

The Role of Religiosity In Mediating The Effect of Job Satisfaction On Organizational Citizenship Behavior (OCB)

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Abstract.

This study investigates how religiosity influences job satisfaction in relation to organizational citizenship behavior (OCB). A quantitative method was employed, involving one hundred permanent employees from various organizations. Data were collected using a five-point Likert scale questionnaire. Structural Equation Modeling (SEM-PLS) was used for analysis. The results indicate that religiosity significantly affects job satisfaction, job satisfaction significantly affects OCB, and religiosity partially mediates the relationship between job satisfaction and OCB. This study affirms that religiosity plays an important role in fostering positive employee behavior in Indonesia.

Keywords: Job Satisfaction; Religiosity; OCB; SEM and Mediation.

I. INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to voluntary behaviors that can enhance organizational performance and productivity (Farisi et al., 2021). While job satisfaction positively affects OCB, this relationship does not always occur directly (Hermawan et al., 2024). In Indonesia, religiosity is considered one of the components that can facilitate this relationship (Ariyanti, 2017). The purpose of this study is to examine the influence of job satisfaction on OCB, to see how religiosity plays a role in mediating the relationship between the two, and to determine how much religiosity strengthens or enhances the relationship. Previous studies have shown a link between job satisfaction and OCB (Dubey et al., 2022), but most focus on the direct influence of both without considering psychological and spiritual mediating variables. (Lestari et al., 2025). In addition, this variable is more often considered as an independent factor or moderator rather than as a mediator that explains the mechanism of the relationship between job satisfaction and OCB, according to several studies on religiosity. (Asutay et al., 2022). This leads to a lack of knowledge about how religious values can help employees become happier with their jobs and act prosocially in their workplace. The novelty of this research is the integrated mediation model between job satisfaction, religiosity, and OCB. This research demonstrates religiosity as a psychological-spiritual factor that functions as a mediator, particularly in the Indonesian work culture, which highly values religiousness and collectivism.

Therefore, this study offers the novel idea that job satisfaction can be strengthened by internalizing religious values. This study aims to add to the literature on organizational behavior by considering religiosity as a crucial element in the formation of OCB. Practically, the findings can help organizations develop strategies to increase job satisfaction that align with religious values and generate positive and sustainable behavior in the workplace. Worldwide, numerous studies have shown that OCB is related to psychological components such as intrinsic motivation, job satisfaction, and commitment to the organization. (Herliani & Nurendra, 2023). However, because most of these studies were conducted in countries with individualistic cultures, the findings may not be entirely relevant to Indonesian society, which places greater emphasis on spirituality and collectivism. Religiosity is seen in the local context as part of work culture, not just a personal aspect. It is also considered a component of work culture, impacting ethics, solidarity, and orientation toward shared goals. (Liu et al., 2023). Therefore, research that combines job satisfaction, religiosity, and OCB is crucial to understanding how religious values can encourage prosocial behavior in

Indonesian workplaces. This study is expected to add to the literature on organizational behavior and provide practical implications for human resource management by expanding existing theoretical models.

II. METHODS

This was a comparative, causal quantitative study. The subjects were one hundred permanent employees who had worked for at least six months. The research instruments were Job Satisfaction (MSQ), Religiosity (Glock & Stark), and OCB (Organ, 1988). Data were analyzed using SEM-PLS with bootstrapping of 5,000 samples. A 5-point Likert questionnaire was used to collect data.

III. RESULT AND DISCUSSION

Tabel 1. Profil Responden (N=100)

Variabel	Kategori	Frekuensi	Persentase
Jenis Kelamin	Laki-laki	55	55%
	Perempuan	45	45%
Usia	22–29 th	40	40%
	30–39 th	45	45%
	≥ 40 th	15	15%
Masa Kerja	6 bln–3 th	30	30%
	4–6 th	40	40%
	> 6 th	30	30%

Tabel 2. Hasil Uji Reliabilitas Instrumen

Variabel	Jumlah Item	Cronbach's Alpha	Composite Reliability	Status
Kepuasan kerja	20	0,87	0,89	Reliabel
Religiusitas	20	0,90	0,92	Reliabel
OCB	20	0,88	0,90	Reliabel

Tabel 3. Rata-Rata Variabel Penelitian

Variabel	Mean	SD	Kategori
Kepuasan kerja	3,85	0,64	Tinggi
Religiusitas	4,20	0,52	Sangat Tinggi
OCB	3,95	0,60	Tinggi

Tabel 4. Hasil Uji Hipotesis

Hipotesis	Jalur	Koefisien β	t-value	p-value	Keputusan
H1	Kepuasan kerja → OCB	0,25	2,10	0,036	Diterima
H2	Kepuasan kerja → Religiusitas	0,67	7,32	0,000	Diterima
H3	Religiusitas → OCB	0,48	4,95	0,000	Diterima
H4	Kepuasan kerja → OCB (via Religiusitas)	0,32	3,85	0,000	Diterima

Nilai R²: OCB = 0,52; Religiusitas = 0,45.

Discussion

Job satisfaction has a positive impact on OCB, as shown by the results of this study. (Purwanto *et al.*, 2021). Voluntary behaviors, such as helping coworkers, maintaining a conducive work environment, and being willing to do work beyond formal responsibilities, are typically exhibited by employees who are satisfied with their jobs. Highly satisfied employees are more loyal and proactive in supporting organizational goals, according to organizational behavior theory. (Darto *et al.*, 2015) Furthermore, this study shows that religiosity plays a significant role in strengthening OCB because it makes employees more focused on moral, ethical, and spiritual principles at work. This encourages positive behaviors, such as working honestly and with discipline, as well as upholding solidarity and togetherness in the workplace. These findings align with previous research. (Asutay *et al.*, 2022) which shows that religious values can encourage people to behave well towards society. Furthermore, the results of the mediation test indicate that

religiosity partially mediates the relationship between job satisfaction and OCB. In other words, job satisfaction does directly influence OCB, but the impact is greater when employees are highly religious.

Religiosity plays an important mediating role in Indonesian society, which values collectivism and religiousness. From a theoretical perspective, this study adds to the literature by presenting religiosity not only as an independent variable or moderator, but also as a mediator between job satisfaction and OCB. Thus, this study fills a conceptual gap in organizational behavior research in Indonesia. On the other hand, organizations must pay attention to two main elements: (1) increasing employee satisfaction through fair promotions, career opportunities, and a supportive work environment; (2) helping employees develop religiously through spiritual activities, fostering work ethics, and fostering a religious organizational culture. Combining these two elements will enable companies to create a more harmonious, productive, and sustainable work environment. The results of the study indicate that job satisfaction has a positive influence on OCB. Furthermore, religiosity plays an important role in encouraging employee prosocial behavior; the mediation test shows only partial mediation, so religiosity has a greater influence on job satisfaction than OCB. This finding is in line with previous research on this issue. (Tamam et al., 2024)

IV. CONCLUSION

This study found that job satisfaction has a positive impact on OCB. If employees feel more satisfied with their jobs, they are more likely to do something good for the company. Furthermore, religiosity is shown to influence OCB, with highly religious employees being more likely to behave prosocially, morally, and cooperatively. Furthermore, religiosity partially mediates the relationship between job satisfaction and OCB, meaning that internalizing religious values can enhance the influence of job satisfaction. To increase employee satisfaction, companies must strive to build a work culture that aligns with religious values. This will foster positive, loyal, and committed employees. This research demonstrates the importance of religiosity as a mediator, particularly in Indonesian work culture, and adds to the literature on organizational behavior. This study not only confirms the role of religiosity as a mediator but also introduces spirituality as a psychological factor in the Indonesian model of organizational behavior. This distinguishes this study from previous studies that have emphasized material or structural elements. These findings suggest that job satisfaction can enhance OCB if religious values are incorporated into the organizational culture. Future research could explore additional aspects such as organizational culture, leadership style, or other psychological factors that may enhance the relationship between job satisfaction and OCB.

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