

THE EFFECT OF SPIRITUAL INTELLIGENCE AND GOOD ORGANIZATIONAL CITIZENSHIP ON EMPLOYEES' PERFORMANCE

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Abstract: *Employees play a crucial role in an organization's success, and management should prioritize their importance. Research suggests that spiritual intelligence and organizational citizenship behavior (OCB) enhance employees' performance. A study was conducted at Ministry of Finance (MOF), Putrajaya. A total of 343 public servants from Ministry of Finance, Putrajaya were surveyed to gather data. The research model hypotheses were tested using SPSS 27 for data analytics. The study emphasizes a notable and positive relationship between spiritual intelligence and both organizational citizenship behavior (OCB) and employees' performance. OCB has been demonstrated to serve as a complementary mediating factor in the relationship between spiritual intelligence and employees' performance. This finding*

suggests that the spiritual intelligence of an organization significantly predicts its citizenship behavior. The results of this study enhance the existing body of knowledge and provide new opportunities for further investigation.

Keywords: *Employees' Performance, Organizational Citizenship Behaviour, Spiritual Intelligence*

Introduction

Organizational Citizenship Behavior (OCB) refers to voluntary, extra-role actions taken by employees to support their organization, which, although not part of formal job duties, are vital for organizational success (Organ, 1988). These behaviors, while not directly rewarded, are crucial for improving overall organizational effectiveness. Spiritual intelligence, which involves finding meaning and purpose in one's life, has been linked to enhanced OCB and employee performance (Tse et al., 2023). Key components of spiritual intelligence, such as critical existential thinking and transcendental awareness, have been shown to positively influence OCB, creativity, and personal development (Sani & Ekowati, 2022).

Spiritually intelligent individuals often participate in extra-role behaviours (Masrohatin et al., 2021). However, not all studies of spiritual intelligence using OCB yield consistent results. Mahiplan (2023) discovered that spiritual intelligence had no significant effect on OCB. The researchers' differing findings have piqued interest in studying spiritual intelligence in connection to OCB. Spiritual intelligence may impact employee OCB and improve performance in organizations, especially among public servants. OCB theory aligns with Islamic ideals such as amanah, taawun, ukhwah, and mujahadah, which promote the development of spiritual intelligence. Employee behavior plays a significant role in improving Ministry of Finance (MOF) employee's performance. Efforts have been made to improve MOF workers' performance; however, it is important to prioritize growing their spiritual intelligence first.

Literature Review

Spiritual Intelligence

King and DeCicco (2009) define spiritual intelligence as a set of intellectual capacities that contribute to adaptive awareness, integration, and application in non-material and transcendent aspects of one's existence. This leads to visceral existential reflection, increased meaning, and recognition of reality. According to Ghayas et al. (2022), spiritual intelligence involves recognizing the value of one's acts or way of life in a larger context and evaluating them in comparison to others. King and DeCicco (2009) identified four dimensions of spiritual intelligence: First, consider Critical Existential Thinking (CET). The ability to think critically about meanings, purposes, and metaphysical concepts such as reality, the cosmos, chambers, time, and death. Second, Personal Meaning Production (PMP). The ability to find meaning and purpose in one's physical and mental experiences, as well as set and achieve personal goals. Personal meaning, like existential thinking, is a crucial aspect of spirituality that must be taken into account in the spiritual intelligence paradigm. Third, transcendental awareness (TA). The ability to see the dimming of the transcendent self, others, and the physical world during normal states of awareness, including non-materialism and connectivity. Fourth, Conscious State

Expansion (CSE) refers to the ability to acquire higher levels of consciousness, such as pristine, cosmic, entity, and Oneness, through contemplation, meditation, prayer, or worship rituals.

Organizational Citizenship Behavior

In the 1980s, Bateman and Organ introduced Organizational Citizenship Behavior (OCB), later refined by other researchers, to enhance organizational effectiveness. OCB refers to discretionary actions that fall outside formal job requirements, promoting collaboration and overall organizational success (Organ, 1988). Effective environments, motivated employees, and well-informed managers can encourage OCB. According to Podsakoff et al. (2009), fostering OCB enhances performance assessments. Organ (1988) classified OCB into OCB-I (personality traits like altruism and courtesy) and OCB-O (organizational behaviors like conscientiousness, civic virtue, and sportsmanship). Altruism benefits others, conscientiousness exceeds duties, sportsmanship involves managing dissatisfaction without complaint, and courtesy helps prevent conflicts.

Employees' Performance

The theory of Campbell, McHenry, and Wise (1990) is a widely recognized framework for understanding job performance, with Campbell defining it as an individual's personal achievement. Job performance encompasses behaviors that directly contribute to organizational goals and objectives, focusing on observable activities in the workplace. It involves the effective and efficient use of resources to achieve desired outcomes (Abdurrasodik et al., 2020). Job performance can be evaluated in terms of effectiveness (the degree of goal achievement) and efficiency (the output relative to input) (Boudlaie et al., 2022).

Key performance factors include work quality, work quantity, timeliness, attendance, and the ability to collaborate (Pattanawit & Charoensukmongko, 2022). Becker et al. (1996) highlighted critical performance indicators such as the timely completion of tasks, the quality of work, task satisfaction, and overall performance. Additionally, personal attributes such as work ethic, integrity, intelligence, and creativity are assessed in performance evaluations (Muhdar et al., 2022). These qualities, shaped by both inherent traits and professional experience, are crucial in determining an individual's contribution to the workplace.

Conceptual Framework And Research Hypothesis

Organizational Citizenship Behavior (OCB) refers to actions beyond formal job requirements that enhance organizational effectiveness but are not officially rewarded. Katz identifies three crucial employee behaviors for organizational effectiveness: staying in the organization, fulfilling specific roles, and engaging in spontaneous, innovative activities. OCB is linked to positive organizational performance, as it involves traits like conscientiousness, altruism, and civic virtue (Idawati & Mahadun, 2022). Studies have shown that firms exhibiting high levels of OCB tend to outperform others (Margaretha et al., 2020).

Spiritual intelligence plays a significant role in fostering OCB and improving employee performance. It encompasses qualities like self-control, constructive mindset, and inquisitiveness, and enables individuals to recognize and create new values (Jibrail et al., 2023). Spiritual intelligence components—Critical Existential Thinking (CET), Personal Meaning Production (PMP), Transcendental Awareness (TA), and Conscious State Expansion (CSA)—have been found to be associated with OCB (Herdian et al., 2020). These qualities promote a work environment that encourages creativity and personal growth, fostering positive employee

behaviors (Barik & Nayak, 2023). Research suggests that spiritual intelligence also correlates with improved performance, ethical behavior, and organizational success (Jeon & Choi, 2021; Maham et al., 2020). In the workplace, spirituality can reduce stress, improve productivity, and enhance overall performance (Rokhman, 2022). Therefore, organizations should foster spiritual intelligence in their workforce to enhance OCB and overall performance.

Based on the theoretical concepts and conceptual framework above, the research hypothesis is:

H1: Spiritual intelligence has a positive significant influence on performance

H2: Spiritual intelligence has a positive significant influence on organizational citizenship behavior.

H3: Organizational citizenship behavior has a positive significant influence on performance

Data Collection and Method

The research design for this study was the quantitative. The questionnaire was used as an instrument to collect the data. All the questionnaire items were adapted from past studies. The data was acquired from MOF employees in Putrajaya. The responders were public servants at the professional and management levels. using a simple random selection procedure. Meanwhile, the data gathered were then analysed using Multiple Regression through the SPSS software version 22.

Result and Analysis

Reliability Test

A reliability test was performed to ensure that a research study's internal consistency was good. Table 1 shows that the Cronbach alpha ranged from .760 to .791, indicating strong internal consistency. Internal consistency was .730 for constructed organizational citizenship behavior. Meanwhile, the test spiritual intelligence received scores of =.760, and =.791 respectively. Although Hair et al. (2010) recommended a reliability score threshold of 0.7, George and Mallery (2002) believe alpha values ranging from 0.6 to 0.7 to be acceptable if the internal consistency is moderate.

Table 1: Reliability Coefficients of Variables

Variables	Number of Items	Cronbach's Alpha
Spiritual Intelligence	24	.760
Employee Performance	16	.785
Organizational Citizenship Behavior	16	.791

Table 2: Mean and Standard Deviation

Variables	Mean	Standard Deviation	Result
Spiritual intelligence	4.68	.39	High
Employee Performance	4.91	.38	High
Organizational Citizenship Behavior	4.75	.35	High

As presented in Table 2 above, according to Nunnally (1978), the mean score interpretation in this study is as follows: 1.00 - 2.00 (low), 2.01 - 3.00 (moderately low), 3.01 - 4.00 (moderately high) and 4.01 - 5.00 (high). Table 2 shows the results of the analysis which involve the mean value and standard deviation of each variable. The mean values are in the range of 4.91 and

4.68. Standard deviation values range from .35 to .39. The highest mean value is for employee performance with a score of 4.71 and the lowest mean value is for spiritual intelligence with a score of 4.68.

Table 3: Results Of Regression Analysis With Employee Performance As The Dependent Variable

Independent variable	Without mediator	With mediator	Remarks
	Standardized Beta Values	Standardized Beta Values	
Spiritual intelligence	.415**	.377*	Full mediation effect Mediator
Organizational Citizenship Behavior		.333*	
R	.464	.507	
R ²	.315	.297	
Adj. R ²	.215	.041	
F-statistic	9.976	3.973	
Significant F change	.000	.050	
Durbin Watson		1.796	

Note:

*** significant at 0.01

** significant at 0.05

a. Predictor (constant), Spiritual intelligence, OCB

b. Dependent variable: Employees' Performance

Table 1.4 shows the findings for Regression Analysis with OCB as the dependent variable. ($R^2 = .315$ or 31.5%) indicating that 31.5% of the variance of the regression model has been explained by the independent variables without a mediator with OCB as the dependent variable. The significance F change value ($F = 9.976, p = 0.00$). Looking at the individual contribution of independent variables in explaining employee performance as the dependent variable without OCB as a mediator, spiritual intelligence ($\beta = .415, p < 0.05$) is found to be a significant predictor. Therefore, an independent variable is found to be a full mediation effect. ($R^2 = .297$ or 29.7 %) indicating that 29.7% of the variance of the regression model has been explained by the independent variable with a mediator with employee performance as the dependent variable. The significance F change value ($F = 3.973, p = 0.05$). The Durbin Watson value is 1.796 and still within the acceptance range. It can be concluded that OCB can be accepted as a mediator for employee performance as the dependent variable, and the hypothesis is supported.

Hypotheses Testing

Variables	Predictors	Pearson Correlation	P-Value (($p < 0.05$))	Result	Hypothesis
Employees' Performance	Spiritual Intelligence	.72	.000	Significant	Supported
	OCB	.68	.000	Significant	Supported

Notes: *Significance at $p < 0.05$, **Significance at $p < 0.10$

The summary result of the correlation test and hypothesis in this study is shown in Table 4. All hypotheses are supported and there is a strong correlation between predictors and dependent variables. Based on regression analysis, it reveals spiritual intelligence shows a positively significant influence on employees' performance as given by r value, $r = .72$, $p = 0.000$ where $p > .05$. Therefore, the first hypothesis (H1) is supported. Meanwhile, spiritual intelligence also shows a significant positive influence (strong relationship) with OCB when the value of the coefficient is, $r = .68$, $p = 0.000$ where $p < .05$. As a result, the second hypothesis (H2) is supported. Lastly, the result indicates a strong correlation between OCB and employees' performance when the value of the coefficient is, $r = .84$, $p = 0.000$ where $p < .05$. The result for the third hypothesis (H3) is supported.

Discussion

Spiritual intelligence (SI) plays a significant role in enhancing organizational behavior, particularly Organizational Citizenship Behavior (OCB), which in turn impacts employee performance. Spiritual intelligence refers to the ability to align one's actions with a deeper understanding of life and existence, providing individuals with a sense of purpose and significance beyond material rewards. A positive correlation exists between spiritual intelligence and OCB, with higher spiritual intelligence leading to stronger manifestations of OCB in employees. Conversely, a lack of spiritual intelligence results in diminished OCB, underscoring the importance of nurturing spiritual awareness within organizations.

Studies such as those by Utama et al. (2023) and Sulastini et al. (2023) emphasize that spiritual intelligence fosters OCB by helping employees find meaning in their work, motivating them to engage in extra-role behaviors that benefit the organization. Individuals with high spiritual intelligence tend to exhibit behaviors that go beyond job requirements, contributing to organizational well-being and innovation. As a result, organizations are encouraged to create environments that cultivate spirituality, enhance creativity, and support personal growth, which are vital for fostering OCB.

Furthermore, the relationship between spiritual intelligence and employee performance is complex. Although studies like the one in Gorontalo Province found spiritual intelligence to have an insignificant direct impact on performance, OCB serves as a key mediator between spiritual intelligence and performance. When OCB levels rise, employee performance also improves, as increased extra-role behaviors lead to better teamwork, problem-solving, and productivity. Research by Kartiwi (2024) corroborates this, indicating that OCB significantly contributes to performance, especially in terms of social, psychological, and organizational support that enhances task execution.

This framework aligns with Maslow's motivation theory, where spiritual intelligence is linked to self-actualization—the highest level of motivation—leading to a harmonious work-life balance and fulfilment. Spiritual intelligence not only enhances OCB but also positively influences employee performance, as demonstrated by the findings of Muhdar et al. (2015), Kartiwi (2024), and others. Additionally, the development of spiritual intelligence can lead to long-term benefits, including higher employee engagement and innovation, further supporting organizational goals.

Conclusion

It is possible to draw the following conclusion based on the results and discussions that were previously described: The organizational citizenship behavior (OCB) of employees at MOF is positively and significantly influenced by spiritual intelligence. This discovery indicates that organizational citizenship behavior is substantially predicted by its spiritual intelligence. It is implied that spiritual intellect is a significant factor in determining the level of OCB. OCB is inversely proportional to the spiritual intellect of an employee. In contrast, the prediction will also decrease OCB if the employee's spiritual intelligence is minimal. The performance of an employee is directly proportional to their OCB. In contrast, a low employee OCB will undoubtedly result in a decrease in the performance of the employee in question. The organizational citizenship behavior (OCB) variable is a significant and positive factor in the impact of spiritual intelligence on employee performance. This implies that employees' performance is ultimately enhanced by the superiority of their spiritual intelligence, which in turn enhances their organizational capabilities. In contrast, the employee's performance is not optimal as the level of spiritual intelligence decreases, resulting in a lower OCB.

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