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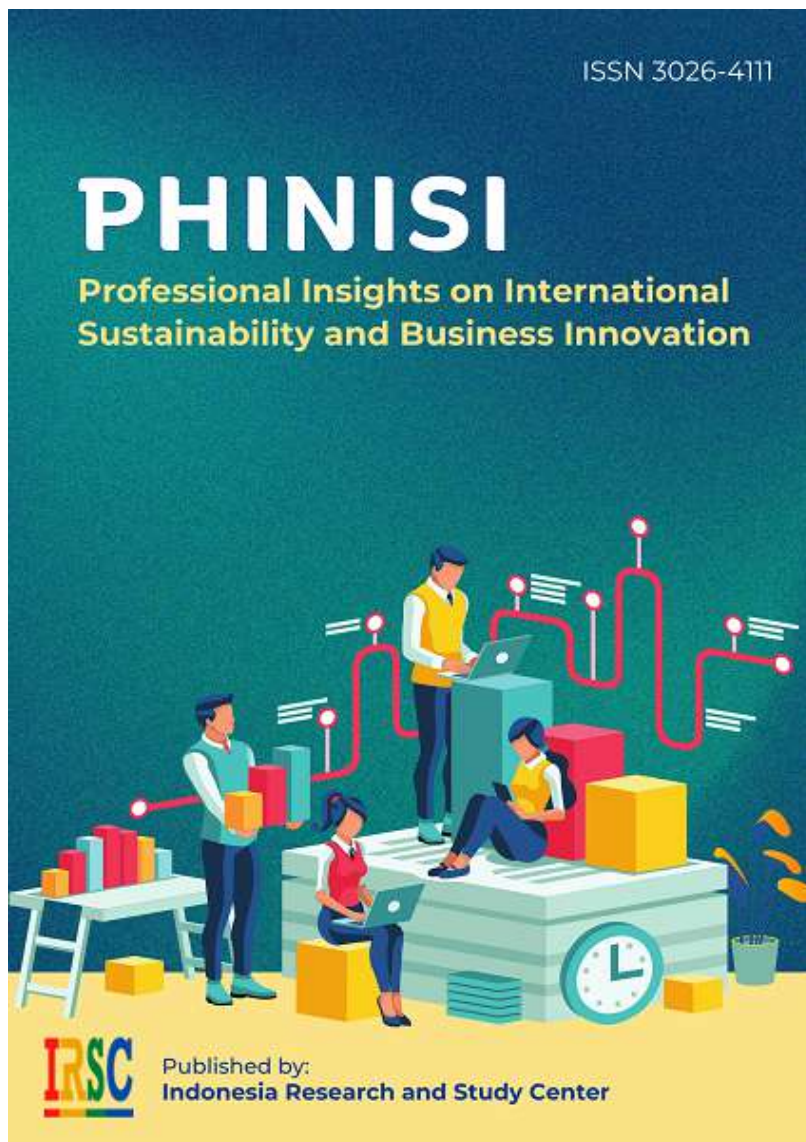
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The mediating role of spiritual leadership in the effect of organizational culture on organizational citizenship behavior

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Abstract

Employee voluntary behavior or Organizational Citizenship Behavior (OCB) is highly needed by companies because it can encourage organizational progress and development in the future. Therefore, companies need to pay attention to various factors influencing OCB, one of which is organizational culture. A strong organizational culture is believed to shape positive employee behavior, including the willingness to contribute beyond formal job responsibilities. In addition, spiritual leadership is also considered an important factor in enhancing OCB, although its role as a mediating variable remains debated in previous studies. This study aims to examine the factors that encourage employees to demonstrate voluntary behavior or OCB. The study employed a quantitative approach using primary data obtained through questionnaires distributed to all employees of PT Catur Kencana Manajemen, involving 52 respondents through a census technique. Based on the testing results using SmartPLS, it was found that organizational culture and spiritual leadership have a positive effect on employees' OCB.

1. INTRODUCTION

Organizational Citizenship Behavior (OCB), or voluntary behavior, has become a major focus of researchers in organizations (Sankar et al., 2026). OCB refers to the attitudes, behaviors, and activities expected by leaders from employees in order to achieve future organizational goals and objectives. Such behaviors play a significant role in supporting the growth and development of a company (Ibrahim et al., 2021). These activities include assisting and guiding new employees, improving workflow, working extra hours, organizing various events, and providing useful suggestions related to company development. Research on OCB continues to focus on identifying employee responsibilities and behaviors within organizations. Arumi et al. (2019) emphasized the importance of organizational culture in achieving overall organizational success. Furthermore, Siswadi et al. (2023) explained that organizational culture is highly essential for OCB. On the other hand, Srivastava et al. (2025) expanded the discussion of spirituality as an important factor



influencing OCB. Makwana & Pandita (2025) identified personal spirituality as a factor affecting OCB, while Sankar et al. (2026) revealed leadership as one of the central themes.

This understanding is based on the idea that OCB arises from positive work attitudes because employees are more likely to demonstrate extra-role behaviors when they are satisfied with their jobs and with their leaders' attitudes, which in turn fosters organizational commitment (Abdullahi et al., 2020). Employees' voluntary behavior at work is highly necessary for companies in developing and advancing their organizations. The existence of OCB can strengthen employees' sense of commitment and reinforce OCB itself.

In this context, organizational culture refers to patterns of beliefs, values, and learned ways of dealing with experiences that have evolved throughout the organization's history and are reflected in material arrangements and the behavior of organizational members (Sri & Desi, 2018). Mahardika & Wibawa (2019) stated that organizational culture refers to shared basic assumptions that groups have developed in solving problems of external adaptation and internal integration, which have worked sufficiently well to be considered valid. Organizational culture does not merely relate to individual personal culture, but also represents the identity of an organization, creating its distinctive and unique characteristics.

Meanwhile, spiritual leadership is defined as the ability to describe the future direction of an organization and explain the reasons for taking solutions to problems through leaders' decisions. Leaders should also create a sense of wholeness, harmony, and happiness through care, love, and appreciation for themselves and others (Chin & Chin, 2012). Spiritual leadership aims to create alignment of vision and values at all strategic and empowered team and individual levels, ultimately encouraging higher levels of organizational commitment and productivity (Louis et al., 2005).

Vedula & Agrawal (2024) highlighted spiritual leadership as a relatively new phenomenon. In the context of the relationship between spiritual leadership and OCB, there remains a research gap, particularly regarding its role as a mediating variable. Studies examining the influence of organizational culture on OCB have been widely conducted; however, the mediating role of spiritual leadership is still debated focused more on the influence of OCB on spiritual leadership (Supriyanto et al., 2020). More recently, meta-analysis research has shown that spiritual leadership tends to influence OCB (Göçen & Şen, 2021).

Research in Indonesia conducted by Mahmudi & Elmi (2020) showed that organizational culture positively affects OCB at PERUM LPPNPI. Similarly, research by Mariyanti et al. (2019) demonstrated that organizational culture positively affects spiritual leadership in Sharia hotels. In addition, Supriyanto et al. (2020) found that spiritual leadership has a positive and significant effect on OCB at Islamic State Higher Education Institutions (PTKIN) in East Java.

This study highlights the importance of the mediating role of spiritual leadership in the relationship between organizational culture and Organizational Citizenship Behavior (OCB) at PT Catur Kencana Manajemen. The progress and development of the company are the main objectives expected to make the company better, more competitive, and to have a positive image in the future. To achieve this, organizational success is determined

not only by financial strength and good marketing strategies, but also by the quality of human resources, particularly employees who voluntarily contribute beyond their formal duties for the advancement of the company. Such voluntary behavior or OCB grows through encouragement, exemplary conduct, and motivation provided by leaders to employees. Therefore, PT Catur Kencana Manajemen needs to continuously encourage the development of OCB through strengthening organizational culture and implementing spiritual leadership so that the company can achieve sustainable growth in the future.

2. THEORETICAL REVIEW AND HYPOTHESIS

The Effect of Organizational Culture on Organizational Citizenship Behavior

Organizational culture refers to shared basic assumptions learned by organizations when facing environmental challenges and solving problems of external adaptation and internal integration, which are then taught to new members as the correct way to address such problems (Al-Alawi et al., 2007). Abdurrasodik et al. (2020) defined organizational culture as a system of values believed by all organizational members and continuously learned, implemented, and developed, functioning as a behavioral guideline to achieve organizational goals. Culture is not only related to religious aspects but also includes activities undertaken to support organizational progress and development. Research conducted by Mahmudi & Elmi (2020) stated that organizational culture positively influences OCB. Similarly, Allen et al. (2019) found that organizational culture has a positive and significant effect on OCB. A strong organizational culture among members influences the emergence of positive behaviors, one of which is OCB (Bengngu et al., 2019).

H₁: Organizational Culture has a positive and significant effect on OCB at PT Catur Kencana Manajemen.

The Effect of Organizational Culture on Spiritual Leadership

Helmy (2016) defined spiritual leadership as a collection of values, behaviors, and habits that are essential in motivating oneself and others internally. One aspect related to leadership effectiveness in the workplace is inseparable from spiritual values. Arinnandya & Hukama (2018) also explained that spiritual leadership is leadership that brings worldly dimensions into spiritual (divine) dimensions and relies more on spiritual intelligence in leadership activities. Research conducted by Shrestha (2018) showed that organizational culture positively and significantly affects spiritual leadership. Similarly, Mariyanti et al. (2019) found that organizational culture positively and significantly influences spiritual leadership.

H₂: Organizational Culture has a positive and significant effect on spiritual leadership at PT Catur Kencana Manajemen.

The Effect of Spiritual Leadership on Organizational Citizenship Behavior

Syakur et al. (2020) defined leadership as a process of influencing organized groups toward achieving organizational goals. When employees perceive poor leadership practices from their supervisors, it can increase employees' tendency to leave the organization, reduce job satisfaction, and increase work stress. Leadership concerns the

ability of leaders to mobilize followers toward certain goals (Ke & Wei, 2008). Research conducted by Supriyanto et al. (2020) showed that spiritual leadership positively and significantly affects OCB. Likewise, Khiabani & Abdizadeh (2016) found that spiritual leadership positively and significantly influences OCB.

H₃: Spiritual leadership has a positive and significant effect on OCB at PT Catur Kencana Manajemen.

The Mediating Effect of Spiritual Leadership on the Relationship between Organizational Culture and Organizational Citizenship Behavior

Research conducted by Mahmudi & Elmi (2020) stated that organizational culture positively affects OCB. A strong organizational culture among members influences the emergence of positive behaviors, including OCB (Bengngu et al., 2019). Research by Shrestha (2018) showed that organizational culture positively and significantly affects spiritual leadership. Furthermore, Supriyanto et al. (2020) demonstrated that spiritual leadership positively and significantly affects OCB.

H₄: Spiritual leadership mediates the effect of Organizational Culture on OCB at PT Catur Kencana Manajemen.

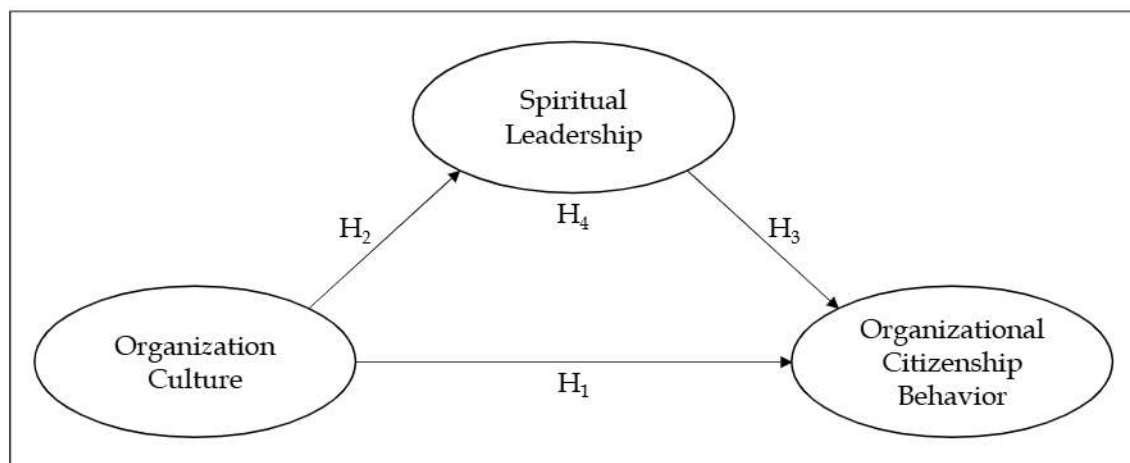


Figure 1. Conceptual Framework

3. RESEARCH METHODOLOGY

This study employed a quantitative approach. The population and sample consisted of employees of PT Catur Kencana Manajemen. The population size included 52 employees, and the sample consisted of 52 respondents selected using a census technique. The analysis included validity and reliability tests, as well as variance-based Structural Equation Modelling (Hadi, Sentosa, & AbWahid, 2022). Data were collected using a survey method with questionnaires distributed through Google Forms. The measurement of organizational culture variables included involvement, consistency, adaptability, and mission (Daniel & Mishra, 1995). Spiritual leadership variables included vision, hope/faith, altruistic love, meaning/calling, membership, organizational commitment, and productivity (Louis et al., 2005). Meanwhile, OCB variables included sportsmanship, civic virtue, conscientiousness, altruism, and courteous behavior (Nadim et al., 2004).

4. RESULTS AND DISCUSSION

Respondent Characteristics

The general description of respondents was based on the characteristics or identities asked in the questionnaire. These characteristics included marital status and educational background. Based on marital status, 30 respondents were married, representing 57.7%, while 19 respondents were unmarried, representing 36.5%. In addition, there were 3 respondents who were widowed/divorced, representing 5.8%. This indicates that employees working at PT Catur Kencana Manajemen are predominantly married, as they are considered to have better emotional understanding and emotional control.

Regarding educational background, there were no respondents with elementary school education (0%). There were 6 respondents with junior high school education or equivalent (11.5%), 32 respondents with senior high school education or equivalent (61.5%), 4 respondents with diploma degrees (7.7%), 9 respondents with bachelor's degrees (17.3%), and 1 respondent with a postgraduate degree (1.9%). This indicates that PT Catur Kencana Manajemen does not strictly require employees to hold university degrees, meaning that individuals without bachelor's degrees also have opportunities to work in the company.

Outer Model Testing

After the data were collected, the researcher conducted hypothesis testing. Structural equation hypothesis testing was carried out in two stages, namely outer model testing and inner model testing. The evaluation of the outer model included convergent validity, discriminant validity, and composite reliability testing. Convergent validity in the measurement model with reflective indicators was assessed based on the correlation between item scores/component scores and construct scores calculated using PLS. Reflective indicators are considered adequate if they correlate above 0.70 with the construct being measured. However, for early-stage research in scale development, loading values between 0.50 and 0.60 are considered acceptable (Ghozali, 2011). The outer loading output from the PLS estimation results showed that all indicators met the required criteria.

Table 1. Outer Loadings

Organization Culture		Spiritual Leadership		Organizational Citizenship Behavior	
BO.1	0,785	SL.1	0,828	OCB.1	0,813
BO.2	0,824	SL.2	0,933	OCB.2	0,780
BO.3	0,847	SL.3	0,885	OCB.3	0,869
BO.4	0,828	SL.4	0,894	OCB.4	0,883
BO.5	0,877	SL.5	0,820	OCB.5	0,885
BO.6	0,879	SL.6	0,837	OCB.6	0,887
BO.7	0,753	SL.7	0,875	OCB.7	0,918
BO.8	0,900	SL.8	0,916	OCB.8	0,903
		SL.9	0,897	OCB.9	0,853
		SL.10	0,870	OCB.10	0,820
		SL.11	0,859	OCB.11	0,920
		SL.12	0,833	OCB.12	0,916
		SL.13	0,843	OCB.13	0,774

SL.14	0,864	OCB.14	0,757
SL.15	0.645		
SL.16	0,826		
SL.17	0,757		
SL.18	0,874		
SL.19	0,870		
SL.20	0,844		
SL.21	0,840		
SL.22	0,880		
SL.23	0,914		
SL.24	0,902		
SL.25	0,926		
SL.26	0,882		
SL.27	0,719		
SL.28	0,833		
SL.29	0,844		
SL.30	0,765		
SL.31	0.698		
SL.32	0.649		
SL.33	0.697		

From the table above, it can be concluded that all indicators are declared valid except for SL.15, SL.31, SL.32, and SL.33, which are considered invalid because their values are below 0.70. Discriminant validity in the measurement model with reflective indicators is assessed based on the cross-loading values between the measurements and the constructs. If the correlation between a construct and its measurement items is greater than the correlations with other constructs, it indicates that the latent construct predicts the indicators in its own block better than indicators in other blocks. Discriminant validity is conducted to ensure that each concept within the latent model is distinct from other variables. This testing is performed to determine how accurately a measurement instrument carries out its measurement function (Ghozali, 2016).

Table 3. Validity Discriminant

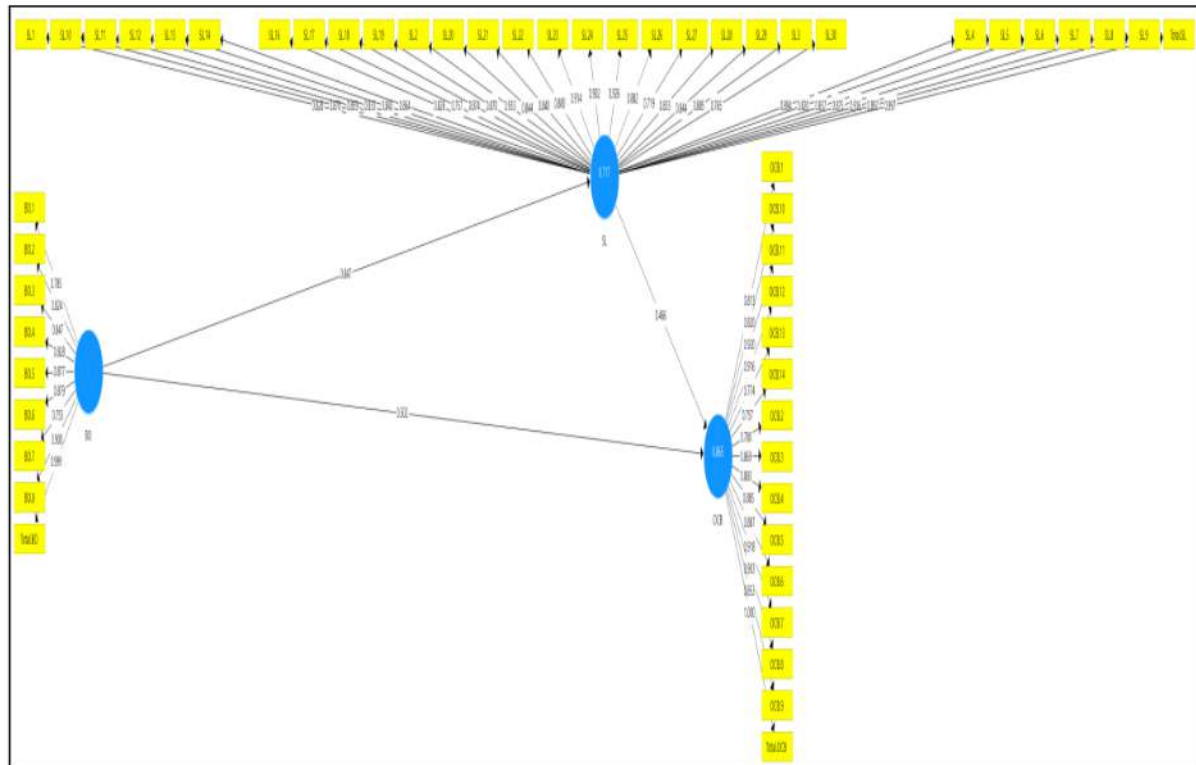
Construct	Organization Culture	OCB	Spiritual Leadership
Organization Culture	0,857		
Organizational Citizenship Behavior	0,897	0,868	
Spiritual Leadership	0,847	0,891	0,863

After testing the validity of the indicators, the researcher proceeded with reliability testing. Reliability testing was conducted by examining composite reliability. The composite reliability of a construct is used to assess the reliability of the model. Composite reliability, which measures a construct, can be evaluated using two indicators, namely internal consistency and Cronbach's alpha (Ghozali, 2011). Variables are considered reliable if the values of composite reliability and Cronbach's alpha are above 0.70 (Ghozali, 2011).

Table 4. Composite Reliability and Cronbach Alpha

Construct	Composite Reliability	Cronbach's Alpha
Organization Culture	0,961	0,954
Organizational Citizenship Behavior	0,978	0,976
Spiritual Leadership	0,989	0,988

The Mediating Role of Spiritual Leadership in the Effect of Organizational Culture on Organizational Citizenship Behavior at PT Catur Kencana Manajemen see in the figure:

**Figure 2.** The Mating Role of Spiritual Leadership

Inner Model Testing

After conducting the outer model test, the researcher proceeded with the inner model test or structural model test. The structural model was evaluated using the R-square value for the dependent constructs. Model testing using PLS begins by examining the R-square value for each dependent latent variable. The interpretation is similar to that used in regression analysis. Changes in the R-square value can be used to assess whether certain independent latent variables have a substantive effect on dependent latent variables (Ghozali, 2011).

The structural model (inner model) in PLS is measured using the R^2 value for dependent constructs and the path coefficient values or t-values of each path to test the significance between constructs in the structural model. The R^2 value is used to measure the level of variation in the dependent variable explained by the independent variables. The higher the R^2 value, the better the predictive model proposed in the study. The R-

square values of each endogenous construct from the model estimation can be seen in Table 5.

Table 5. R-Square and R Square Adjusted

Construct	R Square	R Square Adjusted
Organizational Citizenship Behavior	0,865	0,860
Spiritual Leadership	0,717	0,711

The path coefficient values or inner model indicate the level of significance in hypothesis testing. According to Hartono (2024), the significance level of hypothesis support can be determined by comparing the t-table value with the t-statistic value. If the t-statistic value is higher than the t-table value, the hypothesis is supported. Hypothesis testing was conducted by examining the path coefficient output from the bootstrap resampling results, which can be seen in Table 6.

Table 6. Path Coefficient

Construct	Original Sample	T Statistic	Remark
Organization Culture -> OCB	0,502	3.720	H1 Accepted
Organization Culture -> Spiritual Leadership	0,847	18.064	H2 Accepted
Spiritual Leadership -> OCB	0,466	3.661	H3 Accepted
BO -> SL -> OCB	0.395	3.264	H4 Accepted

Based on Table 6 above, all hypotheses proposed in this study were accepted. The path coefficient results indicate that the t-statistic values for all relationships among variables are above the critical value, meaning that all tested effects are proven to be positive and significant. These findings confirm that organizational culture and spiritual leadership play important roles in enhancing employees' Organizational Citizenship Behavior (OCB) at PT Catur Kencana Manajemen. The results of hypothesis 1 testing, namely the effect of organizational culture on OCB, showed a t-statistic value of 3.720; therefore, hypothesis 1 was accepted.

The results of hypothesis 2 testing, namely the effect of organizational culture on spiritual leadership, showed a t-statistic value of 18.064; therefore, hypothesis 2 was accepted. The results of hypothesis 3 testing, namely the effect of spiritual leadership on OCB, showed a t-statistic value of 3.661; therefore, hypothesis 3 was accepted. The results of hypothesis 4 testing, namely the mediating role of spiritual leadership in the effect of organizational culture on OCB, showed a t-statistic value of 3.264.

The results of the first hypothesis test indicate that organizational culture has a positive and significant effect on OCB, with a t-statistic value of 3.720. This suggests that the better the organizational culture implemented by the company, the higher the employees' OCB. A strong organizational culture encourages employees to work beyond formal job requirements, help coworkers, and demonstrate high loyalty toward the company.

Discussion

The findings of this study indicate that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB). This suggests that the better the organizational culture implemented by the company, the higher the employees' OCB. A strong organizational culture encourages employees to work beyond formal job requirements, help coworkers, and demonstrate loyalty toward the company. In the context of PT Catur Kencana Manajemen, organizational values that emphasize cooperation, discipline, mutual respect, and commitment may create a supportive work environment that motivates employees to voluntarily contribute beyond their formal responsibilities. Employees who feel comfortable and aligned with organizational values are more likely to demonstrate positive discretionary behavior that benefits the organization. These findings are consistent with the study conducted by [Mahmudi & Elmi \(2020\)](#), which stated that organizational culture positively affects OCB.

The results also show that organizational culture has a positive and significant effect on spiritual leadership. This means that a strong organizational culture is capable of shaping leadership patterns oriented toward spiritual values, such as integrity, vision, empathy, and meaningful work. The stronger the organizational culture, the greater the opportunity for spiritual leadership to develop within the company. Organizational culture acts as a foundation that guides leaders in behaving ethically, building trust, and creating meaningful relationships with employees. When organizational values are consistently practiced, leaders tend to adopt leadership approaches that emphasize humanity, honesty, and shared purpose rather than merely focusing on task completion. These findings are consistent with the study conducted by [Shrestha \(2018\)](#).

Furthermore, spiritual leadership was found to have a positive and significant effect on OCB. Leaders who provide motivation, exemplary behavior, attention, and meaningful work are able to encourage employees to contribute beyond their formal responsibilities. Employees become more willing to cooperate, support organizational goals, and demonstrate extra-role behavior. Spiritual leadership also creates emotional attachment and a sense of belonging among employees because they feel valued not only as workers but also as individuals with personal meaning and purpose. As a result, employees tend to show stronger commitment, mutual support, and willingness to help coworkers voluntarily. These findings are in line with the study conducted by [Supriyanto et al. \(2020\)](#), which stated that spiritual leadership positively and significantly affects OCB.

In addition, the results demonstrate that spiritual leadership mediates the effect of organizational culture on OCB. This indicates that organizational culture not only directly influences OCB but also indirectly affects it through spiritual leadership. A positive organizational culture contributes to the development of spiritual leadership, which subsequently enhances employees' OCB. This finding shows that leadership behavior becomes an important channel through which organizational values are translated into employees' attitudes and behaviors. Even if a company has a strong organizational culture, employees may not fully internalize these values unless leaders consistently demonstrate them in daily practices and interactions ([Puspitasari & Maksun, 2025](#)). Therefore, spiritual leadership strengthens the influence of organizational culture on employee behavior.

Theoretically, these findings contribute to the literature by strengthening the argument that spiritual leadership serves as an important mechanism linking organizational culture and OCB. Although previous studies have widely examined the relationship between organizational culture and OCB, the mediating role of spiritual leadership has received relatively limited attention and produced mixed findings. Therefore, this study provides additional empirical evidence regarding the importance of spiritual leadership in organizational behavior research. In addition, this study enriches the development of organizational behavior theory by integrating cultural and leadership perspectives in explaining employees' extra-role behavior. The findings confirm that organizational values and leadership practices are interconnected factors that jointly shape positive employee behavior (Lee et al., 2024).

These findings are also supported by several international studies conducted in different countries and organizational settings. For example, research conducted in South Korea found that organizations with collaborative and value-oriented cultures tend to encourage employees to display stronger OCB because employees feel more emotionally attached to the organization (Park & Kim, 2024). Similarly, studies in the United States and China showed that organizational cultures emphasizing trust, teamwork, and employee involvement significantly improve employees' willingness to perform extra-role behaviors, such as voluntarily helping coworkers and supporting organizational effectiveness (Dai et al., 2022; Fernandes et al., 2021). This indicates that the relationship between organizational culture and OCB is not limited to a specific national context but is consistently found across various cultures and industries.

This result is in line with international evidence from organizations in India and Malaysia, where organizational culture was found to influence the development of value-based leadership. In many Asian organizations, collective cultural values, ethical behavior, and shared vision create conditions that support the emergence of spiritual leadership practices (Agarwal et al., 2021; Al Halbusi et al., 2021). Research in Turkey also demonstrated that organizational cultures emphasizing ethics and social responsibility encourage leaders to adopt more humane and spiritually oriented leadership approaches (Ayça et al., 2025). These findings suggest that organizational culture serves as an important foundation for shaping leadership behavior across different national contexts.

Internationally, similar findings have been reported in studies conducted in Pakistan, the United States, and Taiwan. Research in the healthcare and service sectors found that spiritual leadership increases employees' sense of calling and membership, which ultimately encourages stronger OCB. Employees who perceive their leaders as caring, ethical, and purpose-driven tend to develop stronger emotional commitment and are more willing to help coworkers and support organizational goals voluntarily (Timothée, 2025; Kao et al., 2023; Abbas et al., 2025). In addition, studies in educational institutions in Iran and China also found that spiritual leadership contributes positively to employee engagement, teamwork, and citizenship behavior.

This mediating role is supported by international research emphasizing that leadership acts as a bridge between organizational values and employee behavior. Studies in Singapore revealed that employees are more likely to internalize organizational values when leaders consistently demonstrate ethical, caring, and spiritually grounded behaviors.

Therefore, organizational culture becomes more effective in improving OCB when supported by leaders who are able to translate organizational values into meaningful daily practices. This finding strengthens the argument that leadership is not only a managerial function but also a behavioral mechanism connecting organizational systems and employee attitudes (Tan et al, 2024; Cuypers et al., 2022).

From a global perspective, this study also expands the cross-cultural understanding of organizational behavior by demonstrating that the relationships among organizational culture, spiritual leadership, and OCB are relevant not only in Western organizations but also in developing-country contexts such as Indonesia. This finding supports the universality of spiritual leadership theory proposed by Fry, which emphasizes values, meaning, and intrinsic motivation as important drivers of employee behavior across cultures.

Practically, the results imply that PT Catur Kencana Manajemen should strengthen a positive and consistent organizational culture while encouraging leadership practices based on spiritual values. Such efforts are expected to improve employees' OCB, including cooperation, concern for others, loyalty, and willingness to help beyond formal duties. Management can implement these findings through leadership development programs, value-based organizational training, employee empowerment, and the cultivation of open communication and mutual respect within the workplace. Increased OCB may also contribute to better organizational performance, stronger teamwork, higher employee satisfaction, and support the company's long-term development.

5. CONCLUSION AND RECOMMENDATIONS

Although the relationship between organizational culture and Organizational Citizenship Behavior (OCB) has been widely studied, the role of spiritual leadership as a mediating variable remains relatively limited and has shown mixed results. Therefore, this study proposes spiritual leadership as a mediating variable in the relationship between organizational culture and OCB.

Based on the results and discussion presented above, several conclusions can be drawn. First, organizational culture has a positive effect on OCB. Second, organizational culture positively affects spiritual leadership. Third, spiritual leadership positively affects OCB. Fourth, spiritual leadership mediates the effect of organizational culture on OCB at PT Catur Kencana Manajemen.

The findings of this study imply that employees of PT Catur Kencana Manajemen should demonstrate stronger OCB in carrying out their work responsibilities. This will provide significant benefits for the company's future development through employees' OCB. Overall, the results of this study indicate that organizational culture and spiritual leadership play important roles in enhancing employees' OCB. Improved OCB is expected to contribute positively to work effectiveness and the company's future development.

Organizational leaders should improve the implementation of organizational culture and spiritual leadership variables, particularly on indicators that received low scores, if they aim to enhance OCB. In addition, this study is expected to serve as a reference for future researchers in explaining OCB using other variables.

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