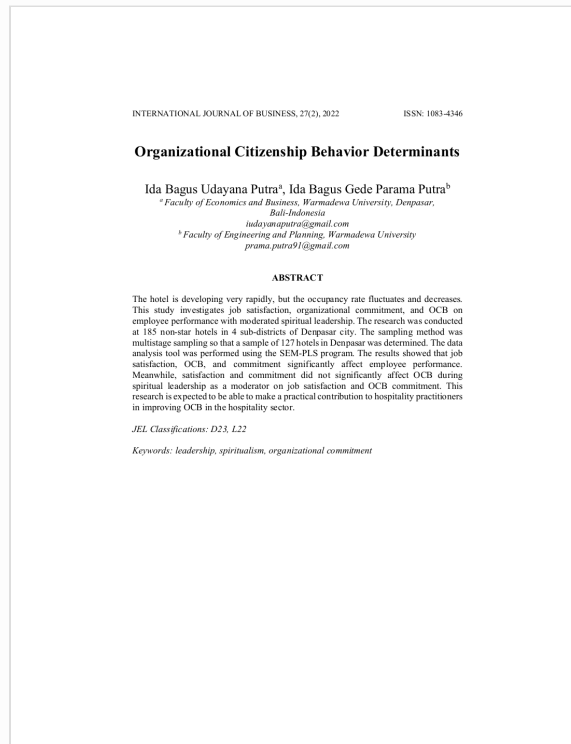# Digital Receipt

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Organizational Citizenship Behavior Determinants

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ABSTRACT

The hotel is developing very rapidly, but the occupancy rate fluctuates and decreases. This study investigates job satisfaction, organizational commitment, and OCB on employee performance with moderated spiritual leadership. The research was conducted at 185 non-star hotels in 4 sub-districts of Denpasar city. The sampling method was multistage sampling so that a sample of 127 hotels in Denpasar was determined. The data analysis tool was performed using the SEM-PLS program. The results showed that job satisfaction, OCB, and commitment significantly affect employee performance. Meanwhile, satisfaction and commitment did not significantly affect OCB during spiritual leadership as a moderator on job satisfaction and OCB commitment. This research is expected to be able to make a practical contribution to hospitality practitioners in improving OCB in the hospitality sector.

JEL Classifications: D23, L22

Keywords: leadership, spiritualism, organizational commitment

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I.   INTRODUCTION

Bali is the most favorite tourist destination in the world. Bali is known as the "paradise island." It causes tourist arrivals to increase every year. This increase is a huge opportunity for activists in the accommodation business related to tourism, a hotel provider. The hotel is developing very rapidly, but the occupancy rate fluctuates and decreases. From 2012 to 2015, hotel occupancy rates in Bali fluctuated and declined. It is a problem, especially in non-Bintang hotels in Denpasar. The cause of this problem can be seen from two sides, including internal and external factors. Specifically, on internal factors, the quality of human resources is a key factor in this problem. Hotel employees' commitment is very low; high rates of hotel employee turnover characterize this. The interviews with several hotel managers stated that there are employees who leave for various reasons almost every time. Low levels of employee satisfaction cause a high level of turnover. It also causes employees' involvement in activities that are not part of their work to be very low. All of this is very dependent on the pattern of the leadership of a leader. Leadership greatly influences employee activities, including turnover rates, job satisfaction, and employee performance. It is evident from several research results.

Decrease in hotel occupancy rates in Bali, but spiritual leadership appears to be the main cause of this problem; as Saputra (2012) stated, which states that organizational culture in the form of Hindu spiritual teachings can increase employee motivation which leads to company performance. It means that managing a company needs a touch of spiritual leadership with methods of inner calm, patience, trying, and never giving up so that employees have the enthusiasm and are not easily frustrated (Saputra et al., 2018). The research results by Alromaihi et al. (2017) found that employee job satisfaction has a positive and significant effect on performance. However, the results of other studies do not support this, where satisfaction is not a determining factor for employee performance Masihabadi et al. (2015); Agustiningsih et al. (2016). Other research states that employee commitment is an important factor in employee performance. Highly committed employees tend to perform better. The study results have proven this, namely Almutairi (2016); Sawitri et al. (2016). However, several other research results do not support this, namely research by Subejo et al., (2013); Gibbs and Ashill (2013) found no significant effect between commitment and employee performance.

The findings of other studies suggest that employee performance can be influenced by the willingness of employees to be involved in other jobs that are not their responsibility (extra-role / organizational citizenship behavior). Research results that support this are Baghkhasti and Enayati (2015), Anvari and Mansor (2015), and Sawitri et al. (2016). However, some research results still found no relationship between OCB and employee performance, namely Agustiningsih et al. (2016). On the other hand, several studies also highlight the relationship between job satisfaction and employee work commitment with OCB. Therefore, job satisfaction greatly influences employee OCB. Research results supporting this statement are Chih et al. (2012); Lu et al. (2013). Organizational commitment also positively influences OCB, as shown by several researchers, namely Najafi et al. (2011); and Hakim et al. (2014), show that organizational commitment does not affect OCB.

The most important factor concerning employee performance is leadership. Certain leadership patterns that are acceptable to employees can increase employee

commitment, satisfaction, and OCB. However. Leadership patterns that employees dislike can weaken this. One of the leadership patterns that can encourage increased commitment, satisfaction, and OCB in employees is spiritual leadership. Spiritual leadership is defined as a leadership pattern based on religious ethics. Spiritual leadership is leadership capable of inspiring, arousing, influencing and mobilizing through exemplary service, compassion and the implementation of values and other divine traits in goals, cultural processes and leadership behavior. In other words, spiritual leadership is leadership that makes spiritual values as core beliefs, core values and philosophy in leadership behavior. This leadership pattern (spiritual leadership) is expected to be able to increase employee commitment and job satisfaction, and ultimately be able to improve employee performance.

This study needs to re-examine the variables of job satisfaction, organizational commitment, and organizational citizenship behavior that have been confirmed by many previous empirical studies, because the conditions of the previous research were conducted in countries with different organizational cultural conditions from the conditions in Indonesia, especially in Bali. Bali, which has an organizational culture that leads to the teachings of Hinduism, puts forward spirituality as the operational basis for its organization.

The originality of this research is in terms of using aspects of spiritual leadership. Spiritual leadership is leadership that brings the worldly dimension to the spiritual dimension. Spiritual leadership is also known as leadership based on religious ethics. Leadership that can inspire, generate, influence and mobilizes through exemplary service, compassion and the implementation of values and other divine traits in goals, processes, culture and leadership behavior. The contribution of this research is certainly to broaden the scope of leadership theory in an organization.

II.   LITERATURE REVIEW

A.   Spiritual Leadership Theory

The spiritual leadership approach used in this study is a process and leadership approach as a whole. Fry (2005) defines spiritual leadership as a unit consisting of the values, attitudes and behaviors needed to intrinsically motivate oneself and others to increase a spiritual sense through calling and membership. However, some authors criticize Fry et al., (2006) 's model and other models of spirituality and leadership for not providing a sufficient understanding of what constitutes spirituality and the binding ways of leadership.

Benefiel (2005) criticizes what people have done to spirituality and leadership, claiming that these "do not intentionally draw on outdated, discrediting, or superficial approaches to spirituality; they reinvent the wheel; they dip into theories credible of spirituality but then not fully developing it or resolving the conflicts between them, while the theories are comprehensive and creative in the context of leadership studies, stronger, up-to-date, and a deep understanding of spirituality is required if spiritual leadership theory is supervision and is taken seriously in the wider academy (Fry and Matherly, 2006). There are still two groups of thought in this area of leadership research, namely one group of scholars discussing spirituality in a theological sense (Whittington et al., 2005), while the other group focuses more on understanding inner motivation and

mentions g leaders create followers to enhance workplace spirituality (Fry, 2005). Until the definition of what constitutes spirituality and leadership has not been agreed upon, it is difficult to conceptualize and measure these constructs (Avolio et al., 2009).

B.   Employee Performance Review

Employee performance is one of the important aspects of an organization, both for-profit and non-profit organizations. The sustainability of a business is largely determined by the merits of the organization's employees. Employee performance is defined as the ability of employees to do work. Bernardin and Russel (1993) define that achievement as a record of the results obtained from certain job functions or certain activities during a certain period. Byars and Rue (1984) define achievement as the level of ability of a person on tasks that include his work. Job performance is one's success in carrying out a job (Maier, 1965). Lawler and Porter (1967) describe it as something a person produces from his actions. Sutrisno (2015) defines success as completing a task/job.

As used in Campbell's research (1990), and Koopmans (2014) consisted of task performance, contextual performance, adaptive performance, and counterproductive work behavior. Task performance refers to the skills in which an employee performs major work tasks. Contextual performance refers to employee behavior that supports the organizational, social, and psychological environment in which the main work tasks are performed. Adaptive performance refers to an employee's ability to adapt to changing roles or work environments (Atmadja and Saputra, 2018). Meanwhile, counterproductive work behavior refers to behavior that is harmful to the organization's welfare. Several factors can influence all of these indicators.

Factors affecting an employee's performance in an organization are job satisfaction, work commitment, willingness to work outside the job, and leadership style. Employees will get better performance if they feel job satisfaction (pleasant work, salary according to work, opportunities for promotion, good job supervision, good employee cooperation, good communication). Employee performance is also getting better if employees have a high sense of commitment and show a willingness to go the extra mile.

C.   Relationship of Organizational Citizenship Behavior (OCB) to Employee Performance

Organizational Citizenship Behavior (OCB) is the behavior of employees who have the willingness/ability to do extra work. There are several other terms for OCB, namely Indicators that a person can be said to have OCB behavior, namely Prosocial behavior, Extra-Role Behavior, Contextual Performance, Organizational Spontaneity or Spontaneous Organizational Behavior, counter-role events. Robbins and Judge (2012) mention it in terms of organizational citizenship behavior.

The indicators of an employee who is said to have OCB are altruism, likes to participate in organizational activities (civic virtue), trying to work beyond standards (conscientiousness), lightening the burden on others (courtesy), and does not spit out the ugliness of others (sportsmanship). Employee behavior like this greatly affects their performance, because employees are willing to work beyond their formal duties. The higher an employee's OCB, the higher the performance. It is evidenced in several studies, namely Fu and Deshpande (2014); Hakim et al. (2014). Arif and Chohan (2012) found a

significant positive relationship between job satisfaction and OCB. The same research results were also found by Lin and Chang (2015); Zadeh et al. (2015).

Meanwhile, Perera et al. (2014) tested the relationship between job satisfaction and employee performance; the results showed that satisfaction significantly affects employee performance. Furthermore, the results of this study are in line with the results of research by Barakat et al. (2015); Alromaihi et al. (2017). Therefore, with the conditions of previous research, the following hypothesis can be formulated:

H1:   OCB has a significant positive effect on employee performance.

D.   Relationship between Job Satisfaction and OCB and Employee Performance

Job satisfaction is defined as a positive emotional state resulting from evaluating work experience (Mathis and Jackson, 2000). McShane and Von Gilnow (2010) define job satisfaction as a person's evaluation of their job and work context. The better a job is felt, the higher the satisfaction. A person's size can be stated as satisfied if the job is felt to be comfortable, the salary received is sufficient, get promotion opportunities, feel-good supervision, good cooperation, and good communication.

Employees who feel satisfied will show their willingness to do extra work (OCB). The more satisfied a person, the greater his willingness to do extra work. It means that there is a significant positive effect of job satisfaction on OCB. It is supported by several studies, namely Arif and Chohan (2012); Chih et al. (2012); Lu et al. (2013). The next impact is, that employees who are willing to do extra work, will have better performance. The higher the OCB of an employee, the higher the performance, which means that there is a significant positive effect of OCB on employee performance. It is evidenced in several studies, namely Gibbs and Ashill (2013). In addition, Ouedraogo and Leclerc's (2013) research conducted in private organizations states that job satisfaction significantly affects OCB. It means that employee job satisfaction is strongly guided by existing OCBs and is implemented in an organization.

Meanwhile, Barakat et al. (2015) stated that job satisfaction significantly positively affects employee performance in the industrial sector. This relationship indicates that there is a relationship between employee satisfaction in the work system, wages, duties, and organizational considerations both internally and externally concerning their performance. Furthermore, performance can be influenced by various things, one of which is satisfaction. Therefore, employees who are satisfied both in terms of welfare and task complexity will significantly affect their performance. Based on the description of the results of previous research, the following hypothesis can be formulated:

H2:   Job satisfaction has a significant positive effect on OCB
H3:   Job satisfaction has a significant positive effect on employee performance

E.   Relationship of Organizational Commitment to OCB and Employee Performance

Mathis and Jackson (2000) define organizational commitment as to how employees believe and accept the organization's goals and will remain or will not leave the

[24]anization. Mowday et al. (1982) call work commitment as another term for organizational commitment, an important behavioral dimension that can be used to assess an employee's tendency to stay as a member of an organization. Organizational commitment is also a relative power of one's partiality and involvement in an organization.

Based on this definition, [5] organizational commitment is a psychological bond of employees in an organization characterized by a strong belief and acceptance of the goals and values of the organization, a willingness to strive for the achievement of organizational interests, and a strong desire to maintain their position as a member of the organization. Organizational commitment includes member pride, member loyalty, and member willingness to the organization. Organizational commitment as partisanship and employee loyalty to the organization and organizational goals. It reflects the attitude of individuals who will remain as members of the organization, which is shown by their hard work to achieve organizational goals. Research from Holsblat (2014) states that organizational commitment significantly affects OCB. It means that OCB is also influenced convincingly by the organizational commitment possessed by employees and all individuals in the organization. Therefore, employee commitment related to the organization must be realized in the form of the legality of commitment in the form of a statement, or in the form of an integrity pact.

On the other hand, Duarte (2015); Lin and Chang (2015) state that organizational commitment has a significant positive effect on employee performance. It is certain to happen because employees' commitment has emerged from the time they enter a company or organization. This commitment can take the form of employee loyalty to work, responsibility for what is done and innovation in company productivity. In a stable company condition, the employee's organizational commitment will be higher, but if in an unstable company condition, the employee's organizational commitment will decrease. For this reason, the company's main focus in improving employee performance is to apply OCB and always [21] attention to employee satisfaction levels. So, according to the description of previous research, the following hypothesis can be formulated:

H4: Organizational commitment has a significant positive effect on OCB
H5: Organizational commitment has a significant positive effect on employee performance

F. Relationship between Job Satisfaction and Organizational Commitment to OCB Moderated Spiritual Leadership

Leadership is a process of influence within a group for a common goal, while spirituality is related to something spirit[17] or spiritual, which has broader beliefs and values than religion so that it can be used to achieve greater meaning in life. The leadership approach used here is a process approach because it can be learned rather than the natural approach that only certain people have. Similarly, spirituality is more universal than religion (Atmadja et al., 2018). Thus, it can be concluded that in the context of the organization, spiritual leadership is an interactive relationship between leaders and subordinates by prioritizing spirituality, including broader beliefs and values to get greater meaning in the organization so that what is the goal of the organization can be achieved together -same.

Ayranci and Semercioz (2011) explore leadership and spirituality, which states

that the relationship between spirituality and leadership has three different approaches. In the first approach, spirituality is injected into leadership to describe certain types of leadership, such as servant leadership. The second approach considers leadership and spirituality to be separate entities and does not share common points. The third approach evaluates the relationship between spirituality and leadership in forming spiritual leadership. Yazdani and Parsa (2014) tested the moderating effect of spiritual intelligence in the relationship between organizational commitment and OCB, and the result was that spiritual intelligence was able to strengthen the effect of organizational commitment on OCB, which means that spiritual intelligence directly affects OCB. Based on the results of previous research, the following hypothesis can be formulated:

H6:   *Spiritual leadership positively significantly moderates the effect of job satisfaction on OCB.*

H7:   *Spiritual leadership positively significantly moderates the effect of organizational commitment on OCB*

III.   METHODOLOGY

This study was designed using quantitative analysis methods while considering qualitative information as support and considered relevant to this study's objectives. First, data collection was carried out using a questionnaire, and then the data was tabulated using descriptive and inferential statistical analysis techniques. It research was conducted to find answers to research problems on how exogenous variables, namely spiritual leadership, job satisfaction, and organizational commitment, with endogenous variables consisting of Organizational Citizenship Behavior (OCB) and employee performance. This study's target population is all non-star hotels in the city of Denpasar, totaling 185 hotels. Method of determining samples by multistage sampling. The total sample of 127 non-star hotels in the city of Denpasar.

The data was collected by conducting direct interviews with employees of non-star hotels in city of Denpasar, based on a prepared questionnaire. Answers to the questionnaire are prepared in the form of a Likert scale ranging from 1 - to 5. To analyze data, achieve research objectives and test the proposed hypothesis, then the data obtained will then be processed according to the needs of the analysis. The results of this study will discuss each latent variable construct before they are combined into a structural equation model between variables, which is the core of the study, and then the structural equation system is tested. The discussion begins with conducting a measurement model through Confirmatory Factor Analysis (CFA) of exogenous variables and continues with endogenous variables. After analyzing that each indicator can be used to define a latent variable construct, a Full Model can be analyzed, and an evaluation of the Goodness-of-fit criteria of the structural model can be evaluated. This research focuses on SEM modeling in the first stage, namely the measurement model, which aims to obtain a latent construct or variable that fits with the CFA test before proceeding to the next SEM modeling stage, namely the structural model. The technique used to get a latent construct or variable fit is through the reliability and validity test (CFA test) using Structural Equation Modeling. The structural model evaluation phase was carried out to determine the accuracy of the research model through R-Square (R2) because of the partial and variant-based SEM-PLS properties. Structural model evaluation is also conducted to

answer the research hypothesis.

IV.   RESULTS

A. Lean Manufacturing Validity and Reliability Test Results

The lowest outer loading value indicates validity testing based on Convergent Validity is 0.616. Therefore, the criteria for outer loading values greater than 0.60 can be declared valid. Judging from the Discriminant Validity, AVE is greater than 0.50, and the root of AVE is greater than the correlation between other variables. The calculation results show that the AVE roots range between 0.749 and 0.900, while the correlation value between variables is 0.301 and 0.747. Thus, all indicators are discriminately declared valid.

The measurement of construct reliability is based on composite reliability and Cronbach's alpha. The indicator can be reliable if the composite reliability and Cronbach's alpha have a value greater than 0.70. The composite reliability calculation results show that the lowest value is 0.947, and the lowest Cronbach's alpha value is 0.936. Thus all the research indicators were stated as reliable. Based on this evaluation, all indicators can be declared valid and reliable.

B. Model Accuracy Test Results

The accuracy testing of the model is carried out through R-square (R2), Q-Square predictive relevance (Q2), and Goodness of Fit (GoF) is based on Table 1.

Table 1 shows that employee performance (Y2) has an R-square value of 0.739; it can be interpreted that the variability of employee performance construct (Y2) can be explained by the variability of the construct of job satisfaction (X1), organizational commitment (X2), spiritual leadership (M) and OCB (Y1) was 73.90, while other variables explained 26.10% outside of the study. Whereas OCB (Y1) has an R-square value of 0.264, it can be interpreted that OCB construct variability (Y1) can be explained by variability in job satisfaction construct (X1), organizational commitment (X2), and spiritual leadership (M) of 26.40%, while other variables outside the study explain 73.60%.

When viewed from the predictive relevant chi-square, it is calculated by the formula $Q2 = 1- ((1-R21) (1-R22))$. Based on this formula, the Q2 value = 0.9235 is obtained, which means that the research model can provide a prediction result of 92.35%. Furthermore, when viewed from Goodness of Fit (GoF), it can be calculated using GoF = $\sqrt{}$ (AVE x R2). Based on this formula, a value of 0.6878 is obtained. These results indicate that the model has a high degree of accuracy. Therefore, based on the three fit model tests, it can be stated that the research model has a high degree of accuracy.

Table 1
R-Square and AVE Calculation Results

No.	Construct	R-Square	AVE
1	Job Satisfaction (X1)	-	0,562
2	Organizational Commitment (X2)	-	0,760
3	Spiritual Leadership (M)	-	0,706
4	Employee performance (Y2)	0,739	0,807
5	OCB (Y1)	0,264	0,604

C. Hypothesis Testing Results

Things to be tested in this research hypothesis, as shown in Figure 1 and Table 2, consist of 1) Job satisfaction has a positive and significant effect on employee performance; 2) Job satisfaction has a positive and significant effect on OCB; 3) OCB has a positive and significant effect on employee performance; 4) Organizational commitment has a positive and significant effect on employee performance; 5) Organizational commitment has a positive effect on OCB; 6) Spiritual leadership significantly moderates the effect of job satisfaction on OCB, and 7) Spiritual leadership significantly moderates the effect of organizational commitment on OCB.

Figure 1
Hypothesis testing Result

Table 2
Path Analysis Coefficient

Variables			Coefficient		Information
Independent	**Moderation**	**Dependent**	**Path**	**T-Stat**	
Job Satisfaction		Employee Performance	0,961	21,496	Sig
Job Satisfaction		OCB	0,016	0,177	No Sig
OCB		Employee Performance	0,011	0,244	No Sig
Organizational Commitment		Employee Performance	0,179	3,319	Sig
Organizational Commitment		OCB	0,223	3,341	Sig
Job Satisfaction	Spiritual Leadership	OCB	0,319	2,379	Sig
Organizational Commitment	Spiritual Leadership	OCB	0,229	1,691	No Sig

V. DISCUSSION

A. Effect of Job Satisfaction on Employee Performance

The path coefficient's test results between the variable job satisfaction to employee performance variables are 0.961 with a t-statistic value of 21.496>table 1.96. This test's results prove that hypothesis 1 (H1) proposed in this study, which states that job satisfaction has a positive and significant effect on employee performance, can be accepted. Furthermore, it gives a meaning that the more employee job satisfaction increases, the more the employee's performance increases, and vice versa; the lower the employee's job satisfaction, the lower the employee's performance. In carrying out their duties, employees feel and get job satisfaction, increasing and improving performance. The results of this study are in line with several researchers, namely Gibbs and Ashill (2013); Maharani et al. (2013); Moqbel et al. (2013); Ouedraogo and Leclerc (2013); Farooqui and Nagendra (2014); Fu and Deshpande (2014); Hakim et al. (2014); Perera et al. (2014); Barakat et al. (2015); Abdulwahab (2016); Agustiningsih et al. (2016), Sawitri et al. (2016), Vahidipour et al. (2016); and Alromaihi et al. (2017) which states that employees who experience job satisfaction have a positive and significant effect on performance.

B. Effect of Job Satisfaction on OCB

The path coefficient's test results from the variable job satisfaction to OCB are 0.016 with t-statistics 0.171 <t-table 1.96. These test results indicate that hypothesis 2 (H2) proposed in this study, which states that job satisfaction has a positive and significant effect on OCB, is rejected. It gives the meaning that increasing employee job satisfaction will not increase prosocial behavior. The results of this study are in line with Hartmann's (2012), Sani (2013), and Budiman et al. (2014) that job satisfaction does not have a significant effect on OCB.

C. Effect of OCB on Employee Performance

The path coefficient's test results between OCB variables and employee performance variables are 0.011, with a t-statistic value of 0.119 <t-table 1.96. This test's results prove that hypothesis 3 (H3) proposed in this study, which states that OCB has a positive and significant effect on employee performance, is rejected. Instead, it means that OCB employees are increasing, then it does not improve performance, and vice versa. The results of this study are in line with research conducted by Sani and Maharani (2012); Sani (2013); Maharani et al. (2013); Harwiki (2013); Tehran et al. (2013); Ubejo et al. (2013); Darto (2014); Hakim et al. (2014); Karavardar (2014); Muhdar et al. (2015); Mahasneh (2015); Chelagat et al. (2015); Baghkhasti and Enayati (2015); Anvari and Mansor (2015); Agustiningsih et al. (2016); Sawitri et al. (2016) suggested that OCB has a positive and significant effect on performance.

D. Effect of Organizational Commitment to Employee Performance

The path coefficient's test results from the variable organizational commitment to

employee performance are 0.179, with a t-statistic value of 2.319> t-table 1.96. These test results indicate that hypothesis 4 (H4), which states that organizational commitment has a positive and significant effect on employee performance, can be accepted. It means that the stronger employees' organizational commitment, the higher the performance, and vice versa. The results of this study are in line with research conducted by Sani (2013); Moqbel et al. (2013); Kalkavan and Katrinli (2014); Hakim et al. (2014); Fu and Deshpande (2014); Almutairi (2016); Sawitri et al. (2016) which shows a positive and significant effect between organizational commitment and employee performance.

E. Effect of Organizational Commitment on OCB

The test results of the path coefficient of the variable organizational commitment to OCB are 0.223, with a t-statistic value of 3.341> t-table 1.96. This test indicates that hypothesis 5 (H5) is accepted, stating that organizational commitment has a positive and significant effect on OCB. It means that an increase in OCB accompanies the stronger organizational commitment of employees. The results of this study are in line with research conducted by Chih et al. (2012), Hartmann (2012); Harwiki (2013); Mehrabi et al. (2013); Hakim et al. (2014).

F. Effect of Job Satisfaction on OCB Moderated by Spiritual Leadership

The test results of the path coefficient between moderator variables, namely the interaction of job satisfaction and spiritual leadership to OCB variables, are 0.319, with a t-statistic value of 2.337> t-table 1.96 shows significance. This test proves that hypothesis 6 (H6), which states that spiritual leadership moderates the influence of job satisfaction on OCB, is accepted. The influence of spiritual leadership on OCB is in line with the research of Chen and Yang (2012); Rich (2015); Wu and Li (2015); Gilani et al. (2016); Khiabani et al. (2016); Rezaei et al. (2016); Hosseini and Nematllahi (2017) who showed a positive and significant influence. The moderator variable, which is the interaction between spiritual leadership and job satisfaction, does not have a positive and significant effect on OCB, while spiritual leadership has a positive and significant influence on OCB, which means that the moderation that occurs is a moderating predictor. Thus, this moderator variable only acts as a predictor variable in the relationship model formed in this study.

G. Effect of Organizational Commitment on OCB Moderated by Spiritual Leadership

The path coefficient's test results between moderator variables, namely the interaction of organizational commitment and spiritual leadership to OCB variables, are 0.229, with a t-statistic value of 1.691 <t-table 1.96, showing no signs. These test results prove that hypothesis 7 (H7), which states that spiritual leadership moderates the influence of organizational commitment to OCB, is rejected. Furthermore, the results showed that the moderator variable, which was an interaction between spiritual leadership and organizational commitment, did not have a positive and significant effect on OCB, while spiritual leadership had a positive and significant influence on OCB, which meant that moderation that occurred was moderating predictors. Thus this moderator variable only

acts as a predictor variable in the relationship model formed in this study.

VI.   CONCLUSION

Based on the analysis of data and the grading of the role of spiritual leadership as a moderating effect of job satisfaction and organizational commitment on organizational citizenship behavior and employee performance, several conclusions can be drawn as follows.

Job satisfaction has a positive and significant effect on employee performance. It gives a meaning that the more employee job satisfaction increases, the more the employee's performance increases, and vice versa; the lower the employee's job satisfaction, the lower the employee's performance. Job satisfaction does not have a positive and significant effect on OCB. It gives the meaning that increasing employee job satisfaction will not increase prosocial behavior. OCB has no positive and significant effect on employee performance. It gives a meaning that OCB employees will not increase performance, and vice versa.

Organizational commitment has a positive and significant effect on employee performance. It means that the stronger employees' organizational commitment, the higher the performance, and vice versa. Organizational commitment has a positive effect on OCB. It means that an increase in OCB accompanies the stronger organizational commitment of employees. Spiritual leadership moderates the effect of job satisfaction on OCB. The moderator variable, which is the interaction between spiritual leadership and job satisfaction, has a positive and significant effect on OCB, while spiritual leadership has a positive and significant influence on OCB, which means that the moderation that occurs is a moderating predictor. Thus this moderator variable only acts as a predictor variable in the relationship model formed in this study. Spiritual leadership moderates the effect of organizational commitment on OCB. The results showed that the moderator variable, which was an interaction between spiritual leadership and organizational commitment, has no positive and significant effect on OCB, while spiritual leaders did not have a positive and significant effect on OCB. The research implication states that employee job satisfaction impacts employee performance so that organizational commitment to employees can be carried out properly. It affects spiritual leadership in increasing OCB, where spiritual leadership profoundly impacts employee performance.

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