

SPIRITUAL INTELLIGENCE AND EMOTIONAL INTELLIGENCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR TOWARDS EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to analyze the influence of spiritual and emotional intelligence directly or indirectly on performance through Organizational Citizenship Behavior. The research was conducted at Dinas Sosial Provinsi (Provincial Social Service) Maluku. The population used in this study were all 86 employees of Dinas Sosial Provinsi (Provincial Social Service) Maluku. The method of determining the sample is complete sampling. Data were analyzed by path analysis. The results of the study conclude that (1) spiritual intelligence has a positive and significant effect on Organizational Citizenship Behavior, (2) emotional intelligence has a positive and significant effect on Organizational Citizenship Behavior, (3) Organizational Citizenship Behavior has a positive and significant impact on organizational performance, (4) Intelligence spiritual intelligence has a positive and significant effect on performance, (5) emotional intelligence has a positive and significant effect on performance, (6) spiritual intelligence has a positive and significant effect on performance through Organizational Citizenship Behavior, (7) emotional intelligence has a positive and significant effect on performance through Organizational Citizenship Behavior..

Keywords: *Spiritual Intelligence, Emotional Intelligence, Performance, Organizational Citizenship Behavior*

INTRODUCTION

The performance of individual employees strongly influences the success of an organization. Every organization always tries to improve employee performance to achieve goals. Performance is still a problem continually faced by management, so management needs to know the factors that affect employee performance. One measure of employee performance is the intellectual ability, supported by the ability to master and manage oneself and build relationships with others.

Individual performance in an organization can affect team performance and impact the performance and productivity of the organization or agency as a whole. This causes the organization to believe that it must strive for maximum individual performance to achieve a competitive advantage. In an organization or institution, individuals have a significant role as the staff who carry out every activity. Individuals who work in an organization are usually referred to as employees.

The success of an organization in responding to existing challenges is not only determined by the behaviour of employees who carry out tasks according to their job descriptions. The behaviours of cooperation and mutual assistance that are not included in the duties or responsibilities of a position are significant for the functioning of an organization. Other behaviour outside of work responsibilities in the organization is often also called organizational citizenship behaviour (OCB).

OCB is discretionary behaviour that promotes the effective functioning of the organization. OCB is individual behaviour that is not recognized directly or clearly in the formal reward or reward system, and voluntary behaviour that is not recorded in their job responsibilities can be observed and positively impacts the organization. OCB is behaviour that contributes to maintaining and enhancing the social and psychological context that supports task performance. This definition indicates that these behaviours are not required of the job but are carried out by employees to



improve the environment in the organization and contribute indirectly to organizational effectiveness.

The dimensions contained in OCB can improve employee performance, including altruism, sportsmanship and civic virtue. If the organization always designs jobs according to employee capabilities, supervises by leaders who always support and motivate employees, provides equal advancement opportunities between employees, good relations between colleagues, work facilities that make employees comfortable and salary appropriateness. This will make employees feel safe and comfortable at work. As a result, employees will work optimally and try to give their best performance. (Purwanto, Purba, Bernarto, & Sijabat, 2021).

OCB affects organizational effectiveness for several reasons: (1) OCB can help increase colleagues' productivity. (2) OCB can help increase organizational productivity. (3) OCB can help efficiently use organizational resources for productive purposes. (4) OCB can reduce the need to provide organizational resources in general for employee maintenance purposes. (5) OCB can be used as an adequate basis for coordination activities between team members and between work groups; organization to acquire and retain reliable human resources. (6) OCB can increase the stability of organizational performance. (7) OCB can increase the organizational ability to adapt more effectively to environmental changes (Barza & Arianti, 2019). High performance comes from commitment and OCB, which provide a strong bond between employees and the organization to carry out their obligations according to their roles and positions (Novelia, Swasto, & Ruhana, 2016). Many psychological factors underlie the relationship between a person and his organization. Psychological factors that influence the ability of accountants in their organizations include the ability to manage oneself, coordinate one's emotions, and think calmly without getting carried away by emotions. Intellectually intelligent employees may be unable to provide optimal performance for the organization where they work. However, employees who are also emotionally and spiritually intelligent will undoubtedly display more optimal performance for the organization. Spiritual intelligence allows humans to think creatively, be far-sighted, and make or even change rules, which makes these people work better. SQ is a necessary foundation for the effective functioning of IQ and EQ. In short, spiritual intelligence can integrate the other two previously mentioned abilities, namely intellectual and emotional intelligence (Choiriah, 2013). Spiritual intelligence can facilitate dialogue between mind and emotions, soul and body. Spiritual intelligence can also help a person to be able to do self-transcendence (Rahmasari, 2012). By increasing spiritual intelligence, it will be able to influence performance (Supriyanto & Troena, 2012). The research results of Sakti, Handooyo, & Wihadanto (2018) concluded that spiritual intelligence really influences employee performance.

Emotional intelligence is a factor that determines success in careers and organizations, including decision-making, leadership, technical and strategic breakthroughs, open and honest communication, teamwork and trusting relationships, consumer loyalty, and creativity and innovation (Subagio, 2017). One of the achievements obtained at work is influenced by emotional intelligence, which occupies the first position (Sari, Onsardi, & Ekowati, 2020). Emotional intelligence means using emotions effectively to achieve the right goals, build productive work relationships and achieve success at work (Setyaningrum, 2016). The existence of good emotional intelligence will make an employee display better performance and work results. Efforts to increase emotional intelligence can be made by holding training in controlling emotions and building two-way communication (Suhartini & Anisa, 2017). The existence of good emotional intelligence will make an employee display better performance and work results (Octavia, Hayati, & Karim, 2020).

MATERIALS AND METHOD

The research approach used is quantitative, which departs from theory towards presenting data in the form of numbers and analyzed statistically. Based on the level of explanation, this research is an associative study to determine the effect or relationship between two or more variables. Meanwhile, based on data collection, this research is survey research conducted on large and small



populations. The data studied are from samples taken from the population to find relative occurrences, distribution, and relationships between variables. Based on the data type, the approach used in this study is cross-sectional, namely, the collection of research data conducted at a particular period. The population used in this study were all Maluku Provincial Social Service employees, totalling 86 people. The sample is part of the number and characteristics possessed by the population. The sample is part of the number and characteristics possessed by the population. The method of determining the sample is complete sampling.

Data analysis techniques in this study use path analysis to determine the value of direct and indirect effects of exogenous variables on endogenous variables through intervening variables. The intervening variable is an intermediate or mediating variable that functions to mediate the relationship between the independent and dependent variables. The two-way equation model consists of two structural equations, where X1, X2 and X3 are exogenous variables, and Y1 and Y2 are endogenous variables. The path coefficient between exogenous variables and endogenous variables can be written in the following notation:

1. From x1 to y1 = py_{1x1}
2. From x2 to y1 = py_{1x2}
3. From x1 to y2 = py_{2x1}
4. From x2 to y2 = py_{2x2}
5. From y1 to y2 = py_{2y1}

Thus the path analysis model contained in the conceptual framework can be written with the structural equation as follows:

Substructural equation 1 :

$$Y_1 = py_{1x1} \cdot X_1 + py_{1x2} \cdot X_2 + e_1$$

Where :

Y1 = organizational citizenship behavior X1 = spiritual intelligence

X2 = emotional intelligence py_{1x1} = path coefficient X1 py_{1x2} = path coefficient X2 e_1 = error term

Substructural equation 2 :

$$Y_2 = py_{2y1} \cdot Y_1 + py_{2x1} \cdot X_1 + py_{2x2} \cdot X_2 + e_2$$

Where :

Y2 = performance

Y1 = organizational citizenship behavior X1 = spiritual intelligence

X2 = emotional intelligence py_{2y1} = path coefficient Y1 py_{2x1} = path coefficient X1 py_{2x2} = path coefficient X2 e_2 = error term

RESULTS AND DISCUSSION

Results

This study seeks to examine the extent to which the variables of spiritual intelligence and emotional intelligence either directly or indirectly influence performance through Organizational Citizenship Behavior. To find out the magnitude of the path coefficient between variables X1 and X2 to Z, as well as the path coefficient from Z to Y can be seen in the following table:

Table 1. Path Analysis Statistical Test Results

Parameter structure	Path Coefficient (beta)	t. count	t. table	Probability	Decision
X1 to Z ($pZ.X1$)	0,611	7,423	1,671	0,000	Accepted Ha
X2 to Z ($pZ.X2$)	0,131	2,113	1,671	0,005	Accepted Ha

Z to Y (pY.Z)	0,921	9,077	1,671	0,000	Accepted Ha
X1 to Y (pY.X1)	0,037	0,455	1,671	0,312	Accepted H0
X2 to Y (pY.X2)	-0,007	0,211	1, 671	0,457	Accepted H0
R ² (X1,X2,Z to Y)	0,933		F count		30,200
R ² (X1,X2 to Z)	0,556		F count		59,567

Furthermore, the results of the analysis in the table above are translated into a path diagram as shown in the following diagram:

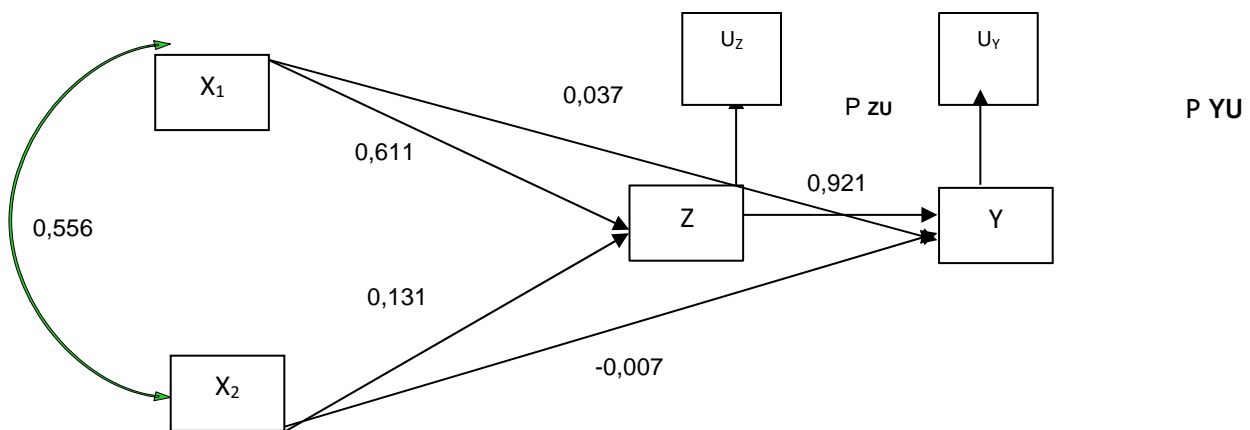


Figure 1. Relationship Structure between Variables X1 and X2 with Variable Y through the Intervening variable Z

To test the significance of the role of OCB in mediating the effect of spiritual intelligence and emotional intelligence on performance, the Sobel test can be carried out. In this test, the OCB variable is stated to be significant in mediating the effect of spiritual intelligence and emotional intelligence on performance if the p value of the Sobel test results is <0.05.

Table 2. Sobel Test Results the Role of OCB in Mediating Spiritual Intelligence and Emotional Intelligence on Performance

Independent Variable	Dependent Variable	Intervening Variable	P Value	Information
Spiritual Intelligence	Performance	OCB	0,0011	Significant
Emotional Intelligence	Performance	OCB	0,005	Significant

DISCUSSION

a. The Direct Effect of Spiritual Intelligence on OCB

Based on the calculation above, it is known that the direct influence of spiritual intelligence on OCB is 0.611 or 61.1% with a t count > t table value of 7.423 > 1.671. This is also reinforced by a significance value of 0.000 which is less than the confidence level of 0.05. So the first hypothesis is accepted. This is in line with research (Muhdar, 2014), which states that spiritually intelligent people will be involved in extra-role behaviour. Also in line with (Kusmayadi, Hidayat, & Wulandari, 2020), which state that Spiritual intelligence is one of the factors that influence the formation of OCB where it is known that Spiritual intelligence is an individual response to being flexible, self-aware of life goals, being able to face and take advantage of suffering. , dealing with and transcending pain, aversion to causing harm, quality of life, being able to take a holistic view and



inquiring tendencies.

As well as Malahayati, AS, & Komalasari (2021) also explain that there is a significant influence between spiritual and emotional intelligence on OCB. This states that a person's OCB is not influenced by the individual's spiritual and emotional intelligence. Spiritual and emotional intelligence can influence OCB, but it could be someone who has high OCB due to other causal factors that were not examined in this study. Internal factors include employee morale, organizational commitment, job satisfaction, personality, and motivation. As well as external factors, namely trust in leaders, leadership style, and organizational culture.

b. The Direct Effect of Emotional Intelligence on OCB

The direct effect of emotional intelligence on OCB is 0.0131 or 1.31% with a t count > t table value of 2.113 > 1.671. This is also reinforced by a significance value of 0.005 which is smaller than the confidence level of 0.05. So the second hypothesis is accepted. This is in line with the research of Fiftyana & Sawitri (2018) in his research report explaining that individuals who have intelligence in his research report explaining that individuals who have high emotional intelligence can create a comfortable work environment so that individuals are satisfied with their work and move themselves to respond and try to provide the best for the organization by voluntary behaviour beyond duty (OCB). As well as the view (Kadek, Suwandewi, Ayu, & Dewi, 2016) that an increase will follow an increase in the emotional intelligence of employees of financial institutions in other behaviour outside of job descriptions in the organization. Likewise, Barza & Arianti (2019) explained that the higher the employee's emotional intelligence, the higher the employee's OCB. Conversely, if the employee's emotional intelligence is low, the employee's OCB will also be low..

c. The Direct Effect of OCB on Performance

The direct effect of OCB on performance is 0.921 or 92.1% with t count > t table value, namely 9.077 > 1.671. This is also reinforced by a significance value of 0.000 which is less than the confidence level of 0.05. So the third hypothesis is accepted. This is in line with the statement that OCB affects organizational effectiveness for several reasons: (1) OCB can help increase colleagues' productivity. (2) OCB can help increase organizational productivity. (3) OCB can help efficiently use organizational resources for productive purposes. (4) OCB can reduce the need to provide organizational resources in general for employee maintenance purposes. (5) OCB can be used as an adequate basis for coordination activities between team members and between work groups; organization to acquire and retain reliable human resources. (6) OCB can increase the stability of organizational performance. (7) OCB can increase the organizational ability to adapt more effectively to changes in its environment (Barza & Arianti, 2019). High performance comes from commitment and OCB, which provide a strong bond between employees and the organization so that they can carry out their obligations properly according to their roles and positions (Novelia et al., 2016).

d. The Direct Effect of Spiritual Intelligence on Performance

The direct effect of spiritual intelligence on performance is 0.037 or 0.37% with a t count < t table value, namely 0.455 < 1.671. This is also reinforced by a significance value of 0.312 which is greater than the confidence level of 0.05. So the fourth hypothesis is rejected. This is different from research (Rahmasari, 2012), which states that spiritual intelligence can facilitate dialogue between thoughts and emotions, soul and body. Spiritual intelligence can also help a person to be able to do self-transcendence as well as (Supriyanto & Troena, 2012), which states that spiritual intelligence is consistently able to predict performance well. Spiritual intelligence can regulate one's behaviour and performance. Spiritual intelligence is necessary for leaders because, armed with good spiritual intelligence, leaders' behaviour will automatically be controlled and avoid disgraceful actions. With increasing spiritual intelligence, it will be able to influence performance. The difference in this study indicates that the spiritual intelligence variable has yet to be able to predict performance variables directly. Alternatively, in other words, employees who show spiritual intelligence; High does not necessarily indicate high performance anyway. One of the underlying reasons is that employees who can be flexible, have a high level of awareness, adapt and take advantage of

suffering, and can face and overcome pain do not necessarily show quality work that follows work standards, especially in financial institutions..

e. The Direct Effect of Emotional Intelligence on Performance

The direct effect of emotional intelligence on performance is -0.007 or 0.7% with a t count < t table value, namely $0.211 < 1.671$. This is also reinforced by a significance value of 0.457 which is greater than the confidence level of 0.05. So the fifth hypothesis is rejected. Normatively, emotional intelligence is not able to improve performance. Alternatively, in other words, employees are not fully able to improve performance, even though employees can feel, understand, and effectively apply emotional power and sensitivity as a humane source of energy, information, connection, and influence. Even though in practice, employees of the Maluku Provincial Social Service have five components forming emotional intelligence, namely self-awareness, self-regulation, motivation, empathy, and social skills, the performance expected by the organization has not been able to be exceeded as a whole. Self-awareness, namely the feeling of knowing oneself. Self-regulation, namely the ability to manage emotions. Motivation, namely the ability to encourage high morale. Empathy, namely the ability to recognize the feelings of other people. Furthermore, social skills, namely the ability to interact with others, have not been able to show that they are ready to change. This is different from the findings (Subagio, 2017), (Sari et al., 2020), (Setyaningrum, 2016) and (Suhartini & Anisa, 2017), which state that the existence of good emotional intelligence will make an employee display work performance and better results.

f. Indirect Effect of Spiritual Intelligence and Emotional Intelligence on Performance through OCB Mediation

The direct, indirect effect of spiritual intelligence on performance through OCB mediation is 0.343 or 34.3%, with a p-value on the Sobel test of 0.0011 less than 0.05. This shows that OCB mediates the influence of spiritual intelligence on performance. So the sixth hypothesis is accepted. The indirect effect of emotional intelligence on performance through OCB mediation is 0.0209 or 2.09%, with a p-value on the Sobel test of 0.005 less than 0.05. This shows that OCB mediates the effect of emotional intelligence on performance. So the seventh hypothesis is accepted.

This shows that OCB is a mediating variable for spiritual and emotional intelligence in improving performance. This is in line with research (Purwanto et al., 2021), (Barza & Arianti, 2019) and (Novelia et al., 2016), which state that high performance comes from commitment and OCB, which provides a strong bond between employees and the organization so that able to carry out obligations properly following the role and position.

CONCLUSION

Based on the results of the research and discussion, it is concluded that: 1) spiritual intelligence has a positive and significant effect on Organizational Citizenship Behavior, (2) emotional intelligence has a positive and significant effect on Organizational Citizenship Behavior, (3) Organizational Citizenship Behavior has a positive and significant effect on organizational performance, (4) spiritual intelligence has no effect on performance, (5) emotional intelligence has no effect on performance, (6) spiritual intelligence has a positive and significant effect on performance through Organizational Citizenship Behavior, (7) emotional intelligence has a positive and significant effect on performance through Organizational Citizenship Behavior.

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