Organizational Citizenship and Employee Performance: The Role of Spirituality

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Abstract*:* Present study investigates the role of organizational citizenship behaviour in mediating the spirituality on employee performance. Organizational citizenship behaviour is measured by using four indicators of altruism, courtesy, civic virtue, sportsmanship, and seriousness. The study employed survey design using sample of 180 respondents. The data was analysed using GSCA-SEM (Generalized Structured Component Analysis) and confirmatory factor analysis to measure construct interaction. The results indicate significant direct effect on employee performance by organizational citizenship behaviour. Though the direct effect of spirituality on employee performance shows non-significance effect, the indirect effect mediated by organizational citizenship behaviour shows a significant relationship. The study point out that the spirituality could affect the organizational citizenship behaviour resulting in a significant effect on employee performance indirectly. At the end of the paper, this study provides recommendation for future studies.

1. Introduction

Indonesia is recognized as the biggest archipelago around the globe. Separated by an ocean, the society has grown by its unique characteristics including the religious belief. The country has five recognized religions: Islam, Christianity, Hinduism, Buddhism, and Confucius. Islam is the dominant religion in Indonesia. Muslim thought has a long belief that everything they do in the world is solely a prayer. This belief creates a less stressful situation and creates a better problem coping mechanism. Southeast Kalimantan is the region where most of the population is Muslim and has deep thought that daily routine including work is not solely for money, but is a kind of prayer. However, this concept is not only believed by Muslims but also by adherents of other religions.

As recognized in human resource theory, factors affecting employee performance or job performance are motivation, job situation, career development, compensation, job safety, job pressure and many more (Markos, Sandhya, & Professor, 2010; Mayfield & Mayfield, 2012; Anwar & Osman-Ghani, 2015).

Employee performance has become an explicit identifier for organizational performance. Employee performance considered as the main contributor. Most of the recent studies, research about factors influencing employee performance but little attention has been paid to spirituality. Does spirituality affect job performance? Does it need a mediating factor to influence it? etc. Some studies indicates that spirituality has a positive relationship in organizational citizenship behavior which indicates the ones commitment on their organization (Podsakoff & MacKenzie, 1997). Spirituality could be depicted by on one's daily behavior, including when they do their job (Kazemipour, Mohamad Amin, & Pourseidi, 2012).

On the other hand, organizational citizenship behavior has been recognized as one factor in improving employee job performance. The OCB is identified as an internal factor of employee performance that is not affected by reward and punishment systems (Podsakoff, Whiting, Podsakoff & Blume, 2009). OCB could be affected by spirituality since the degree of spirituality will contribute to the degree of personal belief in performing the job. In a study conducted by Kazemipour et al., (2012), conclude that the higher understanding of one's faith will contribute to the higher commitment represented by organizational citizenship behavior. Therefore, this study's objective is to evaluate the relationship between spirituality, OCB and Employee job performance in South East Kalimantan, Indonesia.

2. Literature Review

2.1 Employee Performance

Employee performance is essential for both the organization and individual employees. Achieving high performance leads to satisfaction and a feeling of self-realization. Besides, higher employee performance affects established companies and individuals and organizations. Employees are promoted, respected and recognized, while organizations ensure their goals and objectives (Anitha, 2014; Hair, Gabriel, & Patel, 2014; Md. Aftab Anwar & AAhad M. Osman-Ghani, 2015).

In today's business world, which is characterized by innovative business processes and designs, employee performance is valued based on multi-purpose capabilities. This situation can be shared by different levels, for example. At the level of human, technological, organizational and institutional (ICT). Employee performance initiated by top management, which the results recorded at either lowest level or the management level (Hair et al., 2014; Sasongko, 2018). As stated by prior studies, organizational citizenship behavior is a tool that controls or influences the

mechanism of the employee organizational commitment, thus affecting employee performance. The organizational citizenship behavior consists of various organizational components such as altruism, courtesy, civic virtue, sportsmanship, and seriousness (Jurkiewicz & Giacalone, 2004; Komala & Ganesh, 2010). Some other researchers argue that the decision-making process or activity is also included in the employee performance (Mayfield & Mayfield, 2012). According to Fay and Thompson (2001), organizational citizenship behavior plays a vital role in determining the ability of the organization and then the commitment and loyalty of high-performing employees, thus maintaining a high level of performance.

Employee performance becomes increasingly essential for the success of the organization. Employee performance is also an essential sign of organizational health (Mayfield & Mayfield, 2012). Efficient processes and performance management tools are vital for high employee performance. Employee performance is about perfecting the work process and the work they do — synchronization and increase in value to maximize economic goals.

2.2 Spirituality and Employee Performance

The concept of spiritual intelligence was first suggested by Gardner (2000), in the theory of "multiple intelligences". Since the development of this construct, researchers have sought the contribution of spiritual intelligence from an organizational point of view (Shabani, Hassan, Ahmad, & Baba, 2011). Jurkiewicz & Giacalone (2004), argues that individual spirituality can help people develop decision-making skills and achieve their goals by recognizing awareness of one's existence and generating personal meaning. Spiritual intelligence is not only a combination of the terms "spirituality" and "intelligence," but is also a spontaneous guide to the emergence of originality and a holistic approach to concepts (Gill, Waltz, Suhrbier, & Robert, 2015). Individual spirituality influences employee performance, which has been confirmed empirically (Valasek, 2009).

Duchon and Plowman (2005), have agreed to spiritual intelligence to understand life as "meaning," "purpose," and "values," which connect the meaning of the activities and intellectual capacities of people who are concerned with the problem of human existence. Afsar, Badir, & Kiani (2016), refers to an individual's spiritual intelligence which is an innate ability that helps people grow mentally. A mature and healthy person can be the best asset for any business. For this reason, it is necessary to increase spiritual intelligence towards individuals in the workplace, which can contribute to greater knowledge in the fields of management and psychology.

Beheshtifar and Zare (2013), they have identified four main dimensions of spiritual intelligence. These dimensions are critical existential thinking, personal meaning of production, transcendental consciousness and extension of the conscious state. Critical Existential Thinking (CET) is the ability to reflect on the meaning of life, reason, and other existential/global issues (e.g., presence, reality, death, the universe). Also, it is the ability to think about non-existential problems of existence to end. Another dimension proposed by King (2007) is the production of personal meanings (PMP), i.e., the ability to derive the interests and reasons of individuals from all physical and mental gatherings, including the ability to create and develop causes of existence. Another dimension of spiritual intelligence is transcendental awareness (TA), the ability to recognize extraordinary self-measurements, other people, and the physical world amid a specific state of consciousness, followed by the ability to see their relationships with themselves and others. The Conscious End State (CSE) dimension is the ability to move, at one's discretion, to a higher level of spiritual consciousness. Therefore hypothesis one is as follow:

H1: Spirituality positively influence the employee performance

2.3 Organizational Citizenship Behavior and Employee Performance

OCB is defined as "discretionary individual behavior that is not directly or explicitly recognized by a formal reward system and that promotes the effective functioning of the organization as a whole" (Organ, 1988 p. 4). Research shows that successful organizations benefit from employees who do more than their daily tasks - they work outside the expedition (Podsakoff et al., 2009). However, most research on OCB focuses on potential predictors. Countless searches have motivated many researchers to look for new and relevant organizational perspectives to improve employee performance.

Although OCB precursors such as spirituality have been in major research interest in the past few decades, the consequences of OCB have recently attracted the attention of researchers. The researchers hypothesize that OCB can affect organizational effectiveness and organizational success. Podskaoff, Mackenzie, Paine and Bachrach (2000), for example suggest that OCB influences organizational performance stability because "conscientious employees tend to maintain high levels of production consistently, thereby reducing variability in work unit performance." (P. 545). Yen, Li, and Niehoff (2008), found a positive correlation between income per employee and average employee and company reliability. One of the dimensions of OCB has reduced the percentage of food costs and increased operational efficiency, as employees who help others in their work has proven to reduced work time and helped others to be more productive (Organ, Podsakoff, & MacKenzie, 2006; Walz & Niehoff, 2000).

Boles and Babin (1996), examine individual employee perceptions of work performance. Work performance refers to the results of work-related behaviors, comparisons of employee personal productivity, job performance depending on organizational expectations and requirements and corporate requirements such as quality, efficiency, and awareness. In a study by Yoon and Suh (2003), a positive correlation between OCB and service quality perceived by customers was confirmed by tourism workers. The latter concerns the performance of employees in the tourism industry; OCB has a positive impact on the performance of its employees. Thus, OCB staff deals with increased collaboration between employees, proactive support in solving problems for others, and willingness to participate and participate in organizational activities and meetings. It changes the attitude and social atmosphere of the organization as a whole and improves overall employee performance. Therefore hypothesis two is as follow:

H2: Organizational Citizenship Behavior positively influence the employee performance

2.4 Spirituality and Organizational Citizenship Behavior

According to Milliman, Czaplewski, and Ferguson, (2003), "Spirituality in the workplace includes the desire to find the ultimate goal of life, to develop strong relationships with peers and other people related to work, and coherence (or partiality) between people to have basic beliefs and values of their organization" (Organ, 1988, p. 427). Studies on nurses spend more time with patients who are sensitive and compassionate and have good emotional relationships with them (Carroll, 2003). Their involvement in patients means that nurses have more choices to provide spiritual care and emotional connection during patient recovery (Komala & Ganesh, 2010). In fact, there is a close relationship between the nature of spirituality and the health profession, especially among caregivers. Therefore, hypothesis three is as follow:

H3: Spirituality positively influence organizational citizenship Behavior

3. Research Methodology

This study was a cross-sectional study which used explanatory method. The purpose of study was to evaluate interacting factor between spirituality, OCB and employee performance. The research has three constructs namely spirituality, organizational citizenship behavior and employee performance. Questionnaire measurement scale is using 5 points Likert scale using totally disagree (1), disagree (2), Neutral (3), Agree (4), and totally agree (5). The data collection was done through survey conducted in the southeast Kalimantan province Indonesia between November-December 2018. Before performing the primary study, pilot study was conducted involving 25 respondents to ensure the respondent clearly understood the wording of the questionnaire. A total of 200 questionnaire were districbuted through direct visits and were also sent via email. Out of total distributed questionnaires, 181 completed questionnaires were used for data analysis.

The data were analyzed using the Generalized Structured Component Analysis (GSCA) by the help of GesCA software. The method was employed due to the research purposes to explore the related model while ensuring the model consistency (Montreal & Takane, 2004). GSCA was the great alternative between the Covariance Based SEM (CB-SEM) with its ability to measure degree of model consistency (parametric capability) and Partial Least Square based SEM (PLS-SEM) with its ability to create a non-parametric capability for model assessment (Hee Jung, 2011; Jung, Takane, Hwang, & Woodward, 2012). Thus, this research used GSCA as alternative to both types of SEM modeling. The steps in GSCA included construct development, data gathering, model fit evaluation, outer model description, inner model (path analysis) amongst construct, and results discussions (Hwang, Jung, & Kim, 2019).

4. Results and Discussion

The data was analyzed by using Generalized Structured Component analysis. According to the GesCa Software running the model was analyzed using three steps: Model Fit evaluation, construct validity and reliability assessment and path analysis employing the confirmatory factor analysis. According to the FIT and AFIT criteria, the proposed model can explain the variance for 0.516 and 0.508. The unweighted least square indicated by GFI and SRMR also shows good result shows by the GFI 0.993 (close to 1 is better) and SRMR 0.131 (close to 0 is better). Based on these results, the proposed model has a good FIT model.

Table 1. Model FIT Evaluation

Model Fit	
FIT	0.516
AFIT	0.508
GFI	0.993
SRMR	0.131

Source: GesCa (2018)

Table 2 below depicts the current study's three latent variables. From the table below the spirituality variable consist of twelve items which all of them are successfully describing the

variable evaluated from estimates and critical value of loading factors (CR>1.96). However, the more significant effect shows by the statement "I know my function and purpose is a noble task" by the value of 0.6611. Next variable namely organizational citizenship behavior consists of three-second order indicator which successfully indicates the variable, while the largest loading factor shown by "civic virtue" by the value of 0.7393. The last variable employee performance measured by using five items which all of them successfully indicates the variable, while the largest loading factor shown by "trying to work effectively" by the value of 0.6703. Table two below also indicates the construct validity measured by the average variance extracted (AVE) and construct reliability (Alpha). The result of construct measurement shows that all of the three variables has met the cut-off value of validity and reliability (AVE > 0.5; Alpha > 0.689). Thus the construct was well shaped and ready for further analysis.

Tabel 2. Source of construct, reliability and validity

Variable/	Loading				
Items	Estimate	SE	CR	AVE	ALPHA
Spirituality				**0.719**	**0.863**
(*Boswell & Boswell-Ford, 2010; Daaleman & Frey, 2004*)					
Spirituality is an aspect that touches every element of life	0.3217	0.1015	3.17		
The purpose of life is tranquility	0.4283	0.1015	4.22		
Feel safe and protected	0.4709	0.1016	4.63		
Feel bound by various things in life	0.3877	0.1149	3.37		
Not selfish and helpful to others	0.4925	0.0926	5.32		
I know my function and purpose is a noble task	0.6611	0.0649	10.19		
I feel often completing tasks well	0.621	0.0768	8.09		
Often the work takes time to complete	0.2916	0.1449	2.01		
I feel right in my current position	0.433	0.0886	4.89		
My current position will definitely develop	0.5133	0.125	4.11		
I'm sure I can make different things in my life	0.5042	0.1359	3.71		
The problem will be resolved even slowly	0.353	0.1259	2.80		
Organizational Citizenship Behavior				**0.733**	**0.865**
(Daaleman & Frey, 2004; Markos et al., 2010; Vandenberghe, 2011)					
Alturism	0.4521	0.0983	4.60		
Courtesy	0.6373	0.0717	8.89		
Civic Virtue	0.7393	0.0434	17.03		
Sportsmanship	0.7515	0.0454	16.55		
Seriousness	0.6662	0.0526	12.67		

Employee Performance				0.713	0.716
(Daaleman & Frey, 2004; Long & Mills, 2010; Md. Aftab Anwar & AAhad M. Osman-Ghani, 2015)					
Complete the work that has been charged	0.6396	0.0603	10.61		
Complete work according to company criteria and standards	0.7643	0.0416	18.37		
Satisfaction is its own satisfaction	0.628	0.0679	9.25		
Trying to work effectively	0.6703	0.0664	10.09		
Complete work on time	0.5357	0.0997	5.37		
Try to complete another job when it's finished	0.5981	0.0816	7.33		

Source: GesCa, 2018

Figure 1 below indicates the direct effect of endogen variable on the exogenous variable. This validated model shows that spirituality has no direct impact to employee performance at 0.060 at the critical ratio of 0.66 (CR < 1.96), but affects organizational citizenship behavior for 0.446 at the critical ratio of 5.15 (CR > 1.96). The organizational citizenship behavior has a direct effect on employee performance for 0.483 at the critical ratio of 6.99 (CR > 1.96). Table 3 below indicates the path value of the proposed model in specific numbers. The most significant effect of the three hypotheses shown by organizational citizenship behavior on employee performance. However, though the spirituality doesnot directly affect the employee performance, it does have a significant effect on employee performance as indicates in table 4. The table shows that organizational citizenship behavior can mediate spirituality in increasing employee performance.
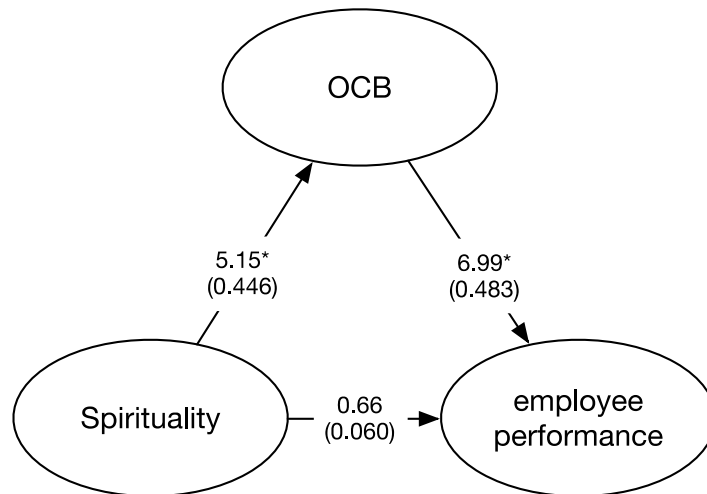

Figure 1. GescaHypothesis Testing Output
Source: GesCA, 2019

Tabel 3. Inner Model

Direct Path Coefficients			
	Estimate	**SE**	**CR**
Spirituality->Employee performance	0.1273	0.0822	1.55*
Spirituality->OCB	0.4458	0.0866	5.15
OCB->Employee Performance	0.4827	0.0690	6.99*

Source: Gesca, 2019

Table 4. Indirect Effect

Direct Path Coefficients			
	Estimate	**SE**	**CR**
Spirituality -> OCB -> Employee performance	0.2152	0.0623	3.45*

Source: Gesca Output, 2019

Employee performance is a critical factor in determining the organizational performance. It is important to understand the factor that affects the employee performance. Existing literature suggest that rewards and punishment was more interesting thatn other factor in stimululating the employee performance. But, in some cases the rewards and punishment can create a risky and costly policy. In order to effectively increasing the employee performance, there is another factor that can stimulate it such as organizational citizenship and spirituality regarding the level of individual perceived spirituality. Prior research proposed that the degree of spirituality could affect the ones volunteerism on particular task whether they are asked for help or fully volunteer. This study involved 181 respondent in the area of south Kalimantan province, Indonesia. The study conclude that the spirituality could no directly affect the employee performance. This study was inline with prior studies that the spirituality could be reflected by helpfulness against the coworkers (Osman-Gani, Hashim, & Ismail, 2010). The act of being helpful is becoming the important personal image and create a such peaceful mindsets on the ones live story (Md. Aftab Anwar & AAhad M. Osman-Ghani, 2015). Thus, spirituality is only related to OCB. This finding is contrary with finding by several research that reveal the higher level of spirituality could affect the employee deep understanding about the job being done (Fry, 2003).

5. Conclusions
This study aimed to evaluate the role of spirituality among employee in southeast Kalimantan, Indonesia. Spirituality is recognized as a personal belief on behaving in daily basis that we have to get everything done both ethically and not harming another. Theoretically the ones spirituality level will affect the ones behavior including job performance. Prior research described that this condition also creates personal belief about performing task and helping each other is become everyone responsibility and should not expect any rewards. Spirituality has bring the different perspective in job performance. It is contrary with the motivation theory which stated that the ones job performance is related to the motivational background including rewards and punishment. This situation could be recognized as an internal commitment resulting a higher organizational citizenship behavior (OCB). Separately, OCB is the factor of employee job

performance. Prior studies was evaluating the model that describe the relationship between OCB and employee job performance. This study tries to answer the question related to direct effect of spirituality on job performance. The results shows that spirituality only has a positive relationship on OCB, but not on employee performance. As indicates by previous study, spirituality is able to influence the employee performance by the help of OCB. The degree on one's spirituality will increase the OCB. Thus the employee performance is rising along with the OCB.

After all, there is no study without any limitation. Limitation in this study is that only Muslim respondents were involved in this research. If the survey can reach the broader scope of religion by including other religions as well, it may give a better understanding related to the spirituality and performance. The study used smaller sample size, involing a larger sample in future studies is recommended.

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