

## **The Influence of Quality of Work Life, Work Environment and Religiosity on Organizational Citizenship Behavior with Job Satisfaction as a Mediator Variable**

**Moh. Badrut Tamam<sup>1</sup>, Budi Eko Soetjipto<sup>2</sup>, F. Danardana Murwani<sup>3</sup>**

<sup>1</sup>Universitas Negeri Malang, East Java, Indonesia

Corresponding author e-mail: [moh.badrut.2204138@students.um.ac.id](mailto:moh.badrut.2204138@students.um.ac.id)

Article History: Received on 1 April 2024, Revised on 26 April 2024,  
Published on 1 June 2024

**Abstract:** This study aims to analyze the effect of Quality Of Work Life, Work Environment, Religiosity on Organizational Citizenship Behavior (OCB) and analyze the mediating role of Job Satisfaction on OCB. This research is quantitative (survey). The type of data used is primary data obtained through the distribution of questionnaires. The respondents of this study were 124 employees of Malang City Digital Startup. Data analysis using descriptive analysis of PLS analysis with the help of SmartPLS application version 4. Based on research in the field, the results obtained are: Quality of work life, Work Environment and Religiosity has a significant positive effect on OCB through Job Satisfaction. The results of this study answer the hypothesis or research gap from the previous literature and deepen OCB employee research in the field of digital startups in the Malang City area. This research contributes to the development of knowledge related to Digital Start-up, Quality of Work Life, Work Environment, Religiosity, Job Satisfaction and OCB.

**Keywords:** Job Satisfaction and OCB, Quality of Work Life, Religiosity, Start-up Digital, Work Environment

### **A. Introduction**

The management and business environment is changing rapidly following developments that result in new challenges for academics and practitioners, both the attitudes of individuals and the social interactions that occur within them. The development of the company is a desire of every human being in the company. This development is expected by the company to be able to compete and keep up with the times, so that the company's goals can be achieved properly (Gong et al., 2021). Digital economic transformation has become a global trend in recent years. The application of digital technology in various aspects of life has changed the mindset, behavior, and interaction between individuals and institutions. This requires the business world to integrate efficiently in order to not only stay afloat, but also thrive in a competitive environment in the business world (Kraus et al., 2021).

Indonesia managed to enter the ranks of countries that have the most startups in the world. In 2023, as many as 2,502 startups are found in the country and this brings Indonesia to rank 6th globally based on the report from Startup Ranking (Goodstats, 2023). OCB is often defined as employee behavior that exceeds requirements where their formal role is not immediately visible and recognized by the compensation system that facilitates the functioning of the organization (Guan & Frenkel, 2019). *Organizational Citizenship Behaviour* (OCB) is the more contribution that individuals are able to make to the organization in the workplace on their own initiative and is done voluntarily (Anggraeni et al., 2023). Job satisfaction is a form of employee attitude towards tasks related to colleagues, work environment, and awards received as a form of appreciation for their efforts (Grahandika & Wijayati, 2021). Job satisfaction can be a driver of OCB behavior because when employees have a high level of satisfaction with the company (Sholikhah & Frianto, 2022). When employees feel higher job security and job satisfaction with work in general is also high, the company's performance will also be good (1854-4621-1-PB.Pdf, 2008). Quality of work life includes giving employees the opportunity to make decisions about their jobs, the design of their workplaces, and what is needed to create effective products or services (Cascio, 2006). A comfortable environment at the time of performance will cause employees to feel happy while in the company (Andriyani et al., 2020). Religion and Religiosity can support people in the face of stressful lives and intense work pressures (Krause et al., 2019). Religiosity makes working happily in organizations, and they also do other positive things, which exceed their standard job descriptions at work (Dubey et al., 2022).

There are inconsistencies from previous research findings, including research conducted by (Yadav et al., 2019) There are inconsistencies from previous research findings, including research conducted by (Dhamija et al., 2019) By linking the same variables, the results revealed that the quality of work life had a negative and significant effect on job satisfaction.

Inconsistencies in research results also occur in some research conducted (Asghar et al., 2022) which examines the effect of the work environment on OCB. The results show that there is a positive and significant influence of the work environment on OCB. Meanwhile, a similar study was conducted (Ain & Saad, 2019) by linking the same variables, the results revealed that the work environment had a negative and significant effect on OCB.

Inconsistencies from previous studies also occurred in some studies conducted (Pratono, 2019) which revealed that the variable Religiosity had a positive and significant effect on OCB, while the research conducted (Ariyanti, 2019) found that the variable Religiosity had a negative and significant effect on OCB.

Contrary findings are also found in previous studies conducted (L.-P. Ng et al., 2021) which revealed that job satisfaction variables had a positive and significant effect on

OCB, while the research conducted (Tumbol & Nelwan, 2022) found that job satisfaction variables had a negative and significant effect on OCB.

Based on the phenomenon and research gap from several previous research results, this research is interesting to do, especially from the perspective of Human Resources. Researchers can draw hypotheses or answers while researching as follows

- H1: Quality of Work Life has a significant positive effect on OCB
- H2: Work environment has a significant positive effect on OCB
- H3: Religiosity has a significant positive effect on OCB
- H4: Job Satisfaction has a significant positive effect on OCB
- H5: Quality of Work Life has a significant positive effect on Job Satisfaction
- H6: Work environment has a significant positive effect on Job Satisfaction
- H7: Religiosity has a significant positive effect on Job Satisfaction
- H8: Quality of Work Life has a significant positive effect on OCB through Job satisfaction as a mediator variable
- H9: Work environment has a significant positive effect on OCB through Job satisfaction as a mediator variable
- H10: Religiosity has a significant positive effect on OCB through Job satisfaction as a mediator variable

## **B. Methods**

This study, the research design used used a quantitative approach (Hoy & Adams, 2015) The quantitative approach is an approach with systematic scientific research of parts and phenomena and their relationships. The purpose of quantitative research is to develop and use theories and hypotheses related to natural phenomena (Ramadhan, 2021) This study used an explanatory research design with questionnaire surveys to collect primary data. Where quantitative explanatory aims to explain the variables that influence the researcher's hypothesis. The questionnaire in this study was distributed to employees of digital start-up's in Malang.

The data collected in the study will be analyzed first descriptively. Descriptive analysis is used to explain and describe research variables according to field phenomena (Sugiyono, 2016). In this descriptive analysis, the frequency of answers and the average value of respondents' answers to research parameters will be calculated. Descriptive statistics provide an overview or overview of a data whose description uses tables. This descriptive method will provide an analysis of the frequency distribution and mean value of the responses given by respondents to each indicator in this study. Structural Equation Modeling (SEM) analysis is a type of multivariate analysis that can analyze the relationship of several variables simultaneously.

### C. Results and Discussion

This research involved 124 employees of digital startups in Malang. In general, research respondents dominated by male employees reached 62.1%. The age of respondents in this study was the most aged 17-25 years as many as 79 people with a percentage of 63.7%. Based on the table, it can be concluded that most employees of Digital Start up Malang are in productive age so they still have good physical abilities to work that can support their performance. The characteristics of education in the first order are 98 respondents or 79% for S1 education. Followed by SMA/SMK with 36 or 22.1% respondents, then for diploma education criteria as much as 13 or 10.5%. Based on the table, it can be seen that the majority of titles in Malang digital startup employees are S1. For the characteristics of the highest length of work is in the range of < 2 years with the number of respondents 71 people or 57.3%, in second place is in 2-5 years of work with the number of respondents 45 years or 36.3%.

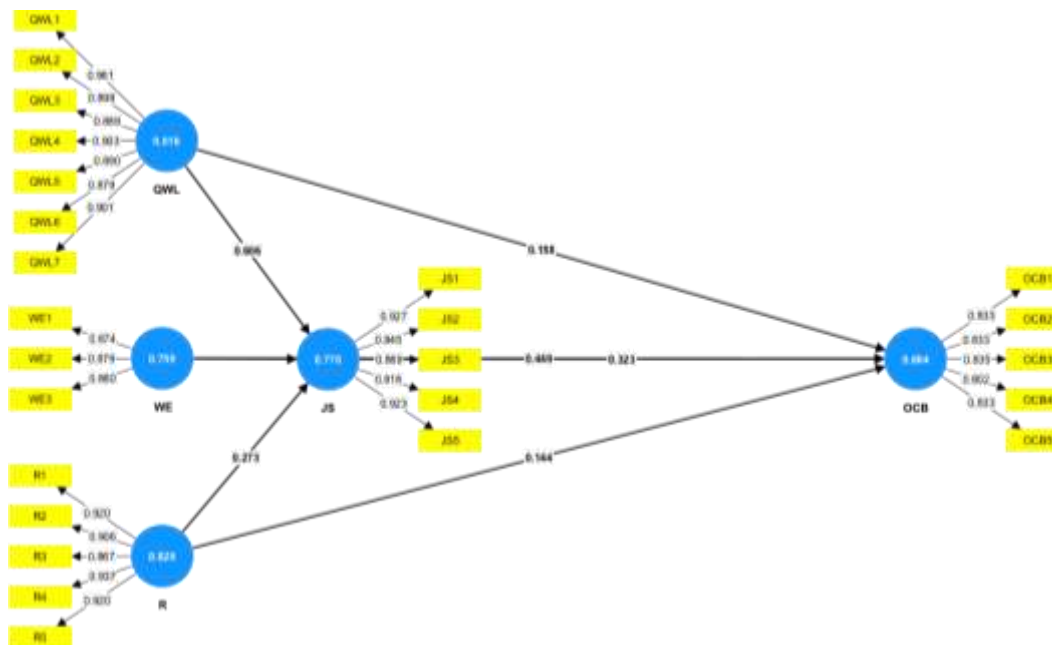


Figure 1. SEM PLS Result

#### Outer Model Testing

Outer model, often called the outer relation or measurement model, defines how each indicator relates to its latent variables. This measurement model is used to determine the ability of research instruments to measure what should be measured, while reliability tests are used to measure the consistency of measuring instruments in measuring a concept or can also be used to measure the consistency of respondents in answering question items in research instruments. An indicator is said to be valid if it has a loading factor value of > 0.50 (Hair et al., 2014). While reliability tests are used to measure the consistency of measuring instruments in

measuring a concept or can also be used to measure the consistency of respondents in answering statement items on questionnaires or research instruments. The construct reliability in this study will be measured using composite reliability. To be said to be a reliable construct, the reliability value of the composite must be greater than 0.7 (Hair et al., 2014). The test results with the SmartPLS application are presented in table below.

Variable	AVE	Description
<i>OCB</i>	0.684	Valid
<i>Quality Of Work Life</i>	0.816	Valid
<i>Work Environment</i>	0.759	Valid
<i>Religiosity</i>	0.829	Valid
<i>Job Satisfaction</i>	0.770	Valid

Source: Data processing by SmartPLS 4, 2024

### Convergent Validity

Based on the table above, it can be concluded that the Average Variant Extracted (AVE) value states that all constructs show an AVE value greater than 0.50 which means that all indicator measurement items are said to be discriminant validity. With the highest value of 0.829 on the Religiosity variable and the lowest value of 0.684 on the OCB variable.

### Discriminant Validity

Variable	Indicator	<i>OCB</i>	<i>Quality Of Work Life</i>	<i>Work Environment</i>	<i>Religiosity</i>	<i>Job Satisfaction</i>
<i>OCB</i>	<b>OCB1</b>	<b>0.833</b>	0.819	0.518	0.685	0.820
	<b>OCB2</b>	<b>0.833</b>	0.612	0.749	0.543	0.692
	<b>OCB3</b>	<b>0.835</b>	0.610	0.720	0.503	0.596
	<b>OCB4</b>	<b>0.802</b>	0.508	0.691	0.606	0.620
	<b>OCB5</b>	<b>0.833</b>	0.584	0.578	0.604	0.655
<i>Quality Of Work Life</i>	<b>QWL1</b>	0.761	<b>0.961</b>	0.520	0.658	0.817
	<b>QWL2</b>	0.692	<b>0.899</b>	0.479	0.579	0.746
	<b>QWL3</b>	0.665	<b>0.889</b>	0.453	0.576	0.802
	<b>QWL4</b>	0.672	<b>0.903</b>	0.419	0.656	0.749
	<b>QWL5</b>	0.631	<b>0.890</b>	0.410	0.614	0.750
	<b>QWL6</b>	0.696	<b>0.879</b>	0.461	0.531	0.772
	<b>QWL7</b>	0.688	<b>0.901</b>	0.520	0.602	0.748
<i>Work Environment</i>	<b>WE1</b>	0.709	0.497	<b>0.874</b>	0.470	0.565
	<b>WE2</b>	0.688	0.452	<b>0.879</b>	0.394	0.434
	<b>WE3</b>	0.659	0.397	<b>0.860</b>	0.434	0.491
<i>Religiosity</i>	<b>R1</b>	0.689	0.624	0.474	<b>0.920</b>	0.666
	<b>R2</b>	0.578	0.597	0.384	<b>0.906</b>	0.642
	<b>R3</b>	0.665	0.601	0.506	<b>0.867</b>	0.656
	<b>R4</b>	0.667	0.621	0.469	<b>0.937</b>	0.717
	<b>R5</b>	0.632	0.589	0.427	<b>0.920</b>	0.676
<i>Job Satisfaction</i>	<b>JS1</b>	0.712	0.729	0.544	0.642	<b>0.927</b>
	<b>JS2</b>	0.706	0.760	0.401	0.610	<b>0.845</b>
	<b>JS3</b>	0.803	0.852	0.546	0.695	<b>0.869</b>
	<b>JS4</b>	0.673	0.656	0.493	0.616	<b>0.818</b>
	<b>JS5</b>	0.691	0.717	0.522	0.666	<b>0.923</b>

Source: Data processing by SmartPLS 4, 2024

Based on the table, it can be concluded that, overall cross loading data processing correlates higher with the variables it measures compared to other variables. It states that discriminant validity for all values of indicator measurement items is met.

### Composite Reliability

Variable	Composite reliability	Cronbach's alpha	Description
OCB	0.915	0.885	Reliable
Quality Of Work Life	0.969	0.962	Reliable
Work Environment	0.904	0.841	Reliable
Religiosity	0.960	0.948	Reliable
Job Satisfaction	0.943	0.924	Reliable

Source: Data processing by SmartPLS 4, 2024

Based on the table above, it can be concluded that composite reliability testing on employee performance variables, organizational commitment, organizational culture, OCB and job satisfaction is declared reliable, because the composite reliability of all variables is  $> 0.70$ . The composite reliability value for the OCB variable is 0.915, the Quality of Work Life variable is 0.969, the Work Environment variable is 0.904, the Religiosity variable is 0.960, and the Job Satisfaction variable is 0.943. Meanwhile, Cronbach's alpha value on all variables is considered reliable, because all variables are valued at  $> 0.70$ . Thus, the resulting value as a whole has good reliability in accordance with the required value limit. Cronbach's alpha value for the OCB variable is 0.885, the Quality of Work Life variable is 0.962, the Work Environment variable is 0.841, the Religiosity variable is 0.948, and the Job Satisfaction variable is 0.924.

### Inner Model Testing

Inner model aims to examine the relationship between latent variables by seeing how much variance can be explained and to determine the significance of the P value.

### Model R Square (R2)

The R Square value in this study is to determine the predictive power of the structural model of each endogenous latent variable. The value of R Square when approaching  $> 0.75$  is said to be strong,  $> 0.50$  is said to be moderate and  $> 0.25$  is said to be weak (Ghozali & Latan, 2015). The following smartPLS analysis data to see the R Square value can be seen in the following table.

Variable	R-square
OCB	0.841
Job Satisfaction	0.789

Source: Data processing by SmartPLS 4, 2024

## Q2 predictive

This research was used to present the synthesis of cross-validation and fitting functions. If the Q2predictive value  $>0$  then the model has predictive relevance, if the opposite is  $<0$  then the model has less predictive relevance. The following data processing has been done using smartPLS analysis to see the value of Q2 predictive relevance

Variable	Q <sup>2</sup> predict
OCB	0.805
Job Satisfaction	0.782

Source: Data processing by SmartPLS 4, 2024

## Goodness of Fit Index (GoF Index)

The goodness of fit index in this study describes the overall model fit for the outer model and inner model. Goodness of Fit (GoF) aims to determine the fit of the model there is a difference (discrepancy) between the observed value and the expected value in the research model. The results of the goodness of fit index calculation are seen from the calculation of the square root of the average communality index and the average R-square. The calculation of GoF in research can be seen in the following table.

Average AVE	Average R-square	GOF Index	Note
0,771	0,860	0,814	High

Source: Data processing by SmartPLS 4, 2024

## Model F Square

The F Square value in this study is to determine the influence of an exogenous variable on endogenous variables. If the F Square value of the exogenous variable  $> 0.02$  then it is included in the small effect, if it is  $> 0.15$  then it is included in the medium effect, if it is  $> 0.35$  it is included in the large effect (Ghozali & Latan, 2015). The following data processing has been done using smartPLS analysis to see the F Square value.

Variable	OCB	Quality Of Work Life	Work Environment	Religiosity	Job Satisfaction
OCB					
Quality Of Work Life	0.042				0.887
Work Environment	0.837				0.050
Religiosity	0.057				0.185
Job Satisfaction	0.139				

Source: Data processing by SmartPLS 4, 2024

## Hypothesis Testing Results

In testing the structural path hypothesis, PLS is performed using bootstrapping iterations. This means that statistical testing of each relationship is carried out using simulations, namely through bootstrapping methods on samples. Testing with bootstrapping is also intended to minimize the problem of abnormalities in research data.

### Direct Effect Hypothesis Testing Results (Direct Effect)

Hipotesis	Path Coefficient	P-value	Description
QWL -> OCB	0.158	0.025	Accepted
WE -> OCB	0.449	0.000	Accepted
R -> OCB	0.144	0.022	Accepted
JS -> OCB	0.323	0.000	Accepted
QWL -> JS	0.606	0.000	Accepted
WE -> JS	0.124	0.016	Accepted
R -> JS	0.273	0.000	Accepted

Source: Data processing by SmartPLS 4, 2024

- 1) H1: The results of this study are supported by research from Yadav et al (2019), Sukmayuda & Kustiawan (2022) stated that Quality Of Work Life has a positive and significant effect on Organizational Citizenship Behavior. Companies that have a high Quality of Work Life will give maximum effort to achieve organizational goals and are willing to voluntarily carry out a job regardless of their obligations and responsibilities for the benefit of the organization. One of the factors that influence Organizational Citizenship Behavior according to Sukmayuda & Kustiawan (2022) is Quality Of Work Life. Quality Of Work Life is one of the important factors for improving performance because employees feel safe, relatively satisfied and get the opportunity to grow and develop as humans so that companies that have good Quality Of Work Life employees tend to develop themselves and also strive to develop the company (Rai & Verma, 2022). If an employee gets a good Quality of Work Life in the company, he will bring out Organizational Citizenship Behavior in the work he does and also have an impact on the results of the work.
- 2) H2: This is in line with the research of (Asghar et al., 2022; Bellini et al., 2019; Carter et al., 2021) stating that there is a positive and significant influence of Work Environment on Organizational Citizenship Behavior. Work environment is everything around employees that can affect him in carrying out the tasks that have been assigned to him. If an employee feels guaranteed to be fulfilled in the physical, digital (virtual) and social environment, he will



bring up Organizational Citizenship Behavior in the work he does and also have an impact on the results of the work. Work Environment affects Organizational Citizenship Behavior can be interpreted that with a good Work Environment, it will foster Organizational Citizenship Behavior in employees.

- 3) H3: The results of this study are in line with previous research that has been researched by (Amaliah et al., 2015; Bednarczuk, 2019; Yafiz et al., 2022) which states that there is a significant and positive influence of Religiosity on Organizational Citizenship Behavior. Several previous studies indicate that Religiosity is an important variable in Organizational Citizenship Behavior. Employees who have high religiosity are more likely to speak positively about the organization, help coworkers, and make their job performance exceed normal expectations, more than satisfied employees may be more compliant with the call of duty, because they want to repeat their positive experiences. The success of an organization occurs if its members not only do their main tasks, but also want to do extra tasks, such as the willingness to work together, help each other, give input, play an active role, provide extra service, and want to use their work time effectively (Robbins & Judge, 2017).
- 4) H4: Based on the description analysis, it shows that employees of digital startups in Malang City have a fairly high Job Satisfaction. This is in line with the results of research by (Kayaalp et al., 2021; L. P. Ng et al., 2021; Urbini et al., 2020) which shows that the Job Satisfaction variable has a positive and significant effect on Organizational Citizenship Behavior. Job satisfaction is a pleasant or unpleasant emotional about how employees perceive their work, if workers feel satisfied then they will work better and contribute to achieving company goals. Job satisfaction allegedly can affect employee performance. There is a reciprocal relationship between performance and job satisfaction, on the one hand it is said that job satisfaction causes an increase in performance so that satisfied workers will show good performance as well. Each individual will have a different level of satisfaction in him. This is in accordance with the notion of satisfaction itself, where job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work. This can be seen in the attitude of employees towards their work, a positive attitude will be satisfied or a negative attitude will be dissatisfied. Employee dissatisfaction can be expressed in different ways. For example, quitting work, employees complain, disobeying, or shirking part of their work responsibilities. While job satisfaction is one of the goals that every employee wants to achieve in the workplace. The existence of satisfied employees makes employee morale, dedication, love, and discipline increase. For this reason, it has become imperative for companies to create job satisfaction for their employees.

- 5) H5: This is in accordance with the results of research by (Adhikari, 2019; Aruldoss et al., 2022; Suchanec & Ďásek, 2019) stated that Quality Of Work Life has a positive and significant effect on Job Satisfaction. Technology companies that offer policies that support work-life balance can improve employees' Quality Of Work Life. Employees who have flexibility in their time and workplace arrangements tend to be more productive because they can work at the time and environment that best suits their work style and individual preferences. A good work-life balance can lead to increased job satisfaction and providing opportunities for career development and professional growth can enhance QWL. Employees who feel there is an opportunity to grow tend to have higher job satisfaction.. Therefore, companies should create Quality Of Work Life that is in accordance with the company environment so that Job Satisfaction increases so that it benefits the company.
- 6) H6: This is in accordance with the results of research by (Agbozo et al., 2017; Jiang et al., 2018; Raziq & Maulabakhsh, 2015) stated that Work Environment has a positive and significant effect on Job Satisfaction. A work environment equipped with adequate facilities and up-to-date technology can increase employee comfort and efficiency, which in turn increases job satisfaction. A work environment that encourages innovation and creativity can increase employee job satisfaction at technology companies. When employees are given the freedom to create new solutions, develop innovative ideas, and work in an environment that stimulates creative thinking, they tend to feel more satisfied with their work. To get a high OCB, companies must improve the work environment behavior of employees in the company. Therefore, Malang City digital startups should support their employees who have a high Work Environment.
- 7) H7: Based on the results of the analysis that has been done, it can be concluded that the higher the Religiosity, it will increase employee Job Satisfaction. This is in accordance with the results of research by (Amaliah et al., 2015; Bednarczuk, 2019; Yafiz et al., 2022) stating that Religiosity has a positive and significant effect on Job Satisfaction, employees who have a strong religious foundation may be better able to face challenges and failures in the workplace better. This can help them maintain high job satisfaction despite obstacles. The practice of religion or spirituality can improve a person's psychological well-being, including feelings of peace, hope, and happiness. Individuals who feel better emotionally tend to have higher levels of job satisfaction at work. To get a high OCB, companies must improve the religiosity behavior of employees in the company. Therefore, Malang City digital startups should support their employees who have high religiosity

### Hypothesis Testing Results: Indirect Effect

Hyphothesis	Path Coefficient	P-value	Description
QWL -> JS -> OCB	0.196	0.001	Accepted
R -> JS -> OCB	0.088	0.006	Accepted
WE -> JS -> OCB	0.040	0.017	Accepted

Source: Data processing by SmartPLS 4, 2024

Based on the results of the above hypothesis testing, the effect of variable mediation can be explained as follows

- 1) H8: The results of this study are in line with research on Quality Of Work Life on OCB through job satisfaction by Amaliah et al (2015) which states that Quality Of Work Life has a positive and significant effect on Organizational Citizenship Behavior. This shows that the better the Job Satisfaction felt by employees, the higher the Quality of Work Life, the more Organizational Citizenship Behavior will increase. Technology companies that have a supportive, inclusive, and work-life balance-oriented work environment will tend to improve the quality of work life of employees. This support covers aspects such as flexibility of working hours, mental health facilities, and the promotion of a balance between personal and professional life. In addition, technology companies that provide opportunities for career development and ongoing training signal to employees that the company cares about their development. This can increase job satisfaction and motivate employees to contribute more to the organization through OCB.
  
- 2) H9: The results of this study are in line with research conducted by Pitaloka & Sofia (2014) which states that Work Environment has a positive and significant effect on Organizational Citizenship Behavior through Job Satisfaction. A work environment that has a positive organizational culture, where values such as mutual support, cooperation, and fairness are upheld, can increase employee job satisfaction. A positive organizational culture encourages employees to feel more attached to the organization and voluntarily contribute through organizational citizenship behavior Technology companies tend to have work cultures that encourage collaboration, innovation, and active participation. A collaborative work environment can increase employee job satisfaction because they feel valued and involved in decision-making. This can then encourage them to demonstrate organizational citizenship behavior (Lee, 2022). Companies tend to provide flexibility in terms of working time, work location, and results-based work approaches. This flexibility allows employees to have more control over their work schedules and achieve a better work-life balance.

Better work-life balance contributes to increased job satisfaction and motivation to actively participate in OCB.

- 3) H10: The results of this study are in line with research conducted by Mustakhirah & Helmy (2021) which states that Religiosity has a positive and significant effect on Organizational Citizenship Behavior through Job Satisfaction, so the more the application of Religiosity, employees will get satisfaction at work so that employee performance will also increase. Job satisfaction can play a role as a determinant of employee performance levels: high or low. The existence of this level of job satisfaction is at least able to maximize employee performance so that it is easy to obtain goals and good work results. Employees who feel satisfied with work tend to be productive compared to employees who are not complacent. This is evidenced by the Religiosity behavior of employees where with a good level of job satisfaction from employees, how much workload is faced, especially Religiosity behavior which seems to be increasing, this also greatly affects the improvement of employee performance itself.

#### **D. Conclusion**

Based on the results of research on the Effect of Quality of Work Life, Work Environment and Religiosity on OCB with Job Satisfaction as a Mediator Variable (Study on Digital Startup Employees in Malang City), the researcher drew the following conclusions: 1) Positive and significant influence between Quality of Work Life on Organizational Citizenship Behavior. That is, the higher the Quality of Work Life of employees to their organization, the higher the OCB they experience. 2) Positive and significant influence between Work Environment and OCB. That is, the higher the Work Environment owned by employees, the higher the OCB they experience. 3) positive and significant influence between Religiosity on OCB. the higher the Religiosity owned by employees, the higher the OCB they experience. 4) positive and significant influence between Job Satisfaction on OCB. That is, the higher the Job Satisfaction owned by employees, the OCB Digital Startup Malang City will increase. 5) Positive and significant influence between Quality of work life on Job Satisfaction. That is, the higher the Quality of work life owned by employees, the Job Satisfaction of digital startups in Malang City will increase. 6) Positive and significant influence between Work Environment on Job Satisfaction. That is, the higher the Work Environment owned by employees, the Job Satisfaction of digital startups in Malang City will increase. 7) Positive and significant influence between Religiosity on Job Satisfaction. That is, the higher the Religiosity owned by employees, the Job Satisfaction of digital startups in Malang City will increase. 8) Quality of work life has a positive and significant effect on OCB through Job Satisfaction. That is, the higher the Quality of work life in employees caused by

employees who experience job satisfaction, it can increase OCB. 9) Work Environment has a positive and significant effect on OCB through Job Satisfaction. That is, the higher the Work Environment in employees caused by employees who experience job satisfaction, it can increase OCB. 10) Religiosity has a positive and significant effect on OCB through Job Satisfaction. That is, the higher the Religiosity in employees caused by employees who experience job satisfaction, it can increase OCB.

## E. Acknowledgement

We would like to thank the supervisors and we also thank those who have supported us in carrying out this research.

## References

- Adhikari, P. R. (2019). Quality of Work-Life for Job Satisfaction in Nepalese Commercial Banks. *Management Dynamics*, 22(1), 79–88.
- Agbozo, G. K., Owusu, I. S., Hoedoafia, M. A., & Atakorah, Y. B. (2017). The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. *Journal of Human Resource Management*, 5(1), 12–18.
- Ain, N., & Saad, B. (2019). *Factors influencing workplace deviance behavior among generation x and y*.
- Amaliah, I., Aspiranti, T., & Purnamasari, P. (2015). The impact of the values of Islamic religiosity to Islamic job satisfaction in Tasikmalaya West Java, Indonesia, Industrial Centre. *Procedia-Social and Behavioral Sciences*, 211, 984–991.
- Andriyani, N., Hamzah, R., & Siagian, R. (2020). The influence of the work environment and work discipline on employee performance and work motivation as intervening variables at PT Aquavue Vision International. *Jurnal Ekonomi Bisnis Indonesia*, 15(1), 24–32.
- Anggraeni, L. N., Sofiah, D., & Muslikah, E. D. (2023). Organizational citizenship behavior in employee. *INNER: Journal of Psychological Research*, 3(1), 208–222.
- Ariyanti, Y. (2019). *The Effect of Religiosity on Organizational Citizenship Behaviour (A Case Study on Teachers of Roudlotus Saidiyyah Foundation)*.
- Aruldoss, A., Berube Kowalski, K., Travis, M. L., & Parayitam, S. (2022). The relationship between work–life balance and job satisfaction: Moderating role of training and development and work environment. *Journal of Advances in Management Research*, 19(2), 240–271.
- Asghar, M. M., Zaidi, S. A. H., Ahmed, Z., Khalid, S., Murshed, M., Mahmood, H., & Abbas, S. (2022). The role of environmental transformational leadership in employees' influencing organizational citizenship behavior for environment well-being: a survey data analysis. *Environmental Science and Pollution Research*, 29(39), 58773–58790. <https://doi.org/10.1007/s11356-022-19886-5>
- Bednarczuk, M. (2019). God in the workplace: Religiosity and job satisfaction among US public servants. *Journal of Public and Nonprofit Affairs*, 5(3), 261–276.

- Bellini, D., Ramaci, T., Bonaiuto, M., Cubico, S., Favretto, G., & Johnsen, S. Å. K. (2019). Exploring the influence of working environments' restorative quality on organisational citizenship behaviours. *International Journal of Environment, Workplace and Employment*, 5(1), 32–50.
- Carter, K. M., Harman, D. M., Walter, S. L., & Gruca, T. S. (2021). Relationship of immediate workspace and environmental workplace with organizational citizenship behaviors. *Journal of Managerial Psychology*, 36(4), 310–326.
- Cascio, W. F. (2006). The economic impact of employee behaviors on organizational performance. *California Management Review*, 48(4), 41–59.
- Dhamija, P., Gupta, S., & Bag, S. (2019). Measuring of job satisfaction: the use of quality of work life factors. *Benchmarking: An International Journal*, 26(3), 871–892.
- Dubey, P., Pathak, A. K., & Sahu, K. K. (2022). Analysing workplace spirituality as a mediator in the link between job satisfaction and organisational citizenship behaviour. *Management Matters*, 19(2), 109–128. <https://doi.org/10.1108/manm-12-2021-0003>
- Ghozali, I., & Latan, H. (2015). Partial least squares konsep, teknik dan aplikasi menggunakan program smartpls 3.0 untuk penelitian empiris. *Semarang: Badan Penerbit UNDIP*.
- Gong, J., Cao, E., Xie, Y., Xu, C., Li, H., & Yan, L. (2021). Integrating ecosystem services and landscape ecological risk into adaptive management: Insights from a western mountain-basin area, China. *Journal of Environmental Management*, 281, 111817. <https://doi.org/https://doi.org/10.1016/j.jenvman.2020.111817>
- Goodstats. (2023). *Indonesian Startup Quantity*. Goodstats. <https://goodstats.id/article/indonesia-masuk-jajaran-negara-dengan-startup-terbanyak-capai-2500-an-pada-2023-4r76M>
- Grahandika, G., & Wijayati, D. T. (2021). The Influence of Emotional Intelligence, Organizational Citizenship Behavior, and Job Satisfaction on Employee Performance. *Jurnal Ilmu Manajemen*, 9(4), 1349–1359.
- Guan, X., & Frenkel, S. J. (2019). Explaining supervisor–subordinate guanxi and subordinate performance through a conservation of resources lens. *Human Relations*, 72(11), 1752–1775.
- Hair, J., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. (2014). Partial Least Squares Structural Equation Modeling (PLS-SEM): An Emerging Tool for Business Research. *European Business Review*, 26, 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hoy, W. K., & Adams, C. M. (2015). *Quantitative research in education: A primer*. Sage Publications.
- Jiang, S., Lambert, E. G., Liu, J., & Zhang, J. (2018). An exploratory study of the effects of work environment variables on job satisfaction among Chinese prison staff. *International Journal of Offender Therapy and Comparative Criminology*, 62(6), 1694–1719.
- Kayaalp, A., Page, K. J., & Gumus, O. (2021). Job satisfaction and transformational leadership as the antecedents of OCB role definitions: The moderating role of justice perceptions. *International Journal of Business Science & Applied Management*

- (IJBSAM), 16(2), 89–101.
- Kraus, S., Jones, P., Kailer, N., Weinmann, A., Chaparro-Banegas, N., & Roig-Tierno, N. (2021). Digital Transformation: An Overview of the Current State of the Art of Research. *SAGE Open*, 11(3). <https://doi.org/10.1177/21582440211047576>
- Krause, N., Hill, P. C., & Ironson, G. (2019). Evaluating the relationships among religion, social virtues, and meaning in life. *Archive for the Psychology of Religion*, 41(1), 53–70.
- Lee, W. (2022). *Practice, Knowledge, Transformational Leadership on Organizational Performance with Organizational Citizenship Behaviour as Moderator Variable* repository.uib.ac.id. <http://repository.uib.ac.id/5163/>
- Mustakhirah, N., & Helmy, I. (2021). The Influence of Religiosity and Islamic Work Ethics on Organizational Citizenship Behavior Mediated by Job Satisfaction. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)*, 3(4), 782–797.
- Ng, L.-P., Choong, Y.-O., Kuar, L.-S., Tan, C.-E., & Teoh, S.-Y. (2021). Job satisfaction and organizational citizenship behaviour amongst health professionals: The mediating role of work engagement. *International Journal of Healthcare Management*, 14(3), 797–804.
- Ng, L. P., Choong, Y. O., Kuar, L. S., Tan, C. E., & .. (2021). Job satisfaction and organizational citizenship behaviour amongst health professionals: The mediating role of work engagement. *International Journal of ...* <https://doi.org/10.1080/20479700.2019.1698850>
- Pitaloka, E., & Sofia, I. P. (2014). The affect of work environment, job satisfaction, organization commitment on OCB of internal auditors. *International Journal of Business, Economics and Law*, 5(2), 10–18.
- Pratono, A. H. (2019). Linking religiosity to citizenship behaviour under materialism attitude: Empirical evidence from Indonesia. *International Journal of Ethics and Systems*, 35(1), 75–89.
- Rai, G. D., & Verma, S. (2022). Quality of work life, fear of COVID-19, job satisfaction, and commitment: a moderated mediation model. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-10-2021-0578>
- Ramadhan, F. (2021). *HR Through Islamic Leadership, Organizational Commitment With Organizational Citizenship Behavior As An Intervening Variable*. repository.unissula.ac.id. <http://repository.unissula.ac.id/id/eprint/24714>
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717–725.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. Jakarta: Salemba Empat.
- Sholikhah, C. I. R., & Frianto, A. (2022). The Influence of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of Tiara Supermarket Employees. *Jurnal Ilmu Manajemen*, 10(1), 291–301.
- Suchanec, M., & Ďásek, K. (2019). Pracovní hodnoty, kvalita pracovního života a pracovní spokojenost sociálních pracovníků v ČR ve srovnání s dalšími sektory. *Czech & Slovak Social Work/Sociální Práce/Sociálna Práca*, 19(3).

- Sugiyono. (2016). *Research Methods*. Bandung: Alfabeta.
- Sukmayuda, B. C., & Kustiawan, U. (2022). The Effect of Workplace Empowerment, Quality of Work-Life, Work-Life Balance, Organizational Citizenship Behavior on Job Satisfaction. *Ijd-Demos*, 4(1).
- Tumbol, J. N., & Nelwan, O. S. (2022). The effect of job satisfaction, organizational commitment, and happiness at work on organizational citizenship behavior at employees of pt. Pln (persero) south tomohon customer service unit. *Pandowo 72 Jurnal EMBA*, 10, 72-84.
- Urbini, F., Chirumbolo, A., & Callea, A. (2020). Promoting individual and organizational OCBs: The mediating role of work engagement. *Behavioral Sciences*, 10(9), 138.
- Yadav, M., Rangnekar, S., & Srivastava, A. P. (2019). Demographic variables as moderators between QWL and OCB. *Industrial and Commercial Training*, 51(7/8), 396-408.
- Yafiz, M., Yousif Oudah Al-Muttar, M., Ahmed Shihab, S., Aini, Q., Gustina Zainal, A., A. Baker El-Ebiary, Y., Abed Hussein, R., Rasol Allahibi, T., & Ketut Acwin Dwijendra, N. (2022). Islamic religiosity and job satisfaction among Muslim teachers in Malaysia. *HTS Teologiese Studies/Theological Studies*, 78(4), 7569.