

# THE EFFECT OF SPIRITUAL INTELLIGENCE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS INTERVENING VARIABLES IN EMPLOYEES PERFORMANCE OF THE EMPLOYEES OF BAITUL MAAL WATTAMWIL UGT SIDOGIRI JEMBER

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## Abstract

*This study aims to analysis and discuss Spiritual Intelligence and Organizational Culture variables on Employee Performance, Spiritual Intelligence and Organizational Culture variables on Organizational Citizenship Behavior (OCB), and Organizational Citizenship Behavior (OCB) variables on Employee Performance. The population in this study were all employees of BMT UGT Sidogiri Jember consisting of 152 people. The sampling method uses probability sampling with random sampling approach using the Sovlin formula so that a sample of 110 respondents is obtained. This research uses Path Analysis and SPSS 20.0 as analysis tools. The results of this study are (1) spiritual intelligence is not significant on the performance of BMT UGT Sidogiri Jember employees, (2) organizational culture has a positive and significant effect on the performance of BMT UGT Sidogiri Jember employees, (3) positive and significant spiritual intelligence on organizational citizenship employee behavior BMT UGT Sidogiri Jember, (4) Organizational culture does not significantly influence organizational behavior of BMT UGT Sidogiri Jember, and (5) Organizational citizenship behavior has a positive and significant*

*effect on the performance of BMT UGT Sidogiri Jember employees.*

*Keyword: Spiritual Intelligence, Organizational Culture, Organizational Citizenship Behaviour, and employee performance.*

## 1.INTRODUCTION

A financial institution is a business entity that constitutes the majority of financial assets or claims such as shares, payments on real assets such as buildings, equipment, and raw materials. Based on the Decree of the Minister of Finance of the Republic of Indonesia No. 792 of 1990 concerning "Financial Institutions", financial institutions are entitled to all institutions whose activities are in the financial sector, collecting and distributing funds for the public in order to purchase corporate investment (Fahmi, 2016: 2). Rapid development of the times has shaped the mindset of people to choose financial institutions that are in accordance with their choices and comfort. Based on data reported by The Pew Forum on Religion & Public Life, followers of Islam in Indonesia amounted to 209.1 million people or 87.2 percent of the total population. That number represents 13.1% of all Muslims in the world. To accommodate transaction activities and the needs of Muslims in Indonesia for financial institutions that are free from usury, Islamic

financial institutions emerge and have space in Indonesia. Islamic financial institutions themselves are one of the instruments used to regulate Islamic economic rules. Islamic financial institutions are free from cheating practices because they are based on sharia values and principles sourced from the Al-Quran and Al-Hadith (Musrifah, 2016: 1).

In Indonesia, the Islamic finance industry has continued to develop in recent years, so the prospects for the Islamic financial industry will be even more promising in the future. Syariah cooperative or Baitul Maal Wattamwil (BMT) are syariah microfinance institutions in addition to syariah people's credit banks (BPRS) that reach small and medium sized businesses. BMT has an important task in carrying out Islamic mission in all aspects of community life. BMT plays an active role in overcoming this problem because it is in direct contact with the lives of small communities (Musrifah, 2016: 2). One BMT that can be said to have succeeded in winning hearts in the community is the BMT Sidogiri Integrated Joint Business abbreviated as the BMT UGT Sidogiri. Evidenced by significant growth in terms of assets and turnover, branch expansion to reach 278 branch offices in ten provinces in Indonesia, and members of BMT UGT Sidogiri as many as 16,010 people.

BMT UGT Sidogiri is one of the syariah-based cooperatives based in the city of Pasuruan, East Java, Indonesia. BMT UGT Sidogiri began operating on June 6, 2000. Currently obtaining a Cooperative Legal entity from the Regional Office of the PK and M Cooperative Service in East Java Province with Legal Number: 09 / BH / KWK.13 / VII / 2000 dated July 22, 2000. Management of BMT UGT Sidogiri will continue to strive to make improvements and continuous development in all fields of both the organization and business. At BMT UGT Sidogiri has the principle of kinship which is the culture in the organization. The principle of kinship is the principle that is a reference for employees, the existence of the principle of kinship that is the reference of these employees, the organization is expected to run well and can realize the goals of the organization. BMT UGT Sidogiri Jember to achieve its goals certainly requires quality human resources. The quality of human resources can be seen from its performance.

BMT UGT Sidogiri employees are graduated of Islamic middle school. This reflects that the spiritual intelligence of the students and the organizational culture applied at BMT UGT Sidogiri have similarities with the culture of

the Islamic school in working. In addition, students with the nature of *tawadlu* 'are deemed to have a spirit of work beyond the duties and workload that is their responsibility, or what is called organizational citizenship behavior (OCB). Both spiritual intelligence, organizational culture, and organizational citizenship behavior (OCB) will improve employee performance. Nevertheless, research gaps are still found to influence the influence of spiritual intelligence, organizational culture, and organizational citizenship behavior (OCB) on employee performance. Based on the presentation, this study aims to examine the effect of spiritual intelligence, organizational culture on organizational citizenship behavior (OCB), then determine the effect of spiritual intelligence, organizational culture, and organizational citizenship behavior (OCB) on employee performance, and how organizational citizenship behavior (OCB) able to moderate the influence of spiritual intelligence and organizational culture on employee performance.

This study uses a path analysis method using SPSS 20.0. The population used in this study were all employees of BMT UGT Sidogiri Jember as many as 152 employees. The sampling method uses probability sampling with a simple random sampling approach with the Slovin formula. From the calculation of the Slovin formula, samples that can be used are 110 respondents. The processed data is the respondent's answer to the questionnaire using a Likert Scale, with several indicators in each variable in this study. This research will conduct validity and reliability tests on the data obtained from the questionnaire. Then do a classic assumption test which includes a test for normality, a heteroscedasticity test, and a multicollinearity test. After the classical assumption test, the researcher tests the hypothesis and tests the direct and indirect effects.

## 2. SPIRITUAL INTELLIGENCE

Zohar and Marshall (2002: 4) say that spiritual intelligence is as intelligence to deal with problems of meaning or value, namely intelligence to place our behavior and life in the context of a broader and richer meaning, intelligence in evaluating one's actions or way of life is more meaningful than with others. The research of Milatus Sholihah et al, (2017) shows that spiritual intelligence has a significant effect on performance. While research conducted by Pande (2013) Spiritual

intelligence has no significant effect on performance. Research conducted by Ramlee et al. (2016), Muhdar and Rahma (2015), Anwar and Gani (2015) show that spiritual intelligence positively influences organizational citizenship behavior (OCB). Indicators of spiritual intelligence used in this study are.

- a. Honesty, is a person's decision to express their feelings, words or actions that the reality that is not manipulated by lying or deceiving others for his benefit.
- b. Justice, is an impartial attitude and gives each person the right, is able to be fair to all parties, even when pressed even though, when someone is acting unjustly must have disturbed the balance of the world.
- c. Getting to know yourself, which is a series of physical, mental, motivational and thoughts are important tools to be understood and learned before someone is truly successful in helping people around them.
- d. Focus on contribution, is an attitude that always spurs him to explore his potential for the realization of a common goal, there is a law that prefers giving rather than receiving.
- e. Spiritual non-dogmatic, this is the value of spiritual intelligence in which there is an ability to be flexible, have a high level of awareness, as well as the ability to deal with and utilize suffering, the quality of life inspired by vision and values.
- f. Openness, this is an attitude of accepting criticism and opinions of others, then logically if someone is open then he has participated in the road to a good world in fixing his performance in the company.

After testing the hypothesis of direct and indirect effects, the path coefficient values indicate the p-value of spiritual intelligence on organizational citizenship behavior from 0,000 with a beta value of 0.470. As for the influence of spiritual intelligence on employee performance, the p-value is 0.743 and the beta value is 0.037. then based on the calculation of the path coefficient can be seen that the influence of total spiritual intelligence (X1) on employee performance (Y) is 0.782 or 78.2% with details of the direct effect of 0.037 or 3.7% and the indirect effect of 0.147 or 14.7%.

### 3. ORGANIZATIONAL CULTURE

Djokosantoso (2003: 21) defines organizational culture as a system of values that are believed by all members of the organization and are studied, applied and developed on an ongoing basis, functioning as a package system and can be used as a reference to behave in organizations to create corporate goals that have been set. While other definitions, according to McKenna and Beech (2004: 18), that is, corporate culture is the values, beliefs, attitudes and behaviors that each member refers to. According to Robin (2008: 725) that the function of organizational culture is: first, culture has the role of setting boundaries; it means that culture creates a clear differentiator between one organization and another. Second, culture provides a sense of identity to members of the organization. Third, culture facilitates the emergence of commitment to something broader than one's personal self-interest. Fourth, culture enhances social system stability. Culture is a social glue that helps unite and provide appropriate standards about what employees must do. Finally, culture functions as a mechanism for making meaning and controlling mechanisms that guide and shape the attitudes and behavior of employees.

Research conducted by Judges (2015), Suryani and Budiono (2016), Khanifah and Ningdyah (2015), Kusworo, et al (2015) shows that organizational culture positively influences employee performance. In contrast to research conducted by Syauta (2012) and Haryanti et al (2015), the results show that organizational culture does not significantly influence employee performance. Husodo (2018) organizational culture has a significant effect on organizational citizenship behavior (OCB). Indriani and Sari (2017) show that organizational culture positively influences organizational citizenship behavior (OCB). According to Robbin (2008: 721) there are several indicators of organizational culture.

- a. Innovation and risk taking. Employees are encouraged to be innovative and dare to take risks. For example, a company's effort to encourage its employees to implement the ideas they have in advancing the company and failure is considered a learning experience.

- b. Attention to detail. Employees are expected to show precision (accuracy), analysis and attention to detail. For example, a company encourages its employees to work according to procedures and work carefully.
- c. Results orientation. Management focuses on results rather than on the techniques and processes used to achieve those results. For example, the company's efforts to pay attention to high productivity in its activities.
- d. People orientation. Management makes decisions taking into account the impact of results on people in the organization. For example, a company is proud to be a good place to work in treating employees well.
- e. Team orientation. Work activities are organized based on teams, not individuals. For example, the company's efforts to design work activities based on work teams.
- f. Aggressiveness. Employees work aggressively and competitively instead of taking it easy. For example, a company or organization is proud to be a market mover and able to quickly respond to the needs of changes desired and needed by its customers.
- g. Stability. Organizational activities emphasize maintaining the status quo rather than growth. For example, the company's efforts to maintain current conditions.

After testing the hypothesis of direct and indirect effects, the path coefficient values indicate the p-value of organizational culture on employee performance is 0.033 and the beta value of 0.221. As for the influence of organizational culture on organizational citizenship behavior, the p-value shows 0.059 and the beta value is 0.177. Then based on the results of the calculation of the path coefficient can be seen that the total influence of organizational culture (X2) on employee performance (Y) is 0.489 or 48.9% with details of the direct effect of 0.221 or 22.1% and the indirect effect of 0.055 or 5.5%.

#### **4.ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

According to Robbins (2008: 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. OCB is free individual behavior to

determine, which is not directly or explicitly recognized by the formal reward system and will jointly encourage the organization's more effective organizational functions in Titisari (2014: 4). It was proven that individuals who showed Organizational Citizenship Behavior (OCB) had better performance and received higher performance evaluations from their organization Podsakoff and MacKenzei in Titisari (2014: 4). Research conducted by Lestari and Ghaby (2018) shows that Organizational Citizenship Behavior (OCB) has a positive effect on performance. While research conducted by Buentello et al. (2008) shows the results that the Organizational Citizenship Behavior (OCB) has no significant effect on employee performance. According to Organs in Titisari (2014: 7-8) there are five dimensions, among others.

- a. Altruism. Employee behavior in helping coworkers who experience difficulties in the situation that is being faced both regarding the tasks in the organization and the personal problems of others. This dimension refers to giving help that is not an obligation that is borne.
- b. Conscientiousness. Behavior shown by trying to exceed the expectations of the company. Voluntary behavior that is not an employee's obligation or duty. this dimension reaches far above and far ahead of the call of duty.
- c. Sportmanship. Behavior that tolerates less than ideal conditions in an organization without raising objections. Someone who has a high level in Sportmanship will promote a positive climate among employees, employees will be more polite and cooperate with others so that it will create a more pleasant work environment.
- d. Courtesy. Maintaining good relations with coworkers to avoid interpersonal problems. Someone who has this dimension is someone who respects and cares for others.
- e. Civic Virtue. Behavior that indicates responsibility for the life of the organization (following changes in the organization, taking initiatives to recommend how the organization's operations or procedures can be improved, and protecting resources owned by the company). This dimension leads to the responsibility given by the organization to

someone to improve the quality of the occupations that are occupied.

After testing the hypothesis of direct and indirect effects, the value of the path coefficient indicates the p-value of organizational citizenship behavior towards employee performance of 0.004 with a beta value of 0.312.

## 5. EMPLOYEE PERFORMANCE

According to Simanjuntak (2005: 1) performance is the achievement of the results of the implementation of certain tasks. Company performance is the level of achievement of results in order to realize company goals. Performance management is the overall activities 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 function of the results of the interaction between ability and motivation Robins (1996: 13). Employee performance in general is the results achieved by employees in work that apply to certain jobs. According to Simamora (1995: 56) that the purpose and objectives of performance are setting useful goals, not only for evaluating performance at the end of a certain period, but the results of the work process throughout the period. According to Gomes (2003: 150-151) there are several indicators of employee performance.

- a. The quality of work, namely insurance, accuracy and can be accepted for the work done.
- b. Productivity is the quantity and efficiency of work produced within a certain time period.
- c. Job knowledge is practical or technical skills and information used on the job.
- d. Reliable is the extent to which an employee can count on the completion and follow-up of tasks.
- e. Attendance is the extent to which employees are on time, observing the specified rest or meal periods and overall attendance records.
- f. Independence is the extent to which work is carried out with or without supervision.

## 6. CONCLUSION

Based on the previous explanation, the following conclusions can be drawn.

- a. Spiritual intelligence does not significantly influence the performance.
- b. Organizational culture has a positive and significant effect on the performance.
- c. Spiritual intelligence has positive and significant effect on organizational citizenship behavior.
- d. Organizational culture does not significantly influence organizational citizenship behavior of employees.
- e. Organizational citizenship behavior has a positive and significant effect on the performance.

## 7. LIMITATIONS

The limitation in this study is the difficulty in taking data samples to be processed. Data obtained by distributing questionnaires. Because of the large number of samples needed, the questionnaire is difficult to return to the researcher immediately. The factors that influence employee performance in this study only consist of two independent variables and one variable that is also used as a mediating variable. While there are many other factors beyond the factors used by the authors that affect employee performance. Data retrieval using questionnaires can also be a limitation in this study because the answers given by respondents sometimes do not reflect the real situation.

## 8. ACKNOWLEDGEMENTS

The author would like to thank various parties, both from BMT UGT Sidogiri Jember who have been willing to provide opportunities for research to use their companies as research objects, to BMG UGT Sidogiri Jember employees who were sample respondents in this study, and academics who helped write and completing this article, not only in the form of data sources but also ideas, so that the author can complete this interesting article that can be read and studied further. The author also receives suggestions and constructive criticism for the perfection of this article.

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