THE INFLUENCE OF SPIRITUAL LEADERSHIP AND EMOTIONAL INTELLIGENCE TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR: MEDIATION EFFECT OF WORKPLACE SPIRITUALITY

Irfan Helmy
vansmedia@gmail.com

GunarsoWiwoho
gunarsowiwoho@yahoo.co.id
STIE Putra Bangsa Kebumen, Indonesia

ABSTRACT

The purpose of this study was to examine the influence of spiritual leadership and emotional intelligence toward OCB with workplace spirituality as an intervening variable. The method used in this study is a quantitative analysis method. The samples using non-probability sampling method with purposive random sampling. Data were analyzed using path analyses and conducted in Islamic Yunior High School in Kebumen. Respondent are some 250 teachers. The results showed that the spiritual leadership and emotional intelligence positivly affecting on OCB. In addition workplace spirituality is able to mediate the influence of spiritual leadership and emotional intelligence of the OCB.

Keywords :   spiritual leadership, emotional intelligence, workplace spirituality, organizational citizenship behaviour

INTRODUCTION

The success of schools fundamentally depends on teachers' willingness to go above and beyond the call of duty to attain their school's objectives and goals (Somech and Ron, 2007). But today, more than ever, school has a challange to motivate teacher to engage with extra role behavior (DiPaola & Tschannen-Moran, 2001; Somech & Bogler, 2002). Extra role behavior or also known as Organizational Citizenship Behavior (OCB). OCB is the behavior of the discretionary behaviors that are explicitly or indirectly recognized by the formal system, and in the aggregate to function effectively and efficiently in an organization (Organ, 1988). OCB is very important because it is very difficult to write formally all the tasks that must be met in a regulation (George & Brief, 1992).

Teachers have a position not only as teachers, but teachers also serve as an educator. Teachers assigned to provide learning on students, while as an educator they nurture students to become capable of human decency, active, creative, and independent. In addition there are other activities that must be undertaken for instance be a member of the committee activities of the school, stints as a "mother" in the school for students, face the problem of juvenile delinquents and others. Often the work to be done outside of working hours, which means also that the job as a teacher is a complex job. This condition can be included in the OCB done by teachers. Therefore, OCB behavior is helping behavior to co-workers, principals, and student, such as help for work-overload, tutoring fatherly students, and to suggest improvement to the school (Penner, Midili, & Kegelmeyer, 1997; Van Dyne, Cummings, & McLean Parks, 1995).

One important factor in building OCB is spirituality. Neck & Milliman (1994) explains that spirituality can be perceived by the individual who holds personal values. Personal values that one of them comes from the belief (religious) that will influence the behavior of individuals (Behestifhar & Zare, 2013). Discussion on the concept of spirituality in conjunction with the OCB into interesting and unique topics to be studied, especially in the organization of the school. Addressing OCB in schools, this study purposed to examine simultaneously the influence of individual factor (emitional Intelligence) and an organizational characteristic (spiritual leadership and workplace spirituality) on OCB in the school setting.

THEORITICAL REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a helpful attitude shown by members of the organization, that are constructive, valued by the company but not directly related to individual productivity (Bateman & Organ in Steers, Porter, Bigley, 1996). According to the Organ (1988). Organ, Podsakoff, and MacKenzie (2006: 3) OCB is an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient functioning of the organization. Understanding this basically shows that organizational sitizenship behavior a discretionary behavior are not directly or can be seen clearly by the formal reward system so that it can efficiently improve organizational performance.

According to the Organ (1988), OCB consists of five dimensions: (1) *altruism*, is behavior helped ease the job addressed to individuals in an organization, (2) *courtesy* of helping a coworker prevent problems in connection with his work by giving consultations and information with regard to their needs, (3) *sportsmanship*, tolerance at the situation is not ideal at work without complaining, (4) *civic virtue*, which is involved in the organization's activities and care for the survival of the organization, (5) *conscientiousness*, doing things that benefit the organization - such as obey the rules of the organization.

Spiritual Leadership

Ashmos and Duchon (2000) defines systematically that workplace spirituality is an understanding of the individual as a spiritual being whose soul in need of maintenance in the workplace with all the value that was in him; experiences will be a sense of purpose and meaning in their work; and also experience feelings of interconnecting with other people and the community in which individuals work. Fry (2003) also describes that spiritual leadership as comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership. Leaders play an important role in encouraging the achievement of OCB. OCB required to foster a better leader and a more ethical. Bosch (2009) conducted research on spirituality found that spiritual leadership has a positive impact on the organization of citizen behavior. Spiritual leadership is about creating value for the organization, with employees (Fry, 2003). A values-based school principal will keep the general school organization members together in performing tasks that must be done voluntarily.
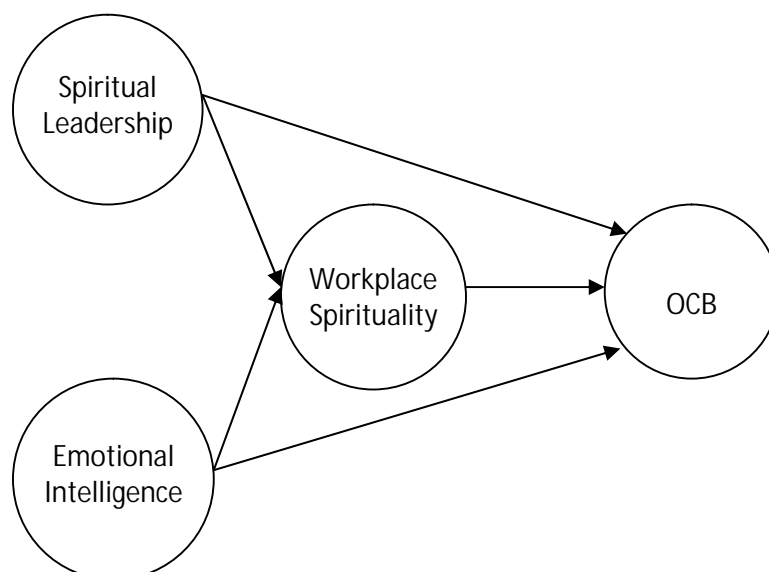
Emotional Intelligence

Emotional intelligence was first coined by Salovey and Mayer (1990). Emotional intelligence is the ability to understand your feelings, to empathize with the feelings of others and to manage emotions, which together play a role in increasing the level of a person's life. Goleman (2000) says that in developing good working relationships required high emotional abilities. Emotional intelligence includes self-control, passion, persistence, and the ability to motivate yourself. If one can motivate yourself memunkinkan high performance in all areas of work. Emotional intelligence is a skill of learning outcomes that yield outstanding performance. This is the second core skills, namely the ability of empathy, is able to understand the feelings of others and social skills are able to manage the feelings of others wellDoostar *et al*. (2012) add emotional intelligence contributes positively to the behavior of OCB. Employees who have emotional intelligence has a sense of tolerance to help and establish good interpersonal relationships with other employees.

Workplace Spirituality

Other factors that influence the OCB is a workplace spirituality (Kazemipour *et al*, 2012). Robbins (2005) defines workplace spirituality is the recognition that people have a mental life that nurtures and maintained by a job, It is meaningful in a concept generality of people. This means that in organizations where employees work there are cultural spirituality that has a high value of inner satisfaction. In other words, workplace spirituality creates employee who interpret the work is more than just a place to get income, but rather the extent to which the employee can contribute to the organization in line with the needs of his inner pemebuhan. Ashmos (2000) says that many people in the workplace feel the need to rediscover what they care in life and try to find a job she liked.

Based on the explanation, the conceptual framework and hypotheses which is developed in this study is as follows.

the hypothesis proposed in this study are:
H_1 : Spiritual leadership have a significant effect on workplace spiritualiy
H_2 : Emotional intelligence have a significant effect on workplace spiritualiy
H_3 : Spiritual leadership have a significant effect on OCB.
H_4 : Emotional intelligence have a significant effect on organization citizenship behaviour.
H_5 : Workplace spirituality have a significant effect on organization citizenship behaviour.
H_6 : The effect of spiritual leadership on OCB is mediated by workplace spirituality
H_7 : The effect of emotional intelligence on OCB is mediated by workplace spirituality

RESEARCH METODOLOGY

This study uses a structured survey through a questionnaire with closed statement. The sample in this study were teachers Madrasah Tsanawiayah State in Kebumen some 250 people. Using purposive sampling side with the criteria of teachers who have taught for more than two years. Analysis of the data in this study using path analyzes using the SMART program PLS 3.

Measurement

Variable OCB in this study using measurements by Organ (1977), which consists of five dimensions, namely altruism (helping behavior), civic virtue (voluntary participation), conscientiousness (performance exceeds standards), courtesy (goodness lighten the work of others), and sportsmanship (abstinence makes the issue of damage). Further spiritual leadership variable was measured with five indicators (Fry, 2003) which consists of vision, faith, love alturistik, honesty, social relationships. Variable workplace spirituality dimensions were measured using Ashmos & Dunchon (2000), which consists of a sense of inner life (inner sense), Meaningful work (work that is meaningful) and a sense of community. Emotional Intelligence using measurement used by Goleman (2000) with indicator, self-awareness (self awareness), the ability to regulate themselves (self management), motivation, empathy and maintain social relationships.

RESULT AND DISCUSSION

The following bellow is the test result using SMART Partial Least Square (PLS)

Picture 1. SMART PLS Analyses Result
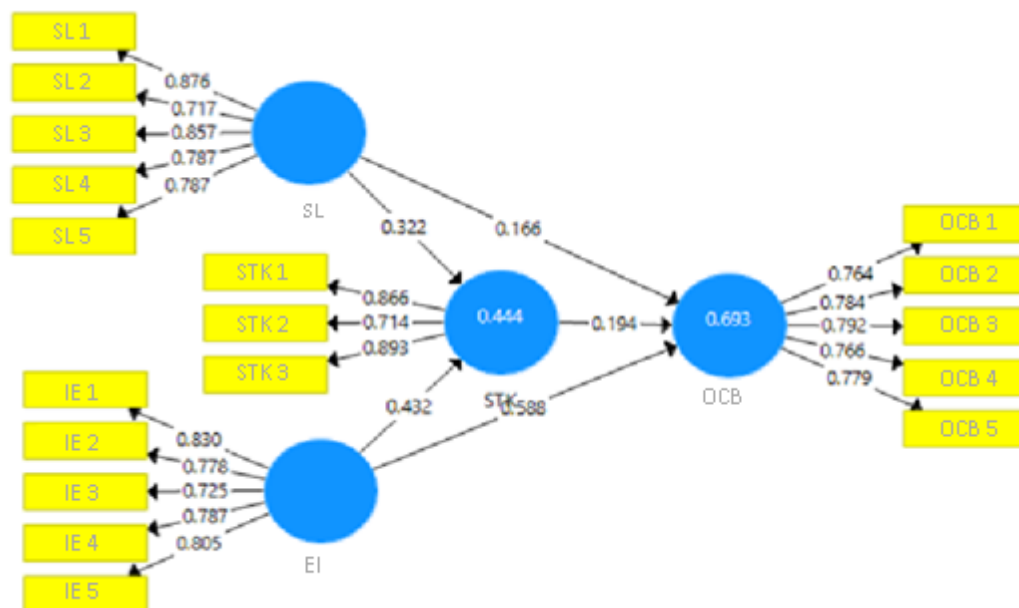
Outer Model

Analysis outer This model specifies the relationship between latent variables with indicators, or it can be said that the outer model defines how each indicator relates to the latent variables. Tests carried out on the outer models. ased on the

above results is known that the loading factor showed a value of > 0.7. So we can conclude that there are no problems with the convergent validity. In addition, the test discriminant validity, judging value AVE. Values above 0.5 are advised AVE. The above results showed no problems with discriminant validity, because the AVE value for the variable> 0.5

Composite Reliability
Furthermore, to ensure that there are no problems related to the measurement, the final step in testing the outer model is a unidimensional test models. Unidimensional test performed using a composite indicator of reliability and Cronbach alpha (0,7). The data analyses show that the whole construct has a composite value reliability above 0.7. Therefore it is not found to the problems of reliability / unidimensionality on the model established

Inner Model
Tests performed inner models for the relationship between the variables. Based on the results of data processing, the known value of R^2 for OCB of 69.3% and 44.4% on workplace spirituality.

Table 1.1 Path Coefficients

Var	t-Stat	*p*
EI --> OCB	7,422	0
EI --> WPS	4,554	0
SL --> OCB	2,096	0,037
SL --> WPS	3,028	0,003
WPS --> OCB	2,615	0,009

*EI (Emotional Intelligence), WPS (Workplace Spirituality), SL (spiritual Leadership), OCB (Organizationzitizenship Behaviour)
Based on the test results the path coefficients of the above, it is known that:
1. There are positive influence between emotional intelligence and OCB (t Stat=7.422; p = 0.00   0.05)
2. There are positive influence between emotional intelligence and workplace spirituality (t Stat of 4.554; p = 0.00   0.05)
3. There are positive influence between spiritual leadership with the OCB (t Stat of 2.096 ;p = 0.00   0.05)
4. There are positive influence between spiritual leadership and workplace spirituality (t Stat of 3.028; p = 0.00   0.05)
5. **There are positive influence between spiritual leadership with the OCB (t Stat of 2.615; p = 0.00   0.05).**

Variance Accounted For (VAF)
     Mediating effect shows the relationship between independent and dependent variables through the variable liaison or mediation. The influence of variables on the dependent variable is not directly happen but through a process of transformation represented by mediating variable. Methods of variance accounted for (VAF) developed by Preacher and Hayes (2008) and bootstrapping in the distribution of indirect influence is deemed more appropriate because it does not require any assumptions about the distribution of the variables that can be applied to the small sample size. This approach is most appropriate for the PLS using resampling methods and have the statistical power that is higher than the method Sobel (Hair et al., 2013). If the value VAF above 80%, it shows the role of X2 as pemediasi full (full mediation). X2 is categorized as partial pemediasi if VAF values ranged from 20% to 80%, but if the value is less than 20% VAF can be concluded that almost no mediating effect.
Structure 1 (SL, WSP→ OCB)
VAF   =   0,166 X 0,322 / (0,166 X 0,322) + 0,194
          =   0,0534 / 0,0534+0,194
          =   0,0534/ 0,2474
          =   21,48% (*partial mediation)*
Structure 2 (EI, WSP→ OCB)
VAF   =   0,432 X 0,588 / (0,432 X 0,588) + 0,194
          =   0,254 / 0,254 +0,194
          =   0,254 / 0,448
       =   56,70% (full *mediation)*
The calculation of VAF above shows that workplace spirituality (structure 1) have a partial mediation on the relationship between spiritual leadership and OCB. Furthermore, workplace spirituality (structure 2) have a full mediation on the relationship between spiritual leadership and OCB. Full Mediation means that the independent variable is not able to significantly influence the dependent variables without a mediator variable. Part Mediation means

independent variables can influence directly without going through the dependent variable / variables involving a mediator.

DISCUSSION

The results of the analysis proved that the positive effect on the spiritual leadership of workplace spirituality. This means that the higher the spiritual leadership of the higher level of workplace spirituality. These results are consistent with research conducted by Naoralizad, et al, (2001) which concludes spiritual leadership is able to create a different atmosphere in the workplace. This atmosphere build a coherence between the leader and the employees so as to affect a more positive work environment. In the context of schools, leaders or principals that promote integrity, honesty and humility positive effect on the perception of teachers at work. Teachers feel part of the school (sense of belonging) and have confidence that the values that are at work will bring a positive influence.

Furthermore, the results proved that workplace spirituality positive effect on OCB. This means that the higher the employee perceptions of workplace spirituality, the higher the OCB .. These results are consistent with research conducted by Rastgar et al., (2012) who found that spiritual workplace has a positive influence on organizational citizenship behavior and performance. The same is also in accordance with the results of research Kazemipour et al., (2012). OCB is an individual contribution to exceed the demands of the role in the workplace and in-reward by the acquisition of task performance. OCB involves some behavior includes behavior of helping others, volunteering for extra duties, adherence to the rules and procedures in the workplace. Therefore, employees who have a bonding and a vision of the workplace will have a high OCB.

Emotional Intelligence have a positive effect on workplace spirituality. Emotional intelligence is a person's ability to use his feelings to respond to the feelings of themselves as well as in dealing with the environment. The higher a person's emotional intelligence, then the happier and more committed to their organizations. Emotional intelligence can create the perception of a teacher who is very comfortable to work. Teachers who have high emotional intelligence have the ability to adapt to its environment, and therefore contributes to the perception of workplace spirituality. Furthermore, analysis proved that emotional intelligence has positive influence on OCB. This means that the higher emotional intelligence the higher the level of OCB. These results are consistent with research conducted by Chaudry and Usman (2011). Individuals who have a good emotional intelligence, have a high responsibility to colleagues and organizations. It is able to motivate employees to complete the work over charged. In addition, teachers who have high emotional intelligence have value, tolerance and good familiarity with other co-workers so as to improve the OCB. Based on the results of testing the hypothesis in mind that workplace spirituality capable of mediating influence between emotional intelligence on OCB. This means that the higher the emotional intelligence positive effect on workplace spirituality and in the end were able to improve the OCB. The results are consistent with research Modassir (2008). Teachers who have emotional intelligence have the ability to adapt and better empathize. It affects the inner feelings in the workplace and can ultimately increase the OCB.

REFERENCES

Aldag, R. & Reschke, W. (1997). *Employee value added: Measuring Discretionary Effort and its Value to the Organization*. Center for Organization Effectiveness

Ancona, D., Kochan, T., Scully, M., Van Maanen, J., & Westney, D. E. (1999). *Organizational behavior and processes*. Boston: South-Western College Publishing

Ashmos, D. P., and D. Duchon. 2000. Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry* 9, no. 2: 134-44.

Chin Susan Tee Suan, R.N. Anantharaman and David Yoon Kin Tong. (2011) The Roles of Emotional Intelligence and Spiritual Intelligence at the Workplace, *Journal of Human Resources Management Research*http://www.ibimapublishing.com/journals/JHRMR/jhrmr.htmlVol. 2011

Doostar, M., Chegini, M. G. & Pourabbasi, S. (2012). "Survey of Relationship between Spiritual Intelligence and Organizational Citizenship Behavior", *Interdisciplinary JournalOf Contemporary Research In Business*, Vol. 3, No.11, pp. 54-61.

Ferdinand, Augusty (2005). *Structural Equation Modeling*. BP UNDIP

Fry, L. W. (2003). Toward a Theory of Spiritual Leadership. *The Leadership Quarterly, 14(6), 693-727*. Available at : www.tarleton.edu

Goleman, D. (2000) *Emotional intelligence. In Sadock, B. and Sadock, V. (Eds.), Comprehensive textbook of psychiatry*, seventh edition. Philadelphia: Lippincott Williams & Wilkins.

Kazemipour, Farahnaz, BS, Amin, Salmiah Mohamad, Pourseidi, Bahram, (2012). Relationship Between Workplace Spirituality and Organizational Citizenship Behavior among Nurses Through Mediation of Affective Organizational Commitment. *Journal of Nursing Scholarship*; Sep 2012; 44, 3.

Mayer, J. D., DiPaolo, M. T., & Salovey, P. (1990). Perceiving affective content in ambiguous visual stimuli: A component of emotional intelligence. *Journal of Personality Assessment*, 54, 772-781

Maddock, R. C., & Fulton, R. L. (1998). *Motivation, emotions, and leadership: The silent side of management*. Westport, CT: Quorum Books.

Nooralizad Rahman, Ghorchian Naderholi and Jaafari Parivash, 2011, A Causal Model Depicting the influence of Spiritual Leadership and Some Organization and Individual Variables on Workplace Spirituality, Journal of Advence in Management Vol 4 No. 5

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. USA: Sage Publications, Inc

Robbins Stephen P., (2005), *Organizational Behavior*. Alih Bahasa Tim Indeks. PT.Indeks Gramedia Jakarta.

Stogdill, R. M. (1974). *Handbook of leadership: A survey of the literature*. New York: Free Press.

Vondey Michelle, (2010), The Relationships among Servant Leadership, Organizational Citizenship Behavior, Person-Organization Fit, and Organizational Identification *International Journal of Leadership Studies*, Vol. 6 Iss. 1