

FACTORS INFLUENCING ORGANIZATIONAL BEHAVIOR AT THE OFFICE OF THE MINISTRY OF RELIGION OF PASAMAN REGENCY

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Abstract: This study aims to see the influence of (1) Religiosity on OCB of employees. (2) Transformational leadership style towards OCB employees. (3) Psychological capital for OCB employees. (4) The work environment for OCB employees. (5) Job satisfaction with OCB employees. (6) Religiosity, transformational leadership style, psychological capital, work environment and work satisfaction together with OCB employees of the Pasaman Regency Ministry of Religion Office. The sample determination technique in this study uses the total sampling technique or population sample. Where the sample in this study is all employees of the Pasaman Regency Ministry of Religion Office as many as 32 people. The results of this study show that (1) Religiosity has a significant effect on OCB. (2) Transformational leadership style has a significant effect on employee OCB. (3) Psychological capital has a significant effect on the OCB of employees. (4) The work environment has a significant effect on the employee's OCB. (5) Job satisfaction has a significant effect on employee OCB. (6) Religiosity, transformational leadership style, psychological capital, work environment and job satisfaction together have a significant effect on OCB employees of the Pasaman Regency Ministry of Religion Office

Keywords: *Religiosity, Transformational Leadership Style, Psychological capital, Work Environment and Job Satisfaction OCB*

OCB is a form of behavior in the form of individual choices and initiatives, not related to the organization's reward system but importantly increases the effectiveness of the organization. This means that the behavior is not included in the work requirements or employee job descriptions so that if it is not displayed, no punishment is given. Artist, (2020). OCB has an important role for the success of the organization. The key to organizational success is how members of the organization can make a positive contribution to the planning and implementation of tasks in achieving organizational goals. OCB is a positive behavior of individuals as members of the organization in the form of a conscious and voluntary willingness to work and contribute to the organization more than what is formally required in the organization. (Prihatsanti, U., & Dewi, 2020).

According to Podsakoff, PM, et al (2017) OCB affects organizational effectiveness for several reasons, namely it can help increase coworker productivity, increase managerial productivity, help the efficiency of using organizational resources for productive purposes,

reduce the level of demand for organizational resource allocation for employee maintenance purposes, serve as a basis for effective coordination between team members and work groups, increase the organization's ability to acquire and maintain reliable human resources and give the impression that the organization is an attractive place to work than other workplaces. And can increase the organization's ability to adapt to environmental changes (Ariyanti, 2019). The Office of the Ministry of Religious Affairs of Pasaman Regency is a vertical agency of the Ministry of Religious Affairs which is under and directly responsible to the Minister of Religious Affairs. This office has the task of carrying out the duties and functions of the Ministry of Religious Affairs in the regency based on the policies of the Minister of Religious Affairs and the Provisions of Laws and Regulations. One of the problems faced by the Office of the Ministry of Religious Affairs of Pasaman Regency is the low OCB of employees. This problem can be seen from the results of a pre-survey that the author conducted on 20 employees of the Office of the Ministry of

Religious Affairs of Pasaman Regency. This condition can be seen in Table 1.

Table 1 Initial Survey Results Regarding Employee OCB Office of the Ministry of Religion, Pasaman Regency

No	Statement Material	Agree	Doubtful	Don't agree	Total
1	I help with the work of a colleague who is absent	10%	30%	60%	100%
2	I am willing to volunteer to help with anything even if it is not needed.	20%	25%	55%	100%
3	I help coworkers who have heavy workloads	25%	30%	45%	100%

Source: Interview, (data processed by author, 2025)

In table 1 it can be seen that many employeesThe Office of the Ministry of Religious Affairs of Pasaman Regency who answered disagree. Such as statement 1 "I help with the work of absent colleagues" 60% answered disagree. Likewise, statement 2 "I am willing to voluntarily help with anything even if it is not needed" answered 55% disagree. Statement 3 "I help colleagues who have a heavy workload" 45% answered disagree. This condition shows that the OCB of employees of the Office of the Ministry of Religious Affairs of Pasaman Regency is still low. If this condition is left alone, of course the vision of the agency will be difficult to achieve. The low OCB of employees is certainly influenced by several factors. These factors are religiosity, transformational leadership style and psychological capital, work environment and job satisfaction.

Muchinsky, (2020)explains religiosity as a system of symbols, belief systems, value systems, and behaviors that are all centered on issues that are experienced as something meaningfulDaniel K. Judd, (2020). Religion can regulate human behavior through employee norms and principles into their work life to make them better members of the organization.Asamani, L., & Mensah, (2021). A person who feels comfortable and free to express religious beliefs and identity in their workplace is likely to have good satisfaction, well-being, work behavior and OCB behavior.Kutcher, (2020). Employees with good religiosity can encourage employees to be happy in doing their jobs. Therefore, employees who have high religiosity allow employees to behave in OCB so that they can provide benefits to the organization.

Research conducted byKutcher, (2020)shows that there is a positive correlation

between OCB and religious motivations, religious beliefs, religious practice and spiritual well-being.Kutcher, (2020)also assessed the relationship between religious practice and OCB by conducting a t-test comparing the level of OCB. The results showed that respondents who reported following religious practice were more positively correlated with OCB behavior than respondents who did not follow religious practice. The results of this study indicate that efforts made by organizations and society in general to instill religious values are very valuable for the smooth and efficient functioning of the organization. Religious beliefs make individual employees more aware of the needs and feelings of their colleagues and more willing to take action for the benefit of others and the organization. Religious individuals tend to be more satisfied with their jobs and more committed to the values and goals of the organization.Asamani, L., & Mensah, (2021).

The work environment is a very important component when employees carry out work activities. By paying attention to a good work environment or creating work conditions that can provide motivation to work, it will have an influence on the enthusiasm or spirit of employees in working. The definition of the work environment here according toAlex, (2019), said is everything that is around the workers and that can affect them in carrying out the tasks assigned, for example cleanliness, music, lighting, and others. Leaders are advised to improve the work environment in order to obtain a higher level of job satisfaction. Furthermore, a good work environment can facilitate the realization of higher productivity. As social beings, humans have the ability to have empathy for others and their environment and align the values they adhere to. With the values held by their environment to maintain and improve better social interactions. Moreover, to do everything good humans are not always driven by things that benefit themselves, for example someone wants to help others if there is a certain reward.

Robbins, (2020)stated that job satisfaction encourages the emergence of OCB because satisfied employees are more likely to speak positively about the organization, help other individuals, and perform beyond normal expectations. Satisfied employees may be more obedient to the call of duty because they want to repeat the positive experiences they have felt.Spector, (2019)defines OCB as behavior

outside the formal requirements of the job that benefits the organization. Employees who demonstrate such behavior make a positive contribution to the organization through behavior outside the job description, in addition to employees still carrying out responsibilities according to their jobs. The key to the success of any organization's growth is its ability to recruit, develop and retain the talents of its human resources. The Office of the Ministry of Religious Affairs of Pasaman Regency has set its target to become the agency of choice to work by becoming an agency that offers a positive Quality of Work Life where every individual can develop their full potential. The Office of the Ministry of Religious Affairs of Pasaman Regency implements an organizational structure that allows quality and competitive human resources so that they are able to adapt to the progress and development of science and technology to produce the best work and service as expected. Based on the background of the problem that has been explained previously and the importance of employee OCB in their institutions, as well as the lack of research that connects the variables of religiosity, transformational leadership style and psychological capital in influencing OCB, it is necessary to conduct further research entitled "The Influence of Religiosity, Transformational Leadership Style, Psychological Capital, Work Environment and Job Satisfaction on Organizational Citizenship Behavior of Employees of the Ministry of Religion of Pasaman Regency".

METODE

Population and sample in a study have a central role and determine the research objectives. (Muri, 2021). Population is the entirety of the objects of study that provide an accurate picture of the research. According to Hamid, (2019), population is the total number of objects or subjects used as data sources in a study that have the same nature or characteristics. Thus, the population in this study is all There are 44 employees of the Ministry of Religion Office of Pasaman Regency. A research sample is a limited number and part of a selected population that represents that population. (Muri, 2021). Meanwhile, according to Sugiyono, (2021) A sample is a part of the number and characteristics of the population and what is learned from the sample, the conclusion can be applied to the population.

RESEARCH RESULTS

Multiple Linear Regression Analysis

In testing the research hypothesis, multiple linear regression test is used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis is carried out by comparing t_{count} with t_{table} and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 4. Based on Table 4, the estimation model can be analyzed as follows:

$$Y = 76.458 + 0.481 (X_1) + 0.549 (X_2) + 0.684 (X_3) + 0.744 (X_4) + 0.568 (X_5)$$

Based on the equation above, it can be explained that:

- From the equation above, it can be seen that there is a constant value of 76.458, which means that if religiosity, transformational leadership style, and psychological capital are zero, then the value of the organizational citizenship behavior variable is at 76.458. This means that the variables of religiosity, transformational leadership style, and psychological capital contribute to increasing the organizational citizenship behavior of employees of the Ministry of Religion Office of Pasaman Regency.
- The value of the regression coefficient of religiosity is positive at 0.481. This means that if religiosity decreases by one unit, it will result in an increase in organizational citizenship behavior by 0.481 units.
- The regression coefficient value of transformational leadership style is positive, which is 0.549. This means that if the transformational leadership style increases by one unit, it will result in an increase in the organizational citizenship behavior of employees of the Ministry of Religion Office of Pasaman Regency by 0.549 units.
- The regression coefficient value of physiological capital is positive, which is 0.684. This means that if psychological capital increases by one unit, it will result in an increase in organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency by 0.684 units.
- The regression coefficient value of the work environment is positive, namely 0.744. This means that if the work environment increases by one unit, it will result in an

increase in the organizational citizenship behavior of employees of the Ministry of Religion Office of Pasaman Regency by 0.744 units.

- f. The value of the job satisfaction regression coefficient is positive, namely 0.568. This means that if job satisfaction increases by one unit, it will result in an increase in the organizational citizenship behavior of employees at the Pasaman Regency Ministry of Religion Office by 0.568 units.

Table 4. Multiple Regression Equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	76,458	18,269		4.185	.000
	Religiousness (X1)	.481	.210	.213	2.290	.030
	Transformational leadership style (X2)	.549	.113	.462	4.858	.000
	Psychological capital (X3)	.684	.307	.043	2.228	.034
	Work environment(X4)	.744	.207	.498	3,594	.001
	Job satisfaction (X5)	.568	.272	.314	2,092	.043
F = 4.999						.000b
Adjusted R Square = .609						
a. Dependent Variable: Y						

Source: SPSS Output Results (2025)

**Regression Coefficient Test (t-Test)
Hypothesis Testing 1**

The first hypothesis proposed is that religiosity has a partial positive influence on *organizational citizenship behavior* employees of the Ministry of Religion Office of Pasaman Regency. Based on the results of the analysis of the t-test, it is known that the level of significance of the religiosity variable is 0.030 < the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between religiosity and organizational citizenship behavior of Employees of the Ministry of Religion Office of Pasaman Regency.

Hypothesis Testing 2

The second hypothesis proposed is that transformational leadership style has a partial positive influence on *organizational citizenship behavior* employees of the Ministry of Religion Office of Pasaman Regency. Based on the results of the analysis of the t-test, it is known that the level of significance of the transformational leadership style variable is 0.000 < the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis

proposed in this study is accepted, meaning that there is a significant positive influence between transformational leadership style and organizational citizenship behavior of employees of the Ministry of Religion Office of Pasaman Regency.

Hypothesis Testing 3

The third hypothesis proposed is that *psychological capital* partially has a positive effect on organizational citizenship behavior. Based on the results of the t-test analysis, it is known that the level of significance of the psychological capital variable is 0.034 < the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between psychological capital and organizational citizenship behavior of employees of the Ministry of Religion Office of Pasaman Regency.

Hypothesis Testing 4

The third hypothesis proposed is that the work environment has a partial positive influence on *organizational citizenship behavior*. Based on the results of the analysis of the t-test, it is known that the level of significance of the work environment variable is 0.001 < from the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between the work environment and the organizational citizenship behavior of employees .

Hypothesis Testing 5

The third hypothesis proposed is that job satisfaction has a partial positive effect on *organizational citizenship behavior*. Based on the results of the analysis of the t-test, it is known that the level of significance of the job satisfaction variable is 0.043 < the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between job satisfaction and organizational citizenship behavior of employees of the Ministry of Religion Office of Pasaman Regency.

Hypothesis Testing 6

The fourth hypothesis proposed is that religiosity, *psychological capital*, and psychical capital together have a positive effect on organizational citizenship behavior of

employees of the Ministry of Religious Affairs Office of Pasaman Regency. Based on the results of the analysis of the F test, it is known that the level of significance of the variables of religiosity, transformational leadership style, and psychological capital is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between religiosity, transformational leadership style, and psychological capital on organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. As can be seen in table 4.

Coefficient of Determination (Adjusted R Square)

The determination coefficient aims to see or measure how far the model's ability to explain the variation of independent variables, where the value R^2 used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables. The determination coefficient value in this study is taken from the Adjusted R Square value which can be seen in table 4

Based on the results of the Adjusted R square analysis, it is 0.609, this means that 64.0% of the organizational citizenship behavior of employees of the Pasaman Regency Ministry of Religion Office is influenced by the independent variables of religiosity, transformational leadership style, psychological capital, work environment, and job satisfaction. While the remaining 39.1% is influenced by other variables outside the model.

DISCUSSION

Discussion of research results is aimed at explaining and interpreting research results.

Influence Religiousness towards Organizational Citizenship Behavior of Employees of the Ministry of Religion Office, Pasaman Regency

The results of this study indicate that religiosity has a significant positive influence on the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This indicates that religiosity determines the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This means that the higher the religiosity of

employees of the Ministry of Religious Affairs Office of Pasaman Regency, the higher the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. The results of this study indicate that the religiosity variable has a coefficient of 0.505, which indicates that religiosity has a large influence on increasing the Organizational Citizenship Behavior (OCB) of employees at the Pasaman Regency Ministry of Religion Office. This coefficient value confirms that employees who have a high level of religiosity tend to show better organizational citizenship behavior. This includes actions such as helping coworkers, showing loyalty to the organization, and taking the initiative in solving problems in the workplace.

The high influence of religiosity on OCB is consistent with various previous studies. For example, research by (Farooqi, MT, & Sheikh, 2021) revealed that religiosity plays an important role in encouraging pro-social behavior and reducing deviant behavior in the workplace, which directly contributes to increased OCB. (Farooqi, MT, & Sheikh, 2021). The Role of Religiosity in Organizational Citizenship Behavior and Workplace Deviance. Besides that, (Nasution, 2020) found that more religious employees tend to be more ethical and have a higher commitment to their tasks and organization, which is consistent with increased OCB. (Nasution, 2020), namely the Influence of Religiosity on Organizational Citizenship Behavior of Ministry of Religion Employees in Medan City. The practical implications of these findings are very important for the management of the Pasaman Regency Ministry of Religious Affairs Office. Management can develop programs that support the improvement of employee religiosity, such as spiritual training, religious activities, and religious-based ethics counseling. Thus, it is expected that employees can be more motivated to contribute positively to the organization.

Overall, these findings underscore the importance of religiosity in the context of organizational citizenship behavior. By enhancing the religiosity aspect among employees, the Pasaman Regency Ministry of Religious Affairs Office can achieve higher levels of OCB, which will ultimately contribute to the overall effectiveness and efficiency of the organization's operations. which shows that religiosity has a significant influence on organizational citizenship behavior.

Influence Transformational leadership style towards organizational citizenship behavior of employees of the Ministry of Religion Office, Pasaman Regency

The results of this study indicate that transformational leadership style has a significant positive influence on the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This indicates that the transformational leadership style of employees of the Ministry of Religious Affairs Office of Pasaman Regency determines the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This means that the better the transformational leadership style of the agency, the more it will increase the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. The results of this study indicate that the transformational leadership style variable has a coefficient of 0.549, which indicates that transformational leadership style has a significant influence on increasing the Organizational Citizenship Behavior (OCB) of employees at the Ministry of Religious Affairs Office of Pasaman Regency. This coefficient value confirms that leaders who apply a transformational leadership style are able to encourage employees to demonstrate better organizational citizenship behavior. This leadership style involves leaders who are able to inspire, motivate, and provide individual attention to employees, which ultimately increases employee commitment and contribution to the organization.

This finding is in line with previous research. According to a study conducted by (Podsakoff, P.M., Ahearne, M. & MazKenzie, 2020), leaders who use a transformational leadership style are able to influence OCB by building trust, providing a clear vision, and increasing employees' sense of responsibility. (Podsakoff, P.M., Ahearne, M. & MazKenzie, 2020). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. Additionally, a study by (Wang et al., 2022) found that transformational leadership positively contributes to OCB through increased motivation and emotional support. (Wang et al., 2022). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and

organizational citizenship behavior. The practical implications of these findings are significant for the management of the Pasaman Regency Ministry of Religious Affairs Office. By adopting a transformational leadership style, management can increase OCB among employees

Influence Psychological capital towards Organizational Citizenship Behavior of Employees of the Ministry of Religion Office, Pasaman Regency

The results of this study indicate that psychological capital has a significant positive influence on the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This indicates that psychological capital determines the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This means that the better and better the psychological capital of employees of the Ministry of Religious Affairs Office of Pasaman Regency of an agency, the more it will increase the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. The results of this study indicate that the psychological capital variable has a coefficient of 0.684, which indicates that psychological capital has a significant influence on increasing the Organizational Citizenship Behavior (OCB) of employees at the Ministry of Religious Affairs Office of Pasaman Regency. This coefficient value confirms that psychological capital, which includes self-efficacy, optimism, hope, and resilience, is able to encourage employees to demonstrate better organizational citizenship behavior. Employees with high psychological capital tend to be more confident, optimistic, have positive expectations, and are able to face and overcome various challenges in the workplace better.

Previous research also supports these findings. (Kuehn, Kermit W, 2022) suggests that psychological capital contributes positively to various aspects of work behavior, including OCB, by increasing intrinsic motivation and employee commitment to the organization. (Kuehn, Kermit W, 2022). In addition, research by (Avey, J.B., Luthans, F., & Jensen, 2020) found that psychological capital not only enhances individual performance but also encourages proactive and constructive work

behaviors, which are the essence of OCB. (Avey, J.B., Luthans, F., & Jensen, 2020). Psychological Capital: A Positive Resource for Combating Employee Stress and Turnover. The practical implications of these findings are very important for the management of the Pasaman Regency Ministry of Religious Affairs Office. By developing psychological capital among employees, management can significantly increase OCB. Training programs that focus on developing self-confidence, optimism, hope, and resilience can be implemented to strengthen employee psychological capital. In addition, creating a supportive work environment and providing positive feedback can also help strengthen the components of psychological capital.

Influence Work environment towards organizational citizenship behavior of employees of the Ministry of Religion Office, Pasaman Regency

The results of this study indicate that the work environment has a significant positive influence on the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This indicates that the work environment determines the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This means that the better and better the work environment of the Ministry of Religious Affairs Office of Pasaman Regency of an agency, the more it will increase the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. The results of this study indicate that the work environment variable has a coefficient of 0.744, which indicates that the work environment has a very significant influence on increasing the Organizational Citizenship Behavior (OCB) of employees at the Pasaman Regency Ministry of Religion Office. This coefficient value confirms that a conducive and supportive work environment can effectively encourage employees to demonstrate better organizational citizenship behavior. A positive work environment includes factors such as a comfortable working atmosphere, harmonious relationships between employees, adequate facilities, and support from management.

Previous research supports these findings. According to a study by (Chiaburu, DS, & Harrison, 2020), a positive work environment can increase OCB by creating conditions that allow

employees to feel appreciated and motivated to make extra contributions to the organization. (Chiaburu, DS, & Harrison, 2020). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. In addition, research by (Jain, A.K., & Kaur, 2021) shows that a supportive work environment plays an important role in increasing employee engagement and organizational commitment, which in turn encourages OCB. (Jain, A.K., & Kaur, 2021). Impact of work environment on job satisfaction. The practical implications of these findings are very important for the management of the Pasaman Regency Ministry of Religious Affairs Office. To improve OCB among employees, management must focus on creating a conducive work environment. This can include improving work facilities, improving internal communication, developing employee welfare programs, and providing adequate support from management. By creating a positive work environment, employees will feel more motivated and have the drive to contribute more to the organization.

Influence Job satisfaction towards organizational citizenship behavior of employees at the Ministry of Religion Office, Pasaman Regency

The results of this study indicate that job satisfaction has a significant positive effect on the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This indicates that job satisfaction determines the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. This means that the better and better the job satisfaction of employees of the Ministry of Religious Affairs Office of Pasaman Regency of an agency, the more it will increase the organizational citizenship behavior of employees of the Ministry of Religious Affairs Office of Pasaman Regency. The results of this study indicate that the job satisfaction variable has a coefficient of 0.568, which indicates that job satisfaction has a significant influence on increasing the Organizational Citizenship Behavior (OCB) of employees at the Office of the Ministry of Religious Affairs of Pasaman Regency. This coefficient value indicates that employees who are satisfied with their jobs tend to be more motivated to demonstrate positive organizational citizenship behavior, such as

helping coworkers, showing loyalty to the organization, and participating in activities that support organizational goals.

This finding is in line with previous research. According to Organ and Ryan (1995), job satisfaction is one of the main factors that drives OCB, because satisfied employees tend to feel more attached and committed to their organization, so they are more willing to make extra efforts that are not included in their formal job description. (Organ, DW, & Ryan, 2020). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. In addition, a study conducted by Ilies, R., et al (2021) also found that job satisfaction has a positive relationship with OCB, indicating that satisfied employees are more likely to engage in behaviors that support the work environment and organizational goals. Ilies, R., et al (2021). Personality and citizenship behavior: The mediating role of job satisfaction. The practical implications of these findings are very important for the management of the Pasaman Regency Ministry of Religious Affairs Office. To improve OCB among employees, management must focus on improving job satisfaction. This can be done through various strategies, such as providing recognition and appreciation for employee performance, providing career development opportunities, creating a conducive work environment, and ensuring a balance between work and personal life. By improving job satisfaction, employees will feel more appreciated and motivated to make positive contributions to the organization.

The Influence of Religiousness, Transformational Leadership Style, Psychological Capital, Work Environment, Job Satisfaction towards Organizational Citizenship Behavior of Employees of the Ministry of Religion Office, Pasaman Regency

The results of this study indicate that the variables of religiosity, transformational leadership style, psychological capital, work environment, and job satisfaction together have a significant influence on the Organizational Citizenship Behavior (OCB) of employees at the Ministry of Religious Affairs Office, Pasaman Regency. With the F value of the ANOVA test of 0.000 which is smaller than 0.05, it can be concluded that the combination of the five variables simultaneously provides a significant contribution to increasing employee OCB. This finding underscores the importance of a holistic

approach in managing human resources. Religiosity provides a strong moral and ethical foundation, which encourages employees to behave positively and pro-socially in the workplace. Research by Farooqi and Sheikh (2018) shows that religiosity plays an important role in reducing deviant behavior and increasing positive contributions in the workplace. (Farooqi, MT, & Sheikh, 2021). The Role of Religiosity in Organizational Citizenship Behavior and Workplace Deviance. Transformational leadership style plays a key role in motivating and inspiring employees. Transformational leaders can enhance OCB by providing a clear vision and emotional support, as explained by (Wang, H et al, 2021), who found that this leadership style contributes positively to performance and OCB through improving leader-member relationships. (Wang, H et al, 2021). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior.

Psychological capital, which includes self-confidence, optimism, hope, and resilience, has also been shown to be important in fostering OCB. Luthans et al. (2007) showed that psychological capital can increase employee intrinsic motivation and commitment, which in turn encourages proactive and constructive work behaviors. (Luthans, F., Youssef, 2021). Psychological Capital: Developing the Human Competitive Edge. [Oxford University Press. A positive work environment can create supportive conditions for employees to feel comfortable and motivated. (Chiaburu, DS, & Harrison, 2020) found that a conducive work environment can improve employees' organizational citizenship perceptions, attitudes, and behaviors. (Chiaburu, DS, & Harrison, 2020). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance.

CONCLUSION

The results of this study show that:

- 1) Religiosity has a significant effect on the Organizational Citizenship Behavior (OCB) of employees at the Ministry of Religious Affairs Office in Pasaman Regency.
- 2) Transformational leadership style has a significant effect on the OCB of

employees at the Ministry of Religious Affairs Office in Pasaman Regency.

- 3) Psychological capital has a significant effect on the OCB of employees at the Ministry of Religious Affairs Office in Pasaman Regency.
- 4) Work environment has a significant effect on the OCB of employees at the Ministry of Religious Affairs Office in Pasaman Regency.
- 5) Job satisfaction has a significant effect on the OCB of employees at the Ministry of Religious Affairs Office in Pasaman Regency.
- 6) Religiosity, transformational leadership style, psychological capital, work environment, and job satisfaction together have a significant effect on the OCB of employees at the Ministry of Religious Affairs Office in Pasaman Regency.

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