

Comparative Spiritual Emotional Intelligence to Organizational Citizenship Behavior (Study in Employee of Telkomsel Distribution Center-TDC at Salatiga and Ungaran Branch Offices)

Imas Rahmasari^{1*}, Rr. Wuri Arenggoasih², Nova Mega Pertiwi³

¹²³UIN Salatiga, Indonesia

Abstract

The success of the company is undoubtedly the result of satisfying employee efforts. As a company, with branches in almost every city, Telkomsel Distribution Center-TDC has one of the effective components is behavior outside of formal requirements by employees that can reach the target, called OCB. The attribution theory explains the causes of a person's behavior (internal factors), one of which is ESQ. As quantitative research, this study aims to determine the effect of ESQ on OCB in Salatiga and Ungaran TDC employees, which is then carried out a comparative analysis on 53 employees as a whole sample (saturation sampling technique). The results show a significant effect of ESQ on employee OCB is 39.3% in Salatiga TDC, while Ungaran's TDC is 61.7%. Then, the comparison results obtained an average similarity of ESQ and OCB variables between Salatiga and Ungaran TDC, with a significance value of 0.108 for ESQ and 0.363 for OCB.

Keywords: *keywords; employee; organizational citizenship behavior; spiritual emotional intelligence*

Abstrak

Keberhasilan perusahaan tidak diragukan lagi merupakan hasil dari usaha karyawan yang memuaskan. Sebagai perusahaan yang memiliki cabang hampir di setiap kota, Telkomsel Distribution Center-TDC memiliki salah satu komponen efektif yaitu perilaku di luar persyaratan formal karyawan yang dapat mencapai target, yang disebut OCB. Teori atribusi menjelaskan penyebab terjadinya perilaku seseorang (faktor internal), salah satunya adalah ESQ. Sebagai penelitian kuantitatif, penelitian ini bertujuan untuk mengetahui pengaruh ESQ terhadap OCB pada pegawai TDC Salatiga dan Ungaran, yang kemudian dilakukan analisis komparatif terhadap 53 pegawai sebagai sampel keseluruhan (teknik sampling jenuh). Hasil penelitian menunjukkan pengaruh signifikan ESQ terhadap OCB karyawan sebesar 39,3% di TDC Salatiga, sedangkan TDC Ungaran sebesar 61,7%. Kemudian dari hasil perbandingan diperoleh rata-rata kesamaan variabel ESQ dan OCB antara TDC Salatiga dan Ungaran, dengan nilai signifikansi 0,108 untuk ESQ dan 0,363 untuk OCB.

Kata Kunci: *karyawan; kecerdasan emosional spiritual; organizational citizenship behavior*

***Corresponding Author**
imasrahma712@gmail.com

Introduction

In the development of digital technology and the increasing need in the telecommunications sector today, companies in the field of cellular operators have increasingly stringent competitiveness. Coupled with the COVID-19 pandemic situation (Arenggoasih & Khatibah, 2020) where many activities are carried out online, so the need for internet network data is increasing. This is evidenced by statistical data obtained from the Special Staff for Digital Wisdom and Human Resources of the Ministry of Communication and Informatics which states that internet use in residential areas has increased by 30%-40%, and the increase in internet use in disadvantaged areas has also increased by 23% (Permadi, 2020).

In addition to the increasing use of the internet, the state of this pandemic causes symptoms of stress for workers. This is evidenced by the results of the Management Education and Training survey which states that 80% of workers experience symptoms of stress. The worker has health concerns and among others thinks about business continuity (Anindyajati, 2020). The increasing need for the internet and the prolonged pandemic situation still force companies to be able to meet the need for human resources capable of optimizing services to consumers. De Ruyter & Wetzels (2000), these demands are an effort to survive and compete with other companies in order in the integrity and realize the company's targets with all efforts toward customer satisfaction.

An important of Human resources is part of the role to carry out functions and realize company goals. Thus, the company hopes to have employees who work skillfully and provide maximum results for obtaining profits and achieving company goals. but in fact, these expectations create the company's functions and goals with the

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readiness of employees to be able to work extra. Katz and Khan (1967 in Muhdar, 2015) argue company will carry out its functions by default if those who work in it contribute more effectively than their formal duties and are not unexpectedly expected. Employee behavior outside of formal duties is called Organizational Citizenship Behavior – OCB (Kloutsiniotis & Mihail, 2020).

Along with the increasing need for the internet, employees will have good work targets if they cause OCB behavior in their work activities. This by with research conducted by Constantine (2021) that OCB has a positive effect on achieving work targets because OCB behavior will foster a high sense of self-confidence, spontaneity, and creativity in work so that it can make a positive contribution to the company as a whole. The better OCB behavior in employees, employee job satisfaction will increase and they show their best performance. In a study conducted by Lestari and Ghaby (2018), it is stated that OCB has an influence and a strategic role in job satisfaction (Yadav & Dhar, 2021) and employee performance (Alqudah et al., 2022). The awareness to voluntarily do work outside of the job description will create better social interactions among employees, reduce conflicts, and increase efficiency.

Telkomsel Distribution Center - TDC is a distributor company owned by Telkomsel, where Telkomsel is a leading company occupying the fastest cellular operator in Indonesia based on the Speedtest performance test with a Speed Score of 30.49 which beats four competing operators (Stephanie, 2021). TDC Salatiga and Ungaran are located in adjacent areas but have different marketing area characteristics. The wider the marketing area, the greater the target set by the company. From the results of interviews that researchers

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obtained at TDC Salatiga and Ungaran, the two companies succeeded in achieving their targets. Of course, this achievement is not easy where these two adjacent areas have the characteristics of their respective marketing areas. Meanwhile, OCB will be a solution for achieving targets effectively, because OCB has indicators, one of which is working outside of formal duties. In addition to this, based on the observations, the researchers found that OCB behavior was often carried out by supervisors. Meanwhile, OCB will be better if the behavior is raised by all employees because OCB can be a solution in encouraging the company to function properly. Coupled with the pandemic conditions that make work something meaningful to be carried out sincerely even under stressful circumstances.

The behavior caused by the individual has a close relationship with the emotions that exist in him. Goleman (1999 in Desmita, 2015) argues that the fuel for growing motivation is the emotions possessed by individuals, and in turn, motivation will move perceptions to shape actions. However, having emotional intelligence alone is not enough to deal with life's problems. It takes spiritual intelligence to help overcome a pressing life problem. A person's success is formed through intellectual intelligence by 20% because intellectual intelligence only measures part of an individual's ability. Then as much as 80% is formed through other strengths, namely emotional intelligence, and spiritual intelligence as the highest intelligence used to deal with problems in life.

In addition to being able to deal with problems through emotional intelligence, through synergistic emotional intelligence and spiritual intelligence (ESQ) individuals will be able to use meaning, motivation, and spiritual values in the process of thinking, and feeling emotions to make decide something (Agustian, 2001). In research, Goller and Dewi

Imas Rahmasari, Rr. Wuri Arenggoasih, Nova Mega Pertiwi (2020) suggest that emotional intelligence is an important factor in increasing OCB. The existence of good emotional intelligence will increase motivation in individuals, with high motivation will provide opportunities for employees to bring up OCB behavior. In addition, in the research of Malahayati, Asmaran, & Komalasari (2020) it is stated that the factors that influence OCB are emotional intelligence and spiritual intelligence, both of which have a significant positive influence on OCB either one by one or together.

Organizational Citizenship Behavior

According to Organ (1988 in Podsakoff et al., 2000), OCB is a form of employee behavior that is independent of the company and is indirectly recognized by the reward system. Overall, behaviors in the OCB category have a role as a driver for the effective functioning of the organization. OCB behaviors that arise from within employees come from individual desires and desires, these behaviors are not categorized in formal roles or employee job descriptions. OCB is said to be positive and constructive behavior because employees are willing to do any task for the advancement and effectiveness of achieving the company's functions and goals. OCB can be referred to as prosocial behavior because one form of OCB is being willing to help colleagues who are in a difficult position in doing their job (Meilina & Widodo, 2017).

In the company, employees who can meet work targets in terms of quantity and quality, but are not willing to work overtime, do not want to provide assisttloyees, and are not willing to contribute outside of work can be said to be members of a bad organization (Constantinus, 2021). For this reason, companies that have employees with OCB behavior, in

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addition to meeting targets well, the company will also have good members so that it will realize a company that runs effectively.

Denis W. Organ divides OCB into five dimensions, namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Through these dimensions, the embodiment of OCB is manifested in behavioral forms such as compliance with company rules, loyalty, and full participation in the company. The formation of OCB behavior can be through factors such as organizational culture, organizational climate, individual personality, mood, perception of company support, perception of the quality of interaction between superiors and subordinates, tenure, and gender (Muhdar, 2015).

Spiritual Emotional Intelligence

In Islam, Allah has created spiritual intelligence that is coherent with the individual's internal strength. Allah has created spiritual intelligence that focused on the ability for a deep understanding of existential questions and insight into multiple levels of consciousness (Vaughan, 2002) on the innate human (Rahman & Shah, 2015). Spiritual emotional intelligence was first coined by Ary Ginanjar Agustian (2001), the three bits of intelligence are combined into one integrated concept so that it becomes a single concept called spiritual emotional intelligence (ESQ). ESQ is a combination of emotional intelligence and spiritual intelligence with a universal concept so that it can bring individuals to a level of satisfaction for themselves, and others, and can inhibit contradictory things to the progress of mankind. The characteristic of Siddiq (truthfulness), Amanah (responsible), Tabligh (deliver), and Fatanah (Wisdom) can reach to shape Islamic spiritual intelligence (Rahman & Shah, 2015). Someone who has ESQ is expected to be able to

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follow natural patterns and ethics, so that someone can interpret life with feelings of security and comfort, not contradicting and violating norms. Combining world rationality (EQ) and spiritual interests (SQ) will produce happiness and peace in the soul, and create a better work ethic (Agustian, 2001).

ESQ provides direction to be able to recognize and feel self, feelings of others, self-motivation, and emotional management about others through ESQ, as humans, we acknowledge the existence of God in all His greatness. So that we can implement it in daily life, for example, thinking and doing something that needs a foundation because of Allah. Not only relying on emotional ratios in acting, but the religious concept of recognizing the greatness of God is a real spiritual emotional intelligence concept (Widyanti, 2019). Agustian (2001) divides the ESQ dimensions which consist of consistency (istiqomah), humility (tawadhu), trying and surrendering (tawakal), sincerity, totality (kaffah), balance (tawazun), integrity, and perfection (lhsan).

Attribute Theory

Fritz Heider suggests that attribution theory is a theory that explains individual behavior, this theory explains the causes of a person's behavior. In this theory, individual behavior can be determined whether it comes from internal (such as ability, effort, nature, e, and character) or comes from external (such as pressure from certain situations and circumstances catch cainfluenceon individual behaviour (Septiawan et al., 2020). Attribution theory can provide knowledge about the causes and motives for the emergence of a person's behavior. This theory presents several causes of behavior that are explained in terms of individual conditions or personality characteristics. Attributes

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of disposition emphasize several aspects such as ability, skill, or internal motivation. Situational attributes emphasize the impact of environmental conditions on behavior that arises in a person (Sudiro, 2018). In this study, the researcher determined the independent variable used, namely spiritual emotional intelligence (ESQ) which was categorized as a disposition attribute or internal attribute that could influence the emergence of organizational citizenship behavior (OCB) as the dependent variable in this study.

Hypotheses

OCB is prosocial behavior or voluntary behavior outside of formal duties in an organization caused by employees sincerely. In research conducted by Thiruvenskadam and Durairaj (2017), it is stated that OCB behavior is needed to achieve company goals effectively. Employees must be proactive in their work, too avoid or minimize the occurrence of errors or chaos in the work process. OCB has a positive influence on employee performance, companies that have employees with good OCB will have better performance than other companies (Suwibawa et al., 2018). OCB behavior will easily be raised by employees if ESQ is properly instilled in employees.

Goleman (1999 in Desmita, 2013) argues that the fuel for growing motivation is the emotions possessed by individuals, and in turn, motivation will move perceptions to shape actions. Then spiritual intelligence becomes perfect for overcoming life's problems. Spiritual intelligence will help individuals to build a complete personality (Zohar & Marshall, 2001). individuals through the combination of this intelligence, namely ESQ, will be able to use meaning, motivation, and

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spiritual values in the thought process to decide to do something (Agustian, 2001).

Aspects in the ESQ such as consistency, humility, trustworthiness, sincerity, totality, balance, integrity, and perfection are traits that are internal attributes in individuals. Attribution theory states that individual behavior can be caused through the individual's internal attribution. ESQ in this study becomes an internal attribution that can affect the emergence of OCB behavior in employees. The hypotheses developed in this study are H1. ESQ has a significant effect on OCB.

Salatiga and Ungaran City TDCs are located in adjacent areas, but each has the characteristics of its respective marketing areas. The wider the marketing area, the greater the target set by the company. With different target market situations, it will certainly lead to different behavior among employees in different branches. The way employees interact with each other will help the company's success. The process of interacting is based on the employees themselves through the intelligence they have. Different abilities among employees in managing relationships and relationships with others, as well as the closeness of each individual with the Creator will determine how they behave.

Management in each branch of course has differences related to the existing leader or manager. Managers in it have different strategies and communication styles to manage the running of a company and maintain its integrity of the company. Different interactions between superiors and subordinates will lead to different behavior in employees in each branch. The hypotheses developed in this study are H2. There is a difference in the average ESQ and OCB between Salatiga and Ungaran City employees.

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Methodology

This study uses a type of quantitative research that analyzes data in the form of numbers collected through a measurement procedure and then can be processed using a statistical analysis method (Azwar, 2017). The analysis of this study us use the regression analysis method to determine the effect of variable X on variable Y and the comparative method (Zafirovski, 2019) to determine the average difference between the two variables.

The research subjects were all members of the research population, namely all employees of TDC Salatiga and Ungaran, totaling 53 employees. The research instrument used is in the form of the ESQ Scale and OCB Scale compiled by the researcher. In this study, the authors distribute a scale in the form of statements to be filled out by respondents. Filling in the scale is given through google form media, respondents can provide answers that are by the respondent's circumstances and put a checkmark on the answer choices that have been provided.

Result and Discussion

The data was generated from 53 respondents, consisting of 25 responses from Salatiga TDC employees and 28 responses from Ungaran TDC employees. The data (chart 1) is in the form of a table and divides based on aspects of the variables, namely consistency, humility, trying and surrendering sincerity, totality, balance, integrity, and perfection. While the data (chart 2) is based on aspects of the variables, namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy.

Chart 1: Respon Skala ESQ

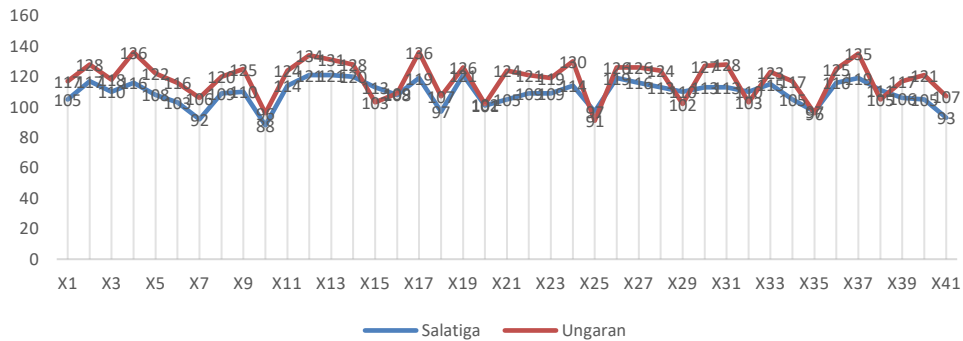
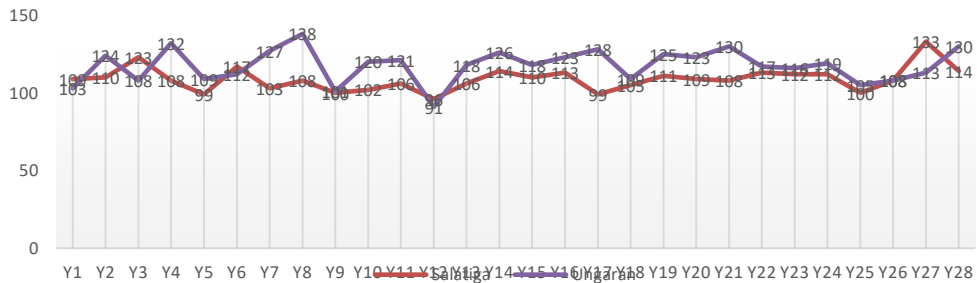


Chart 2 Respon Skala OCB



This study is used to determine the categorization of variables based on the measured attributes. The classification of ESQ and OCB variables refers to the hypothetical mean and standard deviation data (Azwar, 2019) with the following formula:

Table 1: Terms of Categorization

$X < (\text{Mean} - 1\text{SD})$	Low
$\text{Mean} - 1\text{SD} \leq X < \text{Mean} + 1\text{SD}$	Middle
$\text{Mean} + 1 \leq X$	High

Table 2: Mean of Hypothetical Data

Variable	Total Item	Min	Max	Mean	Standard Deviation
ESQ	41	41	205	123	27
OCB	28	28	140	84	19

Table 3: Categorization of Spiritual Emotional Intelligence (ESQ)

Salatiga Branch Office				Ungaran Branch Office			
Value Range	Categorization	N	%	Value Range	Categorization	N	%
$X < 96$	Low	-	-	$X < 96$	Low	-	-
96 to less to $\leq X < 150$	Middle	2	8 %	96 to less to $\leq X < 150$	Middle	-	-
$50 \leq X$	High	23	92 %	$1 \leq X$	High	28	100 %
Total		25	100 %	Total		28	100 %

Table 4: Categorization of Organizational Citizenship Behavior (OCB)

Salatiga Branch Office				Ungaran Branch Office			
Value Range	Categorization	N	%	Value Range	Categorization	N	%
$X < 65$	Low	-	-	$X < 65$	Low	-	-
65 to less to $\leq X < 103$	Middle	3	12 %	65 to less to $\leq X < 103$	Middle	3	10,2 %
$\leq X$	High	22	88%	$\leq X$	High	25	89,8 %
Total		25	100 %	Total		28	100 %

Validity and Reliability

Validity and reliability testing were carried out using the SPSS 25.0 program, with the results of items on the ESQ scale having 41 valid statements consisting of 30 favorable items and 11 unfavorable items. Cronbach's Alpha value is 0.937, so the instrument is feasible to be used for research. Then, on the OCB scale, there are 28 valid statements

Imas Rahmasari, Rr. Wuri Arenggoasih, Nova Mega Pertiwi consisting of 19 favorable items and 9 unfavorable items. Cronbach's Alpha value is 0.941, so the instrument is feasible to use for research.

Classic Assumption Test

The normality test showed that the results of the study were normally distributed as indicated by a significance value greater than 0.05, namely Salatiga employees showing a significance value of 0.200 and Ungaran employees showing a significance value of 0.174. The linearity test shows that the relationship between the ESQ and OCB variables is linear. The results of the linearity significance value showed less than 0.05, namely, Salatiga employees showed linearity results of 0.008 and Ungaran employees showed linearity results of 0.000.

The results of the study at both locations showed that there was no heteroscedasticity. These results are shown by the significance value of the X variable which shows more than 0.05, namely Salatiga employees with a significance value of 0.239 and Ungaran employees with a significance value of 0.129. The ESQ variable data group at TDC Salatiga and TDC Ungaran have elements of similarity or are homogeneous. The significance value of the homogeneity test is 0.365, which means more than 0.05.

Hypothesis Testing

Table 5: Regression Test: ESQ with OCB

No.	Result	R²	Sig.	H1
1.	ESQ has a significant effect on OCB in Salatiga TDC Employees	0,393	0,001	Accepted
2.	ESQ has a significant effect on OCB in Ungaran TDC Employees.	0,617	0,000	Accepted

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Tests using simple regression analysis techniques show that: 1) the ESQ variable has a significant effect on the OCB variable in Salatiga TDC employees, and ESQ has a 39.3% effect on OCB. 2) the ESQ variable has a significant effect on the OCB variable in TDC Ungaran employees, ESQ has an effect of 61.7% on OCB.

Table 6: Comparative Test of ESQ and OCB

No.	Result	F	Sig.	H2
1.	There is no difference in the average ESQ between Salatiga and Ungaran TDC employees.	2,684	0,108	Declined
2.	There is no difference in the average OCB between Salatiga and Ungaran TDC employees.	0,844	0,363	Declined

Table 6: Average on OCB Aspect

Aspect	Location	Mean	N	SD	Std. Error of Mean
Altruism	Salatiga	25.72	25	3.542	.708
	Ungaran	24.54	28	3.834	.725
Conscientiousness	Salatiga	16.92	25	2.448	.490
	Ungaran	16.89	28	1.663	.314
Civic Virtue	Salatiga	25.68	25	3.313	.663
	Ungaran	24.89	28	2.807	.530
Sportsmanship	Salatiga	26.40	25	3.367	.673
	Ungaran	26.29	28	3.065	.579
Courtesy	Salatiga	26.00	25	3.354	.671
	Ungaran	24.68	28	3.128	.591

Tests using the one-way ANOVA technique show that: 1) there is an average similarity of the ESQ variables between employees of TDC Salatiga and Ungaran. 2) there is an average similarity of OCB variables between Salatiga and Ungaran TDC employees.

Discussion

The ESQ of the majority of Salatiga TDC employees is in the high category with details of the presentation of 2 respondents (8%) in the medium category and 23 respondents (92%) in the high category. Meanwhile, the overall ESQ level for TDC Ungaran employees is in the high category with a percentage of 100% for 28 respondents. Both branches obtained the highest score in the Sincerity aspect. Sincerity possessed by employees has an important role in growing OCB behavior because OCB behavior is behavior that does not expect an award. Obtaining the highest score on the sincerity aspect means that they are sincere in their work by believing that whatever they do will receive a reward from Allah. In statement X17 "I believe that everything that humans do will get a reward from Him" and statement X19 "I believe that Allah has a good plan for his people who behave well". This means that employees cultivate good behavior by believing that every good they do will get a good reward as well.

Sincerity possessed by employees has an important role in growing OCB behavior because OCB behavior is behavior that does not expect an award. The existence of a high level of ESQ will lead to a positive personality so that it can produce individuals with souls who are always peaceful and happy. High ESQ is characterized by the presence of traits such as consistency, humility, sincerity, sincerity, totality, balance, integrity, and refinement to foster good behavior such as OCB behavior in the company.

The majority of OCB of Salatiga TDC employees are in the high category with details of the percentage of 3 respondents (12%) in the medium category and 22 respondents (88%) in the high category. While the OCB level of the majority of Ungaran TDC employees is in the high

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category with details of the percentage of 3 respondents (10.7%) in the medium category and 25 respondents (89.3%) in the high category. The two branches gave good responses in the aspect of altruism, where this aspect is the aspect of providing help to co-workers. In statement Y2 "I am willing to provide direction to new co-workers" the majority of employees in both branches chose the appropriate response (S) and Very Appropriate (SS), and no employee chose the Inappropriate (TS) and Very Inappropriate (TS) answer. STS). This means that they can provide support in the form of their knowledge, time, and experience for new employees even though it is not in their job description. Based on chart 4.3 regarding the graph of OCB response data, the majority of employees gave a good response to every statement in the aspect of altruism (helping behavior).

A high level of OCB will encourage the company to function effectively. Because employees work and are willing to do any task without expecting a reward, employees also always display positive and constructive behavior to improve company efficiency.

Based on a simple regression analysis that has been carried out at both locations, namely TDC Salatiga and Ungaran, it shows that H1 is accepted. This information means that ESQ has a significant effect on OCB. The results of the analysis for the Salatiga TDC show that the significance value is $0.001 < 0.05$, and the ESQ has a low influence as shown in the R Square value of 39.3%, meaning that OCB at Salatiga TDC is still heavily influenced by many factors outside this study such as culture. and organizational climate, personality, organizational support, and work motivation. The results of the analysis on the Ungaran TDC show that the significance value is $0.000 < 0.05$, and the ESQ has a moderate effect as shown in the R Square value of 61.7%, meaning that

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the ESQ provides sufficient influence or contribution to shape OCB behavior. The rest of the percentage is another factor outside this study that can affect OCB.

ESQ has a significant effect on OCB in Salatiga and Ungaran TDC employees. That is, if an employee has a good ESQ, then OCB behavior will be increasingly raised. The company's targets will run and be met effectively if the employees in it assist other co-workers outside of their formal duties. The properties contained in the ESQ will provide opportunities to foster OCB behavior in employees. An employee who has a high ESQ will always be peaceful and happy so that which will affect the mood, whereas a positive mood will affect employee behavior. Employees with a positive mood will increase the chance of behavior to help their coworkers based on arising from their desires and not expecting an award.

OCB behavior that appears in employees will provide effectiveness for the company for the realization of the company's functions and goals, in addition, the emergence of OCB will foster positive behavior in employees, namely employee compliance by showing respect both to superiors and coworkers and complying with company regulations. Employees will also show loyalty where it shows loyalty to the company and shows full and responsible participation in their involvement in all company processes.

Based on the calculation data through one-way ANOVA, it shows that there is no difference in the average ESQ and OCB between employees of TDC Salatiga and Ungaran. There are similarities between ESQ and OCB for employees of TDC Salatiga and Ungaran. This happens because the employees of TDC Salatiga and Ungaran have employees with relatively the same age criteria. TDC Salatiga and Ungaran

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employees are dominated by employees aged 22-31 years. In addition, the similarity occurs due to the same organizational culture because the two branches are under the same company, namely PT. Perkasa Telkomselindo. The two branches have the same vision and mission. Therefore, they have the same organizational goals but the difference in the average between ESQ and OCB.

Based on the mean of employees by the ESQ of Salatiga and Ungaran TDC, both of them have more sincerity in their work. Based on Figure 1 of the response data from the sincerity aspect, it can be seen that the Salatiga TDC has the highest score of 121 on the indicator of Expecting God's Ridho. Statement X19 "I believe that Allah has a good plan for people who behave well" means that they are sincere in their work by believing that Allah has a good plan for His people who behave well. Someone who always behaves well will get good treatment from others and good behavior at work will generate positive energy among co-workers. In addition, TDC Ungaran employees have the highest score of 136 on the indicator of Expecting the Ridho of Allah. Statement X17 "I believe that everything that humans do will get a reward from Him" where they sincerely work by believing that whatever humans do will get a reward from Him. Working diligently, praying, and submitting all results only to Allah are things that need to be done continuously. Allah will always give an honest reward for what humans have done.

Based on the mean, the lowest score for the two branches lies in the aspect of consistency. In the Maintaining Goodness indicator, wherein the X1 statement "I am not easily influenced by unhelpful coworkers' invitations" there are variations in answers. Of the total 53 respondents, 1 chose STS, 3 chose TS, 4 chose N, 22 chose S, and 23 chose SS. Some employees who choose their STS, TS, and N are still easily

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swayed by unhelpful coworkers' invitations. This happens because the majority of their work is outside the office or working in the field, employees who work in the field are not directly supervised by their superiors which can make it easier for them to do other things that can hinder a job.

OCB on employees of TDC Salatiga and Ungaran, based on the mean score, both of them have a positive attitude (sportsmanship) that is good at work. Based on the sportsmanship, it can be seen that TDC Salatiga has the highest score of 113 on the Good Cooperation indicator. Y22's statement "I am often involved in conflicts with co-workers" from 25 respondents there are variations in answers, namely 16 people answering STS, 6 people answering S, and 3 people answering N. At mean, they minimize problems with coworkers so they don't conflict with each other. Although conflicts can occur, as employees it is necessary to avoid conflicts because conflicts that occur in the company will damage the atmosphere and undermine the sense of cooperation between fellow employees. In addition, conflicts within the company can hinder a job which causes the company to not run effectively.

TDC Ungaran employees have the highest score of 130 on the Good Cooperation indicator. Y21's statement "Superiors and employees support each other in achieving company targets" means that they create an atmosphere of mutual support in achieving targets, both between employers, as well as between employees and superiors. The support given between them will foster a new spirit in achieving a target. Bosses and employees have different working portions but supporting each other will create a sense of solidarity so that cooperation to achieve company goals will go well. Meanwhile, based on the acquisition of the mean, the lowest score of the two branches lies in the aspect of

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consciousness (conscientiousness). On the Meticulous and Cautious indicator, Y9's statement "I did not focus on the direction during the briefing because he was sleepy" had a variety of answers from a total of 53 respondents, 18 chose STS, 14 chose TS, 15 chose N, 4 chose S, and 2 chose SS. Some employees who chose the answers N, S, and SS were more often sleepy during briefings. This can happen because the habits of the employees who work in the field make them have to work in a focused and careful manner both during visits and while driving and facing a different atmosphere every time. Different from the briefing in the office, which requires them to sit and listen. This causes drowsiness in some employees so they do not focus on the directions given by their superiors.

There are other differences in the results of the regression between employees of TDC Salatiga and Ungaran. The processing results show that ESQ has a higher effect on OCB for TDC Ungaran employees than for TDC Salatiga employees. Table R Square at Ungaran TDC shows a higher number, namely 61.7%, and Salatiga TDC with an R Square of only 39.3%. Salatiga TDC employees are still dominated by other variables that can affect OCB outside of this study.

Conclusion

Based on the results of the research discussed in the previous chapter, it can be concluded that: 1) The ESQ level at the Salatiga TDC is mostly in the high category of 92%. At TDC Ungaran, the ESQ level in the high category is 100%. Whereas, the majority of OCB levels at Salatiga TDC are in the high category of 88%. At TDC Ungaran, the majority of OCB levels were in the high category of 89.3%. 2) There is a significant effect of ESQ on OCB in Salatiga TDC employees, which is shown through

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the regression results of X against Y of 0.001. ESQ at TDC Salatiga has a magnitude of 39.3% influence on OCB. Furthermore, there is a significant effect of ESQ on OCB in TDC Ungaran employees, which is shown through the regression results of X to Y of 0.000. ESQ at TDC Ungaran has a magnitude of 61.7% influence on OCB. And 3) The result of the average difference is that there are similarities in the ESQ and OCB variables between Salatiga TDC and Ungaran TDC.

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