

The Relationship Between Psychological Well-Being, Religiosity and Organizational Citizenship Behavior Through Affective Commitment

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ABSTRACT

The productivity and profitability of the company depends on how committed the human resources are in the company. The higher level of employee commitment to the organization, the greater the employee's work contribution, even exceeding the job description commonly known as organizational citizenship behavior. This aims aim to analyze the role of affective commitment in mediating the effect of psychological well-being and religiosity on organizational citizenship behavior of lecturers and staff at University Darussalam Gontor. The data collected by probability simple random sampling technique from primary sources by distributing questionnaire to 58 samples which is determined based on the calculation of slovin formula from 140 populations including all lecturers and staff who stays within campus continuously. Path analysis test, hypothesis test, and coefficient of determination test used to test data. The study finds that affective commitment negatively mediated the relation of psychological well-being and religiosity on organizational citizenship behavior of lecturers and staff at University Darussalam Gontor.

Keywords: Psychological well-being, religiosity, affective commitment, organizational citizenship behavior

1. INTRODUCTION

The success of an organization or institution in achieving its vision and carrying out its mission depends on the productivity of its human resources. Employees as human resources are the main component in the organization and required to provide satisfactory work results (Kimbal, Greis, and Decky 2015). The higher level of employee commitment to the organization, the greater the employee's work contribution, even exceeding the job description or commonly known as organizational citizenship behavior (Hidayat 2020). The willingness to work hard to achieve organizational goals and having a strong desire to work and remain in the institution where he works shows that employee has Affective Commitment (Shofiyuddin et al. 2021). Employee commitment is very important to turn out a competitive advantage, but it is strenuous to achieve due to vulnerabilities in the organizational environment (Romaiha et al. 2019).

The continuity of organizations is possible by having human resources that constantly improve themselves, perceive changes and adapt to these changes, produce information and use the information it produces (Yalçın, Akan, and Yıldırım 2021). Psychological well-being entails a person's potential for development and growth and includes feelings of personal expressiveness and accomplishment (Heidari et al. 2022). Initially, well-being programs were developed to overcome stress and later, it is considered as a predictor of various work-related outcomes as well as individual outcomes (Yogamalar and Samuel 2019). In this way the study of the role of psychological well-being on organizational achievements seems worthwhile.

There are several factors that influence employee, one of which is religiosity while it guiding human life (Putri et al. 2019). A person's level of religiosity can determine a person's behavior in everyday life. Therefore, a company that implements and adapts to universal values from various religions, such as honesty, sincerity, humility, respect for human dignity, benefits everyone, is willing to sacrifice for others will affect the performance and productivity of its employees (Afif 2017). Employees with good religiosity can encourage employees especially to be pleasure in doing their jobs. Therefore, employees who have high religiosity allow employees to behave OCB so that they can provide benefits to the organization (Budhiarti and Nisa 2018).

As one of the religious education institutions known as Boarding School. University of Darussalam Gontor has four educational centers, namely mosque as the activity center, teacher as the central figure, dormitory as the embodiment of society, and academic activities as formal education. With these four educational centers, lecturers and students live under Islamic values such as sincerity, simplicity, independence, Islamic brotherhood and freedom (Zarkasyi 2020).

Based on the existing phenomena, the lecturers and staff at the University of Darussalam Gontor have more workloads seen from the number of activities and responsibilities that must be done by each lecturer and staff. Furthermore, teach classes which is the main task, lecturers also have other functional responsibilities such as guiding university activity committees, being room supervisors, holding certain sectoral responsibilities such as the unida business unit and student associations. As well as staff they are responsible for the same, apart from carrying out their main duties as staff in certain sections, they also double as room supervisors, receives student Al-Qur'an memorization, guides university committee activities and so on. At present, the university academia faces constant challenges in meeting the diverse needs of students and performance requirements. The pressure becomes overwhelming for academic staff, and when stress ensues, their capacity declines (Janib et al. 2021).

Based on some previous research found by the researcher, according to Choi Hyun 2021 stated that employees' psychological well-being had a statistically significant positive effect on organizational citizenship behavior (Choi 2021). According to research done by Yulekhah Ariyanti the study shows no effect of religiosity including the ritual dimension, the ideological dimension, the intellectual dimension, and the dimension of experience on OCB, while the dimensions of the consequences has a considerable influence on OCB (Ariyanti 2019). However, one important gap remains in current mediation role of affective commitment and there is still a lot of uncertainty influence and inconsistent results of research that are always altered between independent variables and the dependent variable. In addition, researchers still have not found research that discusses the effect of psychological well-being and religiosity on OCB by affective commitment as a mediating variable. It is interesting for researchers to find out whether affective commitment has a role in strengthening or weakening psychological well-being and religiosity on organizational citizenship behavior of lecturer and staff at Darussalam Gontor University.

2. LITERATURE REVIEW

Psychological Well-being

The concept of psychological well-being by Ryff and Keyes is about whether the individual is aware of his potential and life goals, whether s/he can lead a quality life in his social relationships. Psychological well-being is generally defined as the overall effectiveness of a person's psychological

functions. Also Psychological well-being is defined as a whole of skills to sustain personal goals, to maintain personal development and to establish meaningful relationships with people. Psychological well-being is about the individual's ability to reveal his potential for a meaningful life in the face of various difficulties in life (Yalçın et al. 2021). Well-being lies in achieving the best within human. It is about activities that are in accord with human's virtues so that one knows his highest self and becomes united with that. Philosophers, religious masters and visionaries from eastern and western traditions have upheld this view where well-being is associated with leading a meaningful life through challenges and exerting efforts (Mahipalan and Sheena 2019).

Ryff identifies six dimensions of Psychological Well-being including (Chan, Sun, and Chan 2022) namely; autonomy refers to sense of self-determination and independence, environmental mastery refers to a sense of mastery and competence in managing one's life and the environment, personal growth refers to the continued growth and development as an individual, positive relations with other refers to the presence of high quality interpersonal relationships, purpose in life refers to the belief that one's life is purposeful and meaningful and self acceptance refers to positive attitude toward oneself and one's past life. Organization members with high psychological well-being participate more in organizational citizenship behavior such as helping others and complying with regulations. This supported by research conducted by Choi Hyun Ju indicated that the increase of employees' Psychological Well-being is in line with the increase of employees' OCB (Choi 2021) (Huang et al. 2021). This leads to the following hypothesis:

H1= Psychological Well-being affect the Organizational Citizenship Behavior of Lecturer and Staff

Religiosity

Religiosity is the center of religion. It refers to the religious commitment or the degree to which a person adheres to his or her religious values, beliefs, and practices and uses them in daily living (Hoetoro and Hannaf 2019). Glock and Stark defined religiosity as an integrated system of beliefs, lifestyles, ritual activities and institutions that give meaning to human life and direct humans to sacred values (Supriyati 2021). Religiosity tends to obey a belief, has legal values, and undergoes an obedience related to one's beliefs, then person's level of religiosity can determine a person's behavior in everyday life (Putri et al. 2019). Religiosity is a comprehensive unity of elements, which makes a person called a religious person (being religious), and not just claiming to have a religion (having religious). Religiosity includes religious knowledge, religious experience, religious behavior (morality), and socio-religious attitudes. In Islam, religiosity is broadly reflected in the practice of faith, sharia and morals. Or in other words: faith, Islam and *Ihsan*. If all of the above elements are owned by a person, then it can be said that the individual is a true religious person (Riadi 2018).

There are five dimensions of religiosity (Fitriani 2016), including; confidence refers to contains expectations where religious people hold fast to certain theological views and acknowledge the truth of these doctrines, religious practices refers to person's hierarchy to carry out ritual obligations in religion, experience refers to feelings that have been explored and learned, religious knowledge refers to an aspect that explains the extent to which a person can know about his religious sects especially those contained in the scriptures held by the individual, and consequences refers to measurement of the extent to which an individual's behavior is motivated by religious teachings that he has believed in social life. Asamani and Mensah in their research used a cross-sectional survey from various organizations in the Ghana region. In this study, employee religiosity has a significant contribution to OCB behavior in organizations (Budhiarti and Nisa 2018). In addition, there was a

significant role of religiosity on organizational citizenship behavior of employee of Islamic banking (Ugung Dwi Ario Wibowo 2016). Based on this, the following hypothesis can be formulated:

H2= Religiosity Affect the Organizational Citizenship Behavior of Lecturer and Staff Darussalam Gontor University

Affective Commitment

Commitment can grow because individuals have an emotional bond to the company which includes moral support and accepting the values that exist within the company as well as an inner determination to serve the company. (Prasada, Sunarsi, and Teriyan 2020) A famous one is the Meyer and Allen on 1991's "three component model" (TCM). According to their conceptualization, the three components are "affective, continuance, and normative commitment" (Commer Soc Sci and Sait Dinc 2017). Affectively committed employees are seen as having a sense of belonging and identification that increases their involvement in the organization's activities, their willingness to pursue the organization's goals, and their desire to remain with the organization (Rhoades, Eisenberger, and Armeli 2001). Affective commitment also defined as identification with, involvement in, and emotional attachment to the organization (Fernandez-Lores et al. 2016). Affective Commitment has three indicators, namely (Hakim 2015): The willingness of employees is an attempt in good faith to his employees to take the initiative in the field of work, employee loyalty is a form of loyalty of employees to indicate their identity in efforts to develop the organization in which the employee works, the pride of the employees is a form of the totality of the work or the maximum achievement in the effort to demonstrate that, her work has achieved a good quality or optimal.

Well-being is a broad concept that refers to individuals' valued experience in which they become more effective in their work and other activities (Kundi et al. 2020). The results of research conducted by Novi Krista and Kusuma Chandra they analyze Affective Commitment as a mediator variable to determine the effect of Well-being on OCB. The results based on statistical analysis reveals that Affective commitment mediates the relationship between Subjective wellbeing and Organizational Citizenship Behavior (Suparjo and Sunarsih 2019). This leads to the following hypothesis:

H3= Psychological Well-being positively affect the Organizational Citizenship Behavior mediated by Affective Commitment of Lecturer and Staff Darussalam Gontor University.

Organizational Citizenship Behavior

Organizational Citizenship Behavior as an individual's behavior is discretionary. This behavior is not directly or explicitly recognized by the formal reward system and it in the aggregate that promotes the effective functioning of the organization.(Smith, Organ, and Near 1983) Organizational Citizenship Behavior on behavior outside of normal work duties of employees who exceed their call of duty or exceed the requirements of their work roles (out-of-role) (Cahyandi et al. 2019). Organizational Citizenship Behavior (OCB) also known as an extra individual behavior, which cannot be directly or explicitly recognized in a formal work system, and is able to increase the effectiveness of organizational functions (Hendrawan et al. 2017).

As a behavior outside the role that must be played, actually OCB cannot be separated from the work behavior that is required in the job or in accordance with the role it plays (Ahdiyana 2019). OCB contributes to the organization in the form of increasing the productivity of colleagues,

increasing manager productivity, saving resources owned by management and the organization as a whole, helping to maintain group functions, being very effective in coordinating activities. Teamwork, improve the organization's ability to attract and retain the best employees, improve organizational stability, enhance the organization's ability to adapt to environmental changes (Sanusi, Ariana, and Ariani 2018). Organ highlights five specific categories of discretionary behavior and explains how each helps to improve efficiency in the organization (Smith et al. 1983): altruism, conscientiousness, sportsmanship, courtesy, civic virtue.

The level of employee religiosity can have an impact on the employee's behavior. Good or bad behavior will affect the sustainability of the organization. The progress of the organization is supported by good behavior from employees, one of which is organizational citizenship behavior (Ningsih 2019). The results of the study by Wiwik Yulistia indicate that religiosity has a significant positive effect on organizational citizenship behavior, religiosity has a significant positive effect on affective commitment and affective commitment has a significant positive effect on organizational citizenship behavior (Ningsih 2019). This leads to the following hypothesis:

H4= Religiosity Affect the Organizational Citizenship Behavior mediated by Affective Commitment of Lecturer and Staff Darussalam Gontor University.

3. METHODOLOGY

This research used quantitative methods; research conducted at University of Darussalam Gontor female campus. The data collected by probability simple random sampling technique from primary sources by distributing questionnaire to 58 samples which is determined based on the calculation of the slovin formula from 140 populations including all lecturers and staff who stays within campus continuously. The distribution of questionnaires to acquire data related to respondents' assessment of research variables and collecting questionnaires. The scale used to measure the indicators for each variable in this study uses a 5-point Likert scale. Data processed uses IBM SPSS Statistics 25 the analysis used is validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, path analysis test, hypothesis test, and coefficient of determination test.

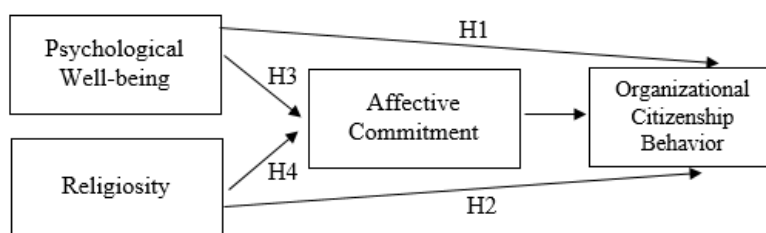


Figure 1: Conceptual Framework

4. EMPIRICAL RESULTS

4.1 Respondent Profile

The data obtained by researcher comes from the answers of the questions distributed to the respondents. Respondents in this study were all 58 lecturers and staff at Darussalam Gontor University. The characteristics of the respondents in this study were based on the position, age, and work period. Regarding the characteristics of respondents based on position, it is known that the

respondents in this study were 15 lecturers at Darussalam Gontor University and 43 staff. Regarding to the age of respondent, shows that Darussalam Gontor University employs more lecturers and staff aged between 21-30 years. Majority of lecturers and staff at Darussalam Gontor University have a working period of between 1-2 years.

4.2 Instrument Test

For the calculation of the validity test using pearson correlation. The r table in this study is: 0.218 from a sample of 58 people with a significant level of 5%. Based on appendix 1 the results of the validity test show that none of the statement items failed because the r count obtained was greater than the r table (0.218).

Reliability test is used to see the answers or responses from respondents to produce the same results if done at different places and times. If the Cronbachs alpha (a) value of a variable is ≥ 0.60 then the indicator used by the dependent variable is reliable. In the Cronbach Alpha column in the appendix 2, show the Cronbachs alpha results are greater than 0.60 so it can be concluded that the measuring instrument has a good level of reliability.

4.3 T Test

Table 2: T Test Result (Direct Effect)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-3.606	8.980		-.402	.690		
	X1	.292	.130	.261	2.238	.029	.841	1.189
	X2	.534	.198	.321	2.700	.009	.809	1.236
	M	.260	.135	.238	1.929	.059	.750	1.334

a. Dependent Variable: Y

Table 3: T Test Result (Indirect Effect)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-13.638	8.790		-1.551	.127		
	X1	.291	.124	.284	2.343	.023	.925	1.081
	X2	.519	.185	.341	2.807	.007	.925	1.081

a. Dependent Variable: M

Based on table 2, examines the partial influence of Psychological Well-being (X1) and Religiosity (X2) variables on Organizational Citizenship Behavior (Y) variables. It can be seen that the significant value of the Psychological Well-being variable (X1) is 0.029 and the significant value of the Religiosity variable (X2) is 0.009. This shows that the significant value is less than 0.05, which means that Psychological Well-being (X1) and Religiosity (X2) have a significant effect on Organizational Citizenship Behavior (Y).

Table 3, examines the partial effect of the Psychological Well Being (X1) and Religiosity (X2) variables on the Affective Commitment variable (M). It can be seen that the significant value of the Psychological Well Being variable (X) is 0.023 and the significant value of the Religiosity variable (X2) is 0.007. This shows that the significant value is less than 0.05, which means that Psychological Well Being (X1) and Religiosity (X2) have a significant effect on Affective Commitment (M).

4.4 Path Analysis

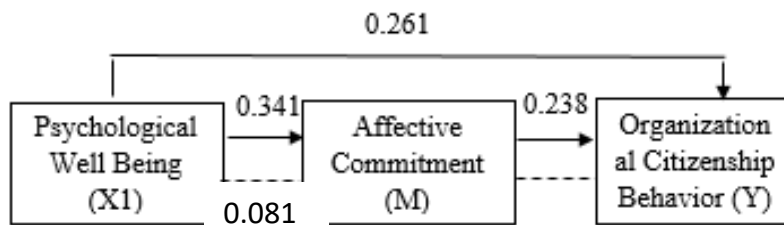


Figure 4: Value of first Equation

From figure 4 the results of the analysis above show that the direct effect of Psychological Well Being (X1) on Organizational Citizenship Behavior (Y) is 0.261, while the indirect effect of Subjective Well Being (X) through Affective Commitment (M) on Organizational Citizenship Behavior (Y) is multiplying the beta value of Psychological Well Being (X1) to Affective Commitment (M) with the beta value of Affective Commitment (M) to Organizational Citizenship Behavior (Y) is 0.341×0.238 and the result is 0.081. Based on the results of these calculations, it is known that the direct influence value is 0.261 and the indirect effect is 0.081, which means that the direct influence value is greater than the indirect influence value, these results indicate that indirectly Psychological Well Being (X1) through Affective Commitment (M) does not have a significant effect on Organizational Citizenship Behavior (Y).

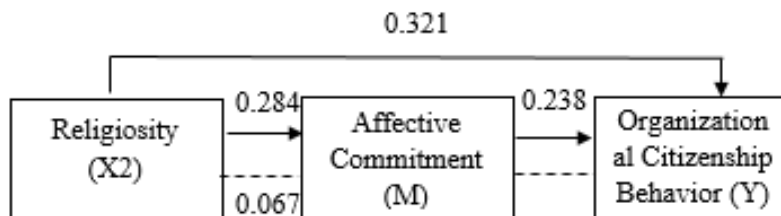


Figure 5: Value of Second Equation

The results that have been obtained from the 2 path coefficient models above can be concluded that the results of the path analysis in this study are as follows:

From figure 5 that the direct effect of Religiosity (X2) on Organizational Citizenship Behavior (Y) is 0.321, while the indirect effect of Psychological Well Being (X) through Affective Commitment (M) on Organizational Citizenship Behavior (Y) is the multiplication of the value of Religiosity (X2) on Affective Commitment (M) with a beta value of Affective Commitment (M) on Organizational Citizenship Behavior (Y) which is 0.284×0.238 and the result is 0.067. Based on the results of these calculations it is known that the direct influence value is 0.321 and the indirect effect is 0.067 which means that the direct influence value is greater than the indirect influence value, these results indicate that indirectly Religiosity (X2) through Affective Commitment (M) does not have significant influence on Organizational Citizenship Behavior (Y). Based on the path analysis above, the following values are obtained:

Table 4: Results of Testing Direct and Indirect Effects on Research Hypotheses

Relationship	Value	Evaluation	Information
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Psychological Well-being on OCB	0.261	> indirect effect	Significant
Religiosity on OCB	0.321	> indirect effect	Significant
Psychological Well-being on OCB mediated by Affective Commitment	0.081	< direct effect	Insignificant
Religiosity on OCB mediated by Affective Commitment	0.067	< direct effect	Insignificant

4.5 Discussion

The effect psychological well-being on affective commitment

The results that have been obtained from the path analysis indicate that there is a direct influence between Psychological Well Being on Organizational Citizenship Behavior of lecturers and staff at Darussalam Gontor University. From the results of the t test it can be concluded that H1 is accepted, namely Psychological Well Being has a direct significant effect on Organizational Citizenship Behavior. This shows that the lecturers and staff at Darussalam Gontor University have good welfare so that it can lead to initiatives to help colleagues outside of work responsibilities.

In addition, organizational citizenship behavior increases along with an increase in psychological well-being, namely when members of the organization face life positively, are confident, have clear goals in life, take care of work under their responsibility, live to realize creativity and potential, and are satisfied with life results. Organizational members with high psychological well-being are more willing to spend time helping colleagues who are busy at work and trying to keep up with organizational change and innovation. In addition, they do not violate or interfere with co-workers rights, voluntarily comply with company rules and regulations, and refrain from complaints and unprofessional behavior at work, thereby demonstrating strong organizational citizenship behavior.

The results of this study are consistent with research conducted by (Shaban et al. 2022), (Huang et al. 2021), (Wibowo 2019) and study conducted by (Choi 2021) which shows that there is a direct and significant influence between Psychological Well Being on Organizational Citizenship Behavior. This study shows that if an employee has an increasing Psychological Well Being, Organizational Citizenship Behavior will also increase and that is a positive impact. Therefore, an organization must always pay attention to and strive to improve the Psychological Well Being of employees.

The effect religiosity on organizational citizenship behavior

The results demonstrated that employees who were more religious were more likely to engage in organizational citizenship behavior. This is evidenced by the T test which shows that religiosity has a significant effect on organizational citizenship of lecturers and staff at Darussalam Gontor University. This occurred since employees have religious experiences and religious feelings. Employee religion becomes the basis of OCB behavior, where a character can be seen from the behavior shown. Includes honest attitude, satisfaction in helping others, working and also worshipping, worshipping solely for God and hoping for His pleasure and believing that heaven will be an eternal

reward, so that work behavior can be carried out voluntarily not based on reward or punishment. a willingness to help (Budiarti and Bukhori 2018).

These findings support study by (Asamani and Mensah 2016), (Ugung Dwi Ario Wibowo 2016) and (Budhiarti and Nisa 2018) that religiosity impacts employees positively to work hard and engage in extra role behaviors. Similarly, Shaiful Annuar et al also found a significant positive relationship between religiosity and organizational citizenship behaviors of employees (Khalid et al. 2013). This finding is very essential in the context of lecturers and staff who have a background in religious schools or Islamic boarding schools, because they are equipped with religious knowledge in terms of beliefs, attitudes and practices. It should be noted that Darussalam Gontor University also has five terms, one of which is sincerity as a basis for action, it is this attitude that supports why all members of the University apart from lecturers and staff have a strong will to continue working even outside of their duties.

The effect of Psychological Well-being on organizational citizenship behavior in mediating by affective commitment

The results that have been obtained in the path analysis indicate that there is no indirect influence between Psychological Well Being on Organizational Citizenship Behavior through the Affective Commitment of lecturers and staff at Darussalam Gontor University. Based on the results of the path analysis, it can be concluded that H3 is rejected, meaning that psychological well-being does not have an indirect effect on organizational citizenship behavior. This shows that through Affective Commitment, Subjective Well Being owned by lecturers and staff at Darussalam Gontor University does not affect Organizational Citizenship Behavior.

The results of this study are in line with research conducted by Ainun Hafni which shows that there is no direct and significant indirect effect between Subjective wellbeing on organizational citizenship behavior mediated by organizational commitment (Amalia 2021). These results are also consistent with research conducted by (Shaban et al. 2022), (Huang et al. 2021), (Wibowo 2019) and research conducted by (Choi 2021) which shows that there is a direct and significant influence between Psychological Well Being on Organizational Citizenship Behavior. The research that has been done both explains that employees who have high psychological well-being will increase Organizational Citizenship Behavior in these employees and this is a positive effect that will benefit employees and the organization.

The effect of religiosity on organizational citizenship behavior in mediating by affective commitment

The results that have been obtained in the path analysis indicate that there is no indirect influence between Religiosity on Organizational Citizenship Behavior through the Affective Commitment of lecturers and staff at Darussalam Gontor University. Based on the results of path analysis, it can be concluded that H4 is rejected, meaning that religiosity has a direct effect on Organizational Citizenship Behavior. This shows through Affective Commitment, the religiosity of lecturers and staff at Darussalam Gontor University does not affect Organizational Citizenship Behavior.

The results of this study are not in line with research conducted by Wiwik Yulistia Ningsih which shows that there is a direct and significant indirect effect between religiosity on organizational citizenship behavior mediated by affective commitment (Amalia 2021). These findings support the study by (Asamani and Mensah 2016), (Ugung Dwi Ario Wibowo 2016) and (Budhiarti and Nisa 2018) that religiosity impacts employees positively to work hard and engage in extra role behaviours. Similarly, Shaiful Annuar et al also found a significant positive relationship between religiosity and organizational citizenship behaviours of employees (Khalid et al. 2013). The results of this study are not in line with research conducted by Wiwik Yulistia Ningsih which shows that there is a direct and significant indirect effect between religiosity on organizational citizenship behavior mediated by affective commitment.

CONCLUSION

Psychological Well Being and Religiosity has a significant direct influence on Organizational Citizenship Behavior of lecturers and staff at Darussalam Gontor University. Based on the partial test (t test), the results of the study partially prove that the independent variable, namely Psychological Well Being and Religiosity, has a significant effect on the dependent variable, namely Organizational Citizenship Behavior. Meanwhile Psychological Well Being and Religiosity has an indirect effect on Organizational Citizenship Behavior through Affective Commitment of lecturers and staff at Darussalam Gontor University. Based on path analysis, the results of the study prove that the beta value that has an indirect effect is smaller than the beta value multiplied by the direct effect so that Psychological Well Being and Religiosity does not directly affect Organizational Citizenship Behavior through Affective Commitment.

The sample of this study consisted of employees working in Islamic institutions, they have different demographic characteristics and occupational backgrounds; Thus, the generalization of our findings of other institutions or sectors has not been established. Future research should test this research model in various institutions, industries or companies. Limitations remain on the selection of mediation variables. Since this research was conducted in Islamic institutions, there are other factors such as demands, work experience, job satisfaction and workplace can affect the psychological well-being of lecturers and staff working at universities. Subsequent studies may consider the mediating role of such external factors in the relationship between employee psychological well-being, religiosity, affective commitment, and employee OCB.

The implication of this study is the psychological well-being of employees is more supported by internal factors such as a positive view of the future, self-confidence and meaningful life goals. Likewise, external factors, such as good relationships with colleagues, enjoying work communication, and making colleagues easier can increase a person's willingness to work outside of their job description on their workplace. Also, if employees have their whole being (body, soul and spirit) recognized and appreciated at the workplace, it makes them alive and very energized to discharge their duties at the workplace. Humans are spiritual beings; recognizing and priming religious beliefs and values holds great promise for today's organizational. The researcher suggested to the Human Resources Development Department that they can continue to provide activities that can create good relationships between colleagues so as to increase their commitment to the company. In addition, it is also in order to provide adequate facilities and activities that have religious values so that the level of religiosity of each individual continues to grow.

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APPENDIX

1. Validity Test

Variabel	Items	r Count	r Table	Description
Psychological Well-Being (X1)	X1 1	0.518	0.218	Valid
	X1 2	0.350	0.218	Valid
	X1 3	0.490	0.218	Valid
	X1 4	0.528	0.218	Valid
	X1 5	0.441	0.218	Valid
	X1 6	0.564	0.218	Valid

	X1 7	0.295	0.218	Valid
	X1 8	0.267	0.218	Valid
	X1 9	0.505	0.218	Valid
	X1 10	0.722	0.218	Valid
	X1 11	0.561	0.218	Valid
Religiosity (X2)	X2 1	0.260	0.218	Valid
	X2 2	0.457	0.218	Valid
	X2 3	0.395	0.218	Valid
	X2 4	0.600	0.218	Valid
	X2 5	0.643	0.218	Valid
	X2 6	0.473	0.218	Valid
	X2 7	0.548	0.218	Valid
	X2 8	0.568	0.218	Valid
	X2 9	0.614	0.218	Valid
	X2 10	0.451	0.218	Valid
Affective Commitment (M)	M1	0.732	0.218	Valid
	M2	0.624	0.218	Valid
	M3	0.758	0.218	Valid
	M4	0.829	0.218	Valid
	M5	0.764	0.218	Valid
	M6	0.772	0.218	Valid
Organizational Citizenship Behavior (Y)	Y1	0.611	0.218	Valid
	Y2	0.441	0.218	Valid
	Y3	0.679	0.218	Valid
	Y4	0.496	0.218	Valid
	Y5	0.501	0.218	Valid
	Y6	0.552	0.218	Valid
	Y7	0.546	0.218	Valid
	Y8	0.630	0.218	Valid
	Y9	0.643	0.218	Valid
	Y10	0.699	0.218	Valid

2. Reliability Test

Variable	Cronbach's Alpa	N of item
Psychological Well-Being	0.632	11
Religiosity	0.701	10
Affective Commitment	0.840	6
Organizational Citizenship Behavior	0.763	10

