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FACTOR AFFECTING WORKPLACE SPIRITUALITY, JOB SATISFACTION, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: EVIDENCE FROM INDONESIA[5]

This study aims to investigate the process of building organizational citizenship behavior among employees in the marine transportation business in Indonesia. This study also uses workplace spirituality and job satisfaction as mediators to understand the process of the influence of organizational justice on organizational citizenship behavior. This research uses a causal research type using a quantitative approach. The study's sample and population are workers in the marine transportation sector. The study's sample size was adapted to the structural equation modelling (SEM) that was applied. Data gathering procedures employed interviews and confidentially lists in questionnaires to evaluate the seven hypotheses proposed in this study, while data analysis techniques used Partial Least Square (SmartPls). According to the study's findings, job satisfaction, workplace spirituality, and organizational justice favour organizational citizenship behavior. Organizational justice influences organizational citizenship behavior by mediating job satisfaction, workplace spirituality, and both. The implications of this study's findings, which also reveal the mediating roles of job satisfaction and workplace spirituality, can assist organizations in developing plans to enhance organizational justice and Organizational Citizenship Behavior.
Keywords: Organizational Justice; Organization Citizenship Behavior; Job Satisfaction; Workplace Spirituality
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1. Introduction

Generally, every company tries to achieve its goals and objectives following what is determined (Islami et al., 2018). This can be done well by the great people at the company. In every company, employees are the most crucial resource in operations, individually and collectively, and the main driver for the smooth running of an organization's activities (Hanaysha, 2016). The organization will be good if employees have an attitude of mutual empathy, cooperation, and mutual help (Yin et al., 2021).

In the new management science, this is called Organizational Citizenship Behavior (OCB) which means volunteering or helping others. OCB is something important, whereas OCB is a voluntary attitude toward the organization and fellow employees who help each other at work. Organizational citizenship behavior is also positive. Positive behavior is demonstrated in the eagerness to work and contribute to the organization. OCB is defined by members' loyalty, love, and sense of belonging (Jufrizen et al., 2020).

One factor that affects OCB is organizational justice, a perspective on how reasonably employees think their employers treat them. If employees believe they are not treated fairly in decision-making and promotions and are subjected to unfair or racially discriminatory treatment, they may be dissatisfied with their occupations. Organizational justice is how employees perceive that they are treated fairly within the organization, influencing their loyalty and satisfaction (Yean & Yusof, 2016). Research by Kim & Chung (2019) proves that there is a form of organizational justice that employees perceive to encourage employees to form OCB.

With this, organizational justice is expected to form OCB. However, there are times when organizational justice will also be easier to create an OCB if there is Job Satisfaction in employees. Job satisfaction is employees' (favourable) attitude toward their employment and results from an evaluation of the workplace. Employees who are content at work will voluntarily go above and beyond the call of duty to complete their assigned tasks. Research by Mujiatun et al. (2019) shows that job satisfaction is an emotional reaction to working conditions, often decided by how well results meet or exceed expectations. Research by Idris et al. (2021) asserts that job satisfaction improves OCB.

Besides job satisfaction, organizational justice can shape OCB if workplace spirituality exists, namely the feeling of comfortable working and inner life. Workplace spirituality is the self-awareness of an employee's inner life, which includes the experience of a sense of meaning and purpose at work, as well as a sense of connection with co-workers and their community, as well as the spiritual health of people in the working environments under investigation (Rathee & Rajain, 2020). Research by Hasibuan & Wahyuni (2022), Ahmadi et al. (2014), Dong & Phuong (2018), and Fanggidae et al. (2016) states that workplace spirituality affects job satisfaction and OCB.

Employees will experience this if they connect successfully, build inner life and mutual awareness, and perform meaningful work for the organization to accomplish organizational goals effectively and efficiently since it is done collaboratively and fosters the development of human resources. Employees will consequently perceive a spiritual culture within the organization.

Thus, the organizational citizenship behavior is influenced by organizational justice, workplace spirituality, and job satisfaction ((Rahman & Karim, 2022; Karupaiah & Idris, 2022; Hasibuan & Wahyuni, 2022). Previous studies have emphasized work engagement (Sridadi et al., 2022), LMX (Runhaar et al., 2013; Fisk & Friesen, 2012), person-job fit (Kaur & Kang, 2021), and organizational commitment (Na-Nan et al., 2020). However, more research is required to determine the effect of organizational justice, workplace spirituality, and job satisfaction on OCB in the marine transportation industry.

2. Literature Review

2.1. Organizational Citizenship Behavior

Organisational Citizenship Behavior (OCB) is defined as employee conduct that goes beyond the minimum standards of formal employment but is not instantly and publicly acknowledged by the official/formal compensation/reward system, hence promoting the organization's smooth operation (Organ, 2009). OCB is an employee action that goes above and beyond the company's rules and benefits the organization but is invisible to co-workers or the firm (Klotz et al., 2018). Many academics are intrigued by the relatively recent management concept of OCB. Most of this research demonstrates that OCB significantly affects the organization's productivity, organizational competency, and effectiveness in attaining objectives and raising employee engagement (Tefera, Hunsaker, 2020).

OCB is frequently interpreted as behavior that goes above and beyond formal commitments (additional roles) unrelated to direct payment (Firmansyah et al., 2022). In other words, a person with a high OCB does not receive a salary or special bonuses. OCB refers to each person's social behavior to do more work than expected, such as assisting colleagues on a volunteer day (Bergeron, 2007).

2.2. Organizational Justice

Organizational justice is the extent to which an individual is regarded relatively or reasonably. Superiors provide employees with the same decision-making, salary, and attitude-behavior opportunities as other employees. Instead, organizational justice refers to individual evaluations of the treatment of organizational employees about reasonable efforts to achieve results, including whether or not the process of achieving those results is done fairly, as well as how they treat people. Its employees (Folger & Greenberg, 2001). Organizational justice can also be viewed as procedural justice, which refers to individuals' perceptions of fairness concerning the rules and procedures governing their work processes (Yean & Yusof, 2016). Organizational justice refers to how fairly the organization treats its employees. Most existing research indicates that three distinct forms of organizational justice drive outcomes and the processes that lead to those outcomes. Organizational justice comes in three different forms: interactional justice, distributive justice, and procedural justice. (Hosmer & Kiewitz, 2005).

Justice in the organizational context is an activity phenomenon that depends on each individual's perception. Judgments made from each individual's perception are then remembered and applied when forming attitudes at work. Employees who feel justice in the organization can be characterized by loyalty and supporting the organization (Jackson, 2019).

Research conducted by Ince & Gul (2011) demonstrates a link between perceptions of organizational justice and OCB. If employees have a strong understanding of justice organizations, they will behave well and pay attention to their jobs. The above can be supported by previous research conducted by Rahman & Karim (2022)(Rahman & Karim, 2022), Jafari & Bidarian (2012), and Wang (2011), which shows that organizational justice affects OCB.

Research by Sadaghiani et al. (2012) stated that Organizational Justice has a substantial and favourable effect on workplace spirituality. This indicates that if employees' perceptions of organizational justice improve, so will their workplace spirituality. From the standpoint of workplace spirituality, the ideals inherent in organizational justice are easily recognized by the public, and organizational justice is easy to build a harmonious relationship, which is favourable to boosting employees' sense of community. Furthermore, personal values are quickly fulfilled and recognized in a fair organizational climate, giving individuals a greater sense of purposeful work (Ke et al., 2021). The above can be supported by previous research conducted by Ke et al. (2021); Sadaghiani et al. (2012); Asdiki & Isyandi (2016); Rajablou et al. (2014) which shows that organizational justice affects Workplace Spirituality.

If the company provides fair wages to its employees or the following imbalance is provided, the employees will be satisfied and feel satisfied with their company. They will also feel satisfied if the company allows them to grow in their workplace. (Akram et al., 2020). Zainalipour et al. (2010) also found a positive effect of organizational justice on job satisfaction. Research shows that organizational justice increases job satisfaction (Jufrizen & Kanditha, 2021; Tran, 2020; Ghran et al., 2019; Juarsah et al., 2019).

Organizational justice consists of distributive justice, interactional justice, and procedural justice. These components affect employees' perceptions of how fairly the company treats them. These components also influence the attitudes and behavior of employees toward the way they interact with the company (Asdiki & Isyandi, 2016). Previous research by Amelia et al. (2021), Hidayah & Harnoto (2018), and Akram et al. (2020) shows that organizational justice affects OCB through workplace spirituality. Several additional studies were carried out by Ke et al. (2021); Rosid et al. (2020), which show that organizational justice positively affects job satisfaction through workplace spirituality.

Organizational justice can provide job satisfaction, impacting attitudes and behavior toward OCB (Asdiki & Isyandi, 2016). Previous research by (Amelia et al., 2021), Hidayah & Harnoto (2018); Akram et al. (2020); Ke et al. (2021); and Rosid et al. (2020) shows that workplace spirituality and job satisfaction mediate the relationship between organizational justice and OCB. The hypothesis can be formulated as follows:

H1: Organizational Justice Affects Organizational Citizenship Behavior

H2: Organizational Justice Affects Workplace Spirituality

H3: Organizational Justice Affects job satisfaction

H7: Organizational Justice Affects Organizational Citizenship Behavior Through Job Satisfaction

H8: Organizational Justice Affects Organizational Citizenship Behavior Through Workplace Spirituality

H9: Organizational Justice Affects Job Satisfaction Through Workplace Spirituality

H11: Organizational Justice Affects Organizational Citizenship Behavior through Workplace Spirituality and Job Satisfaction

2.3. Job Satisfaction

Job satisfaction is subjective because everyone's contentment varies according to their value system. Job satisfaction assesses a person's joy, annoyance, contentment, or discontent at work. Employee work satisfaction is a phenomenon that managers must keep an eye on. Employee performance and job satisfaction are inextricably linked (Nazah et al., 2021). A satisfied person is motivated, committed to the organization, and works hard, which increases his performance (Davidescu et al., 2020).

Someone satisfied with his work will be willing to undertake more things outside of his regular responsibilities. As a result, OCB is used to describe this propensity. Job satisfaction influences OCB. Thus happier workers will exhibit more civic responsibility (Foote & Tang, 2008). Job Satisfaction has a beneficial and sizable influence on OCB. This shows that Job Satisfaction dramatically determines the level of OCB of employees. The higher the Job Satisfaction, the higher the potential for OCB to be created (Saxena et al., 2019). Previously done studies support the aforementioned by Na-Nan et al. (2020); Zeinabadi (2010); Idris et al. (2021), which show that Job satisfaction has a favorable impact on OCB. These relationships are used to create the following hypothesis:

H5: Job Satisfaction Affects Organizational Citizenship Behavior

2.4. Workplace Spirituality

In the opinion of Ashmos & Duchon (2000), it is stated that Workplace spirituality means seeing the workplace as a place explored by intelligent (mind) and passionate people who believe that developing the soul is as important as developing the mind. Workplace spirituality also involves trying to match beliefs with organizational values.

Spirituality in the workplace is an employee's spiritual experience at work (Lata & Chaudhary, 2022). This will result in contented employees who go above and beyond their responsibilities (job description) at work. Workplace Spirituality can be interpreted as a workplace that is a gathering place for people who have unity of thought and enthusiasm and believe that increased enthusiasm is the essence of increasing a thought (Dubey et al., 2022). Workplace Spirituality is a form of consistency or alignment of an individual (employee) in

following the values and norms that apply to certain beliefs without ignoring other aspects in realizing organizational goals (Ahmed et al., 2022).

According to the findings of the prior investigation conducted by Jalil et al. (2021), workplace spirituality positively influences OCB and performance. The same thing follows the research results (Kazemipour et al., 2012). OCB is a person's contribution to exceeding their job requirements and is rewarded through the acquisition of task performance. Meanwhile, the results of previous research conducted by Jufrizen et al. (2019) concluded that Workplace Spirituality positively and significantly affects OCB. The above can be supported by previous research conducted by (Utami et al., 2021) (Jufrizen et al., 2019), and (Belwalkar et al., 2018), which shows that workplace spirituality affects OCB.

Empirical facts show that spirituality in the workplace creates a new company culture that makes employees happy and attractive (Alas & Mousa, 2016). The importance of management in creating spirituality in the workplace is one of the reasons that this will encourage creativity and increase competitiveness (Gull & Doh, 2004). Workplace spirituality can increase job satisfaction. Several important things that must be considered in Workplace Spirituality include meaningful work indicators and alignment with organizational and community values. Thus, companies can increase Job Satisfaction through Workplace Spirituality, meaning that spirituality significantly affects Job Satisfaction (Hasibuan & Wahyuni, 2022). The above can be supported by previous research conducted by Walt & Klerk (2014), Ghran et al. (2019), and Gupta et al. (2014), which shows that workplace spirituality has a positive effect on job satisfaction.

OCB is closely related to satisfaction but through the perception of a sense of justice (Aziri, 2011). Job satisfaction is the primary determinant of OCB (Tulung et al., 2020). Workplace Spirituality is the organizational culture in the environment where work prioritizes the inner life of its employees and a place for a group of people who have a unity of spirit and thought and have a feeling of belonging (togetherness) in the organization's scope.

According to Asdiki & Isyandi (2016), the test results show that the effect of Job Satisfaction on OCB through work spirituality is significant. This result must be distinct from one's work satisfaction and incorporate spiritual work elements in daily experience. Job satisfaction influences OCB. However, it does not coincide with Workplace Spirituality, where Workplace Spirituality will affect Organizational Citizenship Behavior (OCB) after the organization has a sense of satisfaction and comfort. The above can be supported by previous research conducted by Iram et al. (2021); Dubey et al. (2022); Belwalkar et al. (2018); Hasibuan & Wahyuni (2022), which shows that Organizational justice on OCB through job satisfaction. These relationships are used to create the following hypothesis:

H4: Workplace Spirituality Affects Organizational Citizenship Behavior

H6: Workplace Spirituality Affects Job Satisfaction

H10:Workplace Spirituality Affects Organizational Citizenship Behavior Through Job Satisfaction

Figure 1 depicts the research framework.

Figure 1. Conceptual Framework

3. Methodology

These types of studies are survey types because they sample a single population. This study falls under the category of quantitative causal research. So, the population is the entire object of research in which several objects are used as data sources. Sampling was carried out by purposive sampling (judgmental) and snowball sampling methods. The sample selection criteria in this study were those who had worked at State-Owned Maritime Enterprises in Indonesia for at least one year.

The structural equation modelling (SEM) analytical model determined this study's sample size. SEM employing the Maximum Likelihood estimate (MLE) model requires 100-200 samples (Hair Jr et al., 2016). Therefore, 200 Indonesian Maritime State-Owned Enterprises employees constituted this investigation's sample.

This study utilizes four variables: organizational justice, workplace spirituality, job satisfaction, and organizational citizenship behavior. The independent variable is organizational justice, the mediating variables are workplace spirituality and job satisfaction, and the dependent variable is organizational citizenship behavior. Justice organization is measured using eight questions (Hermanto & Srimulyani, 2022), such as "My income is sufficient based on my expertise." Workplace spirituality was measured using a 9-item questionnaire from (Nöhammer, 2023), such as " I believe there is a connection between work and social good" Employee job satisfaction is measured using a 10-item questionnaire (Luthans, 2011), such as "I feel satisfied with my current job because it is following my last education." Finally, OCB is measured using a 10-item questionnaire adapted from (Yildirim, 2014), such as "I am willing to help colleagues who are busy (work overload)." A five-point Likert scale was used to obtain participant ratings (strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). The measurement of these variables involves a model reflective indicator. We found a correlation or causation between the variables involved in this study using analysis techniques with SEM-PLS (Structural Equation Modeling—Part

Least Square). The SEM is used to cover the weaknesses in the regression model, using theoretical mathematical models that can explain phenomena that can be analyzed. SmartPLS 4 is the software utilized.

4. Data Analysis and Results

The respondents' demographic profile showed that men comprised the majority of respondents (59.06 percent, or n = 106) compared to women (47 percent, or n = 94). The majority of respondents were under the age of 40 (42, or n = 84), while only 33 respondents (16.50 percent) were under 30 years old. Interestingly, we observed many respondents who were still in their productive age, aged 31–50 years. Similarly, 52 percent (n = 104) of employees have a bachelor's degree. Furthermore, most employees have a merit status of 68.50 percent (n=137). (Table 1)

Table 1. Demographic Respondents

No.	Characteristics	Description	Frequency	%
1	Gender	Man	106	53.00
		Woman	94	47.00
	Total		200	100
2	Age	< 30 Years	33	16.50
		30-40 Years	83	41.50
		> 40 Years	84	42.00
	Total		200	100
3	Education	High school	17	8.50
		Diploma	35	17.50
		Bachelor	104	52.00
		Masters	44	22.00
	Total		200	100
4.	Marital status	Not Married	63	31.50
		Married	137	68.50
	Total		200	100

4.1. Outer Model Analysis

Construct validity and reliability is a test that determines a construct's reliability. The construction sites must have an adequate level of dependability. > 0.60 is the composite's reliability criterion (Hair Jr et al., 2016).

Table 2. Measurement of Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.944	0.945	0.952	0.666
OCB	0.960	0.961	0.965	0.736
Organizational Justice	0.909	0.922	0.925	0.583
Workplace Spirituality	0.897	0.916	0.911	0.534

Table 2 shows the results of measuring the validity and reliability of the research variables consisting of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). Average Variance Extracted (AVE) with a value > 0.5. Thus, all the controls in this study have met the value of good validity and reliability.

Further examination for cross-loading reveals that each item loaded more heavily on its particular constructions than on any other constructs. Meanwhile, for the HTMT technique, the value fulfilled the acceptable value of HTMT 0.85 (Kline, 2015) and HTMT 0.90 (Hair Jr et al., 2016). The confidence interval bias for the causal path also showed that 0 did not straddle between a 5% and 95% confidence level and did not exceed the value of 1, suggesting all values were statistically significant. Hence, the results indicated that they had met the discriminant validity. The results of the study's discriminant analysis are shown in Table 3.

Table 3. Item Loading and Cross Loading

	Job Satisfaction	OCB	Organizational Justice	Workplace Spirituality
JS1	0.788	0.632	0.719	0.594
JS10	0.802	0.754	0.717	0.696
JS2	0.822	0.714	0.783	0.655
JS3	0.850	0.648	0.606	0.698
JS4	0.822	0.668	0.617	0.654
JS5	0.854	0.729	0.686	0.682
JS6	0.853	0.652	0.608	0.700
JS7	0.785	0.633	0.598	0.625
JS8	0.795	0.630	0.579	0.643
JS9	0.786	0.734	0.709	0.690
OJ1	0.717	0.608	0.724	0.616
OJ2	0.759	0.650	0.764	0.628
OJ3	0.391	0.436	0.675	0.557
OJ4	0.368	0.424	0.599	0.590
OJ5	0.432	0.462	0.674	0.614
OJ6	0.706	0.825	0.867	0.718
OJ7	0.661	0.818	0.841	0.726
OJ8	0.680	0.805	0.848	0.677
OJ9	0.657	0.814	0.832	0.657
OCB1	0.746	0.865	0.741	0.815
OCB10	0.735	0.869	0.732	0.761
OCB2	0.736	0.856	0.714	0.772
OCB3	0.686	0.826	0.694	0.652
OCB4	0.655	0.833	0.724	0.643
OCB5	0.733	0.867	0.796	0.755
OCB6	0.707	0.870	0.791	0.782
OCB7	0.739	0.874	0.787	0.735
OCB8	0.744	0.852	0.757	0.707
OCB9	0.684	0.868	0.775	0.694
WS1	0.746	0.765	0.741	0.815
WS2	0.731	0.758	0.744	0.819
WS3	0.441	0.326	0.381	0.675
WS4	0.707	0.704	0.727	0.757
WS5	0.683	0.703	0.736	0.766
WS6	0.408	0.317	0.460	0.670
WS7	0.446	0.388	0.507	0.697
WS8	0.444	0.361	0.453	0.654
WS9	0.495	0.419	0.523	0.702

The information in the previous table shows that each indicator of the variable under study has a more considerable cross-loading value for the variables it produces than the others. The findings show that the variables utilized in this study's indicators have high discriminant validity.

Table 4. HTMT Criterion

	Job Satisfaction	OCB	Organizational Justice
Job Satisfaction			
OCB	0.874		
Organizational Justice	0.855	0.912	
Workplace Spirituality	0.831	0.825	0.891

The results in Tables 2, 3, and 4 demonstrate that the measures for all four constructs (job satisfaction, OCB, organizational justice, and workplace spirituality) validity measured their respective constructs based on their parameter estimates and statistical significance. All the results met the criterion of the acceptable value of validity and reliability tests. Next, the researcher proceeded to examine the structural model.

The measurement model results showed that the data fulfilled all the constructs' reliability and validity. The model was initially offered to improve understanding of the proposed model during the confirmatory factor analysis (Hair Jr et al., 2016).

Collinearity Issues

Before evaluating the structural model, the researcher calculated the collinearity because each endogenous latent variable's regressions on the relevant antecedent constructs are generated using ordinary least squares (OLS), a method for estimating path coefficients in structural models (Hair Jr et al., 2016). Additionally, if significant collinearity exists between the predictor constructs during estimation, the path values in multiple regressions may also be skewed (Hair Jr et al., 2016). The Variable Inflation Factor (VIF) is another way to test collinearity. The researcher also looked at the VIF values of each predictor construct in the structural model to assess for collinearity. The collinearity between is free from inheritance if the VIF's value is less than 5 (Hair Jr et al., 2016).

Table 5. Inner VIF Values

	Job Satisfaction	OCB	Workplace Spirituality
Job Satisfaction		3.592	
OCB			
Organizational Justice	3.424	4.135	1.000
Workplace Spirituality	3.424	4.120	

The indicators in Table 5 do not exhibit multicollinearity because their VIF values are less than 5. Therefore, there is no overall multicollinearity between organizational justice variables and OCB as measured by workplace spirituality and job satisfaction.

4.2. Inner Model Analysis

Coefficient of Determination (R^2 value)

The structural model coefficient of determination represents the proportion of endogenous constructs' Variance that can be attributed to the exogenous constructs connected to them (Hair et al., 2017). The researcher measured the R^2 value based on the squared correlation between an actual and predicted value of an endogenous (Hair Jr et al., 2016). The R^2 value ranges from 0 to 1; a higher score represents greater predictive accuracy (Hair Jr et al., 2016). Hence, an endogenous latent variable's R^2 values of 0.75, 0.50, and 0.25 are associated with strong, moderate, and weak, respectively (Hair Jr et al., 2016).

Table 6. Result of Coefficient of Determination (R² value)

	R Square	Adjusted R Square	Result
Job Satisfaction	0.722	0.719	Moderate
OCB	0.832	0.830	Strong
Workplace Spirituality	0.708	0.706	Moderate

As shown in Table 6, construct job satisfaction, organizational justice, and workplace spirituality explained 83,2% of the endogenous construct' OCB ($R^2 = 0.832$). So, according to the rule of thumb, the R^2 values for both OCB ($0.832 > 0.75$) can be considered strong. The construct organizational justice and workplace spirituality explained 72.2% of the endogenous construct' OCB ($R^2 = 0.722$). So, according to the rule of thumb, the R^2 values for both job satisfaction (0.722) can be considered moderate, and construct organizational justice explained 70.8% of the endogenous construct' OCB ($R^2 = 0.708$). So, according to the rule of thumb, the R^2 values for both workplace spirituality (0.708) can be considered moderate.

Effect Size (f^2)

Noteworthy is the determination of the path's relevance and the extent to which it can modify the explanatory power of the endogenous construct (Cohen, 1988). The researcher employed Cohen f^2 (Cohen, 1988) to determine the effect size because the route coefficient cannot reveal any details regarding the magnitude of the impact of the exogenous latent variables on the endogenous construct.

$$f^2 = \frac{R^2\ Included - R^2\ Excluded}{1 - R^2\ Included}$$

According to Cohen (1988), the value f^2 represents the level of effectiveness of the exogenous on the endogenous constructs; minor effects (0.02), medium effects (0.15), and significant effects (0.35). Meanwhile, values of less than 0.02 denote no effect size. Table 7 shows the ratings for each relationship's effect magnitude and value.

Table 7. Result of Effect Size f^2

	OCB	Result	Job Satisfaction	Result	Workplace Spirituality	Result
Job Satisfaction	0.104	Small effect				
Organizational justice	0.263	Large effect	0.208	Large effect	2.424	Large effect
workplace spirituality	0.123	Small effect	0.203	Large effect		

The results indicated that organizational justice had a significant effect size (f^2) on workplace spirituality, with a value of 2.424. while organization justice, with a value of 0.208, and workplace spirituality, with a value of 0.203, also had a medium effect size (f^2) on job satisfaction. Meanwhile, the rest of the variables had a small effect size (job satisfaction=0.104; workplace spirituality=0.123) also had a small effect size (f^2) on OCB, so organization justice with the value of 0.263 had a medium effect size (f^2) on OCB.

Predictive Relevance (Q^2)

The researchers measured the model's predictive relevance (Q^2) after determining the effect size (f^2) values to compute the model's predictive power. Hair Jr et al. (2016) claim that Q^2 evaluates the model's parameter estimates and built-around values. The researcher computed Q^2 by using the blindfolding procedures of PLS, in which it attained the estimated results from variable scores. Additionally, the researcher obtained the variable scores from the cross-validated redundancy scores. The extracted cross-validation results reveal the endogenous constructs' prediction and the model's quality. According to Hair Jr et al. (2016), $Q^2 > 0$ in a reflective endogenous variable signifies the model's predictive significance, whereas $Q^2 < 0$ denotes the model's lack of predictive ability.

Table 8. Constructs' Cross-Validated Redundancy Values

	SSO	SSE	Q^2 (=1-SSE/SSO)
Job Satisfaction	2000.000	1059.654	0.470
OCB	2000.000	791.176	0.604
Organizational Justice	1800.000	1800.000	
Workplace Spirituality	1800.000	1169.017	0.351

As indicated in Table 5, it can be seen that the model had a predictive relevance of 0.470 for job satisfaction, 0.604 for OCB, and 0.351 for workplace spirituality. According to the results, the Q^2 values of both endogenous constructs were significantly greater than zero. Consequently, the model had outstanding predictive validity.

Effect Size Q^2

The size of the effect Q^2 is the relative influence of predictive relevance, and it is defined as follows: q2 = (1 – Q^2 included)/ (1 – Q^2 omitted). Values of 0.02, 0.1, and 0.35 indicate that

the construct has small, moderate, or large predictive relevance for the endogenous construct. Because the SmartPLS program does not provide the Q^2 value, it must be calculated manually. As a result, the Q^2 value of OCB will be erased, and the model will be re-estimated. After Organizational Justice was deleted and the model was re-estimated, the Q^2 of OCB from 0.604 to 0.576 is shown in Table 6. Those two values were the input for computing the q2 effect size of Organizational Justice to OCB.

Table 9. Constructs' Cross validated Redundancy Values

Constructs	SSO	SSE	q²	Decisions	q² Job Satisfaction	Decisions
Job Satisfaction	200	1060	0.02525	Small effect size		
Organizational Justice	1800	1800	0.06313	Small effect size	0.05849	Small effect size
Workplace Spirituality	1800	1169	0.02273	Small effect size	0.06038	Small effect size

As indicated in Table 9, all effect sizes had minor predictive relevance.
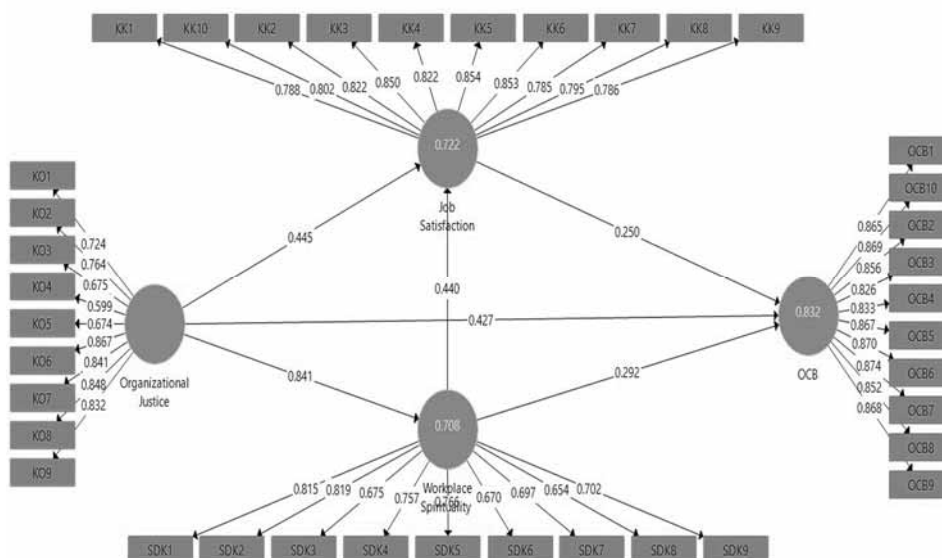
4.3. Direct and Indirect Effects

Direct effect analysis aims to assess the direct effect hypothesis of an exogenous variable on an endogenous variable (Juliandi, 2018).

Table 10. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistics (|O/STDEV|	P Values
Direct Effect					
Job Satisfaction -> OCB	0.250	0.240	0.078	3.197	0.001
Organizational Justice -> Job Satisfaction	0.445	0.450	0.076	5.868	0.000
Organizational justice -> OCB	0.427	0.430	0.077	5.553	0.000
Organizational Justice -> Workplace Spirituality	0.841	0.842	0.025	33.478	0.000
Workplace Spirituality -> Job Satisfaction	0.440	0.435	0.080	5.495	0.000
Workplace Spirituality -> OCB	0.292	0.299	0.066	4.398	0.000

Based on Tables 10 and 11, the calculation of the results of the hypothesis research, directly and indirectly, obtained the structural research model as shown in Figure 2.

Figure 2. Research Structural Model

The objective of testing the indirect effect hypothesis is to demonstrate that a variable may have an indirect (through an intermediary) effect on other variables.

Table 11. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistics (|O/STDEV	P Values
Indirect Effect					
Organizational Justice -> Workplace Spirituality -> Job Satisfaction	0.370	0.365	0.064	5.775	0.000
Organizational justice -> Job Satisfaction -> OCB	0.111	0.108	0.039	2.858	0.004
Workplace Spirituality -> Job Satisfaction -> OCB	0.110	0.105	0.041	2.660	0.008
Organizational Justice -> Workplace Spirituality -> Job Satisfaction -> OCB	0.093	0.088	0.034	2.707	0.007
Organizational Justice -> Workplace Spirituality -> OCB	0.245	0.251	0.053	4.657	0.000

5. Discussions

The hypothesis test yielded a p-value of 0.000 < 0.05 and a t-value greater than 1.96. According to the path coefficient value of 0.427, organizational justice substantially affects OCB. This shows that organizational justice is proportional to OCB. When employees are

treated fairly in decision-making and have a fair supervisor's attitude towards employees based on their religion and race, they will feel they are treated fairly in the organization and will reflect good OCB. This is consistent with the research (Nwibere, 2014) proving that organizational justice has a substantial and favourable impact on OCB. Research (Sani, 2013) also states that organizational justice affects OCB. Research conducted by Ince & Gul (2011) demonstrates an exact relationship between organizational justice and OCB. Employees with a positive sense of organizational justice act favourably to support organizational development and focus on their jobs. Sportsmanship and helpfulness are OCB characteristics with the most negligible impact on excellent judgments of justice, the most determined justice. The acronym OCB stands for distributive justice. The above can be supported by previous research conducted by Rahman & Karim (2022), Rahman & Karim (2022), Jafari & Bidarian (2012), and Wang (2011), which shows that organizational justice affects OCB.

The results of hypothesis testing revealed a p-value of 0.000 < 0.05 and a t-value of 33.478 > 1.96; this indicates that organizational justice significantly impacts workplace religiosity, as indicated by a path coefficient value of 0.841. This indicates that workplace spirituality improves as organizational justice improves. When employees are treated reasonably in decision-making, and the attitude of superiors is fair towards subordinates who do not discriminate based on religion or race, employees believe they are treated fairly in the organization, thereby fostering a sense of belonging (Ke et al., 2021). The aforementioned is substantiated by research conducted by Ke et al. (2021); Sadaghiani et al. (2012); Asdiki & Isyandi (2016); Rajablou et al. (2014), which shows that organizational justice affects Workplace Spirituality.

The hypothesis testing results obtained a p-value of 0.000 < 0.05, and the t-value was 5.868 > 1.96. This indicates that Organizational Justice significantly affects job satisfaction, as indicated by the path coefficient of 0.44. This indicates that employee job satisfaction will increase as organizational justice improves. Suppose employees are treated fairly in decision-making, and superiors behave reasonably towards subordinates who do not discriminate against one another's religion and race. In that case, employees believe they are treated fairly and are satisfied with their superiors and the organization. This also affects co-workers, who will feel equal and contribute to a sense of satisfaction with a performance, which will increase the output of employees with a loyal attitude. This is consistent with studies conducted by Kim & Chung (2019) concluded that organizational justice impacts Job Satisfaction. This research confirms previous findings that organizational justice has a positive and significant impact on job satisfaction (Jufrizen & Kanditha, 2021; Tran, 2020; Ghran et al., 2019; Juarsah et al., 2019).

The hypothesis testing results obtained a p-value of 0.000 < 0.05, and the t-value was 4.398 > 1.96. Workplace spirituality significantly affects Organization Citizenship Behavior, indicated by a path coefficient value of 0.292. This shows that the better the workplace spirituality, the better the employee's OCB behavior. The higher the spirituality in the workplace, the higher the level of OCB Spirituality in the workplace can be interpreted as a gathering place for people who have unity of thought and enthusiasm and believe that increased enthusiasm is the essence of increasing a thought. The better employees can be enthusiastic in their work, the better individual ideas or thoughts will be and can encourage the achievement of company goals. Workplace spirituality is the understanding that

employees must maintain an inner existence to accomplish meaningful work for the firm. This investigation yielded findings consistent with previous research by Jufrizen et al. (2019) concluded that workplace spirituality significantly and favourably impacts OCB. The above can be supported by previous research conducted by Utami et al. (2021); Belwalkar et al. (2018), which shows that workplace spirituality affects OCB.

The hypothesis testing results obtained a p-value of 0.001 < 0.05, and the t-value was 3.197 > 1.96. This means job satisfaction significantly affects OCB, as the path coefficient value of 0.250 indicates. This demonstrates that an employee's OCB improves with job satisfaction. With high job satisfaction, OCB will be higher where employees are satisfied with what they receive, and the leadership responds well to work results; employees will be more aware of collaborating with their co-workers to get the job done. This investigation's findings are consistent with those of prior studies by Dewi & Sudibya (2016) and Rahman (2014), which discovered that job satisfaction influences OCB positively. The above can be supported by previous research conducted by Na-Nan et al. (2020); Zeinabadi (2010); Idris et al. (2021), which shows that job satisfaction affects OCB.

The hypothesis testing results obtained a p-value of 0.000 < 0.05, and the t-value was 5.495 > 1.96. A path coefficient value of 0.440 shows that workplace spirituality strongly affects job satisfaction. This shows that the degree of job satisfaction among employees increases with the level of spirituality in the workplace. The stronger the employee's ability to discover genuine purpose at work, the more likely it is that they will be content with their feelings. The above can be supported by previous research conducted by Walt & Klerk (2014), Ghran et al. (2019), and Gupta et al. (2014), which shows that workplace spirituality has a positive effect on job satisfaction.

The hypothesis testing results obtained a p-value of 0.004 < 0.05, and the t-value was 2.858 > 1.96. This means that Organizational Justice significantly affects OCB through Job satisfaction, indicated by a path coefficient value of 0.111. This shows that the better the organizational justice, the better employee job satisfaction will be, and thus the better employee OCB will be. When employees are treated fairly in decision-making, and the attitude of superiors behaves reasonably towards subordinates who do not discriminate between religions and races with one another, then employees feel that they are treated fairly in the organization. Employees feel satisfied with their superiors and the organization. This also impacts fellow employees, who will feel equal and create a sense of satisfaction. Thus, employees will work more voluntarily and cooperate with fellow employees. The aforementioned is supported by research conducted by Sunaris et al. (2022); Dearsi & Ratnawati (2021), which shows that organizational justice affects OCB through job satisfaction.

The hypothesis testing results obtained a p-value of 0.000 <0.05 and a t-value of 4.657 > 1.96. This suggests that, as evidenced by a route coefficient value of 0.245, Organizational Justice considerably affects OCB through workplace spirituality. This demonstrates that the higher the organizational justice, the higher the employee's workplace spirituality and, as a result, the higher the employee's OCB conduct. When employees are treated fairly in decision-making, and the attitude of superiors behaves reasonably towards subordinates who do not discriminate between religions and races with each other, then employees feel they

are treated fairly in the organization, so employees will feel they own the company. Thus employees will work more efficiently. Volunteer and cooperate with fellow employees. The aforementioned is substantiated by research conducted by Amelia et al. (2021), Hidayah & Harnoto (2018), and Akram et al. (2020), which shows that organizational justice affects OCB through workplace spirituality.

The hypothesis testing results obtained a p-value of 0.000 <0.05, and the t-value was 5.775 > 1.96. This means that Organizational Justice significantly affects job satisfaction through workplace spirituality, as indicated by a path coefficient value of 0.370. This shows that the better the organizational justice, the better the spiritual work of the employees, and thus the better the employee's job satisfaction. When employees are treated fairly in decision-making, and the attitude of superiors behaves reasonably towards subordinates who do not discriminate between religions and races with each other, then employees feel they are treated fairly in the organization so that employees will feel they belong to the company. Thus employees will feel satisfied with what they receive and feel in the company environment. The above can be supported by previous research conducted by Ke et al. (2021); Rosid et al. (2020), which shows that Organizational justice positively affects job satisfaction through workplace spirituality.

The hypothesis testing results obtained a p-value of 0.008 <0.05, and the t-value was 2.858 > 1.96. Workplace spirituality significantly affects OCB through job satisfaction, indicated by a path coefficient value of 0.111. This shows that the better the spiritual workplace of the employees, the better the employee's job satisfaction. Thus it will be easier for employees to establish work relationships. The better the spiritual at work, the better the employee will find true meaning at work so that employees will feel satisfied with what is felt by the employee; thus, the employee will cooperate and work voluntarily for the company. The above can be supported by previous research conducted by Iram et al. (2021); Dubey et al. (2022); Belwalkar et al. (2018), and (Hasibuan & Wahyuni, 2022), which shows that organizational justice on OCB through job satisfaction.

The hypothesis testing results obtained a p-value of 0.007 <0.05 and a t-value of 2.707 > 1.96. This means that Organizational Justice significantly affects OCB through workplace spirituality and job satisfaction, as indicated by a path coefficient value of 0.093. This shows that the better the organizational justice, the better the spiritual work of the employees so that the employee's job satisfaction will be better. Thus it will be easier for employees to establish work relationships. When employees are treated fairly in decision-making, and the attitude of superiors behave reasonably towards subordinates who do not discriminate between religions and races with each other, then employees feel they are treated fairly in the organization so that employees will feel they belong to the company where the better the spiritual at work, then the more significant the employee will find true meaning in the workplace so that the employee will feel satisfied with what is felt by the employee thus the employee will cooperate and work voluntarily for the company. The above can be supported by previous research conducted by Amelia et al. (2021); Hidayah & Harnoto (2018); Akram et al. (2020); (Ke et al., 2021); (Rosid et al., 2020) demonstrated that workplace spirituality and job satisfaction mediate the influence of organizational justice on OCB.

6. Conclusion

Activities to improve the quality of human resources in the marine transportation industry sector require companies to build a competitive advantage by using strategies and behavioral approaches from employees, namely job satisfaction, organizational justice, and spiritual work. Therefore, the results of this study have proven that job satisfaction, organizational justice, and Work spirituality significantly impact OCB. Organizational Justice and Workplace Spirituality can increase Job Satisfaction; then Organizational Justice can impact Workplace Spirituality. The contribution of organizational justice has a considerable influence on the formation of employee work spirituality, among other variables; this proves that company management must provide balanced organizational justice among employees. Then, organizational justice can also be the most significant contribution to shaping employee job satisfaction.

While the indirect effect shows that Organizational Justice affects job satisfaction mediated by Workplace Spirituality, Organizational Justice affects OCB through Job Satisfaction, Workplace Spirituality affects OCB mediated by Job Satisfaction, Organizational Justice affects OCB mediated by Workplace Spirituality, and Job Satisfaction then Organizational Justice affects OCB mediated by Workplace Spirituality. Indirectly, the most significant contribution is made by organizational justice on job satisfaction mediated by work spirituality; job satisfaction will be formed if employees have workplace spirituality. Then workplace spirituality and job satisfaction are influential mediating variables for increasing employee OCB.

The implications that can be implemented are that OCB can facilitate the achievement of organizational effectiveness and efficiency because some OCB behaviors can increase employee productivity and allow managers to be proactive and strive to increase employee potential.

Therefore, further research is needed in other industries, including land and air transportation, manufacturing, consumer goods, and other relevant industries. This aims to expand knowledge of human resource management in companies and evaluate findings from this research related to OCB in various sectors worldwide. Therefore, further research can also discuss the relationship between individual employee performance and company performance, considering that employees are one of the valuable assets owned by companies to achieve profits and survive in an increasingly global competitive era.

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