to the consistency of indicator blocks in a research model

Table 5
Cronbach Alpha Test of Composite Reliability and Composite Reliability

Constructs	Composite Reliability	Cronbach Alpha
Job Satisfaction, (JS)	0.975	0.968
Organizational Commitment, (OC)	0.971	0.955
Organizational Citizenship Behavior, (OCB)	0.946	0.924
Workplace Spirituality (WPS)	0.969	0.952

Table 5 reveals that the composite reliability value of all constructions is more than 0.70, indicating that it fulfills the composite reliability criteria's dependable requirements.

The inner model test is used to assess the model as a whole using analytical methods such as R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF)

4. Inner Model Evaluation

Table 6
Overall Model Test

<i>Constructs</i>	<i>R. Square</i>	<i>Q²</i>	<i>GoF</i>
Job Satisfaction (JS)	0.852	0.744	0.668
Organizational Commitment (OC)	0.765	0.867	0.836
Organizational Citizenship Behavior, OCB	0.591	0.449	0.695

According to Table 6, the entire model is described extremely effectively when using analytical methods such as the R-Square (R^2),

Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF).

According to Figure 2, testing the association between latent components as expected in the research was done by resampling using the bootstrapping method.

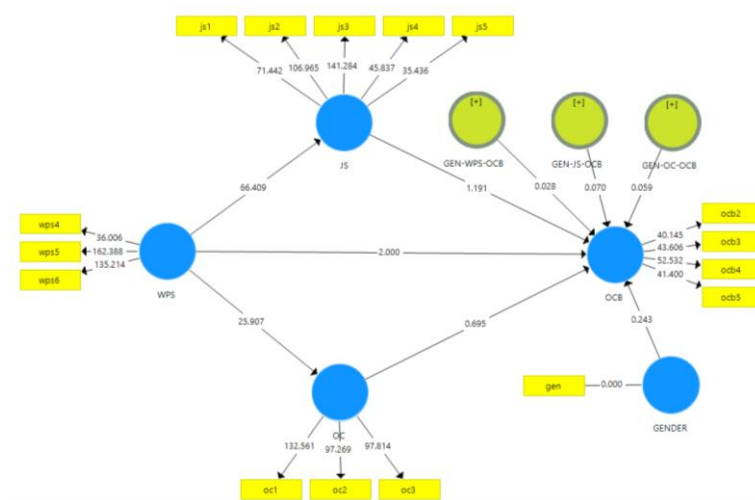


Figure 2. PLS model processing result

The Inner Weight findings in Figure 2 reveal that OCB is impacted by employee job satisfaction and organizational commitment, and OCB is influenced by employee performance, all of which will be explained in hypothesis testing on the next exposure.

5. Testing Hypotheses

The predicted output for structural model testing when the anticipated outcome is rejected as Ho or sig value < 0.05 (or statistical t value > 1.96 for Test with significant level of 0.05) is shown in Table 7.

**Table 7
Path Analysis and hypothesis testing**

Linkage	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic	p-value	Description
JS → OCB	-0,497	-0,495	0,417	1,191	0,234	Rejected
OC → OCB	0,237	0,287	0,341	1,965	0,048	Accepted
WPS → JS	0,923	0,925	0,014	66,409	0,000	Accepted
WPS → OC	0,875	0,877	0,034	25,907	0,000	Accepted
WPS → OCB	0,505	0,555	0,253	2,000	0,046	Rejected
GEN-JS- OCB → OCB	0,037	-0,014	0,536	0,070	0,944	Rejected
GEN-OC-OCB → OCB	-0,023	-0,069	0,388	0,059	0,953	Rejected
GEN-WPS-OCB → OCB	-0,010	0,081	0,367	0,028	0,978	Rejected

GEN-JS-OCB → OCB, this explains that gender is a moderating element in the association between job satisfaction (JS) and organizational citizenship behavior, (OCB)

GEN-OC-OCB → OCB, this explains that gender is a moderating element in the link between organizational commitment (OC) and organizational citizenship behavior, (OCB)

GEN-WPS-OCB → OCB, this explains that gender is a moderating element in the association between workplace spirituality (WPS) and Organizational Citizenship Behavior, (OCB).

B. Discussion

1. Positive impacts of workplace spirituality on job satisfaction

Workplace spirituality, according to the notion, has a favorable impact on job satisfaction. If the path coefficient value is 0.923 (positive) based on the test findings, H1 is accepted. The test findings show that workplace spirituality (WPS) has a favorable substantial influence on job satisfaction among Bangli Regency public notary personnel. That is, the greater the job satisfaction of the public notary's workers, the better the workplace spirituality (WPS) used in the office.

The findings of this study support (Krahnke et al., 2003) research, which found that workplace spirituality had an impact on job satisfaction. (Milliman et al., 2003) discovered a positive link between two variables: workplace spirituality and job satisfaction. Other researchers' findings complement the findings of this study, such as (Kolodinsky, Robert W., Robert A. Giacalone, 2008), (Usman & Danish, 2010), and (Chawla & Guda, 2013), which show a favorable association between workplace spirituality and job satisfaction. People nowadays devote more time to work or formal job-related activities than to personal affairs. As a result, workers anticipate being able to meet their spiritual demands at work (Garg et al., 2019). Workplace spirituality's institutionalization enables meaningful and purposeful labor, as well as social connection, and hence spiritual satisfaction (Van der Walt & De Klerk, 2014). Work, organization, and work environment are rapidly becoming the focus of attention in one's life (De Klerk et al., 2006). In the sense that workplace spirituality is increasingly being hailed as a promoter of job satisfaction, workers whose spiritual needs are met have a better degree of fulfillment spiritually.

2. Spirituality in the workplace has a positive impact on organizational citizenship behavior

Workplace spirituality, according to the notion, has a good impact on corporate citizenship behavior. If the path coefficient value is 0.505 (positive) based on the test findings, then H2 is. The findings show that workplace spirituality (WPS) has a strong favorable impact on public notary workers' organizational citizenship behavior in Bangli Regency. That is, the greater the degree of organizational citizenship behavior of its workers, the better the workplace spirituality (WPS) used in the public notary's office. The findings of this research corroborate those of (Charoensukmongkol et al., 2015), who found that three components of workplace spirituality are substantially associated with

organizational citizenship behavior. According to (Kazempour & Mohd Amin, 2012), great work experiences may motivate people to work joyfully and even go above and beyond their job responsibilities. Workplace spirituality, when combined with a feeling of community, may be a powerful motivator for workers to engage in organizational citizenship (Charoensukmongkol et al., 2015). As is generally known, a feeling of community refers to a workplace in which employees feel a close bond with their coworkers (Ashmos & Duchon, 2000). There is no denying that employees who have a strong connection with the working environment will be more willing to assist, defend, or promote the welfare of others (Schwartz & Bilsky, 1990). As a result, individuals' prosocial conduct at work might drive them to contribute wisely in aiding coworkers and organizations outside of their official obligations (Li et al., 2010).

3. Spirituality in the workplace has a positive impact on organizational dedication.

Workplace spirituality, according to the notion, has a favorable impact on organizational dedication. If the path coefficient value is 0.875 (positive) with a t-statistic value of 25.907 (> 1.96) or a p-value of 0.000 (0.05) based on the test findings, H3 is acceptable. The findings show that workplace spirituality (WPS) has a strong favorable impact on public notary workers' organizational commitment in Bangli Regency. This indicates that the greater the amount of employee dedication, the better the workplace spirituality (WPS) implemented in the public notary's office. The findings of this research agree with those of (Pawar, 2009), who showed that workplace spirituality had a substantial beneficial influence on organizational commitment. (Sapta et al., 2021) concluded that workplace spirituality had a significant positive effect on organizational commitment. As a result, the viewpoint stated (Rego & e Cunha, 2008). This study supported (Fry et al.,

2005) assertion that workplace spirituality is one of the antecedent determinants of organizational commitment (Krahnke et al., 2003). Kindness toward coworkers, for example, promotes happy feelings and may lead to more favorable employee attitudes about work. As a result, the employees may be more emotional and more committed to the organization in question (Milliman et al., 2003). Employee self-esteem, expectations, health, happiness, and personal progress are all boosted by humanistic corporate principles and the opportunity to undertake meaningful work. As a consequence, workers bring their complete selves to work (physical, mental, emotional, and spiritual), see work as a mission rather than merely a "job," and are more effectively and normatively engaged to and devoted to their company (Rego & e Cunha, 2008).

4. Job satisfaction's positive influence on organizational citizenship behavior

Job satisfaction, according to the premise, has a favorable impact on organizational citizenship behavior. If the path coefficient value is -0.497 (negative) with a t-statistic value of 1.191 (1.96) or a p-value of 0.123 (>0.05) based on the test findings, H4 is rejected. Job satisfaction (JS) has no influence on OCB of public notary workers in Bangli Regency, according to the test findings. (Purwanto et al., 2021) found that work satisfaction has a positive and substantial influence on organizational citizenship behavior, although the outcomes of this research contradict this. Also, the results of (Khazamah et al., 2021) contradict the findings of (Khazamah et al., 2021), which show that workers with high job satisfaction may enhance OCB, which is excellent for moving the agency forward. Consequently, despite extensive research on the association between work satisfaction and organizational citizenship behavior (OCB), the findings of this study do not support (Yulianto, 2021) assertion that elements that impact OCB include employee job satisfaction.

5. Organizational commitment has a positive impact on organizational citizenship behavior.

Employee organizational commitment has a favorable influence on organizational citizenship behavior, according to the premise. If the path coefficient value is 0.237 (positive) with a t-statistic value of 1.965 (> 1.96) or a p-value of 0.048 (0.05) based on the test findings, H5 is acceptable. Employee organizational commitment has a strong beneficial influence on organizational citizenship behavior of public notary personnel in Bangli Regency, according to the test findings. That is, the greater the amount of extra work activity, the stronger the employee's organizational commitment to the company. This study's findings are consistent with those of (Sahertian, 2010), (Oemar, 2013), (Nurjanah et al., 2020), and (Purwanto et al., 2021), who discovered that organizational commitment had a strong beneficial influence on organizational citizenship behavior (OCB). The findings of this research support (Qing et al., 2020)'s assertion that when people are content with their jobs, they would give their all to get the greatest possible outcomes. Furthermore, highly devoted personnel will go to any length to grow the firm because they believe in their job. When workers have a strong commitment to the business, they are completely satisfied with their job and eager to take steps to advance the firm. Someone who is really committed to the organization is more likely to be a member for a long period. Organizational commitment, as part of attitudes, has an impact on a variety of critical behaviors that are required for the company to run well.

6. Organizational citizenship behavior and gender

In connection with hypothesis 6 (H6), gender may affect the association between organizational commitment and organizational citizenship behavior (OCB). If the path coefficient value is 0.037 (positive) with a t-statistic value of 0.070 (1.96) or a p-value of 0.944 (>0.05) based on the test findings, H6

is rejected. In connection with hypothesis 7 (H7), gender may modify the association between workplace spirituality and organizational citizenship behavior (OCB). If the path coefficient value is -0.010 (negative) with a t-statistic value of 0.028 (1.96) or a p-value of 0.978 (>0.05) based on the test findings, thus H7 is rejected. In connection with hypothesis 8 (H8), gender may modify the association between employee organizational commitment and organizational citizenship behavior (OCB). If the path coefficient value is -0.023 (negative) with a t-statistic value of 0.059 (1.96) or a p-value of 0.953 (>0.05) based on the test findings, H8 is rejected. As a result, gender has not been able to be a moderator in terms of employee job satisfaction variables with organizational citizenship behavior (OCB), workplace spirituality variables with organizational citizenship behavior (OCB), or organizational commitment variables with organizational citizenship behavior (OCB). The findings of this research contradict those of (Korkmaz & Menge, 2018), who claim that gender has a moderating influence on workplace spirituality and organizational commitment. As a consequence of these findings, there is no need to incorporate role behavior characteristics (gender) when predicting and managing personnel. This conclusion also contradicts (Khalid et al., 2009), who claim that gender moderates the association between helpful conduct and intention to migrate, with women having a greater relationship than males.

Conclusion

The model is certified satisfactory based on the research values that have been discussed above. Workplace spirituality has a favorable impact on job happiness. The research shows that workplace spirituality (WPS) has a positive impact on public notary employee job satisfaction at Bangli Regency, indicating that the first hypothesis is correct. For the second hypothesis that corporate citizenship behavior is positively influenced by workplace spirituality, the research shows

that workplace spirituality (WPS) has a substantial favorable influence on public notary workers' organizational citizenship conduct at Bangli Regency, indicating that the second hypothesis is correct. For the third hypothesis that workplace spirituality improves organizational commitment, the research shows that workplace spirituality (WPS) has a considerable beneficial impact on notary workers' organizational commitment at Bangli Regency, indicating that the fourth hypothesis is correct. For the fourth hypothesis that job satisfaction has a favorable influence on organizational citizenship behavior, this hypothesis is rejected because the research shows that job satisfaction (JS) has no influence on OCB for public notary workers in Bangli Regency. For the fifth hypothesis that employee organizational commitment has a favorable influence on organizational citizenship behavior, this hypothesis is accepted because the research shows that employee organizational commitment has a strong beneficial influence on organizational citizenship behavior of notary personnel in Bangli Regency. For the sixth hypothesis, the research shows that gender may modify the association between organizational commitment and organizational citizenship behavior (OCB). For the seventh hypothesis, the research shows that gender may modify the association between workplace spirituality and organizational citizenship behavior (OCB). For the eighth hypothesis, the research shows that gender may modify the association between employee organizational commitment and organizational citizenship behavior (OCB). The last three hypotheses were rejected. As a result, in the model used, gender has not been able to operate as a moderator.

Recommendations

Because this study only takes a sample from a public notary service firm in one of Bali Province's regency (i.e. Bangli Regency), generalizing the findings to a larger population or sample would be dangerous. Future research should gather data from a variety of companies to be more representative. Researchers may look into a variety of issues related to spirituality and work attitude in order to expand their knowledge and comprehension of the two.

Using either the sub-sample technique or the interaction model, other demographic factors such as individual traits and gender may be investigated as moderators.

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