

**THE EFFECT OF WORK MOTIVATION AND SPIRITUAL INTELLIGENCE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) AS INTERVENING VARIABLES**

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**ABSTRACT**

*This research aims to analyze the effect of work motivation and spiritual intelligence on employee performance with organizational citizenship behavior as an intervening variable, was conducted on organic employees at PT. Barata Indonesia (Persero), with a total sample of 158 employees. Data was collected by distributing questionnaires filled out by employees then analyzed using SPSS and SEM software. This study will use two kinds of analysis techniques, namely (1) Confirmatory Factor Analysis on SEM which is used to confirm the most dominant factors in one group of variables and (2) Regression Weight on SEM which is used to examine how much the relationship between variables. The results showed that the Organizational Citizenship Behavior variable had the strongest relationship with Employee Performance, with CR a value of 4.249 with a P-value <5%. which means the higher organizational citizenship behavior, the higher the employee's performance.*

**Keywords:** work motivation, spiritual intelligence, organizational citizenship behavior, and performance

**INTRODUCTION**

Human resource are the main role that is needed in any organization whatever its form. Because it is a highly demanded leadership role on how to understand the behavior of the organization. Robbins (2007: 17) argues, understanding organizational behavior for a manager is very important. Human problems continue to develop based on situations and conditions and the more difficult to control, the problems of the organization and in particular the problem of organizational behavior is also increasingly growing.

Understanding the human dimension in organizational aspects as well as a company understanding its employees, employees are workers for an organization which is sometimes often overlooked as a valuable asset

(Soedaryono, 2000: 6). In general, an organization believes that the employee only as a tool that should always take advantage of me juggling costs. However, it is a view that is less appropriate. Because the employee is the only asset that is not likely to be duplicated and copied by other humans because in principle each person is a unique creature that will tend to change if he is unable to control between desires with the existing reality, both the existing reality inside and outside him.

Reality in the field shows that workers who are directly related to component production often complain of undergoing sufficient work activities that are draining their energy and mind, this really requires intelligent self

control in controlling it in order to maintain consistency at work, amid work pressure that has never known the word stop. Therefore it is necessary to build self-awareness and mental intelligence that view a work task well completion and make it part of worship.

Initial interviews of several employees conducted by researchers, there was a problem, namely the low character of the Organizational Citizenship Behavior at PT. Barata Indonesia (PERSERO) Judging from the attitude of employees at PT. Barata Indonesia (PERSERO) who only do their own tasks and responsibilities, have no desire to help co-workers who have excessive workloads, plus in a few months many employees are absent alternately on the effective day at work, even found when 1 division group ignored overtime orders, resulting in late delivery and resulting in a warning letter from the Board of Directors .

From the fact that has been mentioned above causes researchers to want to know the effect of work motivation and spiritual intelligence on Organizational Citizenship Behavior which is related to employee performance, so the title of this study is "The Effect of Work Motivation and Spiritual Intelligence on Employee Performance with Organizational Citizenship Behavior as an intervening variable in PT Barata Indonesia (PERSERO) "

## **THEORETICAL REVIEW**

Organizational behavior is also understood as the study of organizations. This study is a field of science that focuses on studying organizations, using methods from economics, sociology, political science, anthropology and psychology. Other disciplines related to this study are the study of human

resources and industrial psychology. According to Robins (2001: 44 ), Organizational behavior is a field that investigates the influence caused by individuals, groups and structures on behavior (humans) in organizations with the aim of applying knowledge that can increase organizational effectiveness.

### **Work motivation**

Mangkunegara (2005 :61) states: "motivation is formed from the attitude (*attitude*) of employees in dealing with work situations in the company (*situation*). Motivation is a condition or energy that moves employees to be directed or directed to achieve the goals of the organization of the company. The mental attitude of employees who are pro and positive towards work situations is what strengthens their work motivation to achieve maximum performance ".

The success of a company depends on the employee who contributes to the employee. The supporting factor of this is by encouraging motivation. The results of research from Chaudhary, N. and B.Sharma (2012), Guven, GO (2013) motivation can be created or enhanced by management's ability to meet employee needs, pay attention to subordinates and regard employees not only as workers where work motivation is only fulfilling can be done while working. Marwansyah and Mukaram, (2002: 155) **Motivation** has many diverse factors, the more motivation factors are met, the higher the employee's morale is concerned and this is a trigger to improve work quality, due to the level of work motivation between individual with the others are not the same, then a manager is required to be able to identify factors that can affect employee work motivation, such as: safe working conditions, meaningful involvement in the organization, and sincere appreciation to employees.

### **Spiritual Intelligence (SQ)**

Zohar and Marshal (2001: 4) define spiritual intelligence as intelligence to face and solve problems of meaning and value, namely intelligence to place behavior and life in the context of a broader and richer meaning, intelligence to judge that one's actions or way of life are more meaningful than to others.

Spiritual intelligence of employees in the company also encouraging to the performance of the employees, according with research Sufnawan (2006) and Reksomadipuro (2004), where this intelligence helps a person to develop himself intact through an understanding of values Positive values to deal with and solve problems and put more meaningful behaviors in human life. **Spiritual intelligence** is a facility that helps one to overcome problems in one's environment at work. Spiritual intelligence that is well developed will be characterized by the ability of employees to be flexible and have a high level of awareness of what they are doing, and become a tool to keep thinking clearly when faced with pressure (Sinetar, 2001: 34).

### **Organizational Citizenship Behavior (OCB)**

According to Organ (2006: 35) *Organizational Citizenship Behavior* is a behavior that is an individual choice and initiative, not related to the organization's formal *reward system* but *generally* increases organizational effectiveness. This means that attitude is not a common part of the job description of employees so that if it is not designated an was not given *punishment*.

Research from Nielsen and Sundstrom (2003) states that other factors that can also affect performance are Organizational Citizenship Behavior

in which employees who contribute to the functioning of the organization effectively are not explicitly requested (discretionary) and there is no formal reward (incentives). Organizational Citizenship Behavior attitude is very necessary, because through these behaviors can normatively contribute to improving performance both in teamwork and organization.

With the growth of Organizational Citizenship Behavior (OCB) in the employee environment it will change the level of work quality and foster a higher sense of responsibility for work according to Paine and Organ, (2000: 14). The research of Yohanes Satria Wahyu Permana, Siti Mujanah dan Murgianto (2019) found that OCB had a significant effect on performance, its mean that the higher OCB will increase the performance of the employees. Likewise the results of Yohanes Satria Wahyu Permana et al. (2019) research concluded that OCB an important factor to improve employee performance.

### **Employee Performance**

According to Mathis and Jackson (2006: 378) argue that performance (*performance*) is basically what is done or not done by employees. Employee performance that is common to most jobs includes elements namely quantity of results, quality of results, timeliness of results, attendance or absenteeism, and ability to work together.

Work performance or performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him Crewson (1997) and Houston (2000)

In order for an organization to function effectively and in accordance with organizational goals, the organization must have good employee performance by carrying out its tasks in

a reliable manner (Simamora, 1997: 339), therefore it becomes the manager's obligation to create ways to generate motivation, encourage spiritual intelligence, and foster the attitude of Organizational Citizenship Behavior of employees in order to get the results of achieving performance in accordance with organizational goals.

### **RESEARCH HYPOTHESIS**

- H1 : Work motivation has a significant effect on *Organization Citizenship Behavior* of employees at PT. Barata Indonesia
- H2 : Work motivation has a significant effect on the performance of employees at PT. Barata Indonesia
- H3 : Spiritual Intelligence (*SQ*) has a significant effect on *Organization Citizenship Behavior* of employees at PT. Barata Indonesia
- H4 : Spiritual Intelligence (*SQ*) has a significant effect on the performance of employees at PT. Barata Indonesia
- H5 : *Organization Citizenship Behavior* has a significant effect on the performance of employees at PT. Barata Indonesia .

### **RESEARCH METHODS**

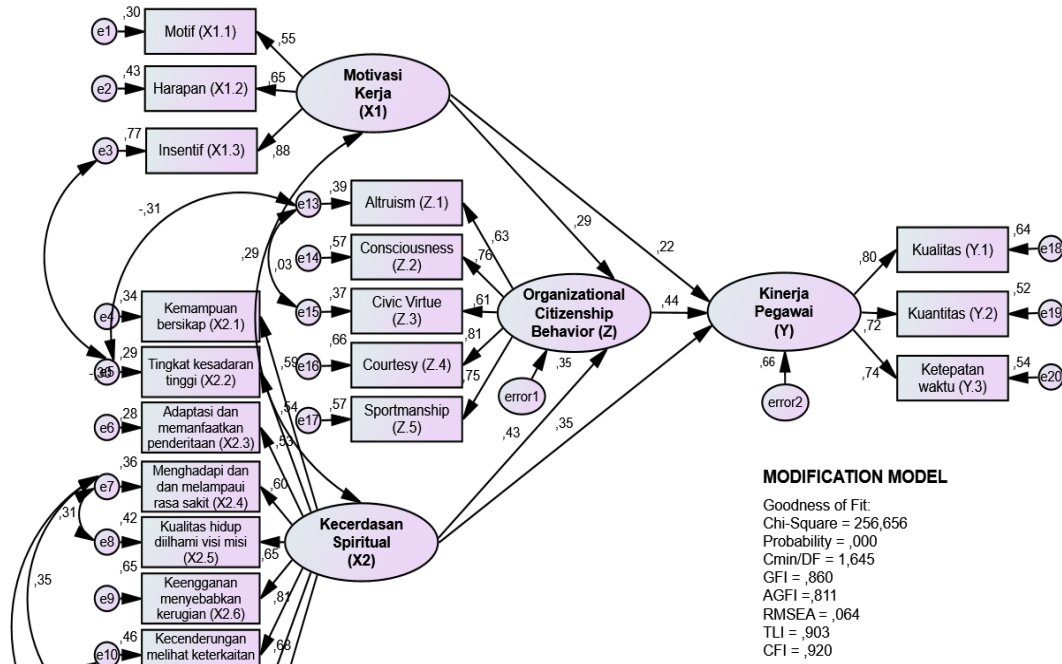
Quantitative research design is a research design based on phenomena that occur within the object of research. Measurement of measured quantitative data can be measured by a sample of people who are asked for answers in the form of a questionnaire. The area of generalization consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied ( Sugiyono,

2010: 115) . The population in this study were all organic employees at PT. Barata Indonesia (PERSERO), Gresik. totaling 261 people. And sample on this research was used sampling technique purposive sampling with total sample of 158 respondents .

In this study, primary data was obtained from sources in the field directly, namely from the results of a questionnaire distributed to employees of PT. Barata Indonesia (PERSERO) that have been determined by researchers, and data collection was taken from questionnaires distributed, after that the results of questionnaires were processed with the AMOS 24.0 static program such as Validity Test, Realibility Test, and *Structural Equation Model* (SEM) Analysis of the AMOS statistical software package is used in the model and hypothesis testing. The structural equation model, *Structural Equation Model* (SEM) is a collection of statistical techniques that enable the testing of a series of relatively complex relationships simultaneously (Ferdinand, 2000: 6-7). This research will use two kinds of analytical techniques namely *Confirmatory Factor Analysis* in SEM which is used to confirm the most dominant factors in one group of variables *Regression Weight* in SEM is used to examine how much the relationship between variables.

### **Modified SEM Model Results**

The calculation results show that there is still a model of goodness of fit which gives an index of not fit, so the SEM model needs to be modified based on the modification index value issued by AMOS software and also adjusted to the existing theory.



**Gambar 1**  
**Overall Estimation SEM (Modification Model)**

The results of the evaluation of the goodness of fit criteria value of the modified SEM model are as follows:

**Tabel 1**  
**Goodness of Fit dan Cut off Value SEM (Modification Model)**

Criteria	Model Test Results	Critical Value	Information
Probabilitas X <sup>2</sup> Chi square	0,000	≥ 0,05	No fit
Cmin/DF	1,645	≤ 2,00	Fit
RMSEA	0,064	≤ 0,08	Fit
GFI	0,860	≥ 0,90	Marginal fit
AGFI	0,811	≥ 0,90	Marginal fit
TLI	0,903	≥ 0,95	Marginal fit
CFI	0,920	≥ 0,95	Marginal fit

The results of the evaluation of the modified SEM model show that most of the *goodness of fit* criteria have given a good index (fit or marginal fit) and provide a better level of suitability of the

model than the initial model, so that the SEM model can be accepted and can then be tested. hypothesis through *structural analysis models*.

**Tabel 2**

**Hypothesis Testing Through Regression Weight**

Hip	Relationship Between Variables	Coefficient	CR	P-value	Ket.
H <sub>1</sub>	Work Motivation (X <sub>1</sub> ) → <i>Organizational Citizenship Behavior</i> (Z)	0.294	2,962	0.003	significant
H <sub>2</sub>	Work Motivation (X <sub>1</sub> ) ⇨ Employee Performance (Y)	.223	2,532	0.011	significant
H <sub>3</sub>	Spiritual Intelligence (X <sub>2</sub> ) ⇨ <i>Organizational Citizenship Behavior</i> (Z)	0.434	3,984	0,000	significant
H <sub>4</sub>	Spiritual Intelligence (X <sub>2</sub> ) ⇨ Employee Performance (Y)	0.355	3,606	0,000	significant
H <sub>5</sub>	<i>Organizational Citizenship Behavior</i> (Z) ⇨ Employee Performance (Y)	.444	4,249	0,000	significant

Based on Table 2 above, it can be explained as follows:

**Hypothesis 1.**

The results of the estimated coefficient of the influence of work motivation on *organizational citizenship behavior* show a significant effect with a CR value of 2,962 (greater than 1.96) and a significance level (*p-value*) of 0.003 (smaller than 5%). The resulting effect coefficient is 0,294 (positive), meaning that the higher the work motivation, the higher the *organizational citizenship behavior*. Thus, the first hypothesis which states that work motivation influence on *organizational citizenship behavior* in employees at PT organic. Barata Indonesia (Persero), acceptable (**H<sub>1</sub> accepted**).

**Hypothesis 2.**

The results of the estimated coefficient of the influence of work motivation on employee performance also showed a significant effect with a CR value of 2.532 (greater than 1.96) and a significance level (*p-value*) of 0.011 (smaller than 5%). The resulting effect coefficient is 0.223 (positive), meaning that the higher the work motivation, the higher the employee's performance. Thus, the second hypothesis which states that

work motivation affects the performance of organic employees at PT. Barata Indonesia (Persero), are also acceptable (H<sub>2</sub> acceptable).

**Hypothesis 3.**

The results of the coefficient estimate of the effect of spiritual intelligence on the *organizational citizenship behavior* also shows significant effects on the value of CR amounted to 3,984 (greater than 1.96) and the significance level (*p-value*) 0,000 (less than 5%). The resulting effect is the coefficient of 0,434 (positive), meaning that the higher spiritual intelligence of the *organizational citizenship behavior* also higher. Thus, the hypothesis of a third stating that spiritual intelligence influence on *organizational citizenship behavior* in employees at PT organic. Barata Indonesia (Persero), are also acceptable (H<sub>3</sub> accepted).

**Hypothesis 4.**

The results of the estimated coefficient of influence of spiritual intelligence on employee performance also showed a significant effect with a CR value of 3.606 (greater than 1,96) and a significance level (*p-value*) of 0,000 (less than 5%). The resulting coefficient of influence is 0.355 (positive), meaning

that the higher the spiritual intelligence, the higher the employee's performance. Thus, the fourth hypothesis which states that spiritual intelligence affects the performance of organic employees at PT. Barata Indonesia (Persero), are also acceptable ( $H_4$  accepted).

#### Hypothesis 5.

The results of the coefficient estimate of the effect of *organizational citizenship behavior* of the employee's performance also showed a significant effect to the value of *CR* amounted to 4,249 (greater than 1.96) and the significance level (*p-value*) 0,000 (less than 5%). The resulting coefficient of influence is 0,444 (positive), meaning that the higher *organizational citizenship behavior*, the higher the employee's performance. Thus, the hypothesis fifth stating that *organizational citizenship behavior* influence on the performance of the employees of organic PT. Barata Indonesia (Persero), are also acceptable ( $H_5$  accepted).

## DISCUSSION

1. Work motivation has a significant effect on *organizational citizenship behavior* on organic employees at PT. Barata Indonesia (Persero). The results of this study are consistent with the research of Lingga (2014) and Hesty (2016) which states that work motivation influences *organizational citizenship behavior*. Employees who have high work motivation then they will have the drive to bring up *organizational citizenship behavior* at work. Shown with the resulting value of 0.294 (positive) which means there is a significant influence. The higher the motivation provided the higher organizational employee citize

nship behavior. This is in accordance with the opinion of Budiyanto and Hening Widi Oetomo (2011: 79) which states that organizational citizenship behavior will form by itself and make workers more creative and flexible in expressing themselves in work if the fulfillment of motivation in themselves has been fulfilled.

2. Work motivation has a significant effect on the performance of organic employees at PT. Barata Indonesia (Persero). The results are consistent with peneliti an Aldo Herlambang Gardjito, Mochammad Al Musadieg, Gunawan Eko Nurtjahjono (2014) and also Siti Salbiyah, Budi Wahyu Mahardhika (2016) which stated that the motivation to work on the performance. Employees who have high work motivation will be compelled to carry out their work obligations properly, this increases the productivity produced by the employee because employee performance is progressing. Shown with the resulting value of 0.223 (positive) which means there is a significant influence. This is in accordance with the opinions (Stephen P. Robbins, 2001: 10) and Mulyasa (2005: 119) which states motivation is one important factor in encouraging an employee to make a high effort to work and is a factor that is quite dominant to move the factor other factors towards work effectiveness.

3. Spiritual intelligence has a significant effect on *organizational citizenship behavior* of organic employees at PT. Barata Indonesia (Persero). The results of this study are consistent with the research of Irhas, Tatok Asmony, and Siti Nurmayanti (2017) and Muhdar HM (2017) which show a significant relationship between spiritual intelligence and *organizational citizenship*

- behavior*. Employees who have good spiritual intelligence will always try to act in accordance with the vision and mission where they serve and build a better company image. Shown with the resulting value of 0.434 (positive) which means there is a significant influence. This is consistent with the opinion of Aburdene (2005: 49) and Podsakoff et al. (2000: 27). The deeper the Spiritual Intelligence of an employee, the greater the benefits for their careers, and also for the organization where he works here spiritual intelligence makes employees tend to have behavior outside of work / *organizational citizenship behavior* in carrying out their daily work so as to support organizational effectiveness.
4. Spiritual intelligence has a significant effect on the performance of organic employees at PT. Barata Indonesia (Persero). The results of this study are consistent with the research of Muhdar HM (2017) and Zainal Saidi (2012) which states that spiritual intelligence influences performance. Employees who have a spiritual intelligence that good will always be attempt to do something by clicking the main kan honesty and uphold the values of ethics and morality in accordance with their respective work to be performed d ith best and full of a sense of responsibility, as well as the air always wondered if do not understand the tasks that need doing and s elalu conscious self to not engage much to things that are not important to him. Indicated by the value that is generated is equal to 0, 355 (positive) which means there is a significant effect. This is in accordance with the opinion of Berman (in Trihandini, 2005 : 15 ) explains that spiritual intelligence can facilitate dialogue between the mind and emotions, between the soul and body so that someone can have extensive control to be able to supervise themselves in the work environment.
  5. *Organizational citizenship behavior* has a significant effect on the performance of organic employees at PT. Barata Indonesia (Persero). The results of this study are in accordance with the research of Linda Kartini Ticoal (2013), Endah Rahayu Lestari, Nur Kholifatul Fithriyah Ghaby (2018), and also Anna Suzanna (2018) who stated that international *organizational citizenship behavior* influences performance. The better the organizational citizenship behavior, the better the employee will show their best performance.Organic employee PT. Barata Indonesia (Persero) have the awareness to do work beyond description p ekerjaannya with the reason for the launch of production and the performance of companies in which the smooth running of the work was not enough just doing a job under t duties as his, but they volunteered to do extra role as s or in the form of loyalty employee of the company . Indicated by the value that is generated is equal to 0, 444 (positive) which means there is a significant effect. This is in accordance with the opinion (Triyanto, 2009 : 132), Robbins and Judge (2008: 40) which suggests the fact that organizations that have employees who have a good OCB (*Organizational Citizenship Behavior*), will have better performance than other organizations. Positive employee behavior will be able to support individual



performance and organizational performance for better organizational development .

## CONCLUSION

Based on the problems that have been formulated, the results of the analysis and testing of hypotheses that have been done in the previous chapter, the conclusions from the research can be drawn as follows :

1. The results showed that the variable of work motivation (X1) significantly influenced *organizational citizenship behavior* (Z) as evidenced by the CR value of 2,962 (greater than 1,96) and the level of significance (*p-value*) of 0.003 (smaller than 5%). The resulting effect coefficient is 0.294 (positive), which means there is a significant effect. This means that *organizational citizenship behavior* (Z) will be influenced by work motivation (X1).
2. The results showed that the variable work motivation (X1) significantly influence employee performance (Y) is evidenced by the CR value of 2.532 (greater than 1,96) and the significance level (*p-value*) of 0.011 (smaller than 5%). The resulting effect coefficient is 0.223 (positive), which means there is a significant effect. This means that employee performance (Y) will be influenced by work motivation (X1).
3. The results showed that the variable of spiritual intelligence (X2) significantly affected *organizational citizenship behavior* (Z) as evidenced by the CR value of 3.984 (greater than 1.96) and the significance level (*p-value*) of 0,000 (smaller than 5%). The resulting effect coefficient is 0.434 (positive) which means there is

a significant effect. This means that *organizational citizenship behavior* (Z) will be influenced by spiritual intelligence (X2).

4. The results showed that the variable of spiritual intelligence (X2) had a significant effect on employee performance (Y) as evidenced by a CR value of 3.606 (greater than 1,96) and a significance level (*p-value*) of 0,000 (less than 5%). The resulting effect coefficient is 0.355 (positive), which means there is a significant effect. This means that employee performance (Y) will be influenced by spiritual intelligence (X2).
5. The results showed that the variable *organizational citizenship behavior* (Z) significantly influence employee performance (Y) is evidenced by the CR value of 4.249 (greater than 1,96) and the level of significance (*p-value*) of 0,000 (less than 5%). The resulting effect coefficient is 0.444 (positive) which means there is a significant effect. This means that employee performance (Y) will be influenced by *organizational citizenship behavior* (Z).

## SUGGESTION

Based on the conclusions and descriptive variables in this study, the researchers recommend the following things :

1. Management PT.Barata Indonesia (Persero) suggested giving appreciation / reward / incentive more for employees who are capable of completing a task beyond the results already targeted.
2. Management PT. Barata Indonesia (Persero) must add a support team in all five parts to facilitate employees who have difficulties in completing their work.

3. In further research it is recommended to add other variables that are more varied so that research on employee performance in PT. Barata Indonesia (Persero) becomes better.

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