



THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR BASED ON SPIRITUAL QUOTIENT AND SELF EFFICACY ON THE PERFORMANCE OF CV ALIANSYAH PATI EMPLOYEES

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Abstract

The purpose of this study was to analyze the effect of the level of education, competence and work experience on employee performance. The research data is primary data with a questionnaire as a tool for collecting it. The sample for this study was police officers at the Central Java Regional Police Office, Itwasda Division. The sampling method for this research is probability sampling, with a total sample of 65 people. Data analysis methods used include data quality tests (validity and reliability), classical assumption tests (normality, heteroscedasticity, multicollinearity), multiple linear regression analysis, hypothesis testing (partial T test), coefficient of determination. The results showed that the variable level of education had no positive and significant effect on employee performance, while the competency variable had a positive and significant effect on employee performance and the work experience variable had no positive and significant effect on employee performance. From the results of testing the coefficient of determination Adjusted R Square obtains a score of 34.9 where this figure includes the influence of the variable level of education, competence and work experience on employee performance simultaneously. The suggestions given should be able to optimize performance and be able to assist further researchers in filling out the questionnaire because the answers given are very valuable for researchers. Then for further researchers to be more detailed in conducting research as well as being able to add research variables from learning factors and beliefs then add the number of samples and research in other objects or areas.

Key word :

*Spiritual quotient,
self efficacy,
organizational
citizenship
behavior,
Employee
performance*

INTRODUCTION

The increasingly rapid development of information technology and science demands quality and professional human resources. This is because whether the company's goals are successful or not is largely influenced by human resource factors, so the company is responsible for maintaining human resources so that they are willing to provide optimal performance to achieve the company's goals. To ensure that human resources work optimally, careful planning is really needed so that company activities can run in a directed and integrated manner to improve the resulting performance (Henry, 2012). Reliable and professional employee performance plays an important role in advancing the company, because this will affect the company's survival. To achieve maximum performance, employee behavior is needed to work extra (organizational citizenship behavior).

According to Lovell, organizational citizenship behavior is a behavior that extends and exceeds any behavior required by the organization in improving employee performance (Darmawati, 2016). Employee performance can also increase due to the role of employee spiritual intelligence (Sukidi, 2002).

Spiritual quotient (spiritual intelligence) according to Goleman, is a form of intelligence where a person will try to solve life's problems based on the spiritual or religious values they believe in (Ahmed, 2016). According to Bandura, self-efficacy is an individual's belief in his or her ability to organize and carry out the actions necessary to direct future situations and influence the way the individual reacts to certain situations or conditions. Without high self-efficacy in employees, employee performance will be less than optimal (Bandura, 1997). This is in accordance with Bandura's statement in the journal Widjajani, et al., that self-efficacy plays a major role in improving employee performance (Widjajani, 2014).

CV. Aliansyah-Pati is one of the private distribution companies (distributors) that is currently developing and operates in the field of agricultural chemicals (agrochemicals) for comprehensive management of pests and diseases in agricultural plants and plantations. CV. Aliansyah's address is Pecangaan Hamlet, Winong Village, Rt. 02 Rw. 03 District. Winong District. Starch. CV Aliansyah Company always tries to improve the spiritual values of employees. The background to the problem is that the efforts made by the company have not provided maximum results as seen in the following table :

Table 1
Company Revenue Data (In Rupiah) Period 2014 - 2018

Year	Amount Revenue	Employees Clean	%	Growth
2014	43	1,227,112,946	15. 62	-
2015	57	1,413,056,252	17. 98	15. 15
2016	77	2,171,327,499	27. 63	53. 66
2017	89	1,870,255,367	23. 80	-13. 87
2018	105	1,175,796,234	14. 96	-37. 13
Total		7,857,548,298		

Source : CV. Aliansyah - Pati, 2019

Based on the company's net income during the 2014 to 2018 period, it can be seen that during 2014 to 2016 it experienced a significant increase, reaching a growth rate of 53.66%. However, in the last two years, namely 2017 to 2018, the company's revenue level experienced a significant decline with the growth rate decreasing to 37.13%. The decrease in net income obtained by the company provides an indication that the performance shown by employees is less than optimal.

Based on the results of interviews and findings in the field, it shows that employee performance is less than optimal because leaders in assigning tasks and responsibilities are always involved without giving full trust to employees. Decisions taken by employees must go through the leadership, even if the decisions are small in scope. The impact of these problems will certainly cause employees to lack confidence in their abilities (self efficacy). Another phenomenon can also be seen that there are still many employees who abuse their trust, where bills that should be due have not been submitted to the company. These problems provide an indication that spiritual intelligence is really needed for employees to improve their performance.

Based on the problems mentioned above, it gives an indication that less than optimal employee performance is influenced by self-efficacy and spiritual quotient. The higher the level of self-efficacy, the more confidence in one's abilities will increase, so that employee performance achievements will also increase. Likewise with spiritual intelligence, the higher the spiritual intelligence that employees have, of course the form of responsibility that employees have in facing and solving the problems they face will increase so that employee performance achievements will also increase.

Research on employee performance has been conducted by several researchers, such as those conducted by Muhdar (2015), A. Akhtar (2017), Jawahar (2012) and Chin et al., (2011) who stated that the Spiritual Quotient has a positive influence on employee performance. However, the research results of Pande (2013) and Wultur (2014) concluded that spiritual intelligence has no effect on employee performance. Research by Dharmanegara et al., (2013) shows that spiritual intelligence has no significant effect on employee performance unless mediated by religiosity values. This means that spiritual intelligence will not influence employee performance without religious values as a mediating variable that connects it with employee performance. Based on the results of this research, it shows contradictions between one researcher and another. For this reason, this research will retest it by referring to previous research whose results are still inconsistent.

LITERATURE REVIEW

Attribution Theory

According to Fritz Heider, in the journal Pesireron, the originator of attribution theory, attribution theory is a theory that explains a person's behavior. Attribution theory provides an explanation of how to determine the causes or motives of someone's behavior. This theory was developed to explain how we evaluate someone's behavior differently, depending on what meaning we attribute (attribute) to that behavior. Attribution theory thus refers to how a person explains the causes of other people or themselves behaving based on internal or external drives whose influence will be visible on the individual (Pesireron, 2016).

Employee performance

Etymologically or based on the Big Indonesian Dictionary (KBBI), performance is something that is achieved, achievements demonstrated, or work

ability (Minister of National Education 2019). In terms of terminology, performance is a word in Indonesian that comes from the basic word "work" (Sedarmayanti, 2011). According to Sedarmayanti, performance is the result of the work of a worker, a management process or an organization as a whole, where the results of this work must be shown in concrete and measurable evidence (compared to predetermined standards) (Sedarmayanti, 2011). Riduwan states that the indicators used to assess employee performance include thoroughness, initiative in finding the best steps, level of cooperation ability, level of quality of work results, level of accuracy in completing work and level of quantity of work results (Riduwan, 2019).

Spiritual Quotient

Etymologically, intelligence comes from the English language intelligence which means intelligence. Intelligence comes from the word intelligent, which is the perfect development of the mind (to think, understand and so on), then gets the prefix to and the suffix an to become intelligence, which is the perfection of the development of the mind (such as intelligence, sharpness of mind and so on) (Minister of National Education, 2008). Spiritual intelligence or spiritual intelligence or spiritual quotient (SQ) is a form of intelligence where a person tries to solve life's problems based on the spiritual or religious values they believe in.

According to Agustian, et. al that the signs of well-developed spiritual intelligence include the following, among others: *tawazzun* (the ability to be flexible), *kaffah* (seeking basic answers in seeing various problems holistically), having high awareness and *istiqomah* in an inspired life by vision and values, sincerity and trust in facing and exceeding trials (Agustian, 2008).

Self Efficacy

According to Avey et al. Self-efficacy can be defined as a person's belief about his ability to direct the motivation, cognitive resources, and actions needed to successfully carry out his work. Self-efficacy is the level of a person's confidence or belief in one's own strength (self-confidence) in carrying out and carrying out certain tasks or work (Dewi, 2018).

According to Jones, revealing indicators of self-efficacy include (Chasanah, 2008):

1. Feeling confident in one's own ability to be able to carry out something
2. Experience of success from the past
3. Verbal persuasion (direct invitation to someone with good and convincing prospects)
4. Experiences of other individuals.

Organizational Citizenship Behavior

According to Organ, OCB is defined as individual behavior that is free (discretionary), which is not directly and explicitly rewarded by a formal reward system, and which overall drives the effectiveness of organizational functions. It is free and voluntary, because this behavior is not required by role requirements or job descriptions, which are clearly required based on the contract with the organization but rather is a personal choice (Adianita, et al. 2017). According to Robbins, as quoted in the Dewi journal, Organizational Citizenship Behavior (OCB) is a chosen behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Dewi, 2016).

There are five dimensions of organizational citizenship behavior according to Organ et al. are as follows (Organ, 2006):

1. Altruism

Employee behavior in helping colleagues who are experiencing difficulties in the situation they are facing, both regarding tasks within the organization and other

- people's personal problems. This dimension leads to providing assistance that is not an obligation to bear.
2. **Conscientiousness**
Behavior demonstrated by trying to exceed company expectations. Voluntary behavior that is not an employee's obligation or duty. This dimension reaches far above and beyond the call of duty
 3. **Sportsmanship**
Behavior that tolerates less than ideal conditions in the organization without raising objections. Someone who has a high level of sportsmanship will increase a positive climate among employees, employees will be more polite and work together with others, thus creating a more pleasant work environment.
 4. **Courtesy**
Maintain good relationships with co-workers to avoid interpersonal problems. Someone who has this dimension is someone who respects and cares for other people.
 5. **Civic Virtue**
Behavior that indicates responsibility for organizational life (following changes in the organization, taking the initiative to recommend how the organization's operations or procedures can be improved, and protecting the resources owned by the organization). This dimension leads to maximum work towards the responsibilities given by the organization to a person to improve the quality of the field of work in which they are engaged.

RELATIONSHIP BETWEEN VARIABLES

The Influence of Spiritual Quotient on Organizational Citizenship Behavior

According to Zohar and Marshall, the position of spiritual intelligence in shaping OCB behavior is very important because spiritual intelligence contains several aspects that are characteristics of high spiritual intelligence, namely: friendly attitude, closeness, curiosity, creativity, construction, self-control, and religiousness. The research results of Zain, et al (2017) show that spiritual intelligence has a positive effect on OCB. Likewise, research by Muhdar (2018) and Karakas (2011) shows that spiritual intelligence has a positive effect on OCB, so the following hypothesis can be formulated:

H1: Spiritual Quotient has a positive impact on OCB

The Influence of Self Efficacy on Organizational Citizenship Behavior

Philip and Gully in Engko (2008), stated that self-efficacy can be said to be a personal factor that differentiates each individual and changes in self-efficacy can cause changes in OCB behavior, especially in completing organizational tasks and goals (Engko, 2008).

Research by Nurchasanah (2008) found that self-efficacy influences OCB (Chasanah, 2008). The research results of Lestari, et al (2015) state that self-efficacy has a positive influence on OCB. This research was also supported by James King (2012) which was conducted in America on employees in organizations. He found a relationship that self-efficacy and organizational citizenship behavior had a strong and positive influence, so the following hypothesis could be formulated:

H2: Self efficacy has a positive impact on OCB

The Influence of Spiritual Quotient on Employee Performance

Spiritual intelligence is a necessary basis for encouraging more effective functioning of a person's performance. The higher the employee's level of emotional intelligence, the higher the employee's performance (Muhdar, 2013). The results of

Kaoridan Muhdar's research show that spiritual intelligence has a positive and significant effect on employee performance. Based on several previous studies, researchers can draw a hypothesis, namely:

H3: Spiritual Quotient has a positive impact on employee performance

The Influence of Self Efficacy on Employee Performance

Employees who can increase self-efficacy are not only about improving personal qualities, but more about self-improvement and increasing self-confidence in the abilities possessed by employees in order to improve employee performance. The research results of Lestari, et al (2015) and Fajriah and Darokah (2017) state that self-efficacy has a positive influence on employee performance. Based on theory and supported by previous research, the following hypothesis can be formulated:

H4: Self efficacy has a positive impact on employee performance

The Influence of Organizational Citizenship Behavior on Employee Performance

Organizations that have employees who have good OCB will have better performance than other organizations. Harwiki (2013), found that OCB has a positive impact on employee performance (Wiwik, 2013). Based on theory and previous research, the following hypothesis can be formulated:

H5: Organizational citizenship behavior has a positive impact on employee performance

RESEARCH FRAMEWORK

To explain these variables, they can be explained in the following framework image:

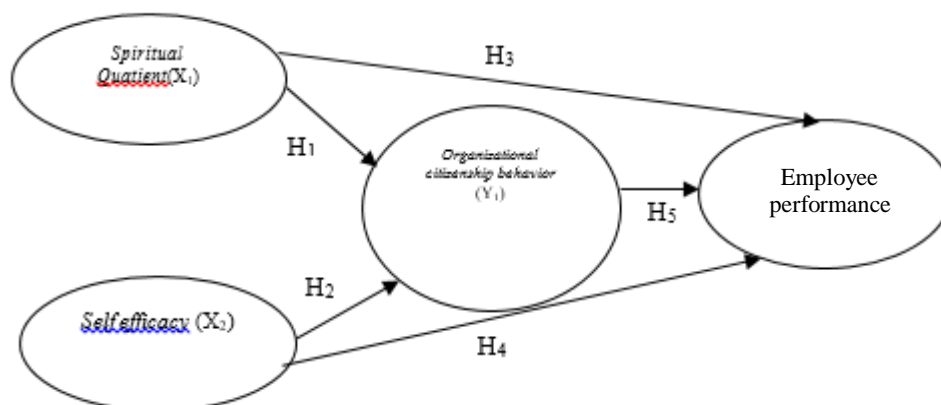


Figure 1. Research framework

RESEARCH METHOD

This research is a type of explanatory research with the aim of explaining the relationship between two or more variables. This research can determine only a few variables from the object under study and then create an instrument to measure them and is a quantitative type (Sugiyono, 2012). The population includes all CV employees. Aliansyah Pati. Data sources were obtained directly by means of interviews and questionnaires from the research object. Results of questionnaire answers for CV employees. Aliansyah Pati As primary data obtained directly from the original source.

Table 2
Research Variable Scale Range

No	Interval	Category	Description
1	Interval 1 – 2,3	Low	Variable conditions that are still low or small are owned by research variables
2	Interval 2,34 – 3,67	Medium	Condition of variables that are moderately or sufficiently owned by research variables
3	Interval 3,68 – 5	High	Variable conditions that are high or good for research variables

Source: processed data, 2019

This research uses the structural equation model (SEM) technique using the PLS method. This research uses the structural equation model (SEM) technique using the PLS method. As for the steps. Empirical model testing: Partial East Square (PLS) based research with Smart PLS software through model specialization, model evaluation, inner model and sobel test.

RESULT AND DISCUSSION

Hypothesis Test 1: The Influence of Spiritual Quotient on OCB

Based on the test results, it can be seen that the statistical T value for the spiritual quotient variable on organizational citizenship behavior obtained a value of 6.466 so it has exceeded the requirement of 1.96. This explanation can be interpreted as meaning that the test is able to reject H_0 and accept H_a , which means that the spiritual quotient has a positive and significant influence on organizational citizenship behavior. Thus, it can be concluded that the test is able to accept H_1 , so that the alleged significant positive influence of spiritual quotient on organizational citizenship behavior is proven or acceptable.

Hypothesis Test 2: The Influence of Self Efficacy on OCB

The results of self-efficacy testing on organizational citizenship behavior obtained a statistical T value of $3.131 > 1.96$. This explanation can be interpreted as meaning that the test is able to reject H_0 and accept H_a , which means that self-efficacy has a positive and significant influence on organizational citizenship behavior. Based on the test results, it can be concluded that the test is able to accept H_2 , so that the alleged existence of a significant positive influence between self-efficacy on organizational citizenship behavior is proven or acceptable.

Hypothesis Test 3: The Influence of Spiritual Quotient on Employee Performance

The results of the test between the spiritual quotient and employee performance obtained a statistical T value of 2.493 which exceeded the t table of 1.96. This can be interpreted as if H_0 is rejected and H_a is accepted, which means that the spiritual quotient on employee performance has a significant positive influence. Thus, it can be concluded that the test is able to accept H_3 , so that the alleged significant positive influence of the spiritual quotient on employee performance is proven or acceptable.

Hypothesis Test 4: The Effect of Self-Efficacy on Employee Performance

The results of self-efficacy testing on employee performance obtained a statistical T value of $3.366 > 1.96$, which means that H_0 was rejected and H_a was accepted. This explanation can be interpreted as meaning that self-efficacy has a significant positive influence on employee performance. Thus, it can be concluded that the test is able to accept H_4 , so that the alleged significant positive influence of self-efficacy on employee performance is proven or acceptable.

Hypothesis Test 5: The Effect of OCB on Employee Performance

Based on the results of calculations between organizational citizenship behavior and employee performance, the statistical T value is $8.097 > 1.96$, which means that H_0 is rejected and H_a is accepted. This shows that there is a significant positive influence between organizational citizenship behavior on employee performance. Based on the test results, it can be concluded that hypothesis testing is able to accept H_5 so that the hypothesis which states that there is a significant positive influence between organizational citizenship behavior on employee performance can be accepted.

Table 3
R Square Test

No	Variabel	R Square
1.	The influence of spiritual quotient and self-efficacy on organizational citizenship behavior	0,845
2.	The influence of spiritual quotient, self-efficacy and organizational citizenship behavior on employee performance	0,900

Source: PLS processed results, 2019

Based on Table 4.16, the R Square value for model 1, namely the influence of spiritual quotient and self-efficacy on organizational citizenship behavior, obtained a value of 0.845, which means that organizational citizenship behavior can be explained by the two spiritual quotient variables, self-efficacy is 84.5%, while the rest as large as explained by other variables not examined in this study. Meanwhile, the results of testing the influence of spiritual quotient, self efficacy and organizational citizenship behavior on employee performance are shown by an R Square value of 0.900, which means that employee performance can be explained by the three variables, namely spiritual quotient, self efficacy and organizational citizenship behavior by 90%, whereas the rest is explained by other variables not examined in this study.

In the Partial Least Square test, the direct and indirect influence between spiritual quotient, self-efficacy on employee performance and organizational citizenship behavior as an intervening variable has been explained. To find out whether organizational citizenship behavior can be an intervening variable between spiritual quotient and self-efficacy on employee performance, it will first be explained in the following path analysis picture :

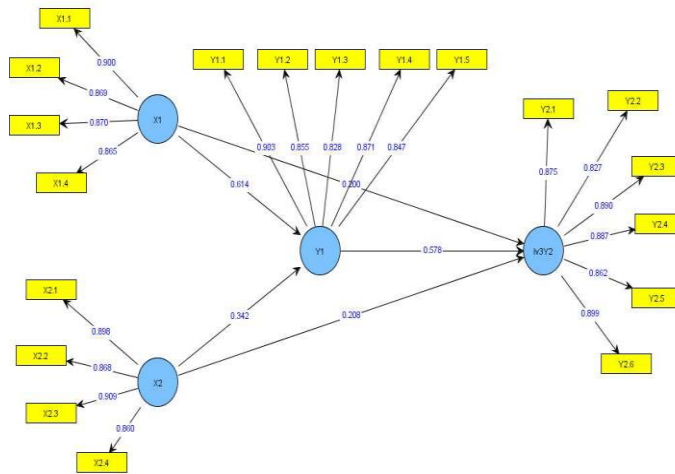


Figure 2. Path Analysis using the PLS Method

To find out whether organizational citizenship behavior is able to mediate between spiritual quotient and self-efficacy on employee performance, it was tested using a sobel test as explained in the following results:

The Influence of Spiritual Quotient on Organizational Citizenship Behavior leading to Employee Performance

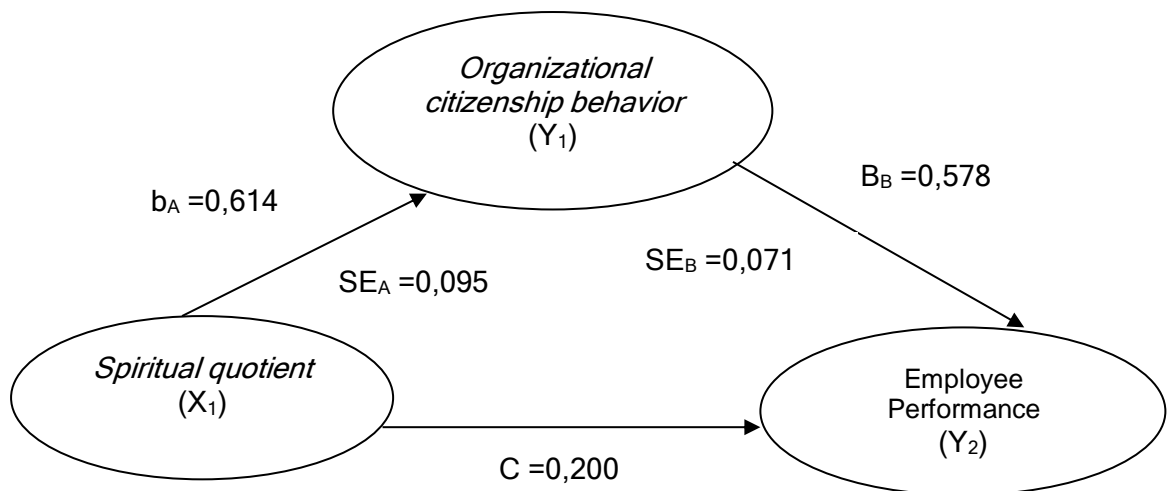
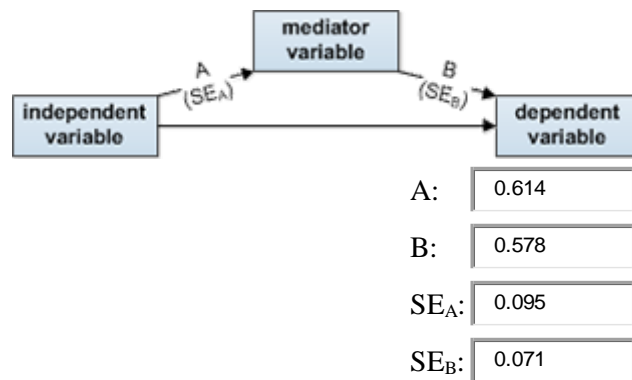


Figure 3. Mediation Effects of Path Analysis
Spiritual quotient on OCB towards Employee Performance

Information :

- bA = Regression coefficient of spiritual quotient on OCB
- bB = OCB regression coefficient on employee performance
- SEA = Standard error spiritual quotient for OCB
- SEB = Standard error of OCB on employee performance



Sobel test statistic: 5.06186285

Two-tailed probability: 0.00000042

Based on the results of the sobel test, the statistical test value was obtained at 5.061, which exceeded the table requirement of 1.96, while in the two tailed probability the significance value was obtained at 0.000, which means it is smaller than the error rate of 0.05. These results can be explained that organizational citizenship behavior can be an intervening variable between spiritual quotient and employee performance

The Influence of Self Efficacy on Organizational Citizenship Behavior towards Employee Performance

To determine whether organizational citizenship behavior can be an intervening variable between self-efficacy and employee performance, this research uses a sobel test, namely by entering the regression coefficient value for each research variable.

Based on the results of the Sobel test between self-efficacy and organizational citizenship behavior leading to employee performance, the statistical test value was obtained at 2.927 > 1.96, while the two tailed probability obtained a significance value of 0.003 < 0.05. These results can be explained that organizational citizenship behavior can be an intervening variable between self-efficacy and employee performance.

CONCLUSION

Based on the research that has been carried out, several things can be done to improve employee performance in the company as follows:

1. Spiritual intelligence is able to bring about better changes in improving employee behavior so that they are willing to work extra towards their work. This means that the higher an employee's spiritual intelligence, the higher the form of responsibility they have in facing and solving problems faced by the company, so that it will have an impact on the employee's ability to control their own behavior so that they are willing to work extra for the progress of the company that oversees them.
2. Self efficacy is able to make a positive contribution to employee behavior in being willing to work extra. This means that the higher the self-efficacy, the higher the employee's self-confidence in their abilities, so that it will have an impact on the employee's ability to control their own behavior so that they are willing to work extra for the progress of the company that oversees them.
3. The spiritual quotient is able to provide better changes in increasing employee

performance achievement to the maximum. This provides an understanding that the higher an employee's spiritual intelligence, the higher the form of responsibility they have in facing and solving problems faced by the company, so that employee performance will increase.

4. Self-efficacy is able to provide better changes in improving employee performance achievements, meaning that the higher the self-efficacy, the employee's self-confidence in their abilities will also be higher so that of course it will bring better changes in improving employee performance to the maximum.
5. Organizational citizenship behavior plays a very important role in shaping employee behavior in improving employee performance to the maximum, meaning that the higher the organizational citizenship behavior, the more employees can control their own behavior to be willing to work extra to increase their potential, so that it will have an impact on employee performance achievement as a whole. maximum..

SUGGESTION

Based on the conclusions stated above, several suggestions can be given and it is hoped that they will be useful for the progress of employees and the company. Some of these suggestions are:

1. Spiritual quotient plays a role in increasing OCB and employee performance, so it is important for company management so that employees are more consistent. This can be seen from the lowest respondent answers, so it is important for companies to encourage employees to be able to accept any changes that are God's provisions without complaining.
2. Self-efficacy is proven to be able to improve employee performance, so there should be efforts from company management so that employees can learn from past experiences so that they can make better evaluations in ensuring their abilities, so that the form of responsibility they have will be higher.
3. Organizational citizenship behavior is the most dominant factor in influencing employee performance, so it is important for company management to encourage employees to be sportsmanlike, namely by being honest in their work, so that they do not blame each other.

LIMITATIONS AND FUTURE RESEARCH AGENDA

The limitation of this research is that the data collection technique used in this research uses a questionnaire so that conclusions can be drawn based on the data collected through the questionnaire. This means that the data analyzed is the perception of respondents' answers based on existing provisions so that respondents' answers do not match the real conditions of the research object. For this reason, further research should be supplemented with interview techniques so that it will further strengthen the accuracy of the respondent's answer data.

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