



Analysis the Influence of Motivation, Work Environment, Workplace Spirituality, and Leadership Style on Organizational Citizenship Behavior (OCB), with Job Satisfaction as a Mediating Factor, among Employees in Beauty Clinics in the City of Batam

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Abstract

This research aims to explore the influence of motivation, work environment, workplace spirituality, and leadership style on Organizational Citizenship Behavior (OCB), with job satisfaction as the mediating variable, among employees in beauty clinics in Batam City. The study adopts a quantitative approach, collecting primary data through Likert-scale questionnaires distributed via Google Form to employees in beauty clinics in Batam City. Secondary data is sourced from official channels such as journals, government websites, and national news. Data analysis employs Partial Least Square (PLS) to test hypotheses and the research model. The research population comprises 132 respondents, with a minimum sample size of 100 respondents determined through Krejcie and Morgan's calculation using simple random sampling. The research findings indicate: 1) a significant positive correlation between the work environment and OCB mediated by job satisfaction (t-statistic: 2.992, p-value: 0.003); 2) a significant positive correlation between leadership style and OCB mediated by job satisfaction (t-statistic: 2.664, p-value: 0.008); 3) a significant positive correlation between job satisfaction and OCB (t-statistic: 25.974, p-value: 0.00); 4) no significant correlation between motivation and OCB mediated by job satisfaction (t-statistic: 0.531, p-value: 0.596); 5) no correlation between workplace spirituality and OCB mediated by job satisfaction (t-statistic: 0.689, p-value: 0.491) among employees in beauty clinics in Batam City.

Keywords: Organizational Citizenship Behavior (OCB), job satisfaction, motivation, work environment, workplace spirituality, leadership style.

1. Introduction

In recent years, particularly during the COVID-19 pandemic, the beauty industry has exhibited an upward trajectory, contrary to several other sectors experiencing downturns. According to the Central Statistics Agency, which is also known as Badan Pusat Statistik (BPS) in Indonesia, the cosmetic industry, encompassing pharmaceuticals, cosmetics, and traditional healthcare, is anticipated to grow by 9.61% in 2021. Conversely, the Indonesian Food and Drug Monitoring Agency known as BPOM RI reports a 20.6% increase in the number of businesses in the cosmetic industry. Between 2021 and July 2022, the burgeoning cosmetic industry expanded from 819 to 913 establishments (Hasibuan, 2022). The beauty industry not only holds significant socio-cultural implications but also plays a vital economic role. Cosmetic clinics serve not only as providers of aesthetic services but also as substantial contributors to employment and economic development.

Beauty clinics play a pivotal role in the global economy, functioning not merely as purveyors of aesthetic services but as key players in the burgeoning beauty industry. The economic growth of beauty clinics is not only manifested in their contribution to a country's Gross Domestic Product (GDP) but also in their role as generators of employment and supporters of innovation. Beauty clinics often serve as hubs for innovative advancements in beauty care technology and the latest products, thereby bolstering the growth and competitiveness of the industry on a global scale.

In accordance with the research conducted by Turcu & Brancu (2023), the cosmetics and beauty industry significantly contribute to the economic landscape of both national and regional sectors within the European Union (EU). Through the procurement of goods and services, this industry instigates diverse economic expenditures that

positively influence the economies of Europe. Apart from the economic standpoint, it is essential to recognize the various ways in which cosmetics undeniably enhance the quality of individuals' lives.

In the ever-evolving and competitive business landscape, the role of Human Capital (HC) is indispensable in steering an organization towards higher objectives. While products and finances play pivotal roles, organizational success is heavily contingent upon the quality of its HC. A proficient HC does not merely produce skilled employees but individuals capable of effective collaboration within teams, adept at adapting to the dynamic work environment, and demonstrating positive organizational citizenship behavior. Amid the complexities of the contemporary work sphere, a company's success is measured not solely by its financial aspects but by how well its HC can compete and, in some cases, excel in the industry. The adoption of positive organizational citizenship behaviors, such as mutual assistance, proactive task completion, and adherence to regulations, is a critical factor in establishing a productive and positive workplace environment. The ability to manage conflicts, tolerate losses, and exhibit flexibility in teamwork also significantly determines a company's success in confronting continuous challenges and changes. Consequently, investing in the development and empowerment of HC becomes a strategic key for companies aiming to remain relevant and competitive in the dynamic global market.

2. Literature Review

2.1. Definition of Motivation

Widarko & Anwarodin (2022) Motivation is associated with the exertion of effort in the pursuit of a goal. According to Chauhan Rahul and Hapzi Ali (2019) the term "motivation" is derived from the Latin word "motive," signifying the cause, fundamental reason, or primary stimulus encouraging an individual to act. This encompasses the overarching idea that significantly influences human behavior, often interpreted as needs, desires, impulses, or gestures within an individual, all directed towards a specific objective.

Sugiarti (2021) defines motivation as an internal force (intrinsic motivation), characterized by indicators such as salary, a sense of security, appreciation, and potential development or self-actualization, as well as an external force (extrinsic motivation), which includes social needs, provision of facilities, and leadership. This force stimulates individuals to align their behavior with specified criteria over a defined period, highlighting the interplay between intrinsic and extrinsic motivation in work execution.

According to Mahmoud *et al.* (2021), motivated employees yield several advantages, including increased workforce stability, enhanced team coordination, heightened employee efficiency, and improved satisfaction, contributing to more effective human capital management.

In the context of service (Sørensen, 2001), workplace motivation is pivotal for achieving elevated levels of customer satisfaction, as motivated employees actively seek ways to improve service and customer contentment. Furthermore, companies benefit from the collective efforts of highly motivated employees working towards shared objectives. Tyler and Blader (2003) propose that employee motivation reflects the pride, status, and identification an employee has with their organization. This ultimately influences their motivation to collaborate and contribute towards organizational goals.

2.2. Definition of Work Environment

According to Farisi *et al.* (2021), the work environment plays a crucial role in creating a comfortable atmosphere for employees, impacting their dedication and seriousness in fulfilling their roles within the company. Employee satisfaction, assessed through various aspects such as the adequacy of equipment and facilities, workplace conditions, and the overall work atmosphere, serves as a metric for evaluating the quality of the work environment.

As mentioned by Yuswardi (2018), an employee's performance is not only influenced by the tasks assigned but also by the environment in which they operate. In line with this, Suyono *et al.* (2021) emphasize that a positive work environment empowers employees to channel their energy and focus effectively towards their responsibilities. The presence of a favorable work environment, which, according to Farisi *et al.* (2021), supports the production processes, significantly contributes to enhancing the competence and proficiency of employees within the organization. According to Razak *et al.* (2016), when employees are content and happy to work in a pleasant and convenient environment, this leads to increased productivity, reduced job burnout, minimized stress and conflict, and a higher level of commitment among employees.

2.3. Definition of Workplace Spirituality

Sharma & Kumra (2020) have characterized workplace spirituality as a combination of factors at both individual and organizational levels, distinct from any specific religious expression.

Research conducted by Karakas (2010) suggests that an augmentation in workplace spirituality is linked to the improved mental well-being of employees. Spirituality is described as a state or experience that imparts direction and meaning to individuals, offering a sense of comprehension, support, inner wholeness, or connectedness. This

connection may manifest internally with oneself, externally with others, or transcend to broader entities such as the universe, God, or other supernatural powers. Additionally, this definition encompasses inner sentiments associated with one's work and relationships with colleagues (Haldorai *et al.*, 2020).

The conceptualization of workplace spirituality, as revealed by our survey, defines spiritual orientation in the workplace as a scenario where work surpasses transactional boundaries, fostering spiritual connectedness among employees. This experience creates a meaningful work profile and aligns individual values with organizational goals (Pradhan *et al.*, 2017).

2.4. Definition of Leadership Style

In a broad sense, leadership is delineated as the skill of guiding and influencing others to attain their utmost potential in the fulfillment of tasks, objectives, or projects (Specchia *et al.*, 2021). The leadership style represents the manner in which leaders shape the behavior of the groups they lead, with the aim of realizing a specified vision and mission (Rahmat *et al.*, 2020). Consequently, the most effective leadership style is one that optimizes productivity, job satisfaction, growth, and demonstrates adaptability across diverse situations (Irwan *et al.*, 2020). Throughout the years, various leadership styles have emerged, encompassing Transformational, Transactional, Laissez-faire, Servant, Resonant, Passive-avoidant, and Authentic styles (Specchia *et al.*, 2021).

2.5. Definition of Job Satisfaction

According to the work of Kabir *et al.* (2019), job satisfaction can be delineated as an individual's overall perspective toward their occupation, encompassing their sentiments regarding various features or aspects of their work. It is both an emotional response and a cognitive understanding that may subsequently influence the degree of alignment between the individual and the organization.

In accordance with the findings of Idiegbeyan-Ose *et al.* (2019), job satisfaction, in a broader context, pertains to an employee's contentment with the overall characteristics of their work, exerting a notable impact on workforce morale. It is intricately linked to an employee's expectations regarding the job and the level of happiness derived from the conditions of service.

As stated by Ridlo *et al.* (2021), employee satisfaction holds paramount significance among several factors influencing the effectiveness of an organization. Key indicators of job satisfaction encompass (1) satisfaction with work, (2) satisfaction with salary, (3) satisfaction with promotion, (4) satisfaction with superiors, and (5) satisfaction with colleagues.

2.6. Definition of Organizational Citizenship Behavior (OCB)

An exemplary organizational citizen (OCB) is defined as an employee who effectively contributes to the organization without explicit requests from superiors or written in their job descriptions (discretionary) and without any formal rewards (incentives) (Munawir *et al.*, 2019). Organizational Citizenship Behavior represents an individual's efforts that surpass the requirements of their role within the workplace. These behaviors include assisting others, volunteering for additional tasks, and adhering to workplace rules and procedures. Such conduct exemplifies the added value contributed by employees, representing a form of prosocial behavior characterized by positive, constructive, and meaningful actions to assist others (Widarko & Anwarodin, 2022).

Organizations benefit from employees exhibiting good citizenship behaviors, such as making constructive statements about work groups and the organization, assisting others in their teams, volunteering for additional activities, avoiding unnecessary conflicts, demonstrating concern for organizational property, adhering to organizational values and rules, and being willing to tolerate disturbances and losses associated with precarious work (Purwana *et al.*, 2020). According to Soelton *et al.* (2020), OCB, comprising five dimensions, serves as a key element in shaping a positive organizational culture. These dimensions include: (1) *Altruism*: Providing voluntary assistance to colleagues, including aiding those who are struggling or new to their roles, as well as completing tasks for absent colleagues; (2) *Courtesy*: Demonstrating a positive attitude toward colleagues, including encouraging those who may be less productive; (3) *Sportsmanship*: Accepting challenging conditions without complaints and not ignoring existing realities; (4) *Civic Virtue*: Taking responsibility for organizational participation, such as attending contributing meetings, adapting to changes, and showing initiative to enhance productivity; (5) *Conscientiousness*: Displaying a high level of dedication to work, including going above and beyond to achieve results beyond established standards and undertaking non-obligatory responsibilities.

3. Materials and Methods

3.1. Type of Research

This study employs a quantitative research method, utilizing numerical data to delve into the research objectives. The data compilation process is bifurcated into primary and secondary sources. Primary data is meticulously gathered through the administration of questionnaires to the research subjects, comprising employees in beauty clinics within Batam City, eliciting their responses via Google Form. Meanwhile, secondary data is meticulously curated from diverse and authoritative outlets, including SINTA journals, international publications, official government websites, as well as national articles and news, ensuring a comprehensive and well-rounded dataset for analysis.

3.2. Research Design

The research design has been meticulously crafted with the overarching goal of unraveling relationships among variables. Employing a causal-comparative research approach, this study systematically delves into the dynamics of dependent variables, independent variables, and intervening variables, elucidating the interplay of these components (Wahjudi, 2020). In the pursuit of a comprehensive understanding, this research endeavors to scrutinize the impact of motivation, work environment, workplace spirituality, and leadership style on Organizational Citizenship Behavior (OCB) and job satisfaction as the mediating role. Selecting job satisfaction as the mediating variable is motivated by the necessity to clarify the mechanisms through which motivational, environmental, spiritual, and leadership factors exert influence on OCB. This choice enhances the depth of our understanding regarding the intricate dynamics inherent in organizational behavior. This exploration is carried out with a quantitative methodology, aiming to provide a nuanced understanding of the complex relationships at play.

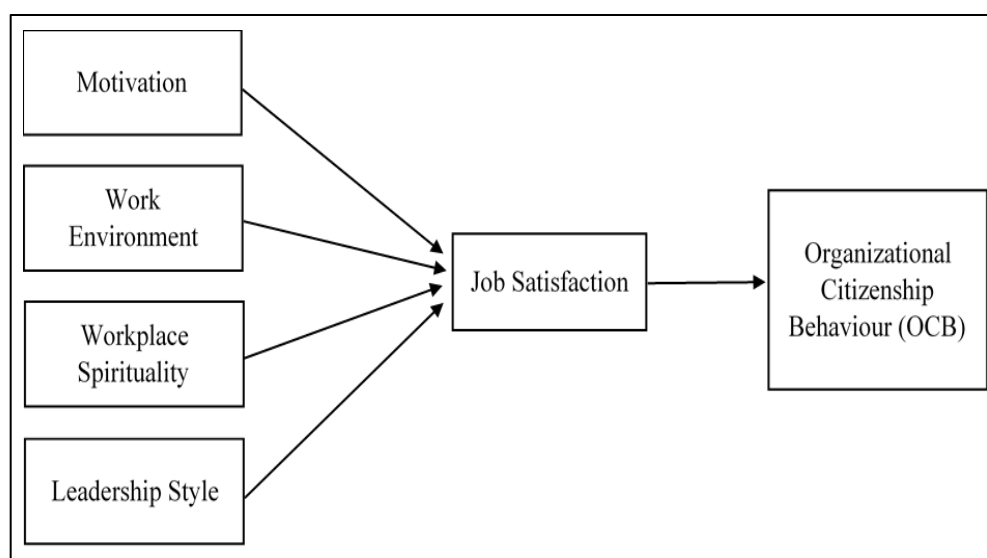


Figure 1: Research Framework

3.3. Population and Sample

The total number of employees considered as subjects in the beauty clinic research is 132 individuals. From this count, a minimum sample is required to be chosen as respondents for the study, and this is determined using the Krejcie and Morgan calculation formula. Through this calculation, the established minimum sample size is determined to be 100 respondents. In this research, the Simple Random Sampling method is employed to select a sample of 100 respondents. Simple Random Sampling is an approach to randomly selecting samples where each element has an equal probability of being chosen from the population. This method is applicable when sample members are randomly drawn from the population without consideration or differentiation of potential strata within the population (Yulianto *et al.*, 2020).

3.4. Data Analysis Technique

Constructing this research requires the processing and analysis of data to present a clear understanding or portrayal of the processed data outcomes. To handle data, the author utilizes the Partial Least Squares (PLS) software tool to facilitate hypothesis testing and research model examination. Partial Least Squares Structural Equation Modeling (PLS-SEM) represents a modern multivariate analysis technique, showcasing capabilities in estimating theoretically

established cause-and-effect relationship models. PLS-SEM excels in forecasting complex relationships, prioritizing prediction without imposing onerous demands on data or necessitating strict relationship specifications. It ensures factor determination by directly assessing latent variable scores, identifies factors by introducing a flexible residual covariance structure, and furnishes reliable predictions in scenarios featuring small sample sizes, asymmetric distributions, and interdependent observations (Zeng *et al.*, 2021).

3.5. Outer Model

Outer Model Analysis is employed to delineate the specifications regarding the relationship between latent variables and their manifest counterparts, or in other words, how each indicator is associated with its latent variable. The analysis of the outer model for reflective indicators is conducted by considering Convergent Validity, which encompasses loading factors, Composite Reliability, Average Variance Extracted (AVE), and Cronbach Alpha (Nasution *et al.*, 2020).

3.6. Inner Model

Inner or structural model illustrates the relationships among latent variables in the construct model, including both independent and dependent variables. The evaluation of the structural model utilizes R² for dependent constructs. Values > 0.67 indicate a strong model, values > 0.33 suggest a moderate model, and values > 0.19 indicate a weak model (Jumardi, 2020). When testing the influences, whether direct (path coefficients) or indirect (specific indirect effects), between variables, two criteria are employed for hypothesis testing: path coefficients and t-statistics. The criterion for the t-statistic value is >1.96, and a hypothesis is considered significant if the probability value (P-value) is <0.05.

4. Results and Discussion

4.1. Result

4.1.1. Average Variance Extracted (AVE)

The results of the Average Variance Extracted (AVE) test indicate that all constructs in this measurement model exhibit a strong ability to explain the existing variability. As illustrated in Table 1, the Job Satisfaction construct has an AVE of 0.896, the Leadership Style construct has an AVE of 0.864, the Motivation construct has an AVE of 0.808, the Organizational Citizenship Behavior (OCB) construct has an AVE of 0.860, the Work Environment construct has an AVE of 0.817, and the Workplace Spirituality construct has an AVE of 0.820. All these AVE values surpass the threshold of 0.5, indicating that each construct possesses a robust capability in explaining the observed variability in the data.

Table 1: Validity Test

Variable	AVE	Result
Job Satisfaction	0.896	Valid
Leadership Style	0.864	Valid
Motivation	0.808	Valid
Organizational Citizenship Behavior	0.860	Valid
Work Environment	0.817	Valid
Workplace Spirituality	0.820	Valid

4.1.2. Reliability Test

The analysis results indicate that the Cronbach's Alpha values in Table 2 are above or exceed 0.9, surpassing the generally accepted minimum threshold of 0.7. This signifies that each variable demonstrates good reliability, with indicators within the constructs consistently and reliably measuring the intended constructs. Therefore, it can be trusted that the measurement of each variable is reliable in the context of this research.

In addition to the Cronbach's Alpha test, reliability is also examined using the Composite Reliability (CR) method. The analysis results show that the Composite Reliability values for all constructs are above 0.9. This value surpasses the expected minimum threshold of 0.7, indicating a high level of reliability. This suggests that each construct has good reliability, with indicators correlating well with each other and remaining stable in measuring the intended constructs. Thus, it can be concluded that the measurement of each construct in this study can be considered reliable.

Table 2: Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Result
Job Satisfaction	0.977	0.981	Reliable
Leadership Style	0.969	0.974	Reliable
Motivation	0.966	0.971	Reliable
Organizational Citizenship Behavior	0.959	0.968	Reliable
Work Environment	0.975	0.978	Reliable
Workplace Spirituality	0.986	0.987	Reliable

4.1.3. Path Model

The figure below illustrates the results obtained from the bootstrapping process.

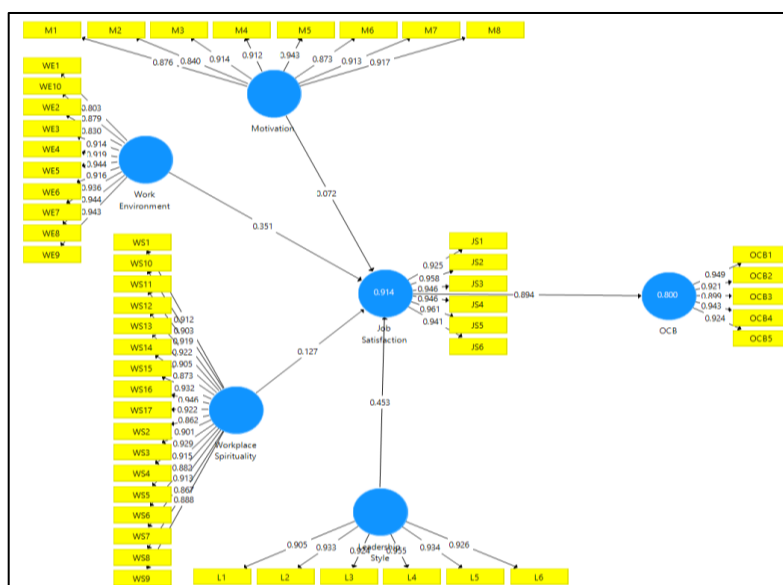


Figure 2: Bootstrapping Path Coefficient

4.1.4. Path Coefficients

The results of the analysis in Table 3 indicate that the t-statistic and path coefficient values between the Job Satisfaction variable and the Organizational Citizenship Behavior (OCB) variable, the Leadership Style variable toward the Job Satisfaction variable, and the Work Environment variable toward the Job Satisfaction variable have values >1.96 and p-value <0.05. This signifies a significant influence between the Job Satisfaction variable and the OCB variable, the Leadership Style variable toward the Job Satisfaction variable, and the Work Environment variable toward the Job Satisfaction variable. However, for the Motivation variable toward Job Satisfaction and the impact of the Workplace Spirituality variable toward Job Satisfaction, there is no significant influence as the t-statistic and p-value do not meet the criteria.

Table 3: Path Coefficient

	Sample Mean (M)	T Statistics ((O/STDEV)	P Values	Hypothesis
Job Satisfaction -> OCB	0.898	25.974	0.000	Significant Positive
Leadership Style -> Job Satisfaction	0.447	2.677	0.008	Significant Positive
Motivation -> Job Satisfaction	0.078	0.539	0.590	Not Significant
Work Environment -> Job Satisfaction	0.358	2.901	0.004	Significant Positive
Workplace Spirituality -> Job Satisfaction	0.119	0.694	0.488	Not Significant

4.1.5. Specific Indirect Effect

The examination of indirect effects, specifically, is utilized to identify the indirect impact of the independent variable (X) on the dependent variable (Y) through the mediating variable (Z). From Table 4, it can be observed that the influence of the Leadership Style variable on Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction, and the impact of the Work Environment variable on OCB mediated by Job Satisfaction, demonstrate a significant positive effect as the t-statistic and p-value meet the criteria. Conversely, the influence of the Motivation variable on OCB mediated by Job Satisfaction, and the effect of the Workplace Spirituality variable on OCB mediated by Job Satisfaction, do not exhibit a significant impact, as the t-statistic and p-value fail to meet the criteria.

Table 4: Specific Indirect Effect

	Sample Mean (M)	T Statistics (O/STDEV)	P Values	Hypothesis
Leadership Style -> Job Satisfaction -> OCB	0.402	2.664	0.008	Significant Positive
Motivation -> Job Satisfaction -> OCB	0.071	0.531	0.596	Not Significant
Work Environment -> Job Satisfaction -> OCB	0.321	2.992	0.003	Significant Positive
Workplace Spirituality -> Job Satisfaction -> OCB	0.108	0.689	0.491	Not Significant

4.2. Discussion

4.2.1. The impact of Motivation on Organizational Citizenship Behavior (OCB) mediated by job satisfaction.

From the correlation analysis results, it is evident that there is no significant relationship between the Motivation variable and the Organizational Citizenship Behavior (OCB) variable mediated by the Job Satisfaction variable. This is attributed to the t-statistic value of 0.531 (>1.96) and the p-value of 0.596 (<0.05), failing to meet the criteria. Consequently, it can be concluded that there is no significant correlation between motivation and organizational citizenship behavior (OCB) through the mediating variable of job satisfaction among employees in beauty clinics in Batam City. This research aligns with prior investigations conducted by Farisi, Andi Prayogi and Juliana (2021) exploring the interrelation among work motivation, Organizational Citizenship Behavior (OCB), and the mediating role of job satisfaction. The research findings reveal the insignificance of the relationship, implying that job satisfaction does not play a significant mediating role in the association between work motivation and Organizational Citizenship Behavior (OCB).

These results differ from those of Suhardi (2019), who studied employees in a life insurance company in Batam. In Suhardi's study, work motivation significantly influenced organizational citizenship behavior negatively. Work motivation exhibited an inverse relationship with organizational citizenship behavior in the life insurance company. The higher the work motivation of employees in the life insurance company, the lower the level of organizational citizenship behavior, and vice versa.

4.2.2. The influence of Work environment on Organizational Citizenship Behavior (OCB) which is mediated by job satisfaction

The results of the regression analysis indicate a significant positive relationship between the Work Environment and Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction. This is evident from the t-statistic value of 2.992 (>1.96) and a p-value of 0.003 ($p < 0.05$). In other words, a better work environment in the workplace is associated with an increase in employee job satisfaction, which, in turn, reflects in the enhancement of OCB among employees in beauty clinics in Batam. Conversely, a poorer work environment will decrease job satisfaction levels among employees, consequently negatively impacting OCB in beauty clinics in Batam. The findings of this study align with Suhardi (2019), Purwana, Ahmad and Saptono (2020) research, which elucidates a positive and significant influence of the work environment on Organizational Citizenship Behavior (OCB) through job satisfaction. Employees who feel comfortable and supported by a favorable work environment are more likely to experience job satisfaction and exhibit a heightened inclination to remain employed within the company. Therefore, investing in a positive work environment can assist companies in retaining high-quality employees and enhancing the corporate image as a reputable and professional workplace. These research findings are reinforced by the studies of Taheri *et al.*, (2020), Suyono *et al.*, (2021), and Kabir *et al.*, (2019), which assert a direct, significant, and positive impact of the work environment on job satisfaction, indirectly elevating OCB.

4.2.3. The influence of Workplace spirituality on Organizational Citizenship Behavior (OCB) which is mediated by job satisfaction

Based on the analysis results, it can be concluded that there is no significant positive influence between Workplace Spirituality and Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction. This is evident from the t-statistic value of 0.689 (>1.96) and the p-value of 0.491 (<0.05), which do not meet the criteria. Therefore, it can be inferred that there is no significant positive relationship between the workplace spirituality variable and the organizational citizenship behavior (OCB) variable through the mediating variable of job satisfaction among employees in beauty clinics in Batam City.

The findings of this study align with research conducted by Utami *et al.* (2021) indicating that workplace spirituality does not exert any influence on organizational citizenship behavior. In other words, whether employees perceive spirituality in the workplace to be high or low, it will not affect employees' levels of organizational citizenship behavior.

These results contrast with the findings of studies by Jena (2021) and Rana *et al.* (2022), which assert a significant positive relationship between workplace spirituality and organizational citizenship behavior. Their research explains that in a work environment that supports spirituality, employees can sense a greater meaning and purpose in their work. They feel connected with their colleagues and with the broader goals and values of the organization. This, in turn, can enhance employees' motivation, job satisfaction, and commitment to the company.

4.2.4. The influence of Leadership style on Organizational Citizenship Behavior (OCB) which is mediated by job satisfaction

The regression analysis results indicate a significant positive relationship between Leadership Style and Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction, with a t-statistic value of 2.664 (>1.96) and a p-value of 0.008 ($p < 0.05$). This suggests that the leadership style of a leader in the beauty clinic influences the level of job satisfaction among employees, consequently impacting Organizational Citizenship Behavior (OCB) among the staff.

The research findings presented in this study are consistent with those of Purwana *et al.* (2020), revealing a significant positive impact of leadership on Organizational Citizenship Behavior (OCB) through job satisfaction. Rahmat *et al.* (2020) and Irwan *et al.* (2020) argue that leadership style not only determines but also enhances employees' levels of job satisfaction. Referring to these research findings, it becomes apparent that cultivating positive OCB requires not only the influence of effective leadership but also relies on employees' perceived levels of job satisfaction.

4.2.5. The influence of Job satisfaction on Organizational Citizenship Behavior (OCB)

The results of the regression analysis indicate a significant positive relationship between Job Satisfaction and Organizational Citizenship Behavior (OCB), with a t-statistic value of 25.974 (>1.96) and a p-value of 0.00 ($p < 0.05$). This suggests that the level of job satisfaction among employees in the beauty clinic has an impact on OCB behaviors among colleagues in the clinic. An increase in employees' job satisfaction is associated with an increase in OCB behaviors among colleagues in the beauty clinic, and conversely, a decrease in job satisfaction tends to result in a decline in OCB behaviors among employees.

The research findings in this study align with those of Novitasari *et al.* (2020), demonstrating a significant positive correlation between job satisfaction and Organizational Citizenship Behavior (OCB). This correlation is supported by several other researchers such as Torlak *et al.* (2021), Santoso *et al.* (2020), and Masharyono, Senen and Yunita (2019). Employees' perceived job satisfaction contributes to their contentment within the workplace environment, encompassing relationships with superiors, colleagues, and other coworkers. This, in turn, unconsciously influences OCB behaviors.

5. Conclusion

The study establishes a noteworthy positive association between the workplace environment and Organizational Citizenship Behavior (OCB), confirming that a supportive and conducive workplace contributes to employees engaging in behaviors that go beyond their formal job duties. Likewise, a substantial positive correlation is identified between leadership style and OCB, underscoring the influential role leaders play in shaping employees' discretionary actions. Particularly, effective leadership, especially of a transformational nature, contributes to fostering a more positive organizational citizenship. Job satisfaction emerges as a pivotal mediating factor, demonstrating a significant positive correlation with OCB. Contented employees are more inclined to exhibit behaviors that positively impact the organization, highlighting the critical role of employee satisfaction in cultivating positive organizational citizenship. Interestingly, no significant correlation is observed between motivation and OCB when mediated by job satisfaction. This suggests that although motivation holds undeniable importance, its direct influence on OCB may be nuanced and not entirely captured in this study. Furthermore, the research indicates no significant correlation between workplace

spirituality and OCB when mediated by job satisfaction. This suggests that the spiritual dimensions of the workplace may not directly correlate with the discretionary behaviors of employees in beauty clinics in Batam City.

In the realm of future research, it is recommended to conduct a more extensive exploration into the enduring impact of leadership styles, with a particular emphasis on understanding the long-term effects of transformational leadership on Organizational Citizenship Behavior (OCB). Delving into this over an extended timeframe would provide a more comprehensive comprehension of how diverse leadership approaches influence discretionary behaviors within the evolving dynamics of organizations. Furthermore, there is a pressing need to delve deeper into the nuanced relationship between intrinsic motivation and OCB, focusing on specific motivational factors that contribute to discretionary behaviors beyond mere job satisfaction. The exploration of cultural nuances and their influence on the relationship between workplace spirituality and OCB is also essential, offering insights into the diverse ways in which employees interpret and integrate spiritual values within various cultural contexts. Extending the study's scope to encompass various industries beyond beauty clinics would yield valuable insights into the generalizability of findings, unraveling industry-specific factors influencing OCB. Lastly, future research endeavors should prioritize the development and evaluation of intervention strategies geared towards enhancing workplace spirituality and motivation. Identifying effective strategies for fostering positive OCB in diverse organizational settings can provide practical guidance for organizations aspiring to cultivate a conducive and supportive workplace culture. Collectively, these recommended avenues for future exploration aim to advance the knowledge and applicability of Organizational Citizenship Behavior research.

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