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## Spiritual intelligence and emotional intelligence on employee performance: analysis of organizational citizenship behavior as a mediating variable

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### ABSTRACT

The importance of OCB as behavior outside of the responsibility greatly affects the effectiveness of the organization, namely helping to increase the productivity of colleagues, managerial productivity, efficiency of organizational resources, reducing the level of need for the provision of organizational resources, can increase the stability of organizational performance and increase the ability organizations to adapt more effectively to changes in their environment. This study aims to analyze the mediating effect of OCB in influencing spiritual intelligence and emotional intelligence on employee performance. This study uses an explanatory research approach with data collection carried out simultaneously in one stage or cross-sectionally through a questionnaire. The population used in this study were all employees of the Regional Inspectorate of Maluku Province as many as 85 people. The method of determining sample is full sampling. Data were analyzed by path analysis that modified form of regression analysis in which the independent variables studied not only directly affect the dependent variable, but it can also affect these variables indirectly. The results showed that : spiritual intelligence has a direct effect on employee OCB, emotional intelligence has a direct effect on employee OCB, OCB has a direct effect on employee performance, spiritual intelligence has a direct effect on employee performance, emotional intelligence has a direct effect on employee performance and OCB mediates the influence of spiritual intelligence and emotional intelligence on performance.



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## Introduction

Organizations are the most essential elements of a society which play an important role in human life. In the area of organizational behaviour, individual behaviour workplace and behaviours like assisting other employees are very important; one of these behaviours is organizational citizenship behaviour. Organizational citizenship behaviour was firstly stated as extra-role behaviours in 1987 by Kan and Katz. But the main investigations on this concept have been introduced since 24 years ago; that is, it really started when Organ et al., (2006) firstly introduced it as "organizational citizenship behaviour". Since then, many studies on this subject, OCB and its influence on various factors, have been conducted the most important of which can be pointed to as researches of Nielsen et al., (2009), Eric et al., (2008) and Deluga (1994) that have been used as references for consequents investigations. During these years, all done research have reached this consensus that OCB has entailed outstanding results for organizational jobs (Jafari & Bidarian, 2012).

The success of an organization in responding to existing challenges is not only determined by the behavior of employees who carry out tasks according to their job descriptions. Behaviors of cooperation and mutual assistance that are not included in the duties or responsibilities of a position are very important for the

functioning of an organization. Additional behavior outside of work responsibilities within the organization is often also referred to as organizational citizenship behavior or Organizational Citizenship Behavior (OCB).

OCB is a discretionary behavior that promotes the effective functioning of the organization. OCB is an individual's behavior that is not directly or clearly recognized in the formal reward or reward system and voluntary behavior that is not recorded in their job responsibilities that can be observed and has a positive impact on the organization. OCB is a behavior that contributes to the maintenance and improvement of the social and psychological context that supports task performance. This definition clearly shows that these behaviors are not required from the job, but are carried out by employees to improve the environment in the organization and contribute indirectly to organizational effectiveness.

Many psychological factors underlie the relationship between a person and his organization. Psychological factors that affect the ability of accountants in their organizations include the ability to manage themselves, the ability to coordinate emotions within themselves, and to do calm thinking without getting carried away by emotions. Intellectually intelligent employees are not necessarily able to provide optimum performance to the organization where they work, but employees who are also emotionally and spiritually intelligent will certainly display more optimum performance for the organization.

Spiritual intelligence allows humans to think creatively, be far-sighted, make or even change rules, which makes the person able to work better. SQ is a necessary foundation for the effective functioning of IQ and EQ. In short, spiritual intelligence is able to integrate the two other abilities previously mentioned, namely intellectual intelligence and emotional intelligence. (Choiriah, 2013).

In addition to emotional intelligence, another intelligence that plays an important role in a person's success at work is spiritual intelligence. Spiritual intelligence allows a person to think creatively, be far-sighted, make or even change the rules. Spiritual intelligence (SQ) is the intelligence to deal with and solve problems of meaning or value, namely the intelligence to place our behavior and life in the context of a wider and richer meaning, the intelligence to judge that one's actions or way of life are more meaningful than others. SQ is a necessary foundation for the effective functioning of IQ and EQ. The results of the research by Sakti, Handooyo, & Wihadanto (2018) concluded that spiritual intelligence has a real influence on employee performance. However, there are other opinions which say that emotional and spiritual intelligence have no effect on performance.

Spiritual intelligence can facilitate dialogue between mind and emotion, between soul and body. Spiritual intelligence can also help someone to be able to do self-transcendence (Rahmasari, 2012). Spiritual intelligence is consistently able to predict performance well. Spiritual intelligence is able to regulate one's behavior and performance. Spiritual intelligence is absolutely needed by leaders, because armed with good spiritual intelligence, the behavior and behavior of leaders will automatically be controlled and avoid despicable actions. With increasing spiritual intelligence, it will be able to affect performance, and in the end will be able to improve performance (Supriyanto & Troena, 2012).

Emotional intelligence is a factor that determines success in careers and organizations, including: decision making, leadership, technical and strategic breakthroughs, open and honest communication, team work and trusting relationships, customer loyalty, and creativity and innovation (Subagio, 2017). One of the achievements obtained in work is influenced by emotional intelligence which occupies the first position (Sari et al., 2020). Emotional intelligence means using emotions effectively to achieve goals appropriately, build productive working relationships and achieve success in the workplace. Work (Setyaningrum, 2016). The existence of good emotional intelligence will make an employee display better performance and work results (Suhartini & Anisa, 2017). The higher the emotional intelligence of an employee, the more optimal the employee's performance in carrying out his work tasks, and vice versa, the lower the emotional intelligence of an employee, the less optimal the employee's performance in carrying out his work tasks. The existence of good emotional intelligence will make an employee display better work performance and results (Octavia et al., 2020).

The dimensions contained in OCB can improve employee performance, including altruism, sportsmanship and civic virtue (Purwanto et al., 2021). OCB affects organizational effectiveness for several reasons, including: it can help increase the productivity of co-workers, increase managerial productivity, make efficient use of organizational resources for productive purposes, reduce the level of need for the provision of organizational resources in general for employee maintenance purposes. as an effective basis for coordinating activities between team members and between work groups, can increase the stability of organizational performance and increase the organization's ability to adapt more effectively to changes in its environment (Barza & Arianti, 2019). High performance comes from commitment and OCB which provides a strong bond

between employees and the organization so that they are able to carry out their obligations properly according to their roles and positions (Novelia et al., 2016).

The position of spiritual intelligence in shaping OCB behavior and employee performance is very important because SQ contains several aspects that are characteristics of high spiritual intelligence, namely: friendly attitude, closeness, curiosity, creativity, construction, self-control, and religious. This intelligence that we use not only to know the existing values, but also to creatively discover new values. Each component of spiritual intelligence such as Critical Existential Thinking (CET), personal meaning production (PMP), transcendental awareness (TA) and Conscious state expansion (CSA) is related to Organizational Citizenship Behavior (OCB). It is this component that makes employees look for meaningful work and creates a favorable work environment to encourage creativity and talent for self-development. Spiritually intelligent people will engage in extra-role behaviour (Muhdar, 2014). The indicators of spiritual intelligence are: a) Flexible attitude, b) High level of awareness, c) Have imagination, d) Have a quality of life inspired by values, and e) Openness and curiosity (Kusmayadi et al., 2020). Malahayati, AS, & Komalasari (2021) explain that there is a significant influence between spiritual intelligence and emotional intelligence on OCB.

Emotional intelligence has a positive and significant effect on organizational citizenship behavior (Kadek et al., 2016). Fiftyana & Sawitri (2018) in their research report explains that individuals who have high emotional intelligence are able to create a comfortable work environment so as to make individuals satisfied with their work and move themselves to reciprocate and try to give the best for the organization by voluntary behavior beyond their duties (OCB). Likewise Barza & Arianti (2019) explained that the higher the employee's emotional intelligence, the higher the employee's OCB. Through the ability to manage emotions, a person will feel and bring out positive emotions from within himself so that the individual becomes more sensitive and able to understand or empathize with other people and the environment, and can harmonize the values adopted by his environment. This statement is supported by research results showing that emotions, in this case a good mood, can make a person view other people or events in a more positive way. In turn, this will make people feel more optimistic about their ability to achieve goals, increase creativity and decision-making skills, and make people more helpful (Wiwik Sumiyarsih, Endah Mujiasih, 2017).

The purpose of this research is to seek to examine the extent to which the influence of the variables of spiritual intelligence and emotional intelligence on organizational citizenship behavior and performance at the Regional Inspectorate of Maluku Province.

## Method

The approach used in this study is a quantitative approach (positivism). Quantitative approach is systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical, or computational techniques (Fleetwood, 2020). Based on the objectives to be achieved and the nature of the relationship between variables, this research includes explanatory research with data collection carried out simultaneously in one stage (one shot study) or cross-sectionally through questionnaires. The population used in this study were all employees of the Regional Inspectorate of Maluku Province as many as 85 people. The method of determining the sample is full sampling. Data were analyzed by path analysis using SPSS 25.00 software. Path analysis is a modified form of regression analysis in which the independent variables studied not only directly affect the dependent variable, but it can also affect these variables indirectly (Handaningrum et al., 2014).

The variables of this research are: 1) Organizational Citizenship Behavior (Y1) is an individual's behavior that is not directly or clearly recognized in the formal reward or reward system and voluntary behavior that is not recorded in their job responsibilities that can be observed and has a positive impact on the organization. The dimensions contained in OCB can improve employee performance, including altruism, sportsmanship and civic virtue (Purwanto et al., 2021); 2) Performance (Y2) is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning. (Thomas, 2021); 3) Spiritual intelligence (X1) is the intelligence to deal with and solve problems of meaning or value, namely the intelligence to place our behavior and life in the context of a wider and richer meaning, the intelligence to judge that one's actions or way of life are more meaningful than others. Spiritual intelligence can facilitate dialogue between mind and emotion, between soul and body. Spiritual intelligence can also help someone to be able to do self-transcendence (Rahmasari, 2012); 4) Emotional Intelligence (X2) is Emotional intelligence is a factor that determines success in careers and organizations, including: decision making, leadership, technical and strategic

breakthroughs, open and honest communication, team work and trusting relationships, customer loyalty, and creativity and innovation (Subagio, 2017).

This study seeks to examine the extent to which the influence of the variables of spiritual intelligence and emotional intelligence on OCB and performance. For this reason, path analysis statistical tests were carried out which were expressed by the following equation:

Equation of substructure 1:

$$Y1 = py1.1.X1 + py1.2.X2 + e1$$

Where :

Y1 = OCB

X1 = Spiritual intelligence

X2 = Emotional intelligence

Py1.1 = Path coefficient X1

Py1.2 = Path coefficient X2

e1 = Unrevealed variable (error term)

Substructure equation 2:

$$Y2 = py2.1.X1 + py2.2.X2 + py2.3.X3+ e1$$

Where :

Y2 = Performance

X1 = Spiritual intelligence

X2 = Emotional intelligence

py2.1 = Path coefficient X1

py2.2 = Path coefficient X2

py2.3 = Path coefficient X3

e1 = Unrevealed variable (error term)

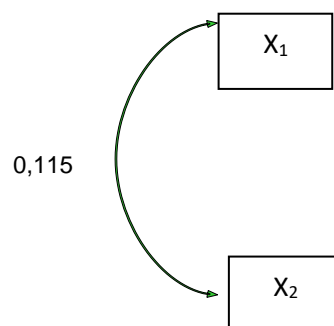
## Results and Discussion

To prove the hypothesis proposed in Chapter II, an analysis was carried out on the research data, as shown in the following table:

**Table 1.** Correlation Analysis Between Variables

Variable	X1	X2
X1	1,000	0,115
X2	0,115	1,000

The table above shows that there is a significant correlation between variables, where the correlation between the spiritual intelligence variable and the emotional intelligence variable is 0.115. Structurally, it can be seen in the following figure:



**Figure 1.** Relationship Between Variables X1 and X2

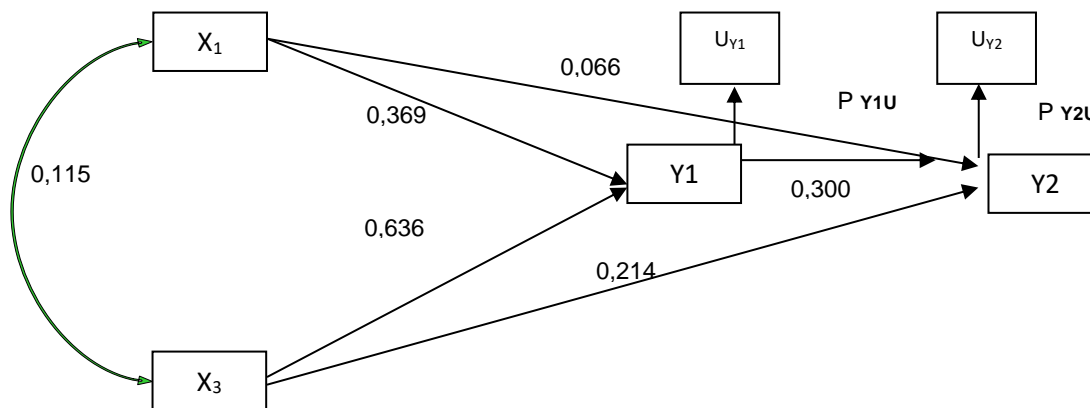
Furthermore, to determine the magnitude of the path coefficient between variables X1 and X2 to Y1, as well as the path coefficient from Y1 to Y2 can be seen in the following table:

**Table 2.** Path Analysis Statistical Test Results

Parameter Structure	Path Coef.(beta)	t. count	t. table	Prob.	Decision
X1 to Y1 (pY1.X1)	0,369	2,576	1,671	0,013	Accepted
X2 to Y1 (pY1.X2)	0,636	3,312	1,671	0,002	Accepted
Y1 to Y2 (pY2.Y1)	0,300	5,414	1,671	0,000	Accepted
X1 to Y2 (pY2.X1)	0,066	2,107	1,671	0,004	Accepted
X2 to Y2 (pY2.X2)	0,214	2,584	1,671	0,004	Accepted
R <sup>2</sup> (X1,X2,Y1 to Y2)		0,836			
R <sup>2</sup> (X1,X2 to Y1)		0,589			

Note: \* significant at = 0.05

The results of the analysis in the table indicate that the path coefficients from the simultaneous test results are significant, so a decision can be made to reject H0 and accept H1 which means that it can be forwarded to individual tests. From the results of individual tests, it turns out that the path coefficients of the variables X1 and X2 to Y1 are statistically significant, so H0 is rejected and Ha is accepted. Furthermore, the results of the analysis in the table above are translated into a path diagram as shown in the following diagram:



**Figure 2.** Structure of the Relationship Between Variables X1 and X2 with Y2 variable through Y1. intervening variable

Based on the table and figure above, the direct and indirect effects of each variable can be explained as follows:

**The Influence of Spiritual Intelligence Variables**

Direct effect on Y1

$$= (\rho Y1. X1) \times (\rho Y1. X1)$$

$$= 0.369 \times 0.369$$

$$= 0.136$$

Direct effect on Y2

$$= (\rho Y2. X1) \times (\rho Y2. X1)$$

$$= 0.066 \times 0.066$$

$$= 0.004$$

Influence through the correlation with X2

$$= (\rho Y1. X1) \times (rX1. X2) \times (\rho Y1. X2)$$

$$= 0.369 \times 0.115 \times 0.369$$

$$= 0.016$$

The total effect from X1 to Y2 through Y1

$$= 0.136 + 0.004 + 0.016$$

$$= 0.156$$

**The Effect of Emotional Intelligence Variables**

Direct effect on Y1

$$= (\rho Y1. X2) \times (\rho Y1. X2)$$

$$= 0.636 \times 0.636$$

$$= 0.404$$

Direct effect on Y2

$$= (\rho Y2. X2) \times (\rho Y2. X2)$$

$$= 0.214 \times 0.214$$

$$= 0.045$$

Influence through the correlation with X1

$$= (\rho Y1.X2) \times (rX1.X2) \times (\rho Y1.X1)$$

$$= 0.636 \times 0.115 \times 0.636$$

$$= 0.047$$

The total effect from X2 to Y2 through Y1

$$= 0.404 + 0.045 + 0.047$$

$$= 0.496$$

**The Influence of Spiritual Intelligence and Emotional Intelligence Variables on OCB and Performance**

The direct effect of OCB on performance

$$= (\rho Y2.Y1) \times (\rho Y2.Y1)$$

$$= 0.300 \times 0.300$$

$$= 0.09$$

The effect of X1, X2 on Y2 through the Y1 . variable

$$= 0.156 + 0.496 + 0.09$$

$$= 0.742$$

Based on the above calculations, it can be summarized in the following table 3:

**Table 3.** Direct and Indirect Effects of Spiritual Intelligence and Emotional Intelligence Variables on OCB and Performance

Influence	Spritual Intelegence (X <sub>1</sub> )	Emotional Intelegence (X <sub>2</sub> )	OCB (Y <sub>1</sub> )	Description
Direct Ke Y <sub>1</sub>	0,136	0,404	-	significant
Direct Y <sub>2</sub>	0,004	0,045	0,09	significant
Indirectly through a correlative relationship	0,016	0,047	-	significant
Indirectly through Y <sub>1</sub>	0,156	0,496	0,742	significant
Total Effect	0,312	0,992	0,832	significant

The table above shows that the biggest direct influence is the influence of emotional intelligence on OCB of 0.404; which shows that every 1 percent increase in employee emotional intelligence will increase 40.4% OCB. Meanwhile, the direct influence of spiritual intelligence on OCB is 0.136 which indicates that every 1 percent increase in spiritual intelligence will increase OCB by 13.6%; assuming other variables are constant or not changing. Likewise, the direct effect of OCB on performance is 0.09 which indicates that every 1 percent increase in OCB will only increase performance by 9.0%; assuming other variables are constant or not changing.

The total effect of spiritual intelligence, emotional intelligence and OCB on performance is 99.2% which indicates that OCB is an intervening variable that strengthens the influence of spiritual intelligence and emotional intelligence on employee performance. This means that employee performance will increase if the spiritual intelligence and emotional intelligence of work are high so that it increases OCB and will ultimately improve employee performance.

Based on the calculation above, it is known that the direct influence of spiritual intelligence on OCB is 0.136 or 13.6% with a t-value  $>$  t-table value, namely  $2.576 > 1.671$ . This is also reinforced by a significance value of 0.001 which is smaller than the 0.05 level of confidence. So the first hypothesis is accepted. This is in line with the research of Malahayati, AS, & Komalasari (2021) which explains that there is a significant influence between spiritual intelligence and emotional intelligence on OCB. This states that a person's OCB is not absolutely influenced by the individual's spiritual intelligence and emotional intelligence. Between spiritual intelligence and emotional intelligence can indeed have an influence on OCB, but it is possible for someone who has high OCB due to other causal factors not examined in this study. Such as internal factors including employee morale, organizational commitment, job satisfaction, personality, and motivation. As well as external factors, namely trust in the leader, leadership style, and organizational culture

The direct effect of emotional intelligence on OCB is 0.404 or 40.4% with a t value  $>$  t table value which is  $3,312 > 1,671$ . This is also reinforced by a significance value of 0.002 which is smaller than the 0.05 level of confidence. So the second hypothesis is accepted. This is in line with the research of Fiftyana & Sawitri (2018) in their research report explaining that individuals who have high emotional intelligence are able to create a comfortable work environment so as to make individuals satisfied with their work and move themselves to reciprocate and try to provide the best for the organization by behaving voluntarily beyond their duties (OCB).

Likewise, Barza & Arianti (2019) explained that the higher the employee's emotional intelligence, the higher the employee's OCB. Through the ability to manage emotions, a person will feel and bring out positive emotions from within himself so that the individual becomes more sensitive and able to understand or empathize with other people and the environment, and can harmonize the values adopted by his environment. This statement is supported by research results showing that emotions, in this case a good mood, can make a person view other people or events in a more positive way. In turn, this will make people feel more optimistic about their ability to achieve goals, increase creativity and decision-making skills, and make people more helpful (Wiwik Sumiyarsih, Endah Mujiasih, 2017).

P The direct effect of OCB on performance is 0.09 or 69.3% with the t value  $>$  t table value, which is  $5.414 > 1.671$ . This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the third hypothesis is accepted. This is in line with research. The dimensions contained in OCB can improve employee performance, including altruism, sportsmanship and civic virtue. If the organization always designs work according to the ability of employees, supervision by leaders who always support and motivate employees, provide equal advancement opportunities among employees, good relations between co-workers, work facilities that make employees comfortable and salary compatibility. 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 et al., 2021).

OCB affects organizational effectiveness for several reasons, including: (1) OCB can help increase the productivity of co-workers. (2) OCB can help increase managerial productivity. (3) OCB can help efficient use of organizational resources for productive purposes. (4) OCB can reduce the level of need for the provision of organizational resources in general for employee maintenance purposes. (5) OCB can be used as an effective basis for coordination activities between team members and between work groups; organization to obtain and retain reliable human resources. (6) OCB can improve the stability of organizational performance. (7) OCB can improve the organization's ability to adapt more effectively to changes in its environment (Barza & Arianti, 2019). High performance comes from commitment and OCB which provides a strong bond between employees and the organization so that they are able to carry out their obligations properly according to their roles and positions (Novelia et al., 2016).

The direct influence of spiritual intelligence on performance is 0.04 or 4.0% with the t value  $>$  t table value, which is  $2.107 > 1.671$ . This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the fourth hypothesis is accepted. This is in line with research (Rahmasari, 2012) that spiritual intelligence can facilitate dialogue between mind and emotion, between soul and body. Spiritual intelligence can also help someone to be able to do self-transcendence. Also in line (Supriyanto & Troena, 2012) that the more spiritual intelligence increases, it will be able to affect performance, and in the end will be able to improve performance.

The direct effect of emotional intelligence on performance is 0.045 or 4.5% with a t value  $>$  t table value, which is  $2,584 > 1,671$ . This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the fifth hypothesis is accepted. This is in line with research of Subagio (2017) which states that the abilities possessed by a person are not only measured based on logical and linguistic intelligence, but there are other intelligences that are able to open the minds of many people, provide good service, regarding

the success factors in life. such as competence and emotional intelligence. Therefore, one of the achievements obtained in work is influenced by emotional intelligence which occupies the first position (Sari et al., 2020). Good emotional intelligence will make a person able to make firm and appropriate decisions even when under stress. Emotional intelligence also enables a person to demonstrate integrity. People with good emotional intelligence are able to think clearly even under pressure, act ethically, adhere to principles and have a drive for achievement. Emotional intelligence means using emotions effectively to achieve goals appropriately, building working relationships productive and achieve success in the workplace (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 done by holding training in the context of emotional control and building two-way communication. Managers and the management team must always be a tool that is able to communicate well and full of empathy, to be able to manage employee emotions, and at the same time educate emotions in dealing with various realities of work and personal life that may be felt unfair by employees, as well as continuous enlightenment, and build self-confidence in employees. (Suhartini & Anisa, 2017). The higher the emotional intelligence of an employee, the more optimal the employee's performance in carrying out his work tasks, and vice versa, the lower the emotional intelligence of an employee, the less optimal the employee's performance in carrying out his work tasks. The existence of good emotional intelligence will make an employee display better performance and work results (Octavia et al., 2020). The indirect effect of spiritual intelligence and emotional intelligence on performance through employee OCB is 0.832 or 83.2% with t value > t table value, which is 5.414 > 1.671. This shows that OCB mediates the influence of spiritual intelligence and emotional intelligence on performance. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the sixth hypothesis is accepted. This shows that OCB is a mediating variable for spiritual intelligence and emotional intelligence to improve employee performance.

## Conclusion

Based on the results of the analysis of the problem and hypothesis testing using path analysis, it can be concluded several things as follows: 1) Spiritual intelligence has a direct effect on employee OCB; 2) Emotional intelligence has a direct effect on employee OCB; 3) OCB has a direct effect on employee performance; 4) Spiritual intelligence has a direct effect on employee performance; 5) Emotional intelligence has a direct effect on employee performance; 6) OCB mediates the influence of spiritual intelligence and emotional intelligence on performance.

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