

THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR TOWARDS OFFICER PERFORMANCE WITH THE ORGANIZATION AND RELIGIOSITY AS A MODERATING VARIABLE (STUDY ON THE EMPLOYEES OF THE EDUCATION AND CULTURE DEPARTMENT IN DEMAK)

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Abstract :

Performance is always the problem faced by government organizations, so it is necessary to know the factors that affect the performance of employees. This research aims to test the influence of emotional intelligence and organizational citizenship behavior on employee performance with a moderated Climate organization and Religiosity in the service of education and culture of Demak Regency. This research uses a quantitative approach to Explanatory research. The population in this research is a Muslim employee perform duties in the service of education and culture of Kab. Demak and with a population of 117 people. The variable in this study consists of three free variables that is emotional intelligence (X 1), Organizational Climate (X 2), Religiosity (X 3) and two variable i.e. Organizational Citizenship Behavior (Y1) and the performance of the Employee (Y2). Data collection using a structured questionnaire tool is closed and the results of the data collection further analyzed by using Multiple Linear Regression equations model.

The research results showed that significant positive Emotional effect on performance, Organizational Citizenship Behavior significant negative effect on performance, emotional intelligence a significant positive effect against the performance of employees, Organizational Climate strengthens the influence of emotional intelligence on employee performance, Religiosity weakens the influence of emotional intelligence to increased Employee Performance, strengthen the influence of Religiosity Organizational Citizenship Behavior (OCB) against performance improvement Officer Office of education and culture of Demak Regency.

Keyword: Employee Performance, Emotional Intelligence, Organization Climate, Religiosity, Organizational Citizenship Behavior.

INTRODUCTION

Developments in Indonesia in the last few years led to the implementation of the Government's demands in accordance with the ideals of reform. The main goal of the reform of the bureaucracy of the Government bureaucracy is creating an Indonesia that is adaptive to the characteristics of professional, teamwork, high-performance, clean and free of corruption, Collusion and Nepotism, able to serve the public, neutral, prosperous, dedicated as well as holding fast to basic values and code of ethics State apparatus.

Human resources have significance because a role is active and dominant in any activity of the organization. In human organization serves as the determinant, the perpetrators and planners in achieving the objectives of the company and decide forward corporate pullback (Hasibuan, 2005). Employees are directed to improve the performance so that the being and behaving which reflect the responsibility, loyalty, and discipline. To achieve the best performance, the organization concerned conduct assessment of the implementation of the tasks generated by the employees in accordance with the prevailing system in the organization. Bernardin (2003) explains that "referring to notions of Performance as a result. In the context of the results, the performance is the result produced records (produced) over a specific job function or activity – activity during a given period". Performance highlights for government organizations in articulating things – things that can be conducive to improved performance so that the creation of sustainable competitive advantage. Performance is always the problem faced by government organizations, so it is necessary to know the factors that affect the performance of employees. One measure of the performance of an employee is the intellectual ability, which is supported by the ability to master, manage yourself as well as the ability to build relationships with others (Martin, 2000).

Goleman (2000) stated. that to achieve success in the world of work is not only cognitive ability (cognitive intelligence) course needed but also the ability of emotional (emotional intelligence). And Ginanjar agustian (2005) argues that the existence of emotional intelligence, the better it will make employees showing better performance. The relationship between emotional intelligence against the performance of an employee described in research Fitriastuti Triana (2013) shows that emotional intelligence, Organizational Commitment, and Organizational Citizenship Behavior effect significantly to performance. But unlike the penelitian Hari and Ahmad (2016) stated that Intellectual Intelligence (IQ) and emotional intelligence (EQ) no significant effect on performance while the spiritual intelligence (SQ) effect significantly.

Emotional intelligence can not only affect the achievement of the performance of the employees, but emotional intelligence can also affect organizational citizenship behavior (OCB) employees. OCB is the behavior of employees who exceed the demands of their job (Sego, 1998). Karambayya (1989) have found the effect of OCB in the success of the organization. George (1996) believes the attention to the OCB in the organization is important when organizations are not able to predict accurately and widely varying behavior is needed and embody all the organization aims through the formal job description. Therefore, OCB can help your organization running effectively. Clément and Vandenberg (2000), suggested that the OCB provides more resources for the Organization and reduce the need for costly and formal mechanisms. If be correlated with OCB, it could be said that workers could effectively help

and improve organization if carrying out responsibilities outside of assigned tasks in the job. With simple words, can tolerate the work is unpredictable and it is important for organizations.

The relationship between emotional intelligence and OCB described research Kanimozhi Narayanan (2016) that there is a high correlation between use of emotion with the OCB is directed at the organization. Employee performance can also be affected by external factors such as the climate of the organization. The climate of the organization is a picture that is public about the work of organizations that make up the atmosphere of hope and the feeling of the whole employees so that the performance of employees on the rise. The climate of the organization affects the performance of employees by creating a healthy organizational climate. Thus, employees will be more upbeat and expected to improve performance. The relationship between employee performance against Organizational Climate are explained in the studies of Naomi W, et al (2017) that there is a strong positive relationship between the independent variables and bound variables.

Religiosity is also one of the factors that can affect the performance of employees. The definition is relevant to the behavior of religion (religiosity) are hard to find. In several studies, often found the choice of a term or mention someone against religious or religious words. According to Jalaluddin Rakhmat (2004), the term religion refers to a belief in God that is always on, i.e. to the soul and the will of God that governs the universe and have moral relationships with human beings. So the attitude of religiosity in view Jaluluddin Rahmat merupakan integration between religious knowledge, feelings and religious action inside a person. Human beings behave religiously because it is driven by the stimulus of punishment and reward. Mengindari punishment (torture) and expect the prize reward. Man is just a robot that moves mechanically according to administering punishment and rewards.

The relationship between Religiosity on employee performance described on the research of Novia Zahrah, et al (2016), results show that there is a significant relationship between Islamic religiosity on performance, as well as between Islamic work ethic on performance.

LITERATURE REVIEW

Multicollinearity

Multicollinearity test aimed at testing whether the regression model is found the existence of a correlation between free variables (independent). Good regression models should not happen the correlation between independent variables. To detect multicollinearity in the regression model is with a tolerance value and a variant of the Inflation Factor (VIF). Multikolinieritas the test results can be found at the following table 1. :

Table.1
Multicollinearity Test Result

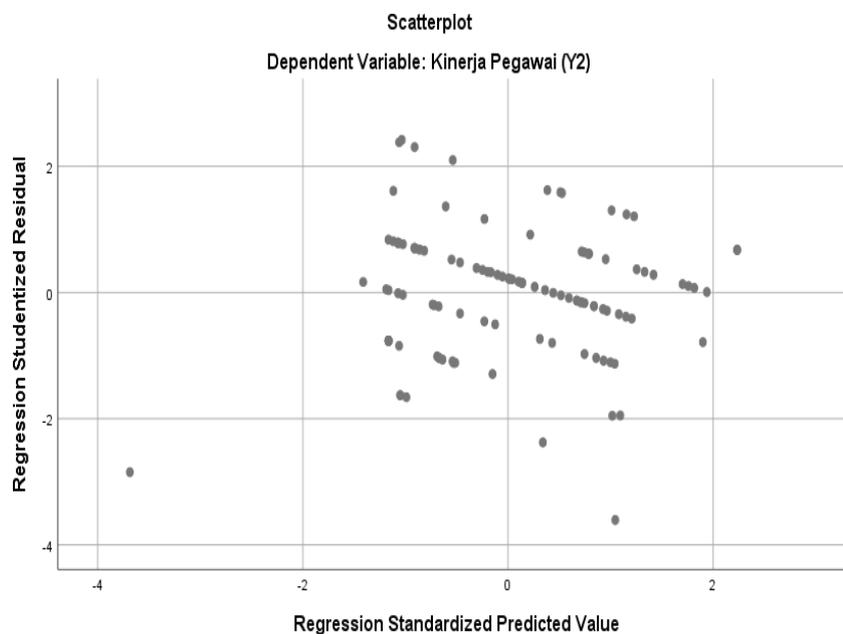
	Variabel	Tolerance	VIF
Similarity 1	Emotional Intelligence	1,000	1,000
Similarity 2	Emotional Intelligence	0,519	1,926
	Organization Climete	0,693	1,444
	Religiosity	0,772	1,296
	Organizational Citizenship Behavior	0,471	2,125

Source :Output Testb Result, 2018

Table 1, shows that the results of the calculation of the value of tolerance between the independent variables known to be independent variables in equations 1 and 2 have a value of tolerance is greater than 0.10 and the value of the Variance Inflation Factor (VIF) smaller than 10. The results show that there is no correlation between independent variables. The model regression 1 and 2, multicollinearity does not occur so that the regression model is feasible and can proceed to the next testing phase because it has met the assumption multicollinearity.

heteroscedasticity

Heteroscedasticity test aims to find out the same or no residual variance of the observation from one observation to another. The regression equation is that heteroscedasticity does not occur. Test heteroscedasticity analysis was done by looking at the graph scatter plot between Z prediction (ZPRED) which is the free variable (x-axis = Y yield prediction) and its residual (SRESID) which is a bound variable (axis Y = Y predictions – Y real). Test heteroscedasticity more information can be seen in Figure 1 as follows:



Source : Output Testb Result, 2018

Figure. 1
Heteroscedasticity Test Result

Test results from the heteroscedasticity using a scatterplot above-acquired points that spread below and above the Y-axis, and has no regular pattern, so it can be inferred that the variables of climate, emotional intelligence Organization, Organizational Citizenship Behavior, Religiosity and performance of Employees above do not occur or are heteroscedasticity homoscedasticity.

Multiple Linear Analysis

The statistical analysis used in this study i.e., multiple linear regression. This analysis is used to find out the magnitude of the influence of emotional intelligence And Organizational Citizenship Behavior on employee performance with the climate of the Organization and Religiosity as a Moderating Variable calculation based on testing. multiple linear regression analysis can be obtained the following results,

Table 2
Regression Equation Model

	Variable	Standardized Coefficient	t-count	Sig
Emotional Intelligence (X1)	Organizational Citizenship Behavior (Y1)	0,671	9,716	0,000*
	Employee Performance (Y2)			
Emotional Intelligence (X1)		3,380	2,529	0,013*
Organizational Citizenship Behavior (Y1)	Employee Performance (Y2)	-3,961	-2,761	0,007*
Emotional Intelligence (X1)*	Employee Performance (Y2)	0,527	3,568	0,001*
Organization Climate (X2)				
Emotional Intelligence (X1)*	Employee Performance (Y2)	-6,642	-2,653	0,009*
Religiosity (X3)				
Organizational Citizenship Behavior(Y1)* Religiosity (X3)	Employee Performance (Y2)	6,929	2,731	0,007*
F-count	Equation 1	94,407		
	Equation 2	7,889		
R Square	Equation 1	0,451		
	Equation 2	0,262		

Source :Output Testb Result, 2018

Notes: * Significant Index: 5%

Emotional Intelligence Significantly Affected Employee Performance

Influence of emotional intelligence test results on employee performance retrieved the value of the count of t-2.529 and significance of 0.013. Therefore the value significance of 0.013 ($\alpha = 0.05 < 5\%$), then Ho denied and H1 are accepted. It means that the emotional intelligence of significant positive effect on employee performance.

Organizational Citizenship Behavior Significantly Affected Employee Performance

The test results influence Organizational Citizenship Behavior on employee performance retrieved the value t-female registration-2.761 and significance of 0.007. Because of the significance of the value of 0.007 ($\alpha = 0.05 < 5\%$), then Ho denied and H2 are received. This means that significant negative effect OCB on employee performance.

Emotional Intelligence Significantly Affected Organizational Citizenship Behavior

Influence of emotional intelligence test results against the Organizational Citizenship Behavior obtained a value of the t-count of 9.716 and significance of 0.000. Because of the

significance value of 0.000 ($\alpha = 0.05 < 5\%$), then H_0 denied and H_3 are accepted. It means that the emotional intelligence of significant positive effect against the Organizational Citizenship Behavior.

Organization Climate Strengthen The Influence of Emotional Intelligence towards Employee Performance

Influence of emotional intelligence test results against the performance of employees who moderated Climate variables the organization obtained a value of the t-count of 3.568 and significance of 0.001. Because of the significance of the value of 0.001 ($\alpha = 0.05 < 5\%$), then H_0 denied and H_4 are accepted. This means that the climate of the Organization strengthens the influence of emotional intelligence on employee performance.

Religiosity Strengthen The Influence of Emotional Intelligence towards Employee Performance

Influence of emotional intelligence test results against the performance of employees who moderated the variable t-value acquired Religiosity count registration-2.653 and significance of 0.009. Therefore the value significance of 0.009 ($\alpha = 0.05 < 5\%$), then H_0 denied and H_5 are accepted. However, since t-count is negative so that mean Religiosity weakens the influence of emotional intelligence on employee performance.

Religiosity Strengthen The Influence of Organizational Citizenship Behavior (OCB) towards Employee Performance

The test results influence Organizational Citizenship Behavior on employee performance who moderated the variable t-value acquired Religiosity count of 2.731 and significance of Therefore the value of significance of α ($0.05 > 0.00 < = 5\%$), then H_0 denied and H_6 is received. This means that Religiosity influences Organizational strengthening Citizenship Behavior on employee performance.

RESEARCH METHODOLOGY

This type of research is the "Explanatory research" or research that is explained, it means this study emphasized relationships between variables research by testing his hypothesis contains the description but the focus located on the relationships between variables, (Singarimbun, 1989).

The population was determined in this study are all the employees at the Department of education and culture of Demak which amounted to 120 people. As for the sampling method using the census, which means that the number of samples of the same population. Of the total population of Muslim employees were selected because of the variable associated with religiosity in the broader perspective of Islam i.e. totaled 117 people.

The data used in the study was the primary data is the data that comes from the opinions of respondents are examined, in the form of written answers of the questionnaire, the results of observations against the object examined the test results. Primary data that will be excavated is the identity and perceptions of respondents about the variables of performance research

officer, emotional intelligence, Organizational Citizenship Behavior, Organizational Climate, and Religiosity. The secondary data collected but not shown to a destination, for example, research interests, but also for any other purpose (Supomo, 2002). The data obtained from the articles, research journals, magazines, books that have to do with scientific research. While the Techniques of collecting data through a library study and dissemination of the questionnaire.

The variable in this study consists of employee performance, emotional intelligence, Organizational Citizenship Behavior, organizational climate, and religiosity. Can be seen on the basis of the following table:

No	Variable	Indicator	Source
1	Performance	a. Performance Quality b. Performance Quantity c. Contribution in Organization d. Communication Quality	Robbins (2006)
2	Emotional Intelligence	a. Recognizing self emotions b. Managing emotions c. Self motivating d. Recognizing other's emotion e. Fostering relationship with others	Goleman (2002)
3	Organizational Citizenship Behavior (OCB)	a. Compliance b. Helpful c. Kind-hearted and concern with society interest d. Sportive e. Kindness	Podsakoff, et al (2000)
4	Organization Climate	a. Structure b. Responsible c. Appreciation d. Risk e. Warmth f. Supportive g. Performance standards h. Conflict i. Self Identity	Litwin & Stringer (1968)
5	Religiosity	a. Ideologic b. Ritual c. Intellectual d. Experience e. Consequence	Glok dan Stark (1965)

RESULT AND DISCUSSION

Emotional intelligence can explain the performance of Employees, with an indicator to recognize emotions, managing emotions, motivating oneself, recognizing emotions in others and build relationships with others. The indicator has an index score of the highest is fostering relationships with others on the category either. This indicates that the employee social are able to build a relationship with others, are able to read the situation and social networks carefully, interact smoothly, use this skill to influence, lead, military duty, complete the dispute, as well as working together in teams. This can support employees to work better, efficient and effective. Emotional intelligence and performance have a relationship and intertwined. Every individual in an organization that has a good emotion, tend to have a willingness to repair and improve

its performance, as stated by Goleman (2000). These results support the Triana Fitriastuti (2013) stating that emotional intelligence, Organizational Commitment, and Organizational Citizenship Behavior significant effect on performance.

Organizational Citizenship Behavior cannot explain the performance of the employees, with the indicators of compliance, the nature of the good nature of the help, think of common interests, attitude and good sportsmanship. Indicators that have an index score is the lowest compliance. The results showed that employees of the Department of education and culture of Demak still a frequent violation of 46.15%. This indicates that the employee does not meet the above minimum standard level required and still refers to the willingness of the individual in the exercise of duties and responsibilities. So, the effect on the low performance of the individual result is the goal of the organization is hampered. These results support the Lelei Joy et al., (2015) that has provided insight into the influence of altruism, manners, sportsmanship and citizenship on the performance of employees. Overall, the results showed no support for the hypothesis of the study. The attitude of sportsmanship, citizenship and the virtues of altruism, politeness is found to have a positive and significant influence on the performance of employees.

Emotional intelligence can explain the Organizational Citizenship Behavior. This indicates that emotional intelligence ability to represent people facing emotions. They define emotional intelligence as the ability to look up a person's feelings and also the feelings of others, which is part of the social and emotional intelligence, which can achieve the performance required of individuals who would direct citizenship behavior leads to the organization. Emotional intelligence refers to the ability to manage emotions that can contribute positively to the quality of social interaction that will affect the behavior of the domain of the Organization, as stated by Catherine s. Neal and David M. Ashkanasy (2005). These results support the Kanimozhi Narayanan (2016) stating that there is a high correlation between use of emotion with the OCB is directed at the Organization.

The climate of the Organization strengthens the emotional intelligence in explaining the performance of Employees, with the indicators of the structure, responsibility, rewards, Risks, warmth, support, performance standards, conflict, and Identity. Indicators that have an index score the highest is the warmth is on the category either. This indicates that tightly interpersonal relationships within the Department of education and culture of Demak who create an atmosphere of its own job depicting the atmosphere of work, friendship, and familiarity between employees. So that employees feel comfortable working environment that creates an atmosphere that brings him to achieve the activity properly, thereby providing energy or power for him to show optimal performance. These results support the Naomi W, et al (2017) that explains that there is a strong positive relationship between organizational climate and employee performance.

Religiosity weakens the emotional intelligence in explaining the performance of employees. Based on the results of research on indicators to recognize the emotions of other people there are answers of respondents who feel no/less able to read other people's emotions of 18.8% and who feel no/lacking attitude of empathy and being able to understand the feelings of another of 7.7%. This indicates that employees do not have the ability to feel other people's perceived, understand the perspective of others and foster a relationship of mutual trust, and haven't been able to align

themselves with the various types of relationships. In addition to the foregoing, religiosity weakens emotional intelligence on performance possible respondents could not interpret religion in depth (quality of religion). So, unconscious emotional level and still doing the activity that is prohibited by Allah SWT. Deviant behavior occurs as a result of which have an impact on the performance of individuals. This proves that Religiosity these results are inconsistent with Novia Zahrah, et al (2016), who explains that there is a significant relationship between Islamic religiosity on performance, as well as between Islamic work ethic on performance.

Religiosity strengthens Organizational Citizenship Behavior in explaining the performance of Employees, with indicator: Ideological, Intellectual, Rituals, experiences, and consequences. Indicators that have an index score of the highest is a consequence located on the category either. This indicates that officers behave is driven or affected by the teachings of Islam and synonymous with “a lot of Charity”, which emphasizes the deeds of kindness as the embodiment of faith and worship in the form of real or manifestation the teaching of religion in the life of society. Like to help, giving charity, justice and prevent the devilry things. The results of the research of religiosity can strengthen the Organizational Citizenship Behavior in explaining the performance of employees. These results support the Novia Zahrah (2016), shows that there is a significant relationship between Islamic religiosity on performance, as well as between the work ethics of Islam against the performance of the work.

CONCLUSION

Emotional intelligence has a positive influence on performance direction employees of Department of education and culture of Demak. There was a significant positive relationship between emotional intelligence with the performance, where the higher emotional intelligence than the higher the performance of employees. This means that Every employee of the Department of education and culture of Demak who have emotions well, tend to have the will to improve and enhance the performance better, effectively and efficiently. Organizational Citizenship Behavior cannot explain the performance of the employees of the Department of education and culture of Demak there are a significant negative relationship between Organizational Citizenship Behavior with the performance, where the higher the OCB then the lower the performance of employees.

Emotional intelligence has a significant positive influence on Organizational Citizenship Behavior, where the higher emotional intelligence then the higher the OCB Climate Organization strengthen the influence of emotional intelligence on employee performance. That is, with moderated climate organization will strengthen the influence of the variables of emotional intelligence on employee performance Office of education and culture of Demak. Religiosity weakens the influence of emotional intelligence against the performance improvement officer Office of education and culture of Demak. Meaning, with moderated Religiosity, will weaken the influence of the emotional Intelligence against the variable the performance of employees. The influence of Organizational strengthening religiosity Citizenship Behavior (OCB) against performance improvement officer Office of education and culture of Demak. That is, with moderated religiosity will strengthen the influence of the variables of Organizational Citizenship Behavior (OCB) against the performance of employees.

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