

The Influence of Organizational Citizenship Behavior, Continuance Commitment, Emotional Intelligence, and Spirituality on Performance

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ABSTRACT: The research aims to describe and analyze the influence of emotional intelligence and spiritual intelligence on nurse performance with organizational citizenship behavioral and continuance commitment as the intervening variable. The population used was all nurses of Columbia Asia Semarang Hospital. Sampling techniques used the Purposive Sampling method and obtained 58 data. The analytical tool used was path analysis. The test results showed that emotional intelligence and spiritual intelligence had a positive and significant influence on organizational citizenship behavior and continuance commitment. Similarly, emotional intelligence, spiritual intelligence, OCB, and continuance commitment positively influenced nurse performance.

Keywords: emotional intelligence, organizational citizenship behavioral, continuance commitment, spiritual intelligence, performance

1 INTRODUCTION

In any organization, both public institutions and business organizations such as hospitals, their existence, and performance are determined by their human resources. Human resource factors heavily influence the achievement of a company's objectives. Moreover, in the era of global competition, it takes qualified human resources to improve the quality of hospital services. To improve the quality of hospital services, improved performance for healthcare professionals, such as nurse performance, is essential.

Performance is the result of work in quality and quantity achieved by the employees in carrying out its duties in accordance with the responsibilities given to them (Mangkunegara & Prabu, 2013). Efforts to improve the quality of health services are not separated from the quality of nursing care. Therefore, nurses, as the health care team, are required to improve service quality. Excellent nurse performance is a bridge in answering health services provided by hospitals.

The phenomenon shows the performance of nurses who are not maximal, including there, are complaints from society to the nurses' service, either related to attitude and behavior of the nurse, or the lack of information provided by nurses towards

the health problems faced by the patients, the nurse is not communicative when providing services, and pay less attention to patient complaints. Many patients' complaints cause disbelief in society against the performance of nurses. The performance of a nurse that is not maximal can be reduced by the extra forms of individual behavior that are called Organizational citizenship behavior and Continuance Commitment. These two extra-related individual behaviors are influenced by emotional intelligence and spiritual intelligence from nurses.

Organizational Citizenship Behavior (OCB) is a unique aspect of individual activity in the workplace because employees who behave OCB do not only work on the task but also perform extra tasks such as work in teamwork, helpful, provide advice, participate actively, provide extra services users of the service, and use the time of their work effectively (Robbins, 2012). The more the nurse does extra work, the higher the nurse's performance is. Theoretically, organizations with employees who have good OCB will have better performance than other organizations that are in line with Khazaei et al. (2011); Rastgar et al. (2012); Harwiki (2013); & Maharani (2013).

Another extra behavior is continuance commitment. This behavior is a condition in which em-

employees persist in an organization because they need a salary and other benefits (Allen & Meyer, 2000). A calculative commitment or continuance organizational commitment characterized by a reciprocal relationship between employees and organizations. Employees are committed because they need work and other benefits given by the organization (Colquitt et al. 2013).

Higher commitment will encourage employees to perform well in work optimally as an effort to improve their performance. This is in accordance with the statement of Mowday et al. (1979) in Setiani & Ratry (2002) that said commitment demonstrates strong confidence and support the value and goal that the organization wants to achieve, which is improving human resource performance.

Emotional intelligence is the ability related to the feelings of oneself and the feelings of others, self-motivating, and cultivate emotions with both self and in relationships with others (Goleman, 2009). The medium of care is not limited by only doing the quality of treatment, but managing the emotional acuity of a nurse is very important in conducting a thorough nursing process. The role of emotional intelligence in nursing professions is indispensable, including nurses' understanding of the emotions of patients, the needs of patients, and so on. Nurses with high emotional intelligence are able to manage their emotions well.

The self-motivation dimension forms emotional intelligence, so it triggers the employees to contribute positively to OCB. Individuals are motivated to perform OCB if he perceives the behavior as a way to achieve specific outcomes (Allen and Rush in Ibrahim, 2013). In line with this, higher emotional intelligence that employees have makes the level of employee maturity to the organization will also higher in order to increase employee commitment to the organization (Moradi & Ardahaey, 2010).

Spiritual intelligence is a form of intelligence in which we strive to solve these living problems based on spiritual or religious values that are believed (Goleman, 2005). A nurse's spiritual intelligence plays a vital role in providing service to the patient as the patient will be able to assess that the nurse's action is more meaningful; therefore, it will produce high nurse performance. It is according to the statement of Handoko (2012) that employees work productively or unproductively depending on several factors, such as intelligence (spiritual intelligence) of a person regarding the behavior. Spiritual intelligence is the highest fundamental intelligence of human beings in action.

The position of spiritual intelligence in shaping OCB and employee performance is crucial because

spiritual intelligence contains several aspects that are characterized by high spiritual intelligence (Zohar & Marshall 2000). The same thing is also stated by Danah & Marshal (2001), who explained that spiritual intelligence (Spiritual Quotient) is intelligence to confront and solve the problem of one's behavior, whether in action or way of life. Spiritual intelligence is the foundation to encourage function implementation in improving commitment and performance.

Some studies have been conducted, but the results have not been inferred, among others, the research conducted by Ibrahim (2013) and Damayanthi & Dewi (2016) found influential emotional intelligence against OCB and nurse performance. While the research of Muhdar (2015) showed that spiritual intelligence has a positive effect on OCB and employee performance.

Masruroh (2015) scrutinized that emotional intelligence does not affect employee performance. Meanwhile, Wijaya (2015) concluded that emotional intelligence affects employee performance, while spiritual intelligence does not affect employee performance.

2. RESEARCH METHODS

The population of this study was 138 nurses of Columbia Asia Hospital in Semarang. Due to the limitations of researchers, in order to provide accurate results, the samples are referred to Slovin formula (Umar, 2004). Based on the calculation results, the minimum number of samples needed to be taken was 58 respondents. The sampling technique used in this study was Purposive Sampling, with the criteria of the nurse must have the working period above two years.

This study used emotional intelligence and spiritual intelligence as free variables, while the bound variable used was the performance of human resources (Y3). Bound variables are some symptoms with various elements/factors that are determined/influenced by other variables. The Intervening variables used were Organizational Citizenship Behavior (Y1) and continuance Commitment (Y2).

Table 1. Operational variables definition

No.	Variable	Operational Definition	Empirical Indicator
1.	Emotional Intelligence	Emotional intelligence is the ability of a nurse in recognizing the feelings of his own or others, the ability to motivate himself and the ability to	1. Self awareness 2. Self regulation 3. Self motivation 4. Empathy 5. Social skills

Cont.

		manage emotions well for on either himself or others.	
2.	Spiritual Intelligence	Spiritual intelligence is a form of nurse intelligence in solving work problems based on spiritual or religious values that are believed	<ol style="list-style-type: none"> 1. Ability to handle physic and mental 2. Ability to control the culminating consciousness level 3. Ability to relate daily experience 4. Ability to use spiritual sources to solve problems 5. Ability to do good
3.	Organizational Citizenship Behavior	OCB is the attitude of nurses in assisting their co-worker, where they are willing to do their work that is outside of the job description given by the organization.	<ol style="list-style-type: none"> 1. Caring to others' interest (Altruism) 2. Listen what the heart says (Conscientiousness) 3. Sportive (Sportman ship) 4. Respect (Courtesy) 5. Responsible to company (Civic Virtue)
4.	Continuance commitment	Continuance commitment is the level of employee's feeling towards the job, social relations, and self-adjustment within the company	<ol style="list-style-type: none"> 1. Accept any kind of assignment 2. The best organization to work 3. Afraid of leaving organization 4. Meaningful organization
5.	Human Resource performance	Human Resource performance is the result that has been achieved by the employees after they carried out their work/duty	<ol style="list-style-type: none"> 1. Teamwork ability 2. Accuracy 3. Level of conformity to the tasks from command 4. Work result quality 5. Punctuality in finishing work Instrument improved

Source: Goleman (2005); Danah & Marshal (2001); Allen & Meyer (2000).

Path analysis was used as the analysis technique of this research. Path analysis is an extension of multiple linear regression analysis and used to analyze the relationship patterns between variables to know the direct or indirect influence of free variables (endogenous variable). A path coefficient is a Standardized Coefficient regression. The regression equation can be formulated as follows:

$$Y_1 : b_1X_1 + b_2X_2 + e_1$$

$$Y_2 : b_1X_1 + b_2X_2 + e_2$$

$$Y_3 : b_1X_1 + b_2X_2 + b_3Y_1 + b_4Y_2 + e_1$$

Description:

Y_1 : Organizational Citizenship Behavior

Y_2 : Continuance commitment

Y_3 : Human Resources Performance

X_1 : Emotional Intelligence

X_2 : Spiritual Intelligence

3. RESULTS AND DISCUSSIONS

All indicators have a correlation coefficient higher than r table = 0.2656 (r table value for $df = n - K - 1$), so all indicators of each variable in emotional intelligence, spiritual intelligence, organizational citizenship behavior, continuance commitment, and nurse performance are valid. The reliability test showed that each variable has a Cronbach alpha value of more than 0.6, signifying that all variables are reliable.

From the classic assumption test shows results, all data passed the classic assumption test, and the proposed hypotheses are received (Table 2). The test results showed that emotional intelligence and spiritual intelligence had a positive and significant influence on organizational citizenship behavior and continuance commitment. Similarly, emotional intelligence, spiritual intelligence, OCB, and continuance commitment positively influenced nurse performance. Consistency of style is very important. Note the spacing, punctuation and caps in all the examples below.

Table 2. Regression Test

No	Variables Dependent	Variable Independent	β	Sig. α
1	Organizational Citizenship Behavior	Emotional Intelligence Social Intelligence	0.421 0.527	0.000* 0.000*
2	Continuance commitment	Emotional Intelligence Social Intelligence	0.460 0.412	0.000* 0.000*
3	Nurse performance	Emotional Intelligence Social Intelligence Organizational Citizenship Behavior Continuance commitment	0.212 0.276 0.282 0.254	0.040* 0.011* 0.019* 0.017*

*Sig. at $\alpha=5\%$

3.1. The Influence of emotional intelligence and spiritual intelligence on organizational citizenship behavior

Good self-control in dealing with self-emotion and socialization skills can affect the nurse to be sensitive to their words in providing service to the patient. Also, self-control, high empathy, and optimal self-motivation can affect the nurses' respect for patients so that patients feel appreciated. This study is supported by Hardaningtyas (2004) and Ibrahim (2013), who stated that emotional intelligence influenced Organizational Citizenship Behavior (OCB).

Good experience and attitude can encourage the nurse to listen to what the heart says and be positive. Besides, the nurses' ability to address physical and mental problems as well as good spiritual ability affects the respect of patients; thus, it will increase the sense of responsibility towards patients.

The nurses' ability to use consciousness in totality affects the behavior of nurses when treating patients. People with spiritual intelligence will be involved in extra-role behavior (Rashvand & Bahreva in Ibrahim, 2013).

3.2. The Influence of emotional intelligence on continuance commitment

Emotional intelligence consisting of good self-control, sociability, high empathy, and good self-motivation that can influence nurses in choosing an organization. The attitude can eventually affect the nurse in receiving any assignments from the hospital and committed to performing well.

Goleman (2005) and Moradi & Ardahaey (2010) supported the results of this study, whereby they stated that a person with well-developed emotional skills would be possibly able to master the habit of mind, which encourages someone to stay on the organization because feeling tied with the organization.

Additionally, the attitudes shown in the form of spiritual intelligence will also keep the nurse's commitment to keeping working and performing the task well. Rapareni (2013) supports the study who suggested that spiritual intelligence has a positive influence on continuance commitment.

3.3. The influence of emotional intelligence, spiritual intelligence, organizational citizenship behavior and continuance commitment on nurse performance

Certain behaviors or attitudes must be possessed by a nurse, who is reflected in emotional and spiritual intelligence also organizational citizenship behavior and Continuance Commitment will appear in the form of an excellent performance from a nurse. Some existing research by Sojka (2003), Hendriyani (2013) & Rapareni (2013) that said emotional intelligence significantly and positively affect the employee's performance support these results.

Similarly, Yustin & Utama (2015) said that spiritual intelligence has a positive and significant influence on nurses' performance. On the other hand, research from Ambarsari (2015) showed that organizational commitments have a positive influence on the company's performance. The organization influences the employment settlement by nurses towards the patient so that nurses who accept all kinds of assignments influence the ability of teamwork. This is in accordance with the statement by Mowday et al. (1979) in Setiani & Ratry (2002) that commitment demonstrates strong confidence and supports the value and goal that the organization wants to achieve, which is improving human resource performance. The research supports Ambarsari (2015) that showed that organizational commitments have a positive influence on employee performance..

4. CONCLUSIONS

Performance is the result of work in quality and quantity achieved by the employees in carrying out their duties based on the given responsibilities (Mangkunegara, 2013). Efforts to improve the quality of health services cannot be separated from the quality of nursing. Therefore, nurses, as the health care team, need to improve service quality. Excellent nurse performance is a bridge in answering health services provided by hospitals.

The phenomenon shows less maximum nurse performance. Many nurses' problems cause disbelief in society against the performance of nurses. The performance of the nurse that is not maximal can be reduced by the extra form of individual behavior such as Organizational citizenship behavior and Continuance Commitment. These two extra-related individual behaviors are influenced by emotional intelligence and spiritual intelligence from nurses.

The test results showed that emotional intelligence and spiritual intelligence had a positive and significant influence on organizational citizenship behavior and continuance commitment. Emotional intelligence, spiritual intelligence, OCB, and continuance commitment positively influenced the performance of nurses. Organizational citizenship behavior can be an intervening variable between emotional intelligence and nurse performance, it means the higher the emotional intelligence, the higher the level of maturity of nurse against the hospital, thus the nurses' OCB will increase, and it will impact on the high performance of nurses. Organizational citizenship behavior can be an intervening variable between spiritual intelligence and nurse performance. Continuance commitment of the test results is also able to be intervening variable between spiritual intelligence and the performance of nurses, which means the higher the spiritual intelligence of nurses, the higher the responsibility to solve problems faced by hospitals, therefore it encourages nurses to stay due to high continuance commitment in enhancing performance.

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