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## **THE EFFECT OF SPIRITUAL INTELLIGENCE AND GOOD ORGANISATIONAL CITIZENSHIP ON EMPLOYEES' PERFORMANCE**

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**Abstract:** Employees play a crucial role in an organisation's success, and management should prioritise their importance. Research suggests that spiritual intelligence and organisational citizenship behaviour (OCB) enhance employees' performance. A study was conducted at the Ministry of Finance (MOF), Putrajaya. A total of 343 public servants from the MOF were surveyed to gather data. The research model hypotheses were tested using SPSS 27 for data analytics. The study emphasises a notable and positive relationship between spiritual intelligence and both OCB and employees' performance. OCB has been demonstrated to serve as a complementary mediating factor in the relationship between spiritual intelligence and employees' performance. This finding suggests that the spiritual intelligence of an organisation significantly predicts its citizenship's behaviour. The results of this study enhance the existing body of knowledge and provide new opportunities for further investigation.

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

## **2. Introduction**

Organisational Citizenship Behaviour (OCB) refers to voluntary, extra-role actions taken by employees to support their organisation, which, although not part of formal job duties, are vital for organisational success (Organ, 1988). These behaviours, while not directly rewarded, are crucial for

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improving overall organisational effectiveness. Spiritual intelligence, which involves finding meaning and purpose in one's life, has been linked to enhanced OCB and employee performance (Tse et al., 2023). Key components of spiritual intelligence, such as critical existential thinking and transcendental awareness, have been shown to positively influence OCB, creativity, and personal development (Sani & Ekowati, 2022).

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

## 2. Literature Review

### 2.1 Spiritual Intelligence

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

### 2.2 Organisational Citizenship Behaviour

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

### 2.3 Employees' Performance

The theory of Campbell, McHenry, and Wise (1990) is a widely recognised framework for understanding job performance, with Campbell defining it as an individual's personal achievement. Job performance encompasses behaviours that directly contribute to organisational goals and objectives, focusing on observable activities in the workplace. It involves effective and efficient use of

resources to achieve desired outcomes (Abdurrasodik et al., 2020). Job performance can be evaluated in terms of effectiveness (the degree of goal achievement) and efficiency (the output relative to input) (Boudlaie et al., 2022).

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

### 3. Data Collection and Method

#### 3.1 Data Collection and Analysis

The research design for this study was quantitative. A questionnaire was used as an instrument to collect the data. All the questionnaire items were adapted from past studies. The respondents were public servants at the professional and management levels in Putrajaya using a simple random selection procedure. Meanwhile, the data gathered were then analysed using multiple regression through the SPSS software version 27.

### 4. Results and Analysis

#### 4.1 Reliability Test

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

**Table 1:** Reliability Coefficients of Variables

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

**Table 2:** Mean and Standard Deviation

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

As presented in Table 2 above, according to Nunnally (1978), the mean score interpretation in this study is as follows: 1.00 - 2.00 (low), 2.01 - 3.00 (moderately low), 3.01 - 4.00 (moderately high), and 4.01 - 5.00 (high). Table 2 shows the results of the analysis, which involve the mean value and standard deviation of each variable. The mean values were in the range of 4.91 and 4.68. Standard deviation values range from .35 to .39. The highest mean value was for employee performance with a score of 4.71 and the lowest mean value was for spiritual intelligence with a score of 4.68.

**Table 3.** Results of Regression Analysis with Employee Performance as the Dependent Variable

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

Note:

\*\*\* significant at 0.01

\*\* significant at 0.05

a. Predictor (constant), Spiritual intelligence, OCB

b. Dependent variable: Employees' Performance

Table 1.4 shows the findings for Regression Analysis with OCB as the dependent variable. ( $R^2 = .315$  or 31.5%), indicating that 31.5% of the variance of the regression model has been explained by the independent variables without a mediator with OCB as the dependent variable. The significance F change value ( $F = 9.976$ ,  $p = 0.00$ ). Looking at the individual contribution of independent variables in explaining employee performance as the dependent variable without OCB as a mediator, spiritual intelligence ( $\beta = .415$ ,  $p < 0.05$ ) is found to be a significant predictor. Therefore, an independent variable is found to have a full mediation effect. ( $R^2 = .297$  or 29.7%), indicating that 29.7% of the variance of the regression model has been explained by the independent variable with a mediator with employee performance as the dependent variable. The significance F change value ( $F = 3.973$ ,  $p = 0.50$ ). The Durbin Watson value is 1.796 and still within the acceptance range. It can be concluded that OCB can be accepted as a mediator for employee performance as the dependent variable, and the hypothesis is supported.

## 5. Discussion

Spiritual intelligence (SI) plays a significant role in enhancing organisational behaviour, particularly Organisational Citizenship Behaviour (OCB), which in turn impacts employee performance. Spiritual intelligence refers to the ability to align one's actions with a deeper understanding of life and existence, providing individuals with a sense of purpose and significance beyond material rewards. A positive correlation exists between spiritual intelligence and OCB, with higher spiritual intelligence leading to stronger manifestations of OCB in employees.

Studies, such as those by Utama et al. (2023) and Sulastini et al. (2023), emphasise that spiritual intelligence fosters OCB by helping employees find meaning in their work, motivating them to engage in extra-role behaviours that benefit the organisation. Individuals with high spiritual intelligence tend to exhibit behaviours that go beyond job requirements, contributing to organisational well-being and innovation. As a result, organisations are encouraged to create environments that cultivate spirituality, enhance creativity, and support personal growth, which are vital for fostering OCB. Furthermore, the relationship between spiritual intelligence and employee performance is complex. When OCB levels rise, employee performance also improves, as increased extra-role behaviours lead to better teamwork, problem-solving, and productivity.

## 6. Conclusion

It is possible to draw the following conclusion based on the results and discussions that were previously described: Organisational Citizenship Behavior (OCB) of employees at MOF is positively and significantly influenced by spiritual intelligence. This discovery indicates that OCB is substantially predicted by its spiritual intelligence. It is implied that spiritual intellect is a significant factor in determining the level of OCB. OCB is inversely proportional to the spiritual intellect of an

employee. In contrast, the prediction will also decrease OCB if the employees' spiritual intelligence is minimal. The performance of an employee is directly proportional to their OCB. In contrast, a low employee OCB will undoubtedly result in a decrease in the performance of the employee in question. The OCB variable is a significant and positive factor in the impact of spiritual intelligence on employee performance. This implies that employees' performance is ultimately enhanced by the superiority of their spiritual intelligence, which in turn enhances their organisational capabilities. In contrast, the employee's performance is not optimal as the level of spiritual intelligence decreases, resulting in a lower OCB.

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