

The Effect Of Spiritual Intelligence, Employee Engagement, And Organizational Commitment On Employee Performance Through Organizational Citizenship Behavior (OCB) As Intervening Variables For Employees Of The Cooperatives And Micro Enterprises Office In Jember Regency

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Abstract : Human resources are a company's biological assets that can be used for sustainable activities in the future. One indicator of a good company is the optimal performance of its employees. Performance as a result of work that can be achieved by a person or group of people in an organization in accordance with authority and responsibility. Good performance can be achieved through good spiritual intelligence, close Employee Engagement, and high organizational commitment through employee organizational citizenship behavior (OCB). Many studies have been conducted examining the relationship between organizational citizenship behavior (OCB) and performance. However, some things have not shown success and there are research gaps. The research results have a big influence on employee performance appraisal. The Office of Cooperatives and Micro Enterprises of Jember Regency tries to measure employee performance from Spiritual Intelligence, Employee Engagement, and Organizational Commitment through organizational citizenship behavior (OCB) as an intervention. This decision making is based on existing theory. Even the role of organizational citizenship behavior (OCB) which is expected to be able to make employees of the Office of Cooperatives and Micro Enterprises of Jember Regency better than other regions that have achieved their goals.

Keywords: Spiritual Intelligence, Employee Engagement, Commitment, OCB, Performance

Date of Submission: 16-04-2023

Date of Acceptance: 29-04-2023

I. Introduction

The Cooperatives and Micro Enterprises Office of Jember Regency is a local government agency in charge of Cooperatives and Micro Enterprises affairs in Jember Regency which is located at Jalan Karimata No. 115 Jember. The Cooperatives and Micro Enterprises Office of Jember Regency has the task for carrying out regional government affairs based on the principle of autonomy and co-administration in the field of Cooperatives and Micro Enterprises. In carrying out its role as an institution, the Cooperatives and Micro Enterprises Office of Jember Regency has a role in formulating regional policies in the field of cooperatives and micro-enterprises, implementing regional policies in the field of cooperatives and micro-enterprises, implementing regional evaluation and reporting in the field of cooperatives and micro-enterprises, implementing administration Services in the field of cooperatives and micro-enterprises, and the implementation of other functions assigned by the Regent related to their duties and roles.

The phenomenon that exists is the Department of Cooperatives and Micro Enterprises of Jember Regency, to achieve its goals, it requires quality human resources. Lack of employee awareness in dealing with and solving problems of meaning and value in which every employee should think holistically or think as a whole by considering personal values and spiritual meaning regarding awareness in work to behave in a commendable manner. Lack of positive feelings and satisfaction with work where employees with high engagement towards their work will produce better performance than employees with low engagement because they are less enthusiastic and less enthusiastic about their work. Lack of a sense of belonging from employees to the organization where commitment is created from the personal needs of employees towards the organization then turns into a shared need by showing good quality. The potential of these human resources must be managed properly through spiritual intelligence, employee engagement, organizational commitment and organizational citizenship behavior (OCB).

II. Literature Review

Agustian (2017) suggested that spiritual intelligence as the ability to give the meaning of worship to every behavior and thought that is innate in nature, towards a complete human being and has an integralistic and principled mindset only because of God. According to him spiritual intelligence is a foundation needed to function intelligence quotient (IQ) and emotional quotient (EQ) effectively. Spiritual intelligence is able to optimize the work of other intelligences. A person or individual who has a high spiritual significance quotient (SQ), is able to fully rely on the soul based on the meaning he gets, from there peace of mind will emerge. Zohar and Marshall (2012: 4) said that spiritual intelligence is intelligence to deal with issues of meaning or value, namely intelligence to place our behavior and life in the context of a broader and richer meaning, intelligence in assessing one's actions or way of life. more meaningful than the others

According to Schaufeli and Bakker (2013), engagement is a positive state, fulfillment, view of working conditions characterized by strength, dedication, and absorption. They said that engagement is a state of mind and feeling that is more persistent and comprehensive, not only focused on the object of individual events or certain behaviors. Strength refers to a high level of energy and mental resilience when working, a willingness to try hard at work and persistence in the face of difficulties. Dedication refers to feelings of meaning, enthusiasm, inspiration, pride and challenge. Absorption is characterized by full concentration, interest in work and difficulty detaching from work. Based on the description above, the researcher refers to Schaufeli and Bakker (2013) who stated that employee engagement is a positive state, fulfillment, outlook on working conditions characterized by strength, dedication, and absorption.

According to Greenberg and Baron (2003), organizational commitment is defined as the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and willingness of employees to work optimally for the organization where the employee works. Based on the understanding of the experts, it can be concluded that organizational commitment is a motive and organizational values that are informed and applied to employees with the aim that employees know the values that exist in the organization where they work and can motivate employees to keep working and serving well.

According to Robbins (2018: 31) organizational citizenship behavior (OCB) is behavior carried out by an employee that exceeds formal work obligations, but has a good impact because it supports organizational effectiveness. Organizational citizenship behavior (OCB) is individual behavior that is free to determine, which is not directly or explicitly recognized by the formal reward system and together will encourage more effective organizational functions Organs in Titisari (2014:4). It is proven that individuals who show organizational citizenship behavior (OCB) have better performance and receive higher performance evaluations from their organizations Podsakoff and MacKenzei in Titisari (2014:4).

According to Simanjuntak (2015:1) performance is the achievement of results for the implementation of certain tasks. Company performance is the level of achievement of results in order to achieve company goals. Performance management is the overall activity carried out to improve the performance of a company or organization, in this case the performance of each individual and work group in the company. Performance is a universal concept that operational effectiveness of an organization and its employees is based on predetermined standards and criteria.

III. Conceptual Model

Based on the theoretical review and previous research, it is explained that performance or job performance is defined as a person's success in carrying out work, or successful role achievement that a person obtains from his actions. The conceptual framework in this study aims to analyze which variables are positioned as exogenous variables of spiritual intelligence (X1), employee engagement (X2), and organizational commitment (X3). Organizational citizenship behavior (OCB) intervening variable (Z) and employee performance endogenous variable (Y). So that the proportions are based on theoretical and empirical studies that explain how many hypothesis and how the relationship between variables. The research conceptual framework is shown in Figure 1 as follows

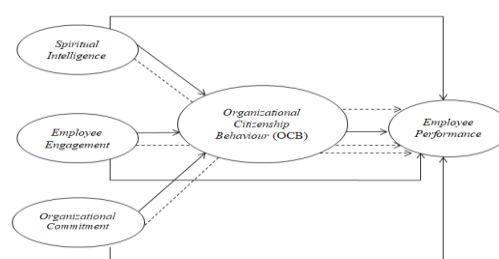


Figure 1. Conceptual Framework

HYPOTHESIS

The Effect of Spiritual Intelligence on Employee Performance

According to Levin (2013) explained that spiritual intelligence directs the way of thinking towards the deepest essence of human life and the highest spiritual intelligence can only be seen if the individual has been able to make it happen and is reflected in his daily life which means that individual attitudes reflect his appreciation of deep wisdom. The results of the research by Milatus Sholiha, et al (2017) show that spiritual intelligence has a positive and significant effect on employee performance. These results indicated that the greater the spiritual intelligence in the work, the employee's performance will increase.

H1: Spiritual intelligence has a significant effect on employee performance.

The Effect of Employee Engagement on Employee Performance

Employees will have strength which is characterized by high energy and mental resilience while working, willingness to try hard at work and persistent in facing difficulties. Individuals with a high score on the strength aspect usually have high energy and stamina and are enthusiastic when working. The results of research by Nabilah and Jafar (2014), Ida Bagus Putu (2016), Saloni Devi (2017), and Aghnia Ilmi Sadida Nurzam (2020) showed that employee engagement has a positive and significant effect on employee performance. These results indicated that the greater the employee engagement in their work, the higher the employee's performance.

H2: Employee engagement has a significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

According to Luthans (2005) employees who are committed to the organization view values and interests as integrating personal and organizational goals, so that organizational goals are their personal goals. The work that is his duty is understood as personal interest, and has a desire to always be loyal for the betterment of the organization. The research results of Trigunajasa (2017) and Via Lailatur Rizki (2019) showed that organizational commitment has a positive and significant effect on employee performance. This result showed that the greater the organizational commitment in their work, the better the performance of the employees themselves.

H3: Organizational commitment has a significant effect on employee performance.

The Influence of Spiritual Intelligence on Organizational Citizenship Behavior (OCB)

According to Zohar and Marshall (2012) spiritual intelligence is intelligence to place our behavior and life in the context of a broader and richer meaning, intelligence to judge that one's actions or way of life is more meaningful than others. Organizational citizenship behavior (OCB) is behavior performed by an employee that exceeds formal work obligations, but has a good impact because it supports organizational effectiveness. The results of research by Anwar and Gani (2015) showed that spiritual intelligence has a positive and significant effect on organizational citizenship behavior (OCB). These results indicated that the greater the spiritual intelligence in the work, the more organizational citizenship behavior (OCB) will increase.

H4: Spiritual intelligence has a significant effect on organizational citizenship behavior (OCB).

The Effect of Employee Engagement on Organizational Citizenship Behavior (OCB)

According to Saks (2016) engagement is a state of mind and feeling that is more persistent and comprehensive, not only focusing on the object of individual events or certain behaviors. research by Aghnia Ilmi Sadida Nurzam (2020) showed that employee engagement has a positive and significant effect on organizational citizenship behavior (OCB). These results indicated that the greater the employee engagement in their work, the more organizational citizenship behavior (OCB) will increase.

H5: Employee engagement has an effect on organizational citizenship behavior (OCB)

The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

According to Robbins and Judge (2012) commitment is a condition in which an individual sided with the organization and its goals and desire to maintain membership in the organization. Organizations require high commitment from each employee, this commitment is used to achieve the goals of a company. The research results of Trigunajasa (2017) and Via Lailatur Rizki (2019) showed that organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB).

H6: Organizational commitment influences organizational citizenship behavior (OCB).

Indirect Effect of Spiritual Intelligence mediated by Organizational Citizenship Behavior (OCB) on Employee Performance

The results of Ramadhotin Hidayah's research (2018) concluded that the mediating role of organizational citizenship behavior (OCB) variables was able to drive the strength of the spiritual intelligence

variable on employee performance by 0.407, so that there was an indirect effect between the spiritual intelligence variable on employee performance through organizational citizenship behavior (OCB) which are in the strong category or in other words organizational citizenship behavior (OCB) is able to mediate spiritual intelligence on employee performance.

H7: Organizational citizenship behavior (OCB) strengthens the relationship between spiritual intelligence and employee performance

Indirect Effect of Employee Engagement mediated by Organizational Citizenship Behavior (OCB) on Employee Performance

The results of Aghnia Ilmi Sadida Nurzam's research (2020) concluded that the mediating role of the organizational citizenship behavior (OCB) variable was able to drive the strength of the employee engagement variable on employee performance by 0.149, so that there was an indirect effect between the employee engagement variable on employee performance through organizational citizenship behavior (OCB) who are in the strong category or in other words capable organizational citizenship behavior (OCB). mediating employee engagement on employee performance.

H8: Organizational citizenship behavior (OCB) strengthens the relationship between employee engagement and employee performance

Indirect Effect of Organizational Commitment mediated by Organizational Citizenship Behavior (OCB) on Employee Performance

The results of Via Lailatur Rizki's research (2019) concluded that the mediating role of the organizational citizenship behavior (OCB) variable was able to drive the strength of the organizational commitment variable on employee performance by 0.324. Shows that the influence of organizational commitment on organizational citizenship behavior (OCB) is 32.4%, so that there is an indirect effect between organizational commitment variables on employee performance through organizational citizenship behavior (OCB) which is in the strong category or in other words organizational citizenship behavior (OCB) is able to mediate organizational commitment to employee performance.

H9: Organizational citizenship behavior (OCB) strengthens the relationship between organizational commitment and employee performance

The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

Trigunajasa's research (2017) stated that organizational citizenship behavior (OCB) can affect employee performance. Organizational citizenship behavior (OCB) has a significant effect on employee performance. The results of the study showed a positive and significant relationship, so that every time there is an increase or improvement in organizational citizenship behavior (OCB) it will increase employee performance.

H10: Organizational citizenship behavior (OCB) has a significant effect on employee performance.

IV. Conclusion

The developments movement from time to time do not rule out threats or opportunities. One of the changes that occurred in the globalization era is the development of improving the quality of human resources. Advances in the quality of human resources have the impact of such a big change. The development of the quality of human resources also influences the work patterns of government organizations, this shows that the quality of human resources has become a necessity to demonstrate the work of government organizations. Required strategic planning and utilization of complex human resources within the company as a solution to face uncertain changes.

In the business competition which is grow increasingly, the Cooperatives and Micro Enterprises Office of Jember Regency needs superior human resources in the field of work, especially in the performance of its employees. With increasingly fierce competition, human resources are the main subject in dealing with threats and opportunities. For this reason, further research is needed to determine the effect of Spiritual Intelligence, Employee Engagement, and Organizational Commitment on Employee Performance through Organizational Citizenship Behavior (OCB) as Intervening Variables for Employees of the Cooperatives and Micro Enterprises Office in Jember Regency.

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Alfira Saktia Yudhinta, et. al. "The Effect Of Spiritual Intelligence, Employee Engagement, And Organizational Commitment On Employee Performance Through Organizational Citizenship Behavior (OCB) As Intervening Variables For Employees Of The Cooperatives And Micro Enterprises Office In Jember Regency." *IOSR Journal of Business and Management (IOSRJBM)*, Vol.25, No. 04, 2023, pp. 22-26.