

## The Influence of Spiritual Leadership on Organizational Citizenship Behavior: Workplace Spirituality and Thriving at Work as Mediation

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### ABSTRACT

This study looks at the mediating role of workplace spirituality and thriving at work on the influence of spiritual leadership on organizational citizenship behavior. The research subject used was teachers in Madrasah Mu'allimin Muhammadiyah Yogyakarta. The sampling technique used was saturated sampling, with 102 returned questionnaire answers. The data obtained were analyzed using SEM with PLS software. The results include (1) Spiritual leadership affected workplace spirituality, (2) Spiritual leadership affected thriving at work, (3) Workplace spirituality affected thriving at work, (4) Spiritual leadership affected organizational citizenship behavior, (5) Workplace spirituality affected organizational citizenship behavior, (6) Thriving at work affected organizational citizenship behavior, (7) Workplace spirituality mediated the influence of spiritual leadership on organizational citizenship behavior (8) Thriving at work mediated the influence of spiritual leadership on organizational citizenship behavior. Based on the results, organizational citizenship behavior could be improved with spiritual leadership, workplace spirituality, and thriving at work. Workplace spirituality and thriving at work as mediating variables could be applied to spiritual leadership approach methods to improve organizational citizenship behavior.



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**Keywords:** Organizational Citizenship Behavior; Spiritual Leadership; Workplace Spirituality; Thriving at Work

## INTRODUCTION

Today, people who work in an organization often complain of psychological problems due to the non-fulfillment of humanist values that members expect to get from the leader. Polat (2011) stated that spiritual emptiness, depression, loneliness, and feelings of uncertainty trigger psychological problems. This psychological problem can affect organizational citizens' deviant behavior from the organization's leader or members. The members' and leaders' deviant behavior in the organization causes it to fail to achieve its goals.

Spiritual leadership, workplace spirituality, and thriving at work can affect a person's behavior in an organization or job. These three things are included in intrinsic motivation, whose fulfillment can stimulate an individual's organic actions without expecting anything in return or reward (Deci & Ryan, 2012). Furthermore, Ryan and Deci (2020) suggested that competence, autonomy, and connectedness in self-determination theory will provide additional good

psychological perception, have implications for fulfilling organizational member behavior, and ultimately impact the individual's growth and development.

In organizations or companies engaged in services, some aspects of service require employee actions and behaviors that are more than written technical instructions. Although the technical instructions are written, for example, you have to stand in and give greetings. However, it also requires more treatment from employees who arise so that customers feel more comfortable, valued, and understand their needs, whose implication is customer satisfaction (Rego & Cunha, 2008). Like schools that are organizations in services, teachers increasing customer satisfaction (students and parents) need to be good members of the organization by creating an organizational citizenship behavior by helping colleagues solve tasks and problems or with customers to meet their satisfaction.

Previous studies revealed that spiritual leadership influenced organizational citizenship behavior (Wu & Li, 2015; Kaya, 2015; Sholikhah et al., 2019). Furthermore, some studies found that workplace spirituality influenced organizational citizenship behavior (Kazemipour et al., 2012; Jannah & Santoso, 2017; Sholikhah et al., 2019). In their research, Wahyono et al. (2020) mentioned that spiritual leadership directly influenced workplace spirituality. In other studies, spiritual leadership also significantly influenced thriving at work (Zhao et al., 2022). Furthermore, workplace spirituality significantly and positively influenced thriving at work (Van der Walt, 2018; Ozdemir et al., 2022).

Nadeem et al. (2021) showed that thriving at work influenced organizational citizenship behavior. In the same study, thriving at work also mediated the influence of proactive personality on organizational citizenship behavior. Raza et al. (2018) explained the same finding that thriving at work played a role in mediating training from managers on organizational citizenship behavior, and the direct influence between thriving at work and organizational citizenship behavior showed a positive and significant direct influence.

In contrast to some research above, Pio and Lengkong (2020) and Pio and Tampi (2018) explained that spiritual leadership did not directly influence organizational behavior. Furthermore, Sholikhah et al. (2019) stated that spiritual leadership did not affect workplace spirituality. Workplace spirituality also did not have a mediating role in the influence of spiritual leadership on organizational citizenship behavior.

This study modifies several previous studies. The inconsistencies in previous research results and background problems that have also been described make researchers interested in proposing organizational citizenship behavior as a dependent variable, spiritual leadership as a dependent variable, and workplace spirituality and thriving at work as mediating variables with different objects and samples from previous studies. In this research, determining the theme and variables selected is a relatively new research model, especially for researchers who include thriving at work variables that are still rarely found in reputable international journals as a differentiator from previous studies that may be similar. When viewed as a whole, the selection of variables that researchers choose is a new research model that has not existed in previous studies.

This study examined the partial direct influence of spiritual leadership on workplace spirituality, thriving at work, and organizational citizenship behavior. In addition, the researchers also wanted to examine the influence of workplace spirituality on thriving at work and organizational citizenship behavior. Furthermore, this study examined the influence of thriving at work on organizational citizenship behavior. Moreover, the researchers examined the role of workplace spirituality and thriving at work in mediating the influence of spiritual leadership on organizational citizenship behavior.

## **LITERATURE REVIEW**

### **Organizational Citizenship Behavior**

Organizational citizenship behavior is defined as a person's behavior in an organization that arises spontaneously without expecting a reward for the goal. This spontaneous behavior will not be directly recognized or rewarded by the organization (Organ, 1990). Bennefiel (2005) added that OCB is a person who will happily make extra effort to basic tasks and rules at work without coercion.

An organization or company cannot only rely on offering product excellence or be limited to providing services to compete with other companies because it needs to be realized that human resources have an important role (Kaya, 2015). Any organization or company that does not motivate its employees, understand their attitudes and emotions, present a good career path, and show sincerity by presenting good work practices will find it difficult to compete with other organizations or companies in the future. Kaya (2015) mentioned that at least five dimensions explain OCB: Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

### **Spiritual Leadership**

As the person with the highest influence in an organization, the leader plays an important role in fulfilling spiritual values for his followers. Spiritual leadership is one approach that a leader can use to mobilize his members to achieve a common goal. Fry et al. (2005) defined spiritual leadership as an intrinsic motivation manifested through values, attitudes, and behaviors that a leader must have to motivate himself and the members of his organization so that it will have a positive effect in terms of the spiritual well-being of both.

Spiritual leadership is a fundamental need for a leader and an organization's members in spiritual survival, which has implications for productivity and organizational commitment. Furthermore, Fry et al. (2005) in their research added that spiritual well-being is realized through heart and feelings of being valued by others. Fry (2003) further added that spiritual leadership has at least three main dimensions: vision, hope, and altruistic love.

### **Workplace Spirituality**

Workplace spirituality is often considered a philosophical and deeply personal construct. Almost all research explains that spirituality involves a person's sense of wholeness and purpose in life, strong connections between employees in the workplace, and alignment between employees' core personal beliefs and the deep values of the organization (Mitroff & Denton,

1999). Furthermore, Ashmos and Duchon (2000) defined workplace spirituality as the feeling that an employee can care for and realize his inner needs. Furthermore, their work also helps to realize those inner needs in the organization or community.

Neck and Milliman (1994) suggested three levels of analysis considered important and have employee involvement in spirituality in the workplace, while the three levels are individual, group, and organizational. The three levels of analysis include goals in one's work (individual level), having a sense of community (group level), and having alignment between personal values and organizational values (organizational level). Ashmos and Duchon (2000) added three dimensions in explaining the variables of workplace spirituality, including Meaningful work, a sense of community, and alignment with organizational values.

### **Thriving at Work**

Thriving at work is the psychological state of someone who feels encouraged to always learn new things and get new experiences at work (sense of learning) and feels passionate and excited (sense of vitality) in carrying out his work (Spreitzer et al., 2005). Liu and Bern-Klug (2013) added that when an individual feels compelled to thrive in their work, it increases loyalty to the organization. In addition, a person who feels driven to develop in his job will also have more encouragement to do his job (Porath et al., 2012).

This sense of vitality refers to positive feelings in living life and adding energy to work. In contrast, learning refers to new knowledge, skills, and abilities acquired and can be developed by each individual in the organization (Spreitzer et al., 2005). Porath et al. (2012) stated that two interrelated and binding aspects for each individual to develop and thrive at work are a sense of learning and vitality.

### **Hypothesis Development**

#### **Spiritual Leadership and Workplace Spirituality**

A leader's leadership model is an important element of the relationship between the leader and his subordinates. Leaders can become facilitators of their subordinates in transforming their workplace by providing assessments and rewards, giving space for the spiritual life of their subordinates, creating meaningful work, and being part of the subordinates' community. Wahyono et al. (2020) argued that subordinates will appreciate the ideas put forward if the elements of workplace spirituality are fulfilled. Conceptually, spiritual leadership and workplace spirituality have a close and necessary relationship.

Spiritual leadership has an impact on workplace spirituality in at least four things. First, it helps organization members discover its meaning, values, and purpose. Second, it encourages organization members to contribute to something bigger than themselves. Third, correlate the organization's goals, values, and systems with the values shared by the organization's members so that they feel connected. Fourth, it encourages its members to pursue life goals to feel their life goals are aligned with organizational goals (Benefiel, 2005; Hudson, 2014; Kaya, 2015; Sholikhah et al., 2019). Wahyono et al. (2020) found that spiritual leadership positively and

significantly affected workplace spirituality. The researchers proposed the following hypothesis based on some of the studies above.

**H<sub>1</sub>: Spiritual Leadership Positively Influences Workplace Spirituality.**

**Spiritual Leadership dan Thriving at Work**

Ryan and Deci (2020) stated that the stronger spiritual leadership role it plays will boost positive emotions, further injecting the passion and passion of its subordinates to work and the intrinsic motivation to discover new knowledge and abilities. Moreover, employees will pursue higher life needs by increasing their capacity because their basic needs have been met.

To meet these higher levels of life's needs, employees will be more proactive and energetic, which gives them more confidence to try new skills and competencies that lead to an increase in their passion and work and have implications for thriving at work (Liu et al., 2020; Yang et al., 2021). Spreitzer et al. (2005) explained that spiritual leadership is a factor that supports employees' development in their work. In their research, Zhao et al. (2022) explained that spiritual leadership strengthened the role of thriving at work, which mediated the influence of receiving employee respect obtained from the leader on the innovative behavior of these employees. The researchers proposed the following hypothesis based on some of the studies above.

**H<sub>2</sub>: Spiritual Leadership Positively Influences Thriving at Work.**

**Workplace Spirituality and Thriving at Work**

As a psychological state, thriving at work has a temporary nature. Passion and enthusiasm for work and new knowledge and skills gained must go hand in hand as the main component. It must all be supported by situations and work environments formed from spirituality to gain some experience. Workplace spirituality and thriving at work are similar to both subjective experiences of employees obtained in their workplace (Van der Walt, 2018). Porath et al. (2012) explained that thriving at work has two main constructions: affective and cognitive. The sense of passion and enthusiasm in work is the effective side of a person, while the cognitive side is created from the feelings of individuals who feel they have gained new competence in their work.

Workplace spirituality has an influence on thriving at work but with weak research results (Van der Walt, 2018). In more recent research, workplace spirituality positively and significantly affected thriving at work (Ozdemir et al., 2022). The researchers proposed the following hypothesis based on some of the studies above.

**H<sub>3</sub>: Workplace Spirituality Positively Influences Thriving at Work.**

**Spiritual Leadership and Organizational Citizenship Behavior**

The relationship between leaders and subordinates is a relationship of mutual exchange. Leaders who use a spiritual leadership approach must have a better attitude than their members as an example for their subordinates in the hope that it has good implications for the attitudes and behaviors of members of their organization. Fry et al. (2005) explained that if a leader has

a clear vision, encourages the creation of goals and expectations, and has good qualities, it will encourage the creation of values, attitudes, meaningful work, and harmony in the organization.

Spiritual leadership is a model of approach that encourages organizational members' intrinsic motivation to perform good OCB (Fry, 2003). Wu and Li (2015) mentioned that spiritual leadership positively and significantly influenced OCB, and Kaya (2015) also mentioned similar results. The researchers proposed the following hypothesis based on some of the studies above.

**H<sub>4</sub>: Spiritual Leadership Positively Affects Organizational Citizenship Behavior.**

### **Workplace Spirituality and Organizational Citizenship Behavior**

Employees with positive experiences during the work environment will increase the OCB demonstrated by individuals by acting organically beyond their main job. Milliman et al. (2003) added that employees who bring their physical, soul, and spiritual to work have strong interactions with their work. They will experience alignment of personal values with organizational goals, which has implications for attachment and the assumption that their work is more than just a routine to make money, which will encourage them to display good OCB.

Rego and Cunha (2008) explained that the relationship between the organization and its members emphasizes the compatibility of values, where both parties must provide what each other needs. This agreement will encourage the attachment of relationships between the organization and its members to help members work and behave properly. Therefore, some studies mention that workplace spirituality positively influenced CB (Kazemipour et al., 2012; Jannah & Santoso, 2017). The researchers proposed the following hypothesis based on some of the studies above.

**H<sub>5</sub>: Workplace Spirituality Positively Affects Organizational Citizenship Behavior.**

### **Thriving at Work and Organizational Citizenship Behavior**

Thriving at work has a great influence on organizational citizenship behavior. In this case, an employee can apply new knowledge, competencies, skills, passion, and enthusiasm to help them do work beyond their main task and be involved in solving problems in the organization.

To increase a person's desire to do work outside of their main duties and have no expectation of compensation for their actions, an employee needs to have affective and cognitive experiences gained in the workplace to motivate them to be productive in developing their organization (Li et al., 2016; Nadeem et al., 2021). Thriving at work positively and significantly influences organizational citizenship behavior (Raza et al., 2018). Besides, a proactive personality is mediated by thriving at work for its influence on organizational citizenship behavior (Nadeem et al., 2021). The researchers proposed the following hypothesis based on some of the studies above.

**H<sub>6</sub>: Thriving at Work Positively Affects Organizational Citizenship Behavior**

### **Workplace Spirituality as a Mediating Variable between Spiritual Leadership and Organizational Citizenship Behavior**

Spirituality is an important factor that shapes values, culture, and ethics in a community. When referring to the workplace, workplace spirituality presented through a spiritual leadership approach may also influence the behavior of the employees they display in the workplace regardless of each employee's background.

Kamil et al. (2015) explained that organizational beliefs and values will shape a person's attitude and behavior at work in certain situations. Several studies on organizational behavior reveal that employees perform more when they feel aligned values, meaning, and purpose in their work (Van Dyne et al., 1994). In several previous studies, there has not been a research model that uses workplace spirituality as a mediating variable that influences spiritual leadership on organizational citizenship behavior. However, workplace spirituality mediates the influence of spiritual leadership on another variable, namely the orientation of entrepreneurs towards corporate social responsibility (Luu, 2022). The researchers proposed the following hypothesis based on some of the studies above.

#### **H7: Workplace Spirituality mediates the influence between Spiritual Leadership and Organizational Citizenship Behavior**

### **Thriving at Work as a Mediating Variable between Spiritual Leadership and Organizational Citizenship Behavior**

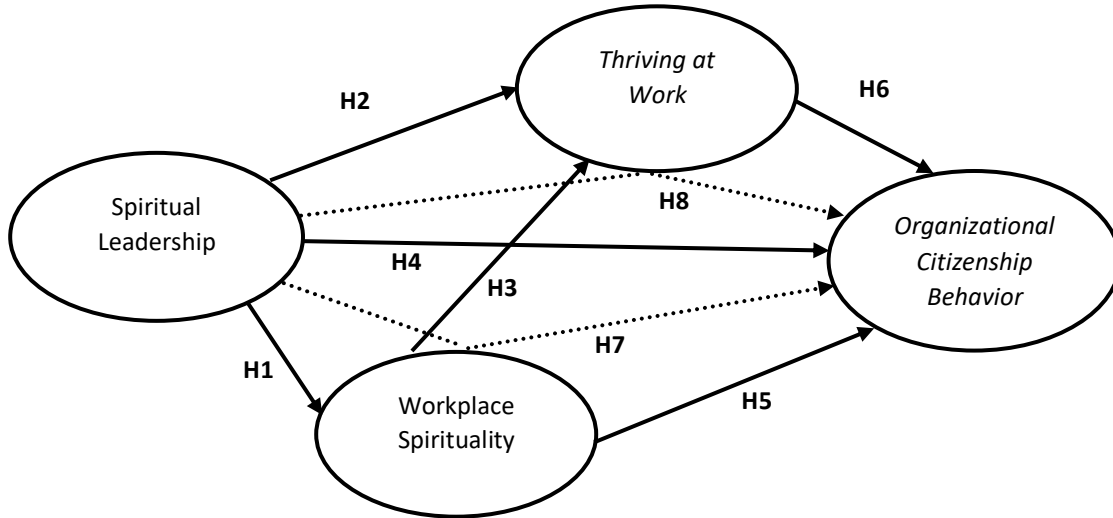
The relationship between a leader and his subordinates is greatly influenced by how the leader chooses the appropriate approach or leadership style. Suppose the leader can present a clear vision and goals in the workplace and the good nature of the leader's personality. In that case, there will be an increase in behavior from his subordinates through the stimulation of learning and passion and enthusiasm for work. The leadership style approach model can help individuals in the organization to meet the higher demands of the organization (Wasim & Rehman, 2022). Khan et al. (2020) exemplify the trust, admiration, loyalty, and respect that comes from the effect a transformational leadership approach can have on inspiring employees to go beyond their jobs.

Thriving at work mediates the effect of organizational support received by employees on innovative work behavior. However, it does not mediate organizational support's effect on employee turnover intensity (Abid et al., 2015). In addition, thriving at work also mediates the influence of managerial training on OCB (Raza et al., 2018). In line with this, Nadeem et al. (2021) also found that thriving at work mediated the role of a proactive personality towards OCB. In their research, Imran et al. (2020) also found that thriving at work mediated the effect of organizational support on work engagement.

Furthermore, thriving at work also mediates the effect of workplace ostracism on employee creativity by moderating the organizational support employees receive (Zhang et al., 2023). However, some previous research has not explicitly found that thriving at work plays a mediating role in the influence of spiritual leadership on organizational citizenship behavior. The researchers proposed the following hypothesis based on some of the studies above.

**H<sub>3</sub>: Thriving at Work mediates the influence between Spiritual Leadership and Organizational Citizenship Behavior.**

### Research Model



**Picture 1.** Research Model

### RESEARCH METHOD

This research is quantitative. In this study, respondents obtained information through questionnaires to understand some existing symptoms. The object of this research is Madrasah Mu'allimin Muhammadiyah Yogyakarta. The research subject was teachers who teach at Madrasah Mu'allimin Muhammadiyah Yogyakarta, which in the 2022/2023 academic year reached 113 teachers with various educational backgrounds. All teachers teach at two levels of education, Tsanawiyah and Aliyah levels. The sampling method used was a type of non-probability sampling. The sampling technique used was saturated sampling. The measurement of this research variable used the Likert scale. The scale used was: 1 = Strongly Disagree; 2 = disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

In this study, there are four variables. The independent variable used was spiritual leadership, with organizational citizenship behavior as the dependent variable, and there is workplace spirituality and thriving at work act as a mediating variable. This study used the Structural Equation Model with the SmartPLS data processing application. Two tests were used in this method to analyze survey results: to test the validity and reliability of the data using the outer model test and to see the prediction test by testing the hypothesis and the causality test using the inner model test (Anderson et al., 1988).

### Measures

There is a short 10-item version of the question to measure the five dimensions or indicators of organizational citizenship behavior variables previously developed by Spector et al. (2010). The measurements used to measure spiritual leadership use 17 items from 3



dimensions or operational indicators developed earlier by Fry et al. (2005). To measure the workplace spirituality variable, 21 items from 3 dimensions or indicators included in this variable's operational dimension were previously used and developed by Milliman et al. (2003). In 2 dimensions or indicators of the operational dimension of the thriving at work variable, ten questions were used to measure this variable, which was used and developed previously by Lee and Lee (2021).

## RESULTS AND DISCUSSION

### Characteristics of Respondents

Data was collected on teachers of Madrasah Mu'allimin Muhammadiyah Yogyakarta, with a questionnaire return rate of 90.27%, from 113 teachers who were willing to answer the questionnaire as many as 102 teachers. The characteristics of respondents are as follows.

**Table 1. Respondents' Characteristics**

Category	Amount	Percentage
<b>Age</b>		
21 – 30 years	24	23,5%
31 – 40 years	53	52,0%
41 – 50 years	19	18,6%
>51 years old	6	5,9%
<b>Gender</b>		
Man	102	100%
Woman	0	0%
<b>Period of Service</b>		
1 – 10 years	49	48,0%
11 – 20 years	41	40,2%
>20 years	12	11,8%
<b>Recent Education</b>		
D3	0	0%
D4	0	0%
SI	71	69,6%
S2	27	26,5%
S3	4	3,9%

*Source: Processed Primary Data, 2023*

### Description of Research Variability

Variable descriptions are used to see the trend of respondents' answers to each research variable in the questionnaire that has been filled out. Overall, descriptive statistical analysis in this study can be seen as follows.

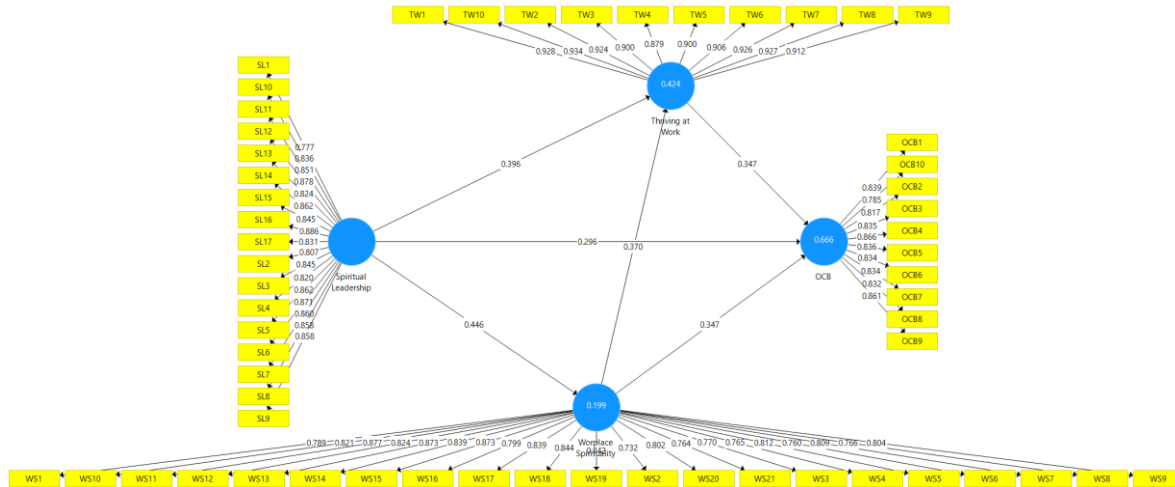
**Table 2. Summary of Descriptive Statistical Analysis**

Variable	N	Mean	St. Dev.
Spiritual Leadership	102	3,5	0,7
Workplace Spirituality	102	3,4	0,6
Thriving at Work	102	3,5	0,9
Organizational Citizenship Behavior	102	3,4	0,7

*Source: Processed Primary Data, 2023*

### Validity and Reliability Test

Validity testing is measured by looking at the outer loading that arises from data processing results. The statement from the questionnaire is valid if it has an outer loading result of  $> 0.70$ . Figure 2 is a picture of the validity test of data processing.



**Picture 2.** Measurement Model Output Display

*Source: Processed Primary Data, 2023*

Picture 2 shows the outer loading of each validity test result on the statement in the questionnaire that meets the convergent validity criteria because it has a value of  $> 0.70$ .

In addition, validity testing is also seen based on cross-loading measurements. It is said to be good if each loading value of the latent variable is greater than other construct variables. Besides, it meets the discriminant validity criteria if it has an AVE value of  $> 0.50$ . Table 3 illustrates that data processing of the four variables shows an AVE value of  $> 0.50$ , meaning that all variables in this research model pass the discriminant validity test and can proceed to the next test.

**Table 3. Discriminant Validity and Composite Reliability Test Results**

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Citizenship Behavior	0.951	0.958	0.696
Spiritual Leadership	0.975	0.977	0.715
Workplace Spirituality	0.974	0.976	0.657
Thriving at Work	0.978	0.981	0.835

*Source: Processed Primary Data, 2023*

Reliability tests are conducted to see the consistency of each instrument in the research model. The measure used to determine the consistency is Cronbach's alpha value. If the value appears high, it indicates the high consistency of the instrument. This test is said to be reliable

if the value appears > 0.70. In addition, it needs to be seen from the composite reliability value that a good value is > 0.80. Here are the data processing results for composite reliability testing.

Table 3 shows that the four variables in this research model have a Cronbach's alpha value of > 0.70 and a composite reliability value of > 0.80, so the statements in the questionnaire used have met the reliable criteria and can be continued to the next test.

**Structural Model Test**

This test is carried out to determine the relationship between latent variables in a research model. The inner model is measured through the R-square (R<sup>2</sup>) value to see how much influence the relationship of the independent variable to the dependent variable. Hair et al. (2019) mentioned that the value of R<sup>2</sup> is divided into strong, moderate, and weak categories, which are interpreted with values sequentially 0.75, 0.50, and 0.25. The greater the value that appears, the better it will be used in research.

**Table 4. R-square Test Results**

	R Square	R Square Adjusted
OCB	0,666	0,656
Thriving at Work	0,424	0,413
Workplace Spirituality	0,199	0,191

*Source: Primary Data Processed (2023)*

Table 4 shows that the R<sup>2</sup> adjusted organizational citizenship behavior value as the dependent variable is explained by the three independent variables of 0.656 or 65.6%, included in the moderate category close to strong. In contrast, other variables outside this research model explain the remaining 34.4%.

**Hypothesis Test**

Hypothesis testing is carried out to see the significance of the influence between construct variables by doing a bootstrapping procedure and then looking at t-statistical values and p-values using the SEM-PLS application. The hypothesis can be accepted if it has a t-statistic value of > 1.96 (significance level = 5%) or a p-value of < 0.05.

**Table 5. Path Coefficient Variable**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Conclusion
SL -> WS	0,446	4,294	0,000	Supported
SL -> TaW	0,396	3,495	0,001	Supported
WS -> TaW	0,370	3,578	0,000	Supported
SL -> OCB	0,296	3,444	0,001	Supported
WS -> OCB	0,347	3,166	0,002	Supported
TaW -> OCB	0,347	3,400	0,001	Supported

*Source: Processed Primary Data, 2023*

Based on the data in Table 5, statistical calculations found that the t-statistic of the influence of spiritual leadership on workplace spirituality is 4.294, greater than the value of 1.96 and the p-value of 0.000 or < 0.05. From these results, hypothesis 1 is accepted. Likewise, hypothesis 2 obtained t-statistical results in the second construct of 3.495, which means greater than 1.96 and p-value results of 0.001 or < 0.05. The second hypothesis, spiritual leadership, positively affects thriving at work and is accepted.

Hypothesis 3 in this study is that workplace spirituality positively affects thriving at work. In statistical calculations obtained t-statistics results of 3.578 (> 1.96) and a p-value of 0.000 (< 0.05), then hypothesis 3 in this study can be accepted. The t-statistical results in calculating the fourth construct obtained 3.444 and a p-value of 0.001, which both passed the threshold of testing the significance of inter-construct values. Hypothesis 4, which suspects that spiritual leadership positively affects organizational citizenship behavior, can be accepted.

Hypothesis 5 in this study states that workplace spirituality positively affects organizational citizenship behavior. Based on Table 5, the t-statistic calculation result is 3.166, greater than 1.96, and the p-value result is 0.002 or less than 0.05, so the hypothesis can be accepted. The statistical calculations in Table 5 state that the t-statistic result is greater than 1.96, which is 3.400, and the p-value result is smaller than 0.05, which is 0.001. Hypothesis 6, stating that thriving at work positively affects organizational citizenship behavior, is acceptable.

**Indirect Effect Test**

Hypothesis 7, stating that workplace spirituality mediates the influence of spiritual leadership on organizational citizenship behavior, is accepted because statistical calculations obtained t-statistics of 2.760 or greater than 1.96 and p-value results of 0.006 or less than 0.05. Hypothesis 8 in this study assumes that thriving at work has a mediating role in the influence of spiritual leadership on organizational citizenship behavior. In statistical testing, t-statistic results of 2,399 and p-value of 0.017 were obtained. The t-statistic result is greater than 1.96, and the p-value is below 0.05, meaning that hypothesis 8 in this study is accepted.

**Table 6. Indirect effect**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Conclusion
<b>SL -&gt; WS -&gt; OCB</b>	0,155	2,760	0,006	Supported
<b>SL -&gt; TaW -&gt; OCB</b>	0,137	2,399	0,017	Supported

*Source: Processed Primary Data, 2023*

**Discussion**

After some hypothesis tests through the SEM-PLS application, spiritual leadership positively affected workplace spirituality. Based on respondents' answers, the madrasah's vision, mission, and goals and the persistence headmaster in helping teachers achieve these three aspects help teachers find deep meaning and purpose in their work and encourage them to bring out their best potential for the madrasah. Wahyono et al. (2020) found that spiritual leadership had a direct positive and significant impact on workplace spirituality. Further, spiritual

leadership created through personality and behavior exemplified by the leader will affect workplace spirituality. In contrast, Sholikhah et al. (2019) discovered that leadership did not affect workplace spirituality under the pretext that this concept explains how to understand how an organization can grow and develop through the creation of spiritual virtues rather than seeing workplace spirituality as a way out of confusion in the transformation of modern thinking.

Based on the findings, spiritual leadership positively influenced thriving at work. The personal nature of the headmaster, who is a role model for teachers to have goals and hopes for *madrasah*, encourages passion or enthusiasm in work and wanting always to learn new things and become a better person when working in the *madrasah*. Spreitzer et al. (2005) explained that spiritual leadership supports employees in developing their work. Zhao et al. (2022) mentioned that leaders are often core figures in an organization. Their charisma will influence employees to feel that the leader supports them to innovate so that employees are more willing to learn new knowledge and skills.

Furthermore, workplace spirituality positively affected thriving at work. When teachers feel that they have found meaning and purpose in their work and inner needs from interactions between teachers, it can make it easier for teachers to bring out passion or enthusiasm at work and always feel like learning new things while in the *madrasah* that encourages themselves to be more advanced and develop. Van Der Walt (2018) stated that while higher acceptance of workplace spirituality can lead to employee success or development rates, organizations can potentially encourage thriving at work by focusing more on fulfilling workplace spirituality. Ozdemir et al. (2022) explained that elements in workplace spirituality strongly influenced employees to feel energized and excited about their work.

In addition, statistical calculations showed that spiritual leadership positively affected organizational citizenship behavior. The example and encouragement from the headmaster manifested through attitudes, behaviors, and direction will motivate teachers to be more loyal to the *madrasah* such as often taking the time to train, give input, and guide new teachers, being willing to work on holidays, attend meetings outside working hours, and willing to do additional tasks outside the main task. In addition, teachers will be encouraged to do more than their work without fixating on the awards that may be obtained. Fry et al. (2005) explained that if a leader has a clear vision, encourages the creation of goals and expectations, and has good qualities in the person of the leader, it will encourage values, attitudes, meaningful work, and harmony in the organization.

Fry (2003), in another study, explained that spiritual leadership is an approach model that encourages organizational members' intrinsic motivation to display good OCB. Wu and Li (2015) stated that if a leader uses a spiritual approach, it will positively influence employees and give intrinsic meaning to their work. This source of intrinsic motivation for employees influences the OCB they show. Kaya (2015) also mentioned that someone with a desire to find a high meaning of work would encourage members of his organization to bring themselves as a whole into the organization without fixating on the standard rules that apply to fill the organization with productive members. Furthermore, Sholikhah et al. (2019) added that leaders

who use spiritual concepts will show better attitudes and behaviors, thus encouraging intrinsic motivation from employees to display good OCB in the workplace.

In this study, workplace spirituality positively affected organizational citizenship behavior. When teachers feel connected to the goals of the *madrasah* and get support from each other teachers so that they feel part of the community will have a strong interaction with their work, they will experience alignment of personal values with organizational goals, which has implications for attachment and assumption that the work they live is more than just a routine to make money, so that in the end it will encourage them to display good OCB such as contributing beyond their main tasks. Kazemipour et al. (2012), nurses who in their workplaces gain greater meaning and purpose in life will often come up with good OCB actions, such as actions that benefit their coworkers. Jannah and Santoso (2017) further explained that workplace spirituality could encourage the transcendence of employee experience through connectedness with others that brings happiness. Moreover, workplace spirituality makes employees carry their physical, mental, emotional, and spiritual needs at work, thus helping them do positive things beyond their job description. Sholikhah et al. (2019) explained that someone who finds spiritual values at work will be motivated to find meaning in work to increase their involvement in the workplace with their coworkers.

Thriving at work positively affected organizational citizenship behavior. When teachers feel themselves thriving in their work, which is realized by learning new knowledge or things while in the *madrasah*, it will encourage teachers to be willing to help their colleagues complete tasks outside the main task and working hours without complaining. Raza et al. (2018) explained that thriving at work positively and significantly influenced organizational citizenship behavior. They explained that employees who feel personally thrived in their workplace will encourage the creation of good output from the employees themselves. Furthermore, Nadeem et al. (2021) explained that employees in textile companies in Pakistan who feel excited and passionate at work and always get new experiences in their work would encourage good organizational citizenship behavior.

Another construct suggests that workplace spirituality mediates the influence between spiritual leadership and OCB. A leadership approach that emphasizes the fulfillment of the personal spiritual values of a headmaster who motivates himself and their teachers to have goals and hopes for the progress of the *madrasah* encourages a feeling of being part of the teacher community and connected to the goals of the *madrasah* so that teachers will often display spontaneous OCB such as avoiding problems or disputes in the organization. According to Luu (2022), workplace spirituality mediated the influence of spiritual leadership on employers' CSR awareness. Ozdemir et al. (2022) explained that the main trait possessed by workplace spirituality would mediate the growth of employee trust to encourage the fulfillment of a sense of vitality from employees. However, the researchers have not found that explicitly use the influence model of spiritual leadership on OCB mediated by workplace spirituality, so this research model is a new model for future research.

The results also showed that thriving at work mediated the influence between spiritual leadership and OCB. The leadership approach manifested through values, attitudes, and

behaviors from the headmaster as motivation for themselves and teachers will encourage the emergence of passion and enthusiasm for work and a feeling of always developing learning new things in the *madrrasah*, thus spurring OCB of the teachers in *madrrasah* without the need for emphasis on the applicable standard rules.

Abid et al. (2015) stated that thriving at work mediates the effect of perceived organizational support by employees on innovative work behavior. If employees feel attention from the organization about their success, it will encourage employee self-development. In addition, thriving at work also mediates the influence of managerial training to improve achieving OCB output from employees (Raza et al., 2018). Nadeem et al. (2021) also found that thriving at work mediated the role of a proactive personality towards OCB. In addition, someone who feels that learning new things at work and feels recognized will put aside feelings of exclusion at work so that creative work behavior will continue to appear in him (Zhang et al., 2023). Furthermore, the researchers have not found any previous research that explicitly uses the thriving at-work research model that plays a mediating role in the influence of spiritual leadership on organizational citizenship behavior, so this model is a new model for future research.

## CONCLUSION

The statistical calculations revealed that the dependent variable on each construct was partially explained by its independent variable with various values and categories. In addition, workplace spirituality and thriving at work have a mediating role in the influence of spiritual leadership on organizational citizenship behavior. Based on these results, the spiritual leadership style approach used by the principal will encourage feelings of fulfillment of inner needs about the workplace and work itself and will encourage teachers to be more enthusiastic and passionate at work and more encouraged always to develop self-competence, which ultimately has implications for the emergence of good OCB from teachers. In this study, all respondents were male and came from 1 school. Besides, the data collection method only used the survey method through questionnaires. For further research, researchers suggest that data collection be done with mixed methods to strengthen results. Future researchers can also use broader research objects to increase the generalization of research results.

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