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LIBERALIZATION OF SOCIAL WELFARE INSTITUTIONS RAISES SPIRITUAL INTELLIGENCE IN SERVICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ATTRACTIVITY: THEORY AND EMPIRICAL REVIEW

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Organizational Citizenship Behavior (Ocb)**

ABSTRACT

Human resources are important resources that support organizations in achieving competitive advantage. Therefore, it is important to involve employees to drive the strategic goals of the organization. Even non-profit organizations in the era of globalization are expected to face increasingly fierce competition. Therefore, the quality of the organization must be considered. This is inseparable from the role of human resources who will be required to carry out their duties and functions properly. This study aims to analyze the influence of Spiritual Intelligence, Self Efficacy, Job Satisfaction and Job Insecurity on Organizational Citizenship Behavior (OCB) at Social Welfare Institutions (LKS) Aceh Tengah District - Takengon and Gayo Lues. The sample used was 41 caregivers in the Social Welfare Institutions (LKS) Aceh Tengah District - Takengon and Gayo Lues. Sample based on the Slovin formula. The sampling method using convenience sampling. The data collection method used a survey, with a questionnaire research instrument. Methods of data analysis using Partial Least Square. This study proves that spiritual intelligence has a significant positive effect on organizational citizenship behavior among employees of Social Welfare

Institutions. Self-efficacy has a significant positive effect on organizational citizenship behavior among employees of Social Welfare Institutions. Job satisfaction has a significant positive effect on organizational citizenship behavior on of Social Welfare Institutions. Job insecurity has a significant negative effect on organizational citizenship behavior among employees of Social Welfare Institutions.

INTRODUCTION

The development of technology and science that is developing rapidly today brings changes in patterns of human life. This brings changes in itself for individuals, where these individuals are in an organization that requires them to become qualified human resources with various challenges. Quality resources become human capital for organizations that have an important role in carrying out organizational activities, both profit-based organizations and social organizations (Soelton et al., 2020; Sapitri, 2016). The employee's own role and leadership are the most important and valuable assets for a company or organization (Soelton and Nugrahati, 2018; Ramli and Soelton, 2018; Jumadi et al., 2018; Purnama, 2013). (Suzabar, 2020; Demerouti et al., 2015): revealed how employees develop companies that are more creative in their work, and through the extra role of training them to use strategies that are more effective in adjusting work so that they become more involved in work. Social organizations are under the auspices of the government, as stated in the preamble to the 1945 Constitution, welfare and social justice are the ideals of the Indonesian nation. This is the main task of the government, in which the economy and social welfare become one of the chapters in the body of the amended 1945 Constitution, and imply the granting of broad economic and social rights to citizens. State philanthropy must be carried out for those who are unable to work because of poverty, poverty and neglect, so that social welfare can be achieved (kemensosRI.go.id)

In the Social Welfare Institution, the role of caregivers is very determining the character of individuals who are in an institution, especially in childcare. The basic concept of childcare focuses on the ability of the environment to maintain optimal child development and development through a hone, compassion and foster approach. Children need mental stimulation (hone) which is the forerunner of the learning process (education and training), psychosocial development, intelligence, skills, independence, creativity, morals, personality and productivity. The need for love (compassion) from parents will create a close bond (bounding) and basic trust between children and parents. Biomedical physical needs (fostering) include food, nutrition and fulfillment of children's basic needs. The Child Orphanage Social Institution (PSAA) as a childcare institution certainly has a strategic role in bringing about a balance between hone, foster and foster care in the childcare process (Soelton et al., 2015; Soelton et al., 2020; Ramli et al., 2020).

Based on the data for occupants at Social Welfare Institutions (LKS) in Central Aceh District- Takengon and Gayo Lues, if seen from all foundations having a very low level of caregivers, this proves that the performance of employees / carers at the Institution Social Welfare (LKS) in Central Aceh

District - Takengon and Gayo Lues are still not good because this can occur due to the behavior of the caregiver citizenship organizations at Institutions at Social Welfare Institutions (LKS) in Central Aceh District - Takengon and Gayo Lues are not fully functioning .

LITERATURE REVIEW

Spiritual intelligence

Spiritual intelligence is more focused on the deep relationship between humans and God and the relationship between humans and their surroundings at large. If students already have intellectual and emotional intelligence, then spiritual intelligence also needs to be emphasized more deeply. Because the success of students is also influenced by spiritual intelligence (Sulastyaningrum et al, 2018). Spiritual intelligence is the perfect ability from the development of the mind to think about things outside the divine material realm that emits inner energy to motivate the birth of worship and morals (Saefullah, 2012). (Hasan Rahgozar, 2014) spiritual intelligence has four components: 1. Presence of critical thinking: the ability to critically reflect on truth, existence, existence, time, death and supernatural existence imply 2. The ability for personal meaning creation to create personal meanings and goals in all mental and physical experiences including creating and dominating life goals. 3. Transcendental knowledge, superior abilities and knowledge about their transcendent, other people and the material world are awake and alert 4. Developing self-awareness: the ability to enter and exit levels, and now spiritual and meta-consciousness of strong-willed people.

Self efficacy

Defining Self Efficacy is an individual's belief in the ability to take action based on his skills and abilities. (Robbins & Judge, 2016) Stating that self-efficacy is an individual's faith that he is capable of performing tasks. In line with this, Wahdania, Rachman, & Sulasteri (2017) state that self-efficacy is the belief and belief that a person can control the results of the efforts he has done. Therefore, self efficacy can be said to play an important role in everyday life because it can encourage individuals to use their potential optimally if self-efficacy supports them. The individual's thoughts on his self-efficacy will determine how much effort he will put forth and how long the individual can endure the obstacles that come (Sunaryo, Yoni 2017).

According to Bandura's theory in (Devie, 2018), the self-efficacy of each individual differs from one another. This is based on its three aspects, namely: (a) Level (Magnitude); (b) Strength; (c) Generalization. The four sources of information are: (a) Experience of mastering something (Master experience); (b) The experience of others (Vicarious experience); (c) Verbal persuasion; (d) Physical and physiological state (Psychological state).

Job satisfaction

The definition consists of cognitive aspects, namely a person's assessment of their work, and affective aspects, namely elements of emotional conditions, which are expressed as the level at which a person has positive or negative feelings about their work. Conceptually, the level of job satisfaction shows the level where one's expectations are in Psychological contracts are fulfilled when an employee carries out his job. Job satisfaction is an expression of a person's feelings or attitudes towards his job, to promotion opportunities, relationships with coworkers, supervision and feelings of satisfaction with the work itself (Titisari, 2014)

According to (Robbins 2010) indicators that can affect job satisfaction, namely: 1. Payment of salaries or wages; 2. The work itself; 3. Colleagues; 4. Promotion; 5. Supervisor (supervision).

Job insecurity

Wening (2015) defines job insecurity as a condition of powerlessness to maintain the desired continuity in a threatening work situation. Job insecurity is also defined as feelings of tension, anxiety, worry, stress, and feeling uncertain in relation to the nature and existence of work that workers feel. Job insecurity is a psychological symptom related to workers' perceptions of their future in a workplace full of uncertainty (Pradiansyah, 2012). Greenglass (2013) describes job insecurity as a condition related to a person's fear of losing their job or the prospect of demotion or demotion and various other threats to working conditions associated with decreased job satisfaction. Job insecurity can also be defined as insecurity that results from threats to the continuity or continuity of one's work (Reisel, 2012) in Halungunan (2015).

Ashford et al., (1989) developed a measurement of the concept of Job Insecurity proposed by Greenlagh and Rosenblatt and stated that the components of Job Insecurity are: 1) The meaning of the work for the individual. 2) The level of threat felt by employees regarding aspects of the job such as the possibility of getting a promotion, maintaining the current wage level, or getting a wage increase. 3) The level of threat the possibility of events that negatively affect the overall work of an individual, for example being fired or transferred to another branch office. 4) The level of interests felt by individuals regarding the potential for each of these events. 5) Powerlessness, namely the inability of individuals to prevent threats that affect the aspects of work and work as a whole identified in the previous four components in Halungunan (2015)

Organizational Citizenship Behavior (OCB)

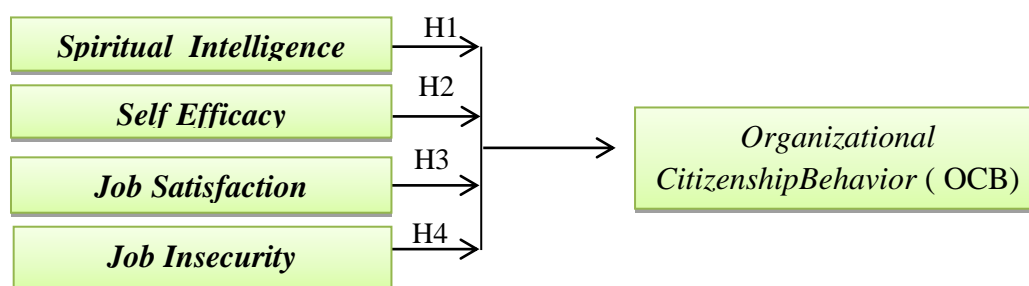
According to Enhart in Khalid and Ali (2015) Organization Citizenship Behavior (OCB) is defined as behavior that enhances the value and social maintenance of the psychological environment that supports work outcomes. According to Aldag & Resckhe in Titisari (2014) the Morrison scale

is one of the refined measurements and has good psychometric abilities. This scale measures the five dimensions of Organizational Citizenship Behavior (OCB) Dimension 1: Altruism, Dimension 2: Conscientiousness, Dimension 3: Sportsmanship, Dimension 4: Courtesy, Dimension 5: Civic Virtue. According to McClelland (2005), humans have three levels of motives, including: 1. Achievement motive, encouraging people to show a standard of privilege (excellence), seeking achievement from assignments, opportunities or competition. 2. Affiliation motive, encourages people to create, maintain and improve relationships with others. 3. The power motive encourages people to seek status and situations where they can control the work or actions of others

CONCEPTUAL FRAMEWORK

This model was made based on the review of the literature for this paper and is shown in Fig2

Figure 1. Conceptual Framework



Source : From data processing, (2020)

H1: spiritual intelligence has a positive effect on organizational citizenship behavior

H2: Self efficacy has a positive effect on organizational citizenship behavior

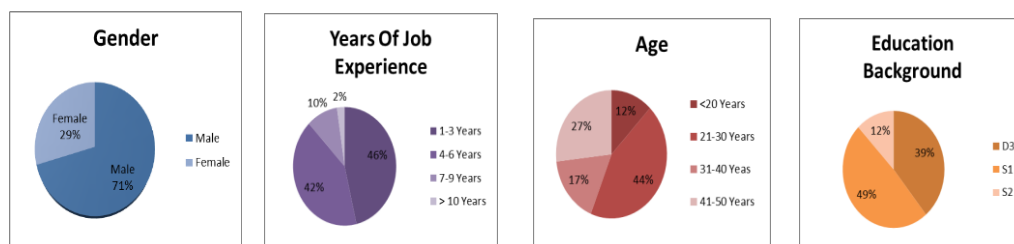
H3: Job satisfaction has a positive effect on organizational citizenship behavior

H4: Job insecurity has a positive effect on organizational citizenship behavior

METHODOLOGY

The design of this study was based on research methods. Researchers collected the data from Social welfare institutions at Aceh Tengah – Takengon with sample of 42 respondents. The design used in this study is causal design. The causal research design is useful for analyzing the relationships between one variable and another. Causal design examines the "causal" relationship. The method used in this research is Structural Equation Modeling (SEM). Structural Equation Modeling (SEM) is an analysis technique that allows testing a series of relationships simultaneously (Noor, 2011). This relationship is built between one or several independent variables with one or several dependent variables. The method of data analysis in this study uses components or Variance Based Structural Equation Modeling (SEM) where data processing uses the Smart-Partial Least Square (Smart-PLS) version 3.0 program.

Regarding gender, most of the respondents were male with a percentage of 70.7%, while 29.3% were female, the respondents who had the highest number were respondents aged between 21-30 years, namely as much as 43.9% and the lowest were respondents with ages between > 20 years, which is 12.2%, respondents with the latest education level of S1 are 48.8%, while the smallest respondents with a Masters level of education are 12.2%, the number of employees who have worked 1-3 years is 46.3% while the number of



employees who have long worked > 10 years 2.4%.

Figure 3. Personal characteristics of the participants in percentage

Evaluate Measurement (outer) Models

Convergent Validity

Convergent Validity testing of the measurement model with reflexive indicators is assessed based on the correlation between item scores and calculated construct scores. Individual indicators are considered valid if they have a correlation value above 0.70. However, on scale development research, loading factors 0.50 to 0.60 are still acceptable.

Table 1. Test Results of Convergent Validity

Variabel	Indikator	Outer Loading	Keterangan
Spiritual Intelligence	SI3	0.711	Valid
	SI4	0.568	Valid
	SI5	0.755	Valid
	SI7	0.513	Valid
	SI8	0.532	Valid
	SI10	0.602	Valid
	SI11	0.547	Valid
	SI12	0.714	Valid
	SI13	0.804	Valid
	SI14	0.729	Valid
	SI16	0.713	Valid
	SI18	0.569	Valid
SI19	0.757	Valid	

Self Efficacy	SE1	0.795	Valid
	SE2	0.722	Valid
	SE3	0.761	Valid
	SE4	0.704	Valid
	SE7	0.814	Valid
	SE8	0.870	Valid
	SE9	0.808	Valid
	SE12	0.616	Valid
Job Satisfaction	JS1	0.724	Valid
	JS5	0.864	Valid
	JS6	0.877	Valid
Job Insecurity	JI2	0.609	Valid
	JI4	0.513	Valid
	JI6	0.759	Valid
	JI7	0.851	Valid
	JI8	0.812	Valid
Organizational Citizenship Behavior	OCB1	0.782	Valid
	OCB2	0.916	Valid
	OCB3	0.829	Valid
	OCB4	0.897	Valid
	OCB6	0.662	Valid
	OCB7	0.892	Valid
	OCB8	0.736	Valid

Source: From data processing, (2020)

The results of the convergent validity test in Table 1, can be seen that all indicators meet the convergent validity because it has a loading factor value above 0.50.

AVE, composite reliability and cronbach's alpha

Composite reliability and Cronbach's alpha testing aims to test the reliability of the instrument in a research model. If all latent variables have a composite reliability value and Cronbach's alpha is greater than 0.7 it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent

Table 3. AVE, Composite Reliability and Cronbach's Alpha

Variabel	AVE	Cronbach Alpha's	Composite Reliability	Remarks
Job Insecurity	0.500	0.756	0.826	Reliable
Job Satisfaction	0.510	0.722	0.703	Reliable
Organizational Citizenship Behavior	0.674	0.917	0.935	Reliable

Self Efficacy	0.543	0.868	0.899	Reliable
Spiritual Intelligence	0.506	0.824	0.844	Reliable

Source : From data processing (2020)

AVE values based on the table above can be concluded that the constructs in the estimated model meet the discriminant validity criteria. The results of composite reliability and cronbach's alpha test results show a satisfactory value, because all latent variables have a reliable composite value and cronbach's alpha is greater than 0.70. This states that all latent variables are said to be reliable. Based on Table 3 that the results of testing the reliability and cronbach's alpha composite showed satisfactory value, because all latent variables have a reliable composite value and cronbach's alpha is greater than 0.70. This states that all latent variables are said to be reliable.

RESULT AND DISCUSSION

Result of R-square

Table 4. Value of R² Variabel Endogen

Variabel Endogen	R-square
Organizational Citizenship Behavior	0.840

Source : From data processing (2020)

The structural model indicates that the model on the variable organizational citizenship behavior can be said to be strong because it has a value above 0.67. The influence model of independent latent variables (spiritual intelligence, self efficacy, job satisfaction, and job insecurity) on organizational citizenship behavior provides an R-square value of 0.840 which can be interpreted that the variability of the construct of organizational citizenship behavior can be explained by the variability of the constructs of spiritual intelligence, self efficacy , job satisfaction, and job insecurity of 84.0%, while 16.0% was explained by other variables outside the one under study.

Goodness of fit model

Goodness of Fit structural model in the inner model uses the predictive value-relevance (Q²). Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. R-square value for each endogenous variable in this study can be seen in the following calculations:

Predictive relevance value is obtained by formula:

$$Q^2 = 1 - (1 - R1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.840)$$

$$Q^2 = 1 - (0.160)$$

$$Q^2 = 0.8400$$

The results of the above calculations show the predictive-relevance value of 0.8400, which is greater than 0 (zero). This means that 84.00% of organizational citizenship behavior (the dependent variable) is explained by the independent variable used. Thus the model is said to be worthy of having a relevant predictive value.

Hypothesis testing results

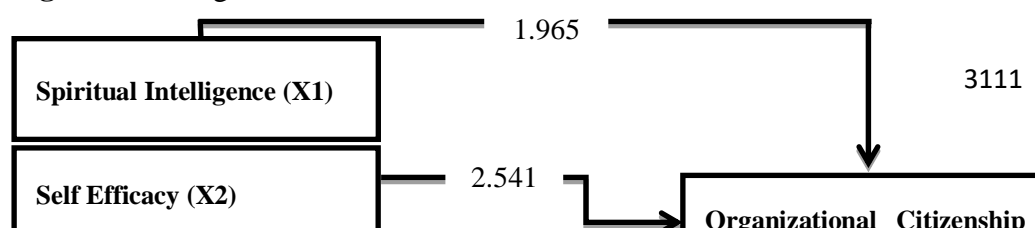
The estimated value for the path relationship in the structural model must be significant. The significance value in this hypothesis can be obtained by the bootstrapping procedure. Significance in the hypothesis by looking at the value of the parameter coefficient and the significance value of the T-statistics on the bootstrapping report algorithm. To find out the significance or not seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistic).

Table 5. Hypothesis Testing Results

	Original Sample	Standard Deviation	T-Statistics	P Values	Remarks
Spiritual Intelligence → Organizational Citizenship Behavior	0.203	0.104	1.965	0.040	Positive – Significant
Self Efficacy → Organizational Citizenship Behavior	0.269	0.105	2.541	0.001	Positive – Significant
Job Satisfaction → Organizational Citizenship Behavior	0.674	0.174	3.876	0.000	Positive – Significant
Job Insecurity → Organizational Citizenship Behavior	-0.319	0.153	2.091	0.003	Negative – Significant

Source : From data processing (2020)

Figure 4 Testing Result



Source : From data processing (2020)

The influence of spiritual intelligence on organizational citizenship behavior

Based on the hypothesis testing in this study, the T-statistic value is 1,965, the original sample value is 0.203, and the P value is 0.040. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P value shows less than 0.05, these results indicate that spiritual intelligence has a positive and significant effect on organizational citizenship behavior. The results of this analysis illustrate that the higher the spiritual intelligence of the Social Welfare Institutions (LKS) in the Aceh Tengah region of Takengon and Gayo Lues, the higher their OCB will be. Thus, employees who have high spiritual intelligence will always strive to do their work honestly, openly and responsibly with care, upholding mutually agreed values, norms and principles consistently at work, doing fair, sensitive to the feelings of others and to appropriateness and willingness to delay gratification for the future. This will have an impact on behavior change in a positive and better direction, such as willingness to help others whose work is redundant, helping new employee orientation processes even if they are not asked, taking time to help others with work problems, being helpful, not complaining, disciplined, punctual, loyal and caring about his place of service. This finding is in line with the results of previous studies examining the relationship between spiritual intelligence and OCB, as has been done by (Soelton, Visano, Noermijati, Ramli, Syah & Sari, 2020; Soelton, Syamsu, Andesna, Linggarnusantra, Pebriani. 2019; Yang Xiaoming, Ben Jing Ma, Chunchih Lisa Cang and Chich Jen Sieh 2014; Shazia, 2017), where the results show that spiritual intelligence has a positive effect on OCB.,

The effect of self-efficacy on organizational citizenship behavior

Based on the hypothesis testing in this study, the T-statistic value was 2.541, the original sample value was 0.269, and the P value was 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P value shows less than 0.05, these

results indicate that self-efficacy has a positive and significant effect on organizational citizenship behavior. The results of the analysis provide the findings that self-efficacy has a positive direct effect on organizational citizenship behavior (OCB). Thus it can be concluded that organizational citizenship behavior (OCB) is directly positively influenced by self-efficacy. Increasing self-efficacy will result in increased organizational citizenship behavior (OCB). A person who focuses on positive aspects about himself, others, and works in general is said to have a positive attitude. In line with research conducted by (Saratian et al, 2019; Soelton et al, 2018; Ramli and Soelton, 2018; Maslach and Jackson, 2018; Soelton and Atnani, 2018; Sunata, 2012) which concluded that there is a positive and significant influence between self-efficacy and OCB. Where, high self-efficacy is an extraordinary asset for someone in dedicating himself to more than the demands of his job (behaving OCB).

Effect of job satisfaction on organizational citizenship behavior

The hypothesis testing in this study, the T-statistic value was 3.876, the original sample value was 0.674, and the P value was 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P value shows less than 0.05, these results indicate that job satisfaction has a positive and significant effect on organizational citizenship behavior. The results showed that the job satisfaction variable had a positive and significant effect on the employee's OCB level. The satisfaction that employees feel comes from salaries, promotions, supervision, coworkers, or the work they do will increase OCB. It is very important and an indicator of job satisfaction is the job itself. When employees feel comfortable working or their jobs are able to develop their potential, in the sense of providing challenges, then it is a good indicator of job satisfaction. Where a good relationship with superiors can indicate the level of employee job satisfaction. The harmonious relationship between employees is also very good. This certainly indicates that employee job satisfaction is good. In addition, the various activities carried out have also been able to improve cooperation and communication between employees. The results of this study are in line with research conducted by (Mochamad Soelton, Eko Tama Putra Saratian Anees Janee Ali Tine Yuliantini Dwi Astari. 2020; Maya Bitsadze and Mariane Japaridze, 2016; Soelton and Nugrahati, 2018; Suzabar et al, 2020; Margareta, 2016) which concluded that there is a positive and significant effect of job satisfaction on OCB.

Effect of job insecurity on organizational citizenship behavior

Based on the hypothesis testing in this study, the T-statistic value was 2.091, the original sample value was -0.319, and the P value was 0.003. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P value shows less than 0.05, these results indicate that job insecurity has a positive and significant effect on organizational citizenship behavior. Based on the results of hypothesis testing,

there is a negative and significant effect between job insecurity variables on organizational citizenship behavior. Job insecurity is measured by the dimensions of the importance of work and job threats which show the highest value in the dimensions of job threats, namely the possibility of transfer, where the future of the division is uncertain in the institution so that it can cause a decrease in income which can affect family welfare, meaning that employees feel insecure for his placement so far but realizes that at any time he will be transferred from the institution or asked to take early retirement by the institution. The results showed that a sense of job insecurity made employees reluctant to offer to attend meetings and also reluctant to lend property for the benefit of the institution. This is a negative impact that can reduce organizational citizenship behavior (OCB). This finding supports the results of previous research conducted by (Soelton, Hardianti, Kuncoro, Jumadi. 2020; Xiaobu Yu, Pengyuan Wung, Xuesong Zhai, Hong Dai, Qun Yang, 2014; Jumadi et al, 2018; Soelton and Nugrahati, 2018; Stoner, 2013; Agung, 2017) who analyzed the relationship as well as the effect of job insecurity on OCB (Organizational Citizenship Behavior), indicating that job insecurity has a negative effect on OCB (Organizational Citizenship Behavior).

CONCLUSION AND RECOMMENDATION

Conclusion

This study tries to analyze the variables related to spiritual intelligence, self efficacy, job satisfaction, job insecurity, and organizational citizenship behavior. The results of this study were obtained from research on the employees of the Social Welfare Institution. From the results of calculations in this study, the following conclusions can be drawn:

- 1) Spiritual intelligence has a significant positive effect on organizational citizenship behavior on employees of Social Welfare Institutions. This means that if the higher the level of spiritual intelligence in work, the higher the level of organizational citizenship behavior
- 2) Self efficacy has a significant positive effect on organizational citizenship behavior among employees of Social Welfare Institutions. This means that if the level of self-efficacy at work is higher, the higher the level of organizational citizenship behavior will be.
- 3) Job satisfaction has a significant positive effect on organizational citizenship behavior on employees of Social Welfare Institutions. This means that the higher the effect of job satisfaction experienced by a person, the higher the effect on organizational citizenship behavior.
- 4) Job insecurity has a significant negative effect on organizational citizenship behavior on employees of Social Welfare Institutions. This means that the level of inequality (job insecurity) for a person at work is higher, it will lower the level of organizational citizenship behavior that exists.

Recommendation

1. The leader or superior of the Social Welfare Institution career should communicate better with their subordinates, and understand sympathy for what the career is experiencing or feeling.
2. Social Welfare Institutions pay more attention to the job description of the career so that the career does not do two jobs at once.
3. Social Welfare Institutions should make payments fairly according to the work performed by the career.
4. The lead Social Welfare Institution can create a comfortable atmosphere and must have more trust in employees which can lead to no worries at work.
5. Social Welfare Institutions should take into account overtime costs to increase employee morale.

Suggestions for future researchers

This study aims to analyze the influence of Spiritual Intelligence, Self Efficacy, Job Satisfaction and Job Insecurity on Organizational Citizenship Behavior (OCB) at Social Welfare Institutions (LKS) Aceh Tengah District - Takengon and Gayo Lues. This study proves that spiritual intelligence, Self-efficacy, Job satisfaction has a significant positive effect on organizational citizenship behavior among employees of Social Welfare Institutions. Job insecurity has a significant negative effect on organizational citizenship behavior among employees of Social Welfare Institutions. According to the hypothesis we developed, we can look for it in the future with a variety of variables and more population

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