

THE INFLUENCE OF SPIRITUAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: MEDIATION OF EMOTIONAL INTELLIGENCE

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Abstrak

Organizational Citizenship Behavior (OCB) adalah sikap seorang karyawan yang bekerja untuk perusahaan atau organisasi tanpa meminta imbalan kepada perusahaan atas apa yang di lakukan. Penelitian ini bertujuan untuk mengetahui (1) pengaruh kepemimpinan spiritual terhadap OCB; (2) pengaruh kepemimpinan spiritual terhadap kecerdasan emosional; (3) pengaruh kecerdasan emosional terhadap OCB; dan (4) pengaruh kepemimpinan spiritual terhadap OCB dengan dimediasi kecerdasan emosional pada karyawan PT. Catur Kencana Manajemen Yogyakarta. Populasi penelitian ini seluruh karyawan PT. Catur Kencana Manajemen Yogyakarta. Penelitian ini merupakan penelitian kuantitatif dan data primer diambil menggunakan kuesioner yang diambil secara sensus dengan sampel sebanyak 52 responden. Teknik analisis data yang digunakan pada penelitian ini adalah *Structural Equation Modelling* (SEM) berbasis *variance* dengan menggunakan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa (1) kepemimpinan spiritual berpengaruh positif terhadap OCB; (2) kepemimpinan spiritual berpengaruh positif terhadap kecerdasan emosional; (3) kecerdasan emosional berpengaruh positif terhadap OCB; dan (4) kecerdasan emosional memediasi pengaruh kepemimpinan spiritual terhadap OCB pada karyawan PT. Catur Kencana Manajemen Yogyakarta. Hasil penelitian berimplikasi agar pimpinan lebih memperhatikan kepemimpinan spiritual, sehingga dapat memberikan dampak OCB karyawan yang tinggi melalui kecerdasan emosional.

Kata Kunci: Kepemimpinan Spiritual, Kecerdasan Emosional, *Organizational Citizenship Behavior*

Abstract

Organizational Citizenship Behavior (OCB) is the attitude of an employee who works for a company or organization without asking the company for compensation for what they do. This research aims to determine (1) the influence of spiritual leadership on OCB; (2) the influence of spiritual leadership on emotional intelligence; (3) the influence of emotional intelligence on OCB; and (4) the influence of spiritual leadership on OCB mediated by emotional intelligence in employees of the Yogyakarta Catur Kencana Management Company. The population of this study were all employees of the Yogyakarta Catur Kencana Management Company. This research is quantitative research and primary data was taken using a census-taken questionnaire with a sample of 52 respondents. The data analysis technique used in this research is variance-based Structural Equation Modeling (SEM) using the SmartPLS application. The research results show that (1) spiritual leadership has a positive effect on OCB; (2) spiritual leadership has a positive effect on emotional intelligence; (3) emotional intelligence has a positive effect on OCB; and (4) emotional intelligence mediates the influence of spiritual leadership on OCB in employees of the Yogyakarta Catur Kencana Management Company. The research results have implications for leaders paying more attention to spiritual leadership, so that it can have a high impact on employee OCB through emotional intelligence.

Keywords: Spiritual Leadership, Emotional Intelligence, *Organizational Citizenship Behavior*

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Introduction

Human resources (HR) are the most important assets for companies in the era of globalization, because HR is the driving force and biggest contributor to the continuity of the company. Therefore, companies need to pay attention to managing management functions, including managing human resources, so that they can improve company performance. However, apart from companies needing competent human resources, they also need a leader who has spiritual leadership so that they can motivate themselves and others intrinsically and can direct employees to have emotional intelligence so that ultimately employees can work beyond the criteria expected by the organization.

The development of a company is not only influenced by financial and marketing aspects, but also by aspects of the employees who work for the company. Many companies do not yet understand the importance of human resources, so many companies are only concerned with profits and losses without developing the importance of human resources in the development of the company itself (Margaritis et al., 2023). This is also reflected in the Yogyakarta Catur Kencana Management Company being the population in this research. The development of the Yogyakarta Catur Kencana Management Company is very necessary for its future, so the company must always pay attention to employees who receive less attention in the workplace. Apart from that, company development must also always expand and provide good direction to employees who work for the company (Pratiwi et al., 2022). Organizational Citizenship Behavior (OCB) is a voluntary attitude that does not want anything to be given from its superior because the employee actually works for the company (Santa et al., 2023). Therefore, the Yogyakarta Catur Kencana Management Company must make its employees OCB so that the company can develop more advanced in the future.

An employee who truly has an OCB attitude at work is very influential for the company itself, especially for those who can regulate their emotions at work. Organ (2018) explains that self-development of relevant work skills, voluntary involvement in the larger community which is seen by management as good behavior has an impact on OCB. According to Supriyanto et al. (2020), defining OCB is based on two criteria, namely the first is outside the role requirements and the second is organizational functional.

The leadership of a leader or superior in an organization has a very big role in an employee's OCB. Most leaders are less active in their leadership without looking at what leaders should do when leading an organization. Emotions also have an important role for an employee in managing their situation so that they have an OCB attitude. Most employees cannot regulate and direct their emotional states well, even though the benchmark for being able to work well is if there is order and direction in the employee's work (Jena & Pradhan, 2018).

Therefore, the Catur Kencana Yogyakarta Management Company needs an employee who has an OCB attitude at work so that he can help and develop better for the company's progress in the future. According to Jena (2022), OCB can increase organizational effectiveness and provide support for the effective functioning of the organization. A leader's leadership also has an important role for employees, so that employees can become volunteers for their company in the future. This leadership attitude has a huge impact, especially for a leader who is able to manage his situation when leading a company. Leadership is not only identified with whether a leader is firm or not, but leaders can also have broad interests in their subordinates (Pio & Lengkong, 2020).

Spiritual leadership is values, behavior and habits which are important ingredients for motivating a person and others from within themselves (Jufrizen & Nasution, 2021). According to Gündüz (2017), spiritual leadership is the behavioral values needed to motivate oneself and others intrinsically so that they have a sense of spiritual survival through calling and membership. An employee tries to find a balance between real business life and their spiritual needs to relieve the tension and stress of work life. The role of spiritual leadership is to ensure spirituality in the workplace. This research provides results that are in accordance with the results of previous research written by Al-Mahdy et al. (2022); Kim & Park (2022) showing that spiritual leadership has a positive effect on OCB. On the other hand, the results of previous research conducted by Garg (2020); Manoppo (2020) show that spiritual leadership has no effect on OCB.

Emotional intelligence is the ability to look for one's own feelings and also the feelings of others, which is part of social and emotional intelligence, which can achieve the required performance of an individual which will lead to citizenship behavior directed towards the organization (Narayanan, 2016). Emotional intelligence has a very important role in managing an employee's work, where the employee's work will become more organized and optimal. Regulating emotions at work is a very necessary role, especially so that the work can be completed well and precisely. Personal skills such as awareness, self-regulation, motivation, and social skills including social empathy, where the higher the emotional intelligence, the more it can encourage employees to take on extra roles and will have the impact of increasing employee OCB. This research provides results that are in accordance with the results of previous research written by Majeed & Jamshed (2021); Kim & Park (2022) showing that emotional intelligence has a positive effect on OCB. In contrast, the results of previous research conducted by Miao et al. (2020); Deshmukh & Natu (2023) show that emotional intelligence has no effect on OCB.

According to Gündüz (2017), spiritual leadership is seen as important in organizations for ethical behavior, job satisfaction, employee commitment, productivity and competitive advantage, as well as spiritual leadership as a construct used for leader integrity and concern for employees. Spiritual leadership is related to emotional intelligence, where leaders who have spiritual leadership will be able to direct employees to control emotions at work so that employees can complete and take full responsibility for their work. This research provides results that are in accordance with the results of previous research written by Bayighomog & Arasli (2022); Li et al. (2023) showing that spiritual leadership has a positive effect on emotional intelligence. In contrast, the results of previous research conducted by Liao et al. (2022); Kumari et al. (2022) show that spiritual leadership has no effect on emotional intelligence.

Leaders who can instill spiritual moral values in employees can direct employees to have emotional intelligence, where having a sense of tolerance helps and forms good interpersonal relationships with other employees which can ultimately make a positive contribution to OCB. This research provides results that are in accordance with the results of previous research written by Pio & Tampi (2018); Hu et al. (2023) showing that spiritual leadership has a positive effect on OCB with the mediation of emotional intelligence. In contrast, the results of previous research conducted by Göçen & Şen (2021); Vargas-Hernández & Vargas-González (2023) show that emotional intelligence does not mediate the influence of spiritual leadership on OCB.

Based on the phenomena and research above, the researcher wants to conduct research with the title "The Influence of Spiritual Leadership on OCB: Mediation of Emotional Intelligence in Employees of the Yogyakarta Catur Kencana Management Company".

The Influence of Spiritual Leadership on OCB

Spiritual leadership is a combination of vision, hope (faith), altruistic love, meaning (calling), membership, organizational commitment, and productivity which emphasizes values, attitudes, and behavior (Kim & Park, 2022). This spiritual leadership emerged because it was encouraged by the increasing development of deviant employee behavior that could destroy the organization (Garg, 2020). According to Al-Mahdy et al. (2022), spiritual leadership used by companies plays an important role in shaping and creating an environment with employees who do more than just ordinary tasks, resulting in performance that exceeds expectations, which is called Organizational Citizenship Behavior (OCB). Spiritual leadership in this research directs individuals to have an altruistic nature, so that it can support the formation of OCB in employees. An employee tries to find a balance between real business life and their spiritual needs to relieve the tension and stress of work life. Spirituality in the workplace is an awareness that people have an inner life that grows and is cultivated by meaningful work and takes place in a community context, so that employees experience themselves as spiritual beings (Gündüz, 2017). OCB behavior is behavior that is indirectly recognized by the formal system in an organization and functions effectively and efficiently in organizational activities (Organ, 2018). The aim of instilling principles in individuals who have OCB behavior requires the role of a leader who can encourage, invite, direct and shape patterns and culture in the environment. The role of spiritual leadership is to ensure spirituality in the workplace and has an important role in enriching and deepening values within employees. Apart from that, leaders play an important role in forming OCB so leaders are needed who are better, more ethical, and understand the circumstances of the environment they lead. A spiritual leadership style that is able to make employees feel meaning in their lives and be more attached to organizational goals will influence employees to work beyond the criteria expected by the organization. Therefore, the higher spiritual leadership is able to increase employee efforts to achieve organizational goals, the higher the level of OCB in the company. This is in line with the results of previous research conducted by Al-Mahdy et al. (2022); Kim & Park (2022) show that spiritual leadership has a positive effect on OCB. Based on the description above, the following hypothesis can be formulated:

H1: Spiritual leadership has a positive effect on OCB in employees of the Yogyakarta Catur Kencana Management Company

The Influence of Spiritual Leadership on Emotional Intelligence

Spiritual leadership is values, behavior and habits which are important ingredients for motivating a person and others from within themselves (Jufrizen & Nasution, 2021). Spiritual leadership style is related to emotional intelligence. According to Narayanan (2016), emotional intelligence is defined as the ability to look for one's own feelings and also the feelings of others, which is part of social and emotional intelligence, which can achieve the required performance of an individual which will lead to citizenship behavior directed towards the organization. . Emotional intelligence has a very important role in managing an employee's work, where the employee's work will become more organized and optimal. Regulating emotions at work is a very necessary role, especially so that the work can be completed well and precisely and can manage stress. Leaders who have spiritual leadership can motivate other

people from within themselves to feel meaning in their lives, so they are able to form elements to improve performance where employees work based on intelligent emotions and can complete and take full responsibility for work. Therefore, the higher spiritual leadership is able to increase employee efforts to achieve organizational goals, the higher the level of emotional intelligence in the company. This is in line with the results of previous research conducted by Bayighomog & Arasli (2022); Li, et al. (2023) shows that spiritual leadership has a positive effect on emotional intelligence. Based on the description above, the following hypothesis can be formulated:

H2: Spiritual leadership has a positive effect on emotional intelligence in employees of the Yogyakarta Catur Kencana Management Company

The Influence of Emotional Intelligence on OCB

Emotional intelligence is the ability to look for one's own feelings and also the feelings of others, which is part of social and emotional intelligence, which can achieve the required performance of an individual which will lead to citizenship behavior directed towards the organization (Narayanan, 2016). Emotional intelligence has a very important role in managing an employee's work, where the employee's work will become more organized and optimal. Regulating emotions at work is a very necessary role, especially so that the work can be completed well and precisely. Emotional intelligence can help employees in carrying out or carrying out their work, apart from that it can also motivate employees to carry out extra positive work behavior sincerely and help build social relationships so that they can improve team performance and create a conducive work environment. Personal skills such as awareness, self-regulation, motivation, and social skills including social empathy, where the higher the emotional intelligence, the more it can encourage employees to take on extra roles and will have the impact of increasing employee OCB. This is in line with the results of previous research conducted by Majeed & Jamshed (2021); Kim & Park (2022) show that emotional intelligence has a positive effect on OCB. Based on the description above, the following hypothesis can be formulated:

H3: Emotional intelligence has a positive effect on OCB in employees of the Yogyakarta Catur Kencana Management Company

The Influence of Spiritual Leadership on OCB: Mediation of Emotional Intelligence

Spiritual leadership is a causal leadership theory for organizational transformation designed with the aim of creating an intrinsically motivated organization (Pio & Tampi, 2018). Spiritual leadership encourages and proposes to its members that belief in the organization's vision makes them always look forward and will provide positive desires and hopes through intrinsic motivation, thereby resulting in an increase in one's spiritual survival. Meanwhile, emotional intelligence is defined as the ability to understand, integrate and manage one's and other people's feelings and emotions and then act on them reflectively and rationally (Majeed & Jamshed, 2021). Leaders who can instill spiritual moral values in employees can direct employees to have emotional intelligence, where having a sense of tolerance helps and forms good interpersonal relationships with other employees which can ultimately make a positive contribution to OCB. This is in line with the results of previous research conducted by Pio & Tampi (2018); Hu et al. (2023) shows that spiritual leadership has a positive effect on OCB with the mediation of emotional intelligence. Based on the description above, the following hypothesis can be formulated:

H4: Emotional intelligence mediates the influence of spiritual leadership on OCB in employees of the Yogyakarta Catur Kencana Management Company

Method

A quantitative approach was used in this research. Saturated sampling was used as a sampling technique in this study, because the population in this study was used as a sample. An online-based questionnaire via Google Form was used as a primary data collection technique aimed at all 52 employees of the Yogyakarta Catur Kencana Management Company. Variance-based Structural Equation Modeling (SEM) is used as a data analysis technique in this research. The indicators used in the spiritual leadership variable include hope in the form of faith, vision, altruistic love, meaning in the form of membership, productivity and company commitment (Kim & Park, 2022). The indicators used in the emotional intelligence variable include other people's self-assessment of emotions, assessment of other people's emotions, use of emotions, and emotional regulation, namely the process of individuals managing and changing their own or other people's emotions (Majeed & Jamshed, 2021). Meanwhile, the indicators used in the OCB variable include sportsmanship, civic promotion, awareness, altruism, and good and polite behavior (Pio & Lengkong, 2020).

Results and Discussion

Description of Respondent Characteristics

The general description of respondents is based on the characteristics or identities asked in this research questionnaire. The respondent profile used includes the gender and age of employees who work at the Catur Kencana Management Yogyakarta Company. Characteristics of respondents based on gender showed that there were 36 male respondents (69.2%) and 16 female respondents (30.8%). Therefore, it can be seen that the characteristics of respondents based on gender are dominated by male respondents because working in this company requires more physical strength. Furthermore, if we look at the profile of respondents based on age, there are 21 respondents (40.4%) aged <30 years, 17 respondents (32.7%) aged 31-39 years, 10 respondents (19.2%) aged 40-49 years, and 4 respondents (7.7%) aged >50 years. Therefore, it can be seen that the profile of respondents based on the age of employees working at this company is dominated by those aged <30 years because they require more speed and strength in their work.

Instrument Testing

The data that has been collected is then tested on the instrument in two steps, namely testing the outer and inner models. This test was carried out to assess the suitability of the outer which consists of convergent validity, discriminant validity test, and composite reliability test. The convergent validity-based measurement model uses a reflective indicator model, where the assessment is based on the relationship between component scores compared to construct scores using the SmartPLS application. If the correlation value is >0.70, then the reflective size is high. However, at the start of the research, a measurement scale with factor loading values between 0.50 and 0.60 was sufficient (Hair et al., 2017: 128). The next step, discriminant validity testing as shown in Table 1, is used to ensure that the concept of each latent model is not the same compared to other variables.

Table 1. Validity Discriminant

Variable	Emotional Intelligence	OCB	Spiritual Leadership
Emotional Intelligence	0.848		
OCB	0.961	0.868	
Spiritual Leadership	0.892	0.891	0.863

Source: Data completed with SmartPLS (2022)

After testing the validity of the indicators, the researcher then carried out reliability testing. The value of composite reliability can be seen using reliability testing. The composite reliability construct is used to provide an assessment of the reliability model, which is reliable if the cronbach alpha and composite reliability values are >0.70 (Hair et al., 2017: 129).

Table 2. Composite Reliability and Cronbach Alph

Variable	Composite Reliability	Cronbach's Alpha
Emotional Intelligence	0.977	0.975
OCB	0.978	0.976
Spiritual Leadership	0.989	0.988

Source: Data completed with SmartPLS (2022)

Inner model testing (structural model) is carried out if outer model testing has been carried out. R-square is used to evaluate the structural model of the research dependent construct and the path coefficient value for significance testing. The greater the R sound value, the better the model predicted by the model under study (Hair et al., 2017: 132). Table 3 illustrates the magnitude of the R square value for the dependent construct of this research

Table 3. R Square

Variable	R Square
Emotional Intelligence	0.796
OCB	0.930

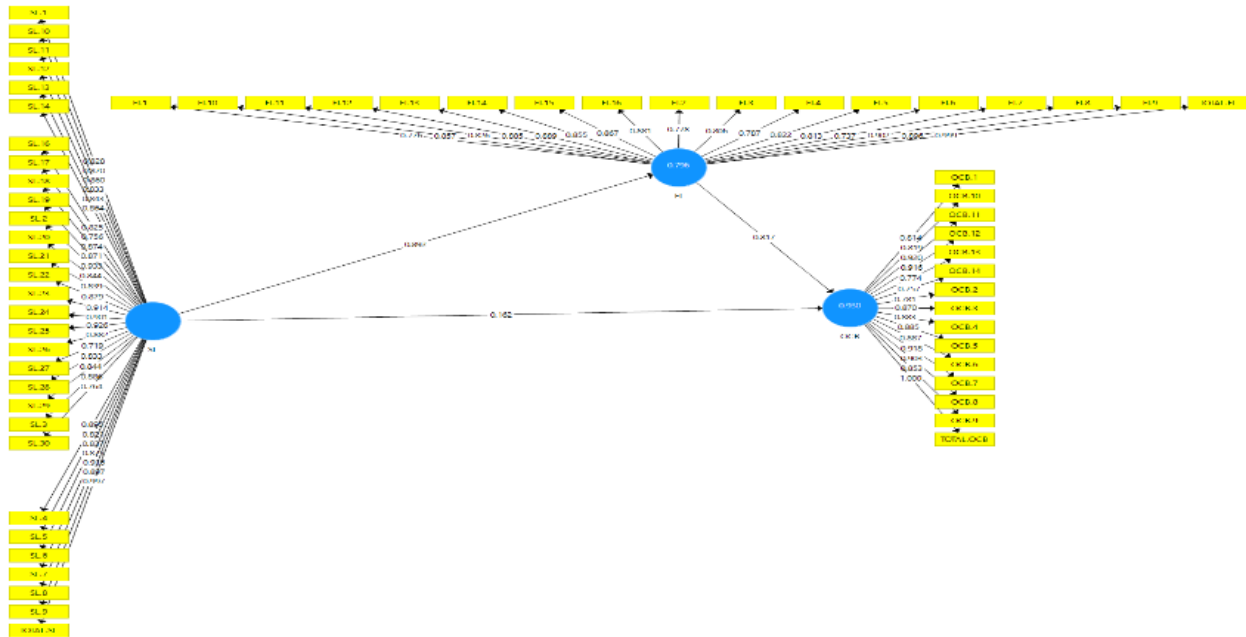
Source: Data completed with SmartPLS (2022)

Table 3 illustrates that the OCB construct has an R² value of 0.930, which means that the spiritual leadership variable has the ability to provide an explanation regarding OCB of 93%, while the remaining 7% is known to be able to be explained by every variable outside this research. The R² value for the emotional intelligence variable is known to be 0.796, which means that the spiritual leadership variable has the ability to provide an explanation regarding the emotional intelligence variable of 79.6%, while the remaining 20.4% is known to be able to be explained by every variable that is outside this research.

Hypothesis Test

Hypothesis testing as in Table 6 is carried out by paying attention to the path coefficient value based on the bootstrap resampling results and Figure 1 illustrates the influence between the variables used in this study based on the estimated path coefficient and p-value.

Figure 1. Testing Research Models with the SmartPLS Application



Source: Data completed with SmartPLS (2022)

Table 6. Path Coefficient

Hypothesis	Original Sampel	T Statistics	Information
Spiritual Leadership → OCB	0.817	9.668	Hypothesis proven
Spiritual Leadership → Emotional Intelligence	0.892	23.013	
Emotional Intelligence → OCB	0.162	1.800	
Spiritual Leadership → Emotional Intelligence → OCB	0.728	9.190	

Source: Data completed with SmartPLS (2022)

Table 6 illustrates that the hypothesis proposed in this research is acceptable. The path coefficient output shows that the t statistical value of all independent variables on the dependent variable is proven to be significantly positive. Hypothesis 1 of this research is accepted, where spiritual leadership has a positive effect on OCB at the Catur Kencana Management Company Yogyakarta. This shows that the higher the spiritual leadership in a Yogyakarta Catur Kencana Management Company, the higher the OCB of an employee in that company. Therefore, it can be felt that employee OCB will provide development for the company itself in the future, where the role of spiritual leadership is to ensure spirituality in the workplace. This research provides results that are in accordance with the results of previous research written by Al-Mahdy et al. (2022); Kim & Park (2022) show that spiritual leadership has a positive effect on OCB.

Hypothesis 2 of this research is accepted, where spiritual leadership has a positive effect on emotional intelligence at the Yogyakarta Catur Kencana Management Company. This shows that spiritual leadership is getting bigger in a leader at the Yogyakarta Catur Kencana Management Company, the leader will be able to direct his employees to control their emotions at work so that employees can complete and take full responsibility for their work. This research provides results that are in accordance with the results of previous research written by Bayighomog & Arasli (2022); Li et al. (2023) shows that spiritual leadership has a positive effect on emotional intelligence.

Hypothesis 3 of this research is accepted, where emotional intelligence has a positive effect on OCB at the Yogyakarta Catur Kencana Management Company. This shows that the more employees can regulate their emotional states, the better the employee's OCB will be. Emotional regulation here means that an employee understands the employee's emotional state, so that work can be completed well and on target. This research provides results that are in accordance with the results of previous research written by Majeed & Jamshed (2021); Kim & Park (2022) show that emotional intelligence has a positive effect on OCB.

Hypothesis 4 of this research is accepted, where spiritual leadership has a positive effect on OCB with the mediation of emotional intelligence at the Yogyakarta Catur Kencana Management Company. This shows that leaders who are able to instill spiritual moral values in their employees can direct their employees to have emotional intelligence, where having a sense of tolerance helps and forms good interpersonal relationships with other employees which in the end can make a positive contribution to OCB. This research provides results that are in accordance with the results of previous research written by Pio & Tampi (2018); Hu et al. (2023) shows that spiritual leadership has a positive effect on OCB with the mediation of emotional intelligence.

Conclusion

Conclusions that can be drawn based on the results of the research and discussion that have been carried out above include: (1) spiritual leadership has a positive effect on OCB; (2) spiritual leadership has a positive effect on emotional intelligence; (3) emotional intelligence has a positive effect on OCB; and (4) emotional intelligence mediates the influence of spiritual leadership on OCB at the Catur Kencana Management Company Yogyakarta. The results of this research suggest that leaders pay more attention to spiritual leadership so that it can have an impact on increasing the OCB of Yogyakarta Catur Kencana Management Company employees through emotional intelligence. The suggestion for companies is that company leaders can maintain the emotional intelligence that has been well instilled through good norms at work, so that it can be used as a self-actualization for employees to become better at work. Apart from that, it also increases an optimistic attitude at work so that it can minimize emotional attitudes that can be detrimental at work. Furthermore, companies can maintain OCB that already exists in employees and leaders build good tolerant relationships between employees. Meanwhile, the suggestion for future researchers is that the results of this research are expected to be a reference for other researchers in explaining OCB using other variables such as spiritual intelligence.

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