

# Mediation Effects Organizational Citizenship Behavior Between Emotional and Spiritual Intelligence on Lecturer Performance at The College Economics

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## Mediation Effects Organizational Citizenship Behavior Between Emotional and Spiritual Intelligence on Lecturer Performance at The College Economics

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### ABSTRACT

Education plays an essential role in every process of improving the quality and progress of the nation. Quality human resources are needed in building society in a country in the current industrial era 4.0. One of the ways is by improving the quality of education in educating the human resources owned by the State. The function of this particular examination was actually towards discussing the mediating impact of Organizational Citizenship Behavior in between emotional intelligence as well as spiritual intelligence on the efficiency of lecturers in higher institutions of business economics in Surabaya. Besides, this examination likewise intends to identify the degree of these three variables' effect on efficiency. This kind of research study is quantitatively connected with a study technique performed towards academic personnel within this particular situation. The sampling method is symmetrical arbitrary sampling. The outcomes revealed a partial arbitration impact in-between emotional intelligence as well as spiritual intelligence on the mentor staff's efficiency, within this particular situation, the lecturers. These three variables likewise have a considerable impact on the efficiency of lecturers at higher institutions of business economics in Surabaya.

**Keywords:** Lecturer Performance, Emotional Intelligence, Organizational Citizenship Behavior, Spiritual Intelligence,

### INTRODUCTION

The era of globalization requires universities to make decisions in terms of the right strategy so that they can compete in an increasingly tight and competitive educational institution environment. This decision concerns decisions in all functional areas. One of the things that universities must consider in managing their management functions is managing human resources to increase work efficiency and effectiveness. Bureaucratic reform has been ongoing at the Ministry of Research, Technology, and Higher Education, including the College of Economics in Surabaya, which has a Public Service Agency status. Higher education's excellence, as well as efficiency, could be viewed coming from the efficiency that the lecturers have accomplished at the university. For that reason, colleges need that their lecturers can screen ideal efficiency since the great, as well as poor efficiency accomplished, will certainly impact the university's efficiency as well as excellence overall. Improving service quality is a fundamental goal in general institutional development. Various public services related to internal and external parties can be summarized into five service units: academic services, student services, staffing services, financial services, and public services. To support all these services, it is necessary to have the support and professionalism of the educational staff owned by the College of Economics in Surabaya.

Perfect workability alone is not enough to show an employee's performance and the individual's personal qualities such as initiative and empathy, adaptability, and persuasion skills. According to Daniel Goleman (2000), the role of IQ or intellectual intelligence in success in the world of work only takes second place after emotional intelligence in determining the achievement of peak performance in work. Another type of knowledge that's presently prominent is religious knowledge. Religious knowledge allows an individual to believe artistically, be far-sighted, create and even alter regulations, creating that individual carry out much a lot better.

The Theory of Organizational Behavior initiated by Robbins (2008) explains how organizational performance can be created and predicted depending on an input consisting of how factors at the individual, group, and organizational level can understand and manage human resources as organizational assets. The most important thing that can play a role in predicting performance at the individual, group, and organizational level is the individual in the organization called the worker. Workers cannot be separated from their beliefs, attitudes, and experiences in completing their work (Kinicki & Fugate, 2013). If employees' attitudes, beliefs, and experiences are low, the output in performance will also be below. Conversely, if the employee's attitudes, beliefs, and experiences are high regarding their work, they will follow the high performance.

The development of emotional intelligence and spiritual intelligence follows academics' basic principles and goals, namely The Learning Center. The basic principles adopted in educational institutions are religious, academic, innovative, and humanist principles. Meanwhile, using The Learning Center is for educational institutions to grow and develop into learning organizations to improve adequate systems and services. The academic community and students are always in the nuances of learning and teaching each other. In addition to emotional intelligence and spiritual intelligence, according to Basu, Pradhan, and Tewari (2017), Organizational Citizenship Behavior can also play a role in shaping one's performance. Voluntary participation in Business Citizenship Habits has been thought about as an indication of commitment towards the company. For that reason, Business Citizenship Habits impact general efficiency. Business Citizenship Habits can easily serve as a mediator in the development of efficiency (Andrew & Cazares, 2015). This examination discovered that Business Citizenship Habits mediates the connection between civil service inspiration as well as public servants' efficiency in Mexico. Workers show Organizational Citizenship Behavior, which is associated with public organizations' better performance because of high motivation for public services.

Based upon the summary over, conducted this research to discuss the mediating impact of Business Citizenship Habits in between psychological knowledge as well as religious knowledge on academic staff's efficiency at the University of Business economics in Surabaya. Besides, this examination likewise intends to identify the degree of the effect of these three variables on the teaching staff's performance, in this case, the lecturers.

Psychological knowledge is connected with individual source administration bodies, for instance for preparation as well as educating advancement. The result of this training is expected to improve employee performance. Several research kinds of research reveal that an exec or even specialist that is practically exceptional as well as has a higher psychological intelligence is somebody that can fix dispute, view spaces that have to be actually bridged or even filled up, view covert connections that guarantee chances, communicate, are thoughtful towards creating

better ones, much a lot better ready, much a lot extra nimble, as well as quicker compared to everyone else. According to Robbin (2008), emotional intelligence is a set of cognitive skills, abilities, and competencies that affect personal abilities to achieve success in dealing with environmental demands and pressures. From the above opinion, it can be interpreted that emotional intelligence needs to be owned by an employee. An employee's thoughts, words, and even behavior will be affected by his emotional condition. An employee who can express his emotions appropriately and has a controlled emotional condition will be beneficial in his work and daily life.

Religious knowledge could be specified as a person's capacity to inquire about concerns around the essential significance of lifestyle as well as its connection towards the globe through which he lifestyles. Possessing this knowledge will certainly assist somebody towards to have a much better lifestyle. Inning accordance with Zohar as well as Marshall (2007), religious knowledge is religious knowledge which is specified as the knowledge that hinges on the psyche which belongs towards knowledge outdoors the vanity or even spirit of awareness. As a knowledge, it is constantly utilized certainly not just towards discovering current worth's, however likewise towards artistically discover brand-brand new worth's in lifestyle. Therefore somebody deals with the issue of significance or even worth to location habits as well as lifestyle in a wider circumstance. It can be interpreted that spiritual intelligence is the foundation for other intelligence. Employees with high spiritual intelligence will be able to give positive meanings to the problems they are experiencing. If the employee has been able to give a positive meaning to the problems experienced, then the employee will also be able to awaken his soul and carry out positive behavior as well.

Business Citizenship Habits is private habits outdoors the function that could be indirectly or even clearly acknowledged in an official function body as well as in the accumulation can enhance business efficiency. Business Citizenship Habits was initially presented through Body organ et all in 1988. Body organ (1988) defines Company Citizenship Practices as job-related practices that aren't binding, aren't connected with the authorities profit body system provided because of the business, in addition to basic improves the effectiveness of functions. company. Business Citizenship Habits is complimentary as well as volunteer, this behavior is a personal choice, not required by a clear job description required under the employee's contract with the organization. Employees who have Organizational Citizenship Behavior will volunteer to help friends, and do extra tasks beyond the job description.

Goleman (2000) states that emotional intelligence which can be shown through interactions within individuals regarding how individuals receive and process a stimulus that they receive and then express it is a form of an attitude. Apart from emotional intelligence, Podsakoff et al., (2000) also stated that Business Citizenship Habits are also an unconditional attitude shown by individuals to other people, groups, or within an organization. In contrast to Business Citizenship Habits as well as Psychological Knowledge, religious knowledge is part of a person's belief that plays a role in deciding to behave (Zohar & Marshall, 2007).

These three variables according to the theory of organizational behavior can be predictors in understanding and regulating individuals, groups, and organizations that can indirectly affect the performance of both individual, group, and organizational performance. Based on this explanation, it can be said that emotional intelligence and spiritual intelligence in a person always experience interactions with employees in bringing about behavior and interacting with society.



This is a factor that can directly differentiate the quality of work of each worker into variations. The diagram of organizational behavior theory shows that good predictors in an organization will be able to produce a good performance in that organization.

If it belongs towards the solutions offered through education and learning workers as condition authorities towards trainees as topics that should be offered, it could be anticipated that if the mindsets, ideas, as well as expertise of education and learning workers are reduced, the outcome such as efficiency or even efficiency will certainly likewise be reduced. Conversely, if the attitudes, beliefs, and experiences of education personnel are classified as high regarding their work, then high performance or performance will also be followed. Under the theory of organizational behavior, differences in the quality of workers due to low psychological knowledge as well as religious knowledge can directly affect individual, group, and organizational performance. However, this can be strengthened by the existence of the Organizational Citizenship Behavior which functions as a mediator (Leon-Cazares & Andrew, 2015). Kenny & Baron (1986) specified that the mediator adjustable is adjustable that can affect the stamina as well as a weak point of the connection in between the reliant variables and private. Therefore the function of the mediator could be stated towards work if it can create the effect of the private adjustable on the reliant adjustable higher when compared with the guide connection in between the private as well as reliant variables without the function of the mediator. This reveals that the presence of Business Citizenship Habits as a mediator can enhance the connection between psychological knowledge as well as religious knowledge as the private adjustable on efficiency as the reliant adjustable. This declaration could be translated that a higher Business Citizenship Habits can affect the connection between psychological knowledge as well as religious knowledge on efficiency to be higher when compared to the relationship without Organizational Citizenship Behavior.

## METHOD

Based on the type of approach, this research is included in as 16 iative quantitative research to look for relationships between variables (Supriadi, 2020), where this research aims to describe and analyze the mediating impacts of Business Citizenship Habits in between psychological knowledge as well as religious knowledge on the efficiency of the education staff of the Higher Education Sciences. The economy in Surabaya. The method used is a survey method which was conducted on 170 educational staff at the School of Economics in Surabaya, in this case, the lecturers using the proportion 11 random sampling technique.

Lecturer performance is the ability of the lecturer to carry out task 10 that include research, teaching, administration, and community service. Lecturer performance indicators used in this study refer to the functional positions of the lecturers and their credit scores, namely: Education, Teaching, Research and Development, Community Service, and Lecturer Support. Intellectual intelligence is the ability needed to do mental activities to think, reason, and solve problems. The indicator used in this study refers to the opinion of Stenberg, (1981), namely the Ability to Solve Verbal Intelligence and Practical Intelligence problems. Emotional intelligence is a component that makes a person smart in controlling his emotions. The signs utilized within this particular examination describe the viewpoint of Goleman (2000), namely Self-Introduction, Self-Control, Motivation, Empathy, and Skills. The indicators used in Organizational Citizenship Behavior include Altruism, Conscience, Civic Virtue, Courtesy, and Sportsmanship.

The measurement model test was carried out on the research instrument so that research results were obtained with a high degree of accuracy and consistency, where the parameters of the test included Construct Reliability, AVE, and discriminant validity. The model used in this study is causality or influence relationships, to test the hypothesis proposed within this particular examine the Architectural Formula Modeling technique is used which is operated through the AMOS 22.0 program. Information was acquired primarily through a survey, as well as sustained through techniques of paperwork, meetings as well as monitoring. The variables in this study consisted of two groups of variables, namely exogenous variables consisting of Psychological Knowledge as well as Religious Knowledge as well as endogenous variables including Business Citizenship Habits variables, as well as the efficiency of education and learning workers within this particular situation were lecturers. The academic design in the research study conceptual structure is stated to become suit if it is sustained through empirical information.

## RESULTS AND DISCUSSION

The very initial component of Structural Equational Modeling evaluation is the analysis of a measurement model. The coefficient of measurement model or the so-called loading factor states the amount/contribution of the indicator as a variable measure. The sign along with the greatest launching element suggests that the sign is the greatest determinant of the determined adjustable. The indicator is declared significant as a variable measure, where the loading factor will later be used to calculate Construct reliability and Average Variance Extracted (AVE). The results of calculating the measurement model using AMOS 22.0 are as follows:

Tabel 1. Measurement of Construct Reliability and AVE

Construct	Construct Reliability	AVE
Emotional Intelligence	0.948	0.786
Spiritual Intelligence	0.961	0.833
Organizational Citizenship Behavior	0.962	0.836
Lecturer Performance	0.941	0.763

Source: AMOS 22.0 output

Table 2. Measurement of Discriminant Validity

Construct	EM	SP	OCB	JP
Emotional Intelligence	<b>0.887</b>	0.148	0.621	0.236
Spiritual Intelligence	0.148	<b>0.913</b>	0.201	0.358
Organizational Citizenship Behavior	0.621	0.201	<b>0.914</b>	0.289
Lecturer Performance	0.236	0.358	0.289	<b>0.874</b>

Source: AMOS 22.0 output

Based on the table above, it appears that all parameters in the measurement model test have met the requirements. The results of the goodness of fit overall model test show that eight criteria, namely Chi-Square of 181,290, Probability of 0.131, CMIN/DF of 1.126, RMSEA of 0.035, AGFI of 0.820, GFI of 0.862, CFI of 0.992, and TLI of 0.990 where this shows a good model. Inning accordance with Arbuckle & Wothke (1999), the very best requirements utilized as an indicator of the benefits of the design are Chi-Square/DF worth's lower than 2, as well as RMSEA listed below 0.08. Within this particular examination, the CMIN/DF as well as RMSEA worth's have satisfied the removed worth, therefore the SEM design within this particular examine appropriates as well as appropriate for utilizing, to ensure that analysis could be produced additional discussion.

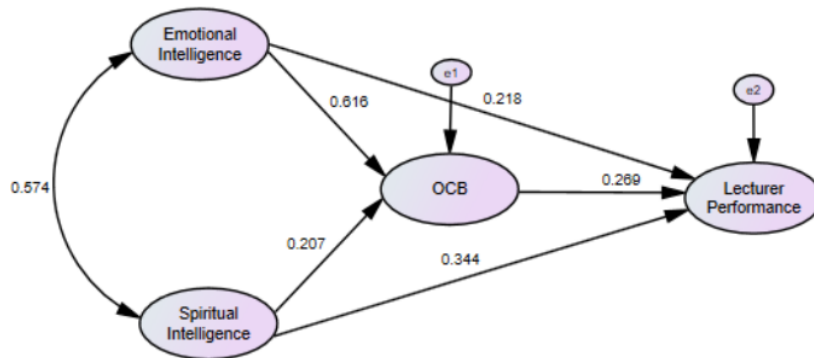


Figure 1. Research model framework

The second component of SEM evaluation is the architectural design analysis. The architectural design provides the connection between the research study variables. The coefficient of the structure design issues the measurement of the web link in between one versatile as well as a lot a great deal additional. There's a considerable effect in between one adjustable on the various other adjustable, if the P-value <0.05 after that there's a considerable effect in between the exogenous variables as well as the endogenous variables. In SEM certainly, there are pair of effects, namely the direct effect and the indirect effect.

Table 3. Causality Test

Construct	Estimate	S.E.	C.R.	P
OCB <--- EM	0.616	0.099	6.225	0.000
OCB <--- SP	0.207	0.090	2.296	0.022
JP <--- SP	0.344	0.089	3.869	0.000
JP <--- EM	0.218	0.105	2.073	0.038
JP <--- OCB	0.269	0.103	2.605	0.009

Source: AMOS 22.0 output

Noted :  
 EI: Emotional Intelligence  
 SI: Spiritual Intelligence  
 OCB: Organizational Citizenship Behavior  
 LP: Lecturer Performance

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 Emotional intelligence has a favorable as well as a considerable impact on Organizational Citizenship Behavior. It appears to come from the architectural coefficient of 0.616, and a p-value of 0.000, which means that increased emotional intelligence will significantly increase Organizational Citizenship Behavior. The average score of the emotional intelligence variable is 3.89 (high category) and the average Organizational Citizenship Behavior variable is 3.97 (high category). It can be concluded that if the educational staff's emotional intelligence is high, it will increase their social awareness. The level of social care which also includes respecting the rights of others will increase the Organizational Citizenship Behavior among education staff. This study supports previous research related to the impact of psychological knowledge on Business Citizenship Habits from Gong et al., (2019) and Haryono et al., (2018).

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 Spiritual intelligence has a favorable as well as a considerable impact on Organizational Citizenship Behavior. It is evident from the structural coefficient of 0.207, and a p-value of 0.022, which means that increased spiritual intelligence will significantly increase Organizational

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Citizenship Behavior. The average score of the spiritual intelligence variable is 4.34 (very high category) and the average Organizational Citizenship Behavior variable is 3.89 (high category). It can be concluded that if the spiritual intelligence of his educational power is high, it will increase his confidence to be honest and self-knowledge. The level of confidence to be honest and self-knowledge which also includes respect for the rights of others will increase Organizational Citizenship Behavior among education personnel. This research supports previous research related to the effect of religious knowledge on Business Citizenship Habits from Rasiah et al., (2019) and Krisnanda & Surya, (2019).

Emotional intelligence has a favorable as well as a considerable impact on the performance of educational personnel. Evidenced by the structural coefficient of 0.218, and a p-value of 0.038, which means that increased emotional intelligence will significantly improve the performance of educational personnel. The average score of the emotional intelligence variable is 3.89 (high category) and the average performance variable of education personnel is 4.24 (high category). It can be concluded that if the educational staff's emotional intelligence is high, then their enthusiasm to try their best is also high. It takes the spirit to continue to do our best and work wholeheartedly for performance improvement. This study supports previous research related to the impact of psychological knowledge on the efficiency of education personnel from Munir & Azam, (2019) and Kaur & Sharma, (2019).

Spiritual intelligence has a favorable as well as a considerable impact on the performance of the teaching staff. It is evident from the structural coefficient of 0.344, and a p-value of 0.000, which means that increased spiritual intelligence will significantly improve the performance of educational personnel. The average score of the spiritual intelligence variable is 4.19 (very high category) and the average of the educational staff performance variable is 4.24 (high category). It could be wrapped up that if the religious knowledge of his educational power is high, it will increase his confidence to be honest and self-knowledge. The level of confidence in being honest and self-knowledge which also includes working wholeheartedly will improve the performance of the education staff. This study supports previous research related to the effect of religious knowledge on the efficiency of education personnel from Jasour et al, (2016) and Khandan, Eyni, & Koohpaei (2017).

Organizational Citizenship Behavior has a favorable as well as considerable impact on the performance of teaching staff. It is evident from the structural coefficient of 0.269, and a p-value of 0.009, which means that an increased Organizational Citizenship Behavior will significantly improve the performance of education personnel. The average score for the Organizational Citizenship Behavior variable is 3.94 (high category) and the average performance variable for education personnel is 4.16 (high category). It could be wrapped up that if the Business Citizenship Habits of the education staff is high, it will increase respect for the rights of others. The level of respect for the rights of others will improve the performance of the teaching workforce. This study supports previous research related to the impact of Business Citizenship Habits on the efficiency of education personnel from Yadav (2013) and Supriyanto et al., (2019). There is a partial mediating effect of Business Citizenship Habits in between psychological knowledge as well as religious knowledge on the efficiency of the academic personnel at the College of Economics in Surabaya. This is confirmed due to the outcomes of the evaluation which reveals there's an indirect as well as considerable impact between mental understanding on the effectiveness of education and learning as well as knowing employees along with Company Citizenship Practices together with a coefficient of (0.166). There's likewise an indirect as well as the considerable effect in between religious knowledge on the efficiency of education and learning workers with the Business Citizenship Habits along with a coefficient of (0.056). Since



the guide effect of psychological knowledge on Business Citizenship Habits is considerable as well as the guide effect of religious knowledge on Business Citizenship Habits is likewise considerable, the arbitration is partial. The outcomes of this particular examine sustain research study carried out through Andrew & Cazares (2015) and also Rita et al., (2016).

## CONCLUSION

The final thought of this particular examination is actually that there's a partial mediating impact of Business Citizenship Habits in between psychological knowledge as well as religious knowledge on the efficiency of academic workers. On the other hand, psychological knowledge, religious knowledge, as well as Business Citizenship Habits each have a considerable impact on the efficiency of lecturers at high schools of economics in Surabaya. As for the suggestions given, among others, universities are expected to pay more attention to things that can improve psychological knowledge, religious knowledge, as well as Business Citizenship Habits because it is proven that these factors have a significant effect on improving performance and are also expected to be able to maintain what variables are involved. it is good and fixing/increasing any variables that are still lacking, namely emotional intelligence on the Other's emotion appraisal indicator, by holding lots of refreshing activities involving inter-departmental education personnel so that it is expected that the level of capacity towards view as well as comprehend the feelings of fellow education personnel will increase, as well as the impact will increase the performance of education personnel.

Higher education is also expected to be able to improve behavior related to Organizational Citizenship Behavior, including helping each other, maintaining good relationships with fellow education personnel, being wise, having good self-control, and being sportsmanship. This behavior will increase aspects of cooperation, commitment, and discipline among educational staff which in turn can improve overall performance. Then the recommendation for further research is the addition of other variables such as transactional/transformational leadership, work motivation, job satisfaction, commitment, and organizational culture.

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