

UDC 331

**THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT, EMOTIONAL AND SPIRITUAL INTELLIGENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY ON CIVIL SERVANTS OF EDUCATION AT STATE ISLAMIC UNIVERSITY OF MATARAM, INDONESIA**

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**ABSTRACT**

This study aims to analyze and determine the effect of job satisfaction, organizational commitment, emotional and spiritual intelligence on OCB on Civil Servants of Education at State Islamic University of Mataram (UIN Mataram). Commitment is considered as a mindset that is influenced by individual emotional and spiritual intelligence. This type of research is associative causal using the census method in determining the sample. The number of respondents are 101 people. The data collection methods in this study were interviews, documentation, and questionnaires. The data analysis technique used in this study is multiple linear regression. The results showed that job satisfaction had no significant effect on OCB, organizational commitment had a significant effect on OCB, emotional intelligence had a significant effect on OCB, spiritual intelligence had a significant effect on OCB.

**KEY WORDS**

Job satisfaction, organizational commitment, emotional and spiritual intelligence, organizational citizenship behavior.

Human resources (HR) in organizations play a very important role because the success of the company in achieving its goals cannot be separated from the role of its employees. The success of an organization in responding to the challenges and competition that comes is determined by the behavior of employees who carry out their duties in accordance with their job descriptions. Companies emphasize that cooperative and mutually beneficial behaviors that are outside the formal requirements are very important for the functioning of an organization. Extra roles outside the job description in the organization are often also referred to as organizational citizenship behavior (Ariati et al., 2012). According to Veiseh et al., (2014), organizational citizenship behavior (OCB) is defined as the role behavior of employees that goes beyond organizational requirements such as completing obligations and duties outside of work, helping others, and giving advice to colleagues. OCB is identified as the basis for understanding relationships between employees (Stanley, 2013). According to Jiao and Richards (2011) several studies have examined the relationship between assignments and OCB. Employees who are willing to devote all their abilities to the interests of the company are hope for all organizations. Employees can be responsible for the job, while the company is expected to be able to give awards or recognition of employee achievements.

In general OCB appears due to employees getting satisfaction working at an organization. Job satisfaction is a positive feeling about someone's work which is the result of evaluating its characteristics (Ivancevich et al., 2006). In addition to job satisfaction, there are other things that become employee behavior that have a positive impact on the company, namely commitment. Organizational commitment reflects how an individual identifies himself with the organization and how the individual is bound by the goals of the organization. To increase employee commitment, managers are advised to increase job satisfaction (Naqvi et

al., 2013). Furthermore, according to Alavi et al (2013), emotional intelligence is one of the factors that influence the relationship between managers and organizational members. Emotional intelligence evaluates people with emotional aspects, which are related to how many people have their own awareness and feelings, and how to control and manage them (Eynollahzadeh & Ali, 2013). Zohar and Marshall (2002) also said that spiritual intelligence is able to make humans as intellectually complete, emotional and spiritual beings. Hasan (2006) suggested that spiritual intelligence is intelligence that is used to solve life problems, humans are required to creatively transform suffering into a high spirit (motivation) of life so that suffering turns into happiness of life.

This research was conducted on Civil Servants of Education at State Islamic University of Mataram (UIN Mataram), the only public religious college in Nusa Tenggara (Bali, West Nusa Tenggara and East Nusa Tenggara) as an Islamic religious locomotive that studies, develops and integrates values of Islam and science. Education staff are members of the community who are devoted and appointed to support the implementation of education, (Law No. 20 of 2003 Article 1). These education staff are the staff responsible for planning and implementing management administration, development, supervision and technical services to support the education process in the education unit (Law No.20 of 2003 Article 39 paragraph 1). Based on interviews with several head of divisions, there was a tendency for employees to only carry out their duties and functions, not caring enough for coworkers who had excessive work, were not friendly in serving stakeholders, complained about the work environment and were less innovative and tended to be apathetic towards the institution's progress. In addition, employee morale tends to be weak and even indicated that there are employees who choose to have side jobs. Employees also still lack initiative to follow changes in the organization. Employees tend to focus on their own work and lack of awareness to help colleagues in completing work. Based on the phenomena that occur, this study was conducted to determine and analyze the influence of job satisfaction, organizational commitment, emotional and spiritual intelligence on OCB on Civil Servants of Education at State Islamic University of Mataram (UIN Mataram).

## LITERATURE REVIEW

*Job Satisfaction.* According to Handoko (2012), job satisfaction is an emotional state that is pleasant or unpleasant for employees in looking at their work. Job satisfaction reflects a person's feelings for his job. Hasibuan (2012) has stated that job satisfaction is an emotional attitude that is pleasant and likes his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work and a combination of the two. The dimensions of job satisfaction according to Luthans (2006), include work itself, salary, opportunities for promotion, supervision, and coworkers. Research conducted by Ristiana (2013) on hospital employees owned by the government showed that job satisfaction had a significant effect on OCB. Furthermore, research by Kasraeil (2014) shows that there is a significant relationship between job satisfaction and OCB. This shows that employees who have high job satisfaction will be more productive and try more to do work to support the realization of organizational goals. Different results are shown by the research of Ningsih and Arsanti (2014) on employees of one of the national bank where the results of job satisfaction did not significantly influence OCB. Furthermore, research by Putrana et al., (2016) also showed results that there were no significant relationship between job satisfaction and OCB.

*Organizational Commitment.* According to Luthans (2006), organizational commitment is an attitude that reflects employee loyalty to the organization and the sustainability process where members of the organization express their concern for the organization and ongoing success and progress. Robbin and Judges (2008) define organizational commitment as the relative strength of the individual in identifying his involvement in the organization, which is characterized by acceptance of organizational values and objectives, willingness to strive for the organization and the desire to maintain membership in the organization. Meyer et al., in Luthans (2006) have stated that organizational commitment is measured by three

dimensions, namely: (1) affective commitment is the emotional attachment of employees, identification, and involvement in organizations, (2) continuance commitment is a commitment based on loss associated with discharge employees of the organization, and (3) normative commitment is a feeling of being obliged to remain in the organization. Research conducted by Wagner & Rush (2000), Fitria et al., (2015), Darmawati (2015) and Chibs (2016) showed that organizational commitment had a significant influence on OCB. This shows that the higher the organizational commitment of employees, the higher OCB will be. A contrary result is shown by Widayanti and Farida (2016,) where organizational commitment has no significant effect on OCB.

*Emotional and Spiritual Intelligence.* According to Gunduz et al., (2012), emotional intelligence is the ability to understand and integrate emotions to facilitate thoughts, understand and regulate emotions to promote personal growth. The benefits generated by emotional intelligence are related to positive behaviors, leadership, technical and strategic breakthroughs, open and honest communication, working together and helping, trusting, building loyalty, creativity and innovation (Cooper and Sawaf cited in Krishna and Putra, 2002). The emotional intelligence component consists of personal competencies (including aspects of self-awareness and self-regulation) and social competencies (including aspects of motivation, empathy, and social skills) (Goleman, 2015). Research conducted by Jung and Hye (2011) shows that emotional intelligence has a significant effect on employee OCB. Employees who understand, controlling, and using emotions effectively will create a positive and significant work environment in order to improve employee behavior such as increasing OCB. Other research shows that the results of emotional intelligence have an effect on OCB (Sabahi and Dashti, 2016; Bavasrad & Rahimi, 2016; Sepehriki et al., 2016). However, contrary to the results of research conducted by Irhas (2017) on permanent lecturers of *Islamic Religious College* (PTKIS) in East Lombok Regency, it was shown that emotional intelligence had no significant effect on OCB.

Zohar and Marsyall (2002) define spiritual intelligence (SQ) as intelligence to deal with and solve problems of meaning and value, that is intelligence to place our behavior and life in the context of broader and richer meanings, intelligence to judge that one's actions or way of life are more meaningful compared to others. There are five dimensions of spiritual intelligence, namely honesty, openness, self-knowledge, focus on contribution, and non-dogmatic spirituality. Furthermore, research by Muhdar and Rahma (2015) on Islamic Commercial Bank employees in Makassar City showed that spiritual intelligence had a positive and significant effect on OCB. Similarly, Anwar and Gani's (2015) study of 10 manufacturing companies and 10 service companies in Paninsular Malaysia showed that spiritual intelligence had a positive and significant effect on OCB.

*Organizational Citizenship Behavior.* Podsakoff and McKenzie (1997) define OCB as discretionary individual behavior which is believed to directly increase organizational effectiveness without having to reduce organizational productivity. Leon and Finkelstein (2011) also stated that OCB is an activity carried out in the workplace beyond the work that should be done and contribute effectively to the improvement of organizational functions. According to Robbins and Judge (2013) OCB is a choice behavior that is not part of an employee's formal work obligations and contributes to the psychological and social environment in the workplace. According to Organ et al., (2006), OCB is measured using several dimensions including: altruism (helping behavior), sportmanship, conscientiousness (consciousness), civic virtue (general virtue), and courtesy (politeness).

Based on previous study and theoretical basis, the hypothesis can be formulated as follows:

Hypothesis 1: Job satisfaction had a significant effect on OCB.

Hypothesis 2: Organizational commitment had a significant effect on OCB.

Hypothesis 3: Emotional intelligence had a significant effect on OCB.

Hypothesis 4: Spiritual intelligence had a significant effect on OCB.

## METHODS OF RESEARCH

The research method used is quantitative. The type of research used is associative causal to determine the effect of independent variables on the dependent variable. This research was conducted at State Islamic University of Mataram (UIN Mataram) with a population of 101 people who were also become respondents. The data from the questionnaire were processed using a Likert scale. Weighting on each variable uses a five-level scale consisting of very agree, agree, adequate, disagree, and strongly disagree.

The variables in this study include organizational citizenship behavior (OCB), is measured using indicators developed by Organ et al., (2006), job satisfaction is measured using indicators developed by Robbins and Coulter (2010), Organizational commitment is measured using indicators developed by Robbins and Judge (2008), emotional intelligence using indicators developed by Goleman (2015), and spiritual intelligence using indicators developed by Zohar and Marsyall (2002). The data analysis techniques were conducted in several stages include testing the validity and reliability of the research instrument, the classic assumption test (which consists of normality test, multicollinearity, autocorrelation, and heterocedasticity), multiple regression analysis, hypothesis testing, and test of coefficient of determination ( $R^2$ ).

## RESULTS AND DISCUSSION

Respondents characteristics are a description of the existence of respondents involved in the research, which are based on gender, age, marital status, education, length of employment, and employee positions. Of all the employee samples totaling 101 people who were studied, all of them could fill out and return the questionnaire provided. The characteristics of the respondents of this study were the majority of respondents in this study were male, as many as 77 people or 76% and were dominated by ages between 41-50 years, as many as 49 people or 48%. The majority of even almost all respondents who were married were as many as 98 people or 97%. The majority of respondents in this study were undergraduate with a total of 51 people or 50%. Furthermore, in terms of working time, the majority of respondents worked  $\leq 10$  years, as many as 46 people or 45% of the total research respondents. The following table shows the results of multiple linear regression tests:

Table 1 – Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t- statistic	Sig.
	B	Std. Error	Beta		
(Constant)	15.628	6.041		2.587	.011
Job Satisfaction	.046	.081	.033	.568	.571
Organizational Commitment	.442	.146	.270	3.023	.003
Emotional Intelligence	.287	.100	.324	2.884	.005
Spiritual Intelligence	.421	.137	.314	3.070	.003

a. Dependent Variable: OCB.

Source: Multiple Linear Regression analysis.

Based on Table 1 above, a multiple linear regression equation model can be formulated as follows:

$$Y = 15.628 + 0.046X_1 + 0.442X_2 + 0.27X_3 + 0.421X_4$$

The coefficient of determination ( $R^2$ ), to measure how the ability of the model to explain the dependent variable.

Table 2 – Determination Coefficient Testing ( $R^2$ )

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846 <sup>a</sup>	.716	.704	4.521

Source: Multiple Linear Regression analysis.

Table 2 shows the adjusted value of  $R^2 = 0.704$ . This means that the relationship among job satisfaction, organizational commitment, emotional intelligence, and spiritual intelligence towards OCB is 70.4%, which means that the ability of independent variables is able to influence the dependent variable by 70.4%, while the remaining 29.6% is influenced by other variables which not included in this study.

Based on the hypothesis test 1 the relationship of job satisfaction with OCB is not significant with a significance value of  $0.568 > 0.05$  and a tcount of  $0.568 < 1.985$  so that hypothesis 1 is rejected. That is, the more satisfied employees with their work and organization, the higher the OCB attitude that employees have, and vice versa. Related to the findings of this study, job satisfaction has no significant effect on OCB on civil servants of education at State Islamic University of Mataram (UIN Mataram) due to several reasons. Among other things, the results of measuring questionnaires show that the behavior of employees towards colleagues and agencies is not fully felt to be a shared responsibility. In addition, the results of the interview also indicate that the employees have not been fully satisfied with the salary even though they have been given work allowances. With high income, employees still have side jobs. Of course this can make an indirect impact on its performance in the agency. Employee morale is reduced so that it has not been able to make positive contributions to the agency. Employee dissatisfaction is also shown by the low score on the employment indicator itself regarding various tasks avoiding saturation. This shows that the variety of tasks received by employees is not necessarily able to avoid the saturation of working among employees. In addition, the saturation of work that can be felt by employees does not make them able to fully care for the work of other colleagues who need it. The perceived work saturation does not make employees quickly take the initiative to help other coworkers. They only focus on completing their work without asking questions and caring for other employees to complete the work for the common goal. The results of this study do not support the research conducted by Ristiana (2013) and Kasraeil et al., (2014) which showed job satisfaction had a positive and significant effect on OCB on medical personnel and paramedics of Mutiara Bunda Women's & Children's Hospital (RSIA Mutiara Bunda). However, the results of this study support the research conducted by Ningsih and Arsanti (2014), and Putrana et al., (2016) which showed that job satisfaction had no significant influence toward OCB.

The test results on the parameter coefficient between organizational commitment to OCB showed a significance value of  $0.003 (0.003 < 0.05)$  and a tcount of  $3.023 (3.023 > 1.985)$ . So, hypothesis 2 is accepted. This means that the stronger the commitment held by employees, the OCB attitude will increase, and vice versa. The high organizational commitment held by employees has an impact on loyalty to the agency where employees work responsibly to complete their work. Employees will not only focus on completing their own work, but also help other colleagues. Employees also feel happy to share with colleagues about tasks and keep reminding each other to work together so they don't forget to complete their assignments. This is one of OCB's employee behaviors. The results of this study support the research of Wagner and Rush (2000), Fitria et al., (2015), Darmawati (2015), and Chibs (2016) which showed organizational commitment significantly influence OCB.

The test results on the parameter coefficient between emotional intelligence towards OCB showed a significance value of  $0.005 (0.005 < 0.05)$  and a tcount of  $2.884 (2.884 > 1.985)$ . So, hypothesis 3 is accepted. That is, the higher the level of emotional intelligence of

employees, the higher the attitude of OCB, and vice versa. Employees who have good emotional abilities can know their emotional condition and are able to express it appropriately and in a controlled manner while also being able to provide many benefits in daily life, as well as outside the routine as an employee. The influence of emotional intelligence on OCB is very reasonable. This is because when they work, they can realize the strengths and weaknesses of themselves in carrying out tasks or completing work. From the results of this study, most employees have the ability to regulate their emotions so that they have an impact on their behavior towards colleagues and work in the agency. The results of this study are in line with the research of Jung and Hye (2011), Sabahi and Dashti (2016), Bavarsad and Rahimi (2016), and Sepehriki et al., (2016) which showed that emotional intelligence had a significant effect on OCB.

The test results on the parameter coefficient between spiritual intelligence towards OCB showed a significance value of 0.003 ( $0.003 < 0.05$ ) and a tcount of 3.070 ( $3.070 > 1.985$ ). So, hypothesis 4 is accepted. That is, the higher the level of spiritual intelligence of employees, the higher the attitude of OCB employees. Someone who has a high spirituality will be able to apply the values of life that are embedded into work routines so that they are able to complete their own work responsibly, be able to accept criticism for further work improvement, and be able to share and help each other unconditionally with other colleagues. The results of this study are in line with the research of Anwar and Gani (2015), Muhdar and Rahma (2015) which showed that spiritual intelligence had a significant effect on OCB. Someone who carries the meaning of spirituality in his work will feel life and work more meaningful. This encourages and motivates him to behave better so that he can develop more advanced.

## **CONCLUSION**

Based on the description above, conclusions can be drawn as follows: job satisfaction has no significant effect on OCB, organizational commitment has a significant effect on OCB, emotional intelligence has a significant effect on OCB, and spiritual intelligence has a significant effect on OCB on Civil Servants of Education at State Islamic University of Mataram.

Based on the hypothesis that was built, it can be suggested also several things, among others, State Islamic University of Mataram needs to pay attention to employee rights in order to be able to reduce work saturation to monotonous tasks so that job satisfaction felt by employees can be increased. Furthermore, institute also need to protect and provide information to employees about OCB so that fellow employees can care for each other in terms of work so that the organization's shared goals can be implemented effectively.

There are limitations in this study. First, the factors that influence OCB in this study consist of only four variables, namely job satisfaction, organizational commitment, emotional intelligence, and spiritual intelligence, so that it does not represent all the factors that influence OCB. Second, the sample used in this study was only implemented on civil servants of education at State Islamic University of Mataram so that the results obtained might cause differences if it is implemented on different types of organizations such as other state universities, private universities, Regional Owned Enterprises (BUMD), State-Owned Enterprises (BUMN), banks, or finance company.

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