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The Performance of State Civil Apparatus in Gorontalo Province: The Relationship with Emotional Intelligence, Spiritual Intelligence, Leadership, and Organizational Citizenship Behavior

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Abstract

This study aims to find out and analyze the direct and indirect effect: emotional intelligence with state civil apparatus performance of through leadership and OCB, spiritual intelligence with state civil apparatus performance of through leadership and OCB. Population is the whole state civil apparatus in Gorontalo Province which amounts 3155. Samples should be taken as many as 350 people and the worthy of only analyzed 250 questionnaires. The sampling technique using are multistage sampling (purposive sampling and random sampling). The data were analyzed by using of structural equations models (SEM) and program analysis of moment structure (AMOS) version 23. The results showed that emotional intelligence and spiritual intelligence of significant effect on the leadership; emotional intelligence and leadership of significant effect on OCB; emotional intelligence and OCB of significant effect on employee performance; spiritual intelligence does not significant effect on OCB and employee performance; the leadership does not significant effect on employee performance; emotional intelligence and spiritual intelligence effect on OCB through leadership variable; emotional intelligence and spiritual intelligence effect on state civil apparatus performance of through leadership variable; and emotional intelligence and spiritual intelligence effect on state civil apparatus performance of through OCB variable.

Keywords: Performance; emotional intelligence; spiritual intelligence, leadership, organizational citizenship behavior

Introduction

One of the global strategic issues in human resource management is gaining attention these days is the organizational citizenship behavior (OCB). According to the Organ (1988) OCB interpreted as individual behavior that is discretionary not directly or explicitly recognized by the formal reward system, and in the aggregate will encourage organizations function more effectively. The nature of the OCB is pragmatic so that it can be applied to the management of the organization, especially with regard to human resources. (Celnar, 1999; Farth et al., 1997; Folger and Skarlicky, 1999; Maekenzie et al., 1998; Moorman et al., 1998; Shapiro & Kirkman, 1999; Dent & Glover, 1999). Organizations will not work of well or can not survive without its members who act as good citizenship (Markoezy and Xin, 2004). Katz identified three employee behavior that is important to the effectiveness of the organization, namely the entry and stay in the organization as an employee; perform special roles required; and bound in innovative activities and spontaneous or unplanned that is outside the role played by (Konovsky & Pugh, 1994).

The third behavior is called the OCB is a behavior that is directly or explicitly be in the formal system and the awarding organization. Such behavior is considered important because it is not defined by default, but influential in assessing the performance and effectiveness of the organization (Podsakoff & MacKenzie, 1997). Besides, a number of researchers are still looking at the other side as a consequence OCB inhibiting the progress of an individual's career (Bergeron, 2005) and increase the level of stress and work-family conflict (Bolino & Turnley, 2003). In addition, for the work that rigid and should always follow work procedures for safety, it is not appropriate to apply OCB (Hunt, 2002).

In spite of all positive or negative consequences, OCB still able to contribute to the achievement of effectiveness and organizational performance. Robbins and Judge (2008) says organizations that have employees who have a good OCB, will have better performance than any other organization. Thus, the nature of OCB became important due to its position in an organization can improve employee performance and in turn increases the effectiveness of the organization's performance.

OCB phenomenon in relation to performance, has also been of empirically (among others Khazaei, et al., 2011; Sudarma 2011; Sugiyanto and Sutanto, 2010; Rastgar, et al., 2012; Mardiana, et al., 2012; Harwiki, 2013; Muhdar, at al., 2014) found a significant relationship between OCB and

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performance. Many factors can influence the OCB and employees performance, but that the focus of this research study is emotional intelligence, spiritual intelligence, and leadership. These factors, lead to counter-productive by most researchers in relation to the OCB and performance. Therefore, the variable will be important to be investigated.

Goleman (1996) carefully shows that a person's success is in the dominance of the influence of emotional intelligence. Because, emotional intelligence able to increase the the ability to control feelings of self and feelings of others (Meyers, 1999). Empirically, high emotional intelligence is able to bring of OCB is high on self-employee (Sumiyarsih, et al. 2012). Modassir and Singh (2008) shows that emotional intelligence have leaders capable of improving employees OCB in an organization. Similarly, emotional intelligence able to increase the employee performance, as evidenced by Wong (2002) found a positive effect on emotional intelligence with employee performance. Nien and Hung (2013), states that emotional intelligence is a huge element in employee performance service industry in Taiwan. Abraham (1999) suggests that emotional intelligence is directly related to performance.

Furthermore, is no less important to establish OCB and performance of employees is spiritual intelligence. Empirically, it was found a positive correlation between spiritual intelligence with OCB (Rastgar, et al., 2012, Doostar, et al., 2012, Rashvand and Bahrevar, 2013, Muhdar, et.al 2014) and employee performance (Sugiyanto & Sutanto, 2010; Rastgar, et al., 2012). Each component of spiritual intelligence like the Critical Existential Thinking (CET), personal meaning production (PMP), transcendental awareness (TA) and the Conscious state expansion (CSA) relates with OCB. This component makes employees looking for meaningful work and create a working environment that is favorable to encourage creativity and flair for self-development (Doostar, et al., 2012). Conceptually, spiritual intelligence is the intelligence and behavior puts our lives in the context of a broader meaning and rich, intelligence to judge that the action or the way a person's life is more meaningful than others (Zohar and Marshall, 2002). Spiritual intelligence is able to facilitate of problems solving of everyday in achieving goals (Emmons, 2000). Thus, the position of spiritual intelligence to be important in shaping the OCB and employees performance.

Besides the emotional intelligence and spiritual intelligence that affect the OCB and employees performance, another factor of interesting analyzed is leadership. The leadership is a process where an individual influence members of other organizations to work together to achieve organizational goals (Gibson, 1996). Therefore, leaders tend to use certain ways which he considers most effective, which is commonly called leadership style (Yulk, 1998). Budiyanto and Oetomo, (2011); Saeed, et al., (2012); and Zacher, et al., (2013) found that the transformational leadership of positive effect with OCB. Podsakoff, et al., (1990); and Suliman & Al-Obaidi, (2013) found the positive effect of transactional leadership with OCB. Whereas between leadership and employees performance were found positive relationships (Maulizar, et al., 2012; Piccolo and Colcuitt, 2006; Setyaningdyah, et.al., 2013; Muhdar, et al., 2014). Different things were found by Logomarsino and Cardona (2003); Maharani, et al (2013) that transformational leadership does not significant effect on OCB. That is to say, the phenomenon of the results of research leadership and OCB, raises the pros-cons, and that is why the leadership construct interesting to study.

To prove the relationship of emotional intelligence, spiritual intelligence, leadership with OCB and employees performance as well as the phenomenon of empirical above, it is necessary to research studies to analysis unit of state civil apparatus in Gorontalo Province with problem formula: Is emotional intelligence of direct and indirect effect on state civil apparatus performance of through leadership and OCB? Is spiritual intelligence of direct and indirect effect on state civil apparatus performance of through leadership and OCB? Is leadership of direct and indirect effect on state civil apparatus performance of through OCB? Is OCB of direct on state civil apparatus performance?.

Literature Review

The emotional intelligence (EI) which have been conceptualized by Goleman (1995, 1998, 2001) is a set of capabilities that is based on an individual's emotional resources that contribute more to success in life compared with traditional intelligence. EI is defined as the ability to identify and manage the emotions themselves as well as the emotions of others. Furthermore, Goleman (1995) shows the five main domains of emotional intelligence, which is self-awareness, self-regulation, motivation, empathy and social skills. John Mayer and Peter Salovey (1997) defines emotional intelligence as the ability to understand the emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge and to effectively regulate emotions so as to promote the growth of emotional and intellectual (Susan Tee Suan Chin, et al, 2011). Emotional intelligence is the ability to sense, understand and effectively apply the power and intelligence of emotions as a source of human energy, information, connections and

influence (Cooper and Sawaf 1998). Emotional intelligence can improve the ability to control feelings (Meyers, 1999).

The spiritual intelligence (SI) is the intelligence to face the problem of meaning or value, the intelligence to put the behavior and life in the context of a broader meaning and rich, intelligence to judge that the action or the way a person's life is more meaningful than others (Zohar & Marshall, 2000). Spiritual intelligence is intelligence that involves a set of capabilities that utilize spiritual resources (Emmons, 2000). Spiritual intelligence is a greater emphasis on the ability that draws on spiritual themes like to predict the function and adaptation, and to produce valuable products or results (Emmons, 2000). Therefore, the construction of spiritual intelligence combines spirituality and intelligence into the new construct of spiritual intelligence. King and DeCicco (2008) spiritual intelligence formulate as a mental capacity that is rooted in the aspect of non-material and transcendental to facts and reality, in a statement, that spiritual intelligence is defined as a set of intellectual capacity that contribute to the awareness, integration, and aspects adaptive application of nonmaterial and transcendent about the presence of someone who referred to the result as a reflection of existential depth, enhancement of meaning, recognition of the transcendent of self, and mastery of the spiritual condition (King & DeCicco, 2009).

King and DeCicco, (2008) put the four dimensions used to measure spiritual intelligence are: the first, Critical Existential Thinking (CET). This component involves the ability to critically reflect upon the meaning, purpose, and existential issues or other metaphysical (eg, reality, universe, space, time, death). Secondly, Personal Meaning Production (PMP). This component is defined as the ability to build of personal meaning and purpose in all the physical and mental experience, including the ability to create and master the purpose of life. Such as existential thinking, personal meaning is often described as a component of spirituality requires consideration in the model of spiritual intelligence. Third, transcendental awareness (TA). This component involves the ability to see the transcendent dimension of the self (eg, self transcendent), others, and of the physical world (eg, non-materialism, interconnectedness) for normal, to build a state of consciousness. Fourth, Conscious state expansion (CSE). the ability to enter a higher level of awareness; reach an understanding of pure consciousness, cosmic consciousness, unity, oneness of all; for example through contemplation, meditation, prayer, ritual worship.

The leadership is a process where an individual of members influence of other organizations to work together to achieve organizational goals (Gibson, 1996). Therefore, leaders tend to use the specific ways that it deems most effective, which is commonly called leadership style (Yulk, 1998). Therefore, leaders tend to use the specific ways that it deems most effective, which is commonly called leadership style (Yulk, 1998). Leadership style that gets the attention today is transactional and transformational leadership style. Transactional leadership is a core component of effective leadership behaviors within the organization before it the introduction of the theory of transformational leadership (Bass, 1985; Burns, 1978; House, 1977 in Lee & Low, 2012). Transactional leadership is supported by the theory of exchange, in which a leader and subordinate set goals and procedures to achieve the goal by way of exchange of rewards and the use of force to obtain compliance subordinates and efforts to achieve organizational performance (Bass, 1985 in Amin, et.al., 2013). The exchange relationship is reflected key elements of transactional leadership.

Transactional leaders demanded their subordinates agree with accepted or meet the demands of a subordinate if subordinates are expecting rewards and resources or avoid punitive measures (Burns, 1978). According Avolio and Bass, (1988), the typical manager of leaders transactional of tend to identify the needs of employees at a lower level by setting goals subordinates need to accomplish and communicate with them about how the successful implementation of the tasks will cause received awards desired job (Lee & Low, 2012). Three dimensions related to transactional leadership will be discussed below (Avolio et al., 1995 in Amin et al, 2013). The first, contingencies reward: Contingent reward is a process of exchange between leaders and their subordinates in which a leader with the consent of subordinates decide the destination, define rewards for achieving goals and provide compensation agreed when performance goals are met. Second, management-by-exception (active): This is the behavior of leadership where the leader strictly observing the performance of subordinates and take the corrective measures necessary error. Third, management-by-exception (passive), the leader of waiting passively against mistakes followers who then summoned to be given attention before taking corrective action with negative feedback or reprimands.

The transformational leadership as a charismatic leader, and a visionary. Dvir, Dov, Avolio, & Shamir (2002) says that transformational leaders provide additional influence by expanding and improve the purpose of their followers and provide them with the confidence to perform beyond expectations specified in exchange agreements implicitly or explicitly. Bass and Avolio (1993) proposes four dimensions of transformational leadership behaviors (Modassir & Singh, 2008), namely: the first, the individual Effect. Individual influence occurs when leaders earn the trust and respect of their followers to doing the right

thing rather than ensure that subordinates doing the right thing. Second, the intellectual stimulation. Intellectual stimulation promotes intelligence, rationality, and problem solving skills with the heart. It also involves rationality subordinates, making them to challenge their assumptions and think about old problems in new ways. Third, individual consideration. Individual consideration relates to treating employees as individuals, not just members of the group. Leaders exhibit these properties to be compassion, respect, and responsive to the needs of employees and to recognize and celebrate their achievements. Fourth, inspirational motivation. Transformational leaders inspire their followers to achieve great achievements by communicating high expectations by using symbols to focus efforts and to disclose important goals. Transformational leaders tend to pay attention to the differences between individuals between their followers and often act as mentors to their subordinates, usually coaching and advising followers with an individual's personal attention.

The citizenship organizational behavior (OCB) is defined as behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate increase the effective functioning of the organization (Organ, 1988). According Schnake (1991), the behavior of pro-social ethics such as helping new employees to understand the internal workings of the organization, to help co-workers complete their work, attend meetings and volunteer to do things more than prescribed work. This behavior is Behaviors that can be associated with OCB (Rastgar, 2012). OCB is a term that covers anything positive and constructive committed employees, their own decision, supporting colleagues and profitable company. Typically, employees are often involved in OCB may not always be top performers, but they are people who are known "extra work" or "work above and just outside the role" minimum effort required to do the job just satisfactory. Organizations will benefit from the encouragement of employees to engage in OCB, because it has been proven to increase productivity, efficiency and customer satisfaction, and reduce costs, turnover rates and absenteeism (Podsakoff, et. al, 2009).

The concept of OCB dimensional by Smith et al, 1983 consists of two dimensions: altruism and generalized compliance. Organ, 1988 put the five dimensions of OCB are: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. While taxonomic dimensions of OCB by Organ (1988), Williams and Anderson (1991) proposed the concept of OCB into two parts (Chahal and Mehta, 2010), namely: OCB-I (behavior directed at an individual, which consists of altruism and courtesy) and OCB -O (behavior directed at the organization, which consists of conscientiousness, civic virtue, sportsmanship). Oplatka (2006), suggest seven dimensions of OCB is helpful, sportsmanship, loyalty to the organization, the compliance organization, individual initiative, civic virtue and self-development (Chahal and Mehta, 2010). However, the dimensions of which is generally covered by the researchers, there are five (Rashvand & Bahrevar, 2013), namely: Altruism, Conscientiousness, Sportsmanship, civic virtue and Courtesy. Altruism exhibit behaviors that directly aimed at helping certain people. conscientiousness showed behavior that gives a role far beyond the minimum level required. Sportsmanship exhibit behaviors that are involved when a person receives frustration without complaint. Courtesy exhibit behaviors take action to prevent the problem from that obtained by respecting the wishes and desires of others. Civic Virtue showed behavior behavior that is designed to improve a person's participation and support of the organization as a whole.

The performance Theory of according to Evan (2006) is the use of resources effectively and efficiently to achieve results. Effectiveness is defined as the level of results. These results are also referred to as achievements or level of success. While efficiency is defined as the ratio of output (outcome) with input (O/I). It illustrates the cost per activity to achieve a given outcome. Efficiency is the ratio of resources used (inputs) to achieve (outcomes or outputs), or O/I (Evan, 2006). However, the performance theory of most commonly accepted come from John P. Campbell, (1990). The psychological perspective, Campbell describes as the job performance of individual-level variables. That is, the performance is something that is done one person. Job Performance consists of behaviors that people do in their work relevant to organizational goals. Campbell et al., (1993) explains that job performance is not a consequence of the behavior, but the behavior itself. In other words, the performance consisted of employee behavior that can actually engage in it which can be observed (Ratsgar, 2012). James Griffin (2004) stated that the performance is one of the total collection of work on the job. Thus, the performance can also be interpreted as the results achieved by the efforts of someone with his ability in certain circumstances (Yadav and Punia, 2013).

Mathis and Jackson (2006), elements of performance are generally comprised of five elements: the quality of the results, the quantity of results, punctuality, attendance, and ability to cooperate. Becker, et al., (1996), in a study using six performance indicators, namely: completing the work in a timely manner and effectively, doing high-quality work, completing tasks in a satisfactory manner, the quality of work,

quantity of work, and performance overall. Then he perfected it to be: the quality of work, quantity of work, attitude, cooperation, communication, and overall performance.

Methodology

The based on the literature review and problem formulation described above, compiled the following hypotheses: H1: Emotional intelligence of significant effect on leadership of state civil apparatus in Gorontalo Province. H2: Spiritual intelligence of significant effect on leadership of state civil apparatus in Gorontalo Province. H3: Emotional intelligence of significant effect on OCB of state civil apparatus in Gorontalo Province. H4: Spiritual Intelligence of significant effect on OCB in Gorontalo Province. H5: Emotional Intelligence of significant effect on state civil apparatus performance in Gorontalo Province. H6: Spiritual Intelligence of significant effect on state civil apparatus performance in Gorontalo Province. H7: Leadership of significant effect on OCB of state civil apparatus in Gorontalo Province. H8: Leadership of significant effect on state civil apparatus performance in Gorontalo Province. H9: OCB of significant effect on state civil apparatus performance in Gorontalo Province.

This research was an explanation. Research of explanations used to test the hypothesis between variables hypothesized. The study population was all employees of state civil apparatus in Gorontalo Province government with a population of 3155. To create a representative sample, the used Slovin formula (Umar, 2000). Thus obtained sample of 350 employees, but collected 270 questionnaires from 400 questionnaires were distributed, and worthy analyzed only 250 questionnaires. The sampling technique using a multistage sampling (purposive sampling and random sampling). Data were analyzed by using structural equations models (SEM) and program analysis of moment structure (AMOS) version 23.

Measurement variables. There are five (5) of the variables used in this study include emotional intelligence, spiritual intelligence, leadership, OCB, and performance. Emotional intelligence is measured based on the dimensions proposed by Goleman (1996) that is Self awareness, self management, self-motivation, empathy and social skills. Spiritual intelligence is measured based on the model proposed by King and DeCicco (2009) that is personal meaning production (PMP); transcendental awareness (TA); conscious state expansion (CSE); and critical existential thinking (CET). Leadership is measured based on the model of Bass and Avolio (1994) that is ideal influence, inspirational motivation, intellectual stimulation, individuals confederation, reward contingen, active control, and passive control. OCB is measured based on five dimensions proposed by Organ (1988) that is altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. While performance is measured by combining indicators that have been used by Becker. et al, (1996); Boerner, et al, (2007), namely the quality of work, quantity of work, punctuality, initiative, teamwork, and personal qualities associated with the job.

Each indicator variable is using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis techniques in this study, using path analysis through the analysis of moment structures software (AMOS 23). The output of the analysis obtained by value of direct and indirect effect. In order instrumen validity and reliability were tested using correlation coefficient (r) at a significance level of 5% or 0.05 and Cronbach's Alpha coefficient.

Result and Discussion

Characteristics of respondents give an overview of respondents who researched. Characteristics of respondents in the study was mayaoritas aged <30 years (145 people or 58.00%), female (135 people or 54.00%), educated to degree level S.1 (132 people or 52.80%), working period 4-10 years (121 people or 48.40%). Testing the validity and reliability of research instrument for each variable, the results show that all the correlation value of each indicator is below 0.05 (significant). Thus the overall indicator has a valid question. While the value of Cronbach Alpha obtained above 0.7 for all variables, so it can be concluded that the instrument can be expressed reliably.

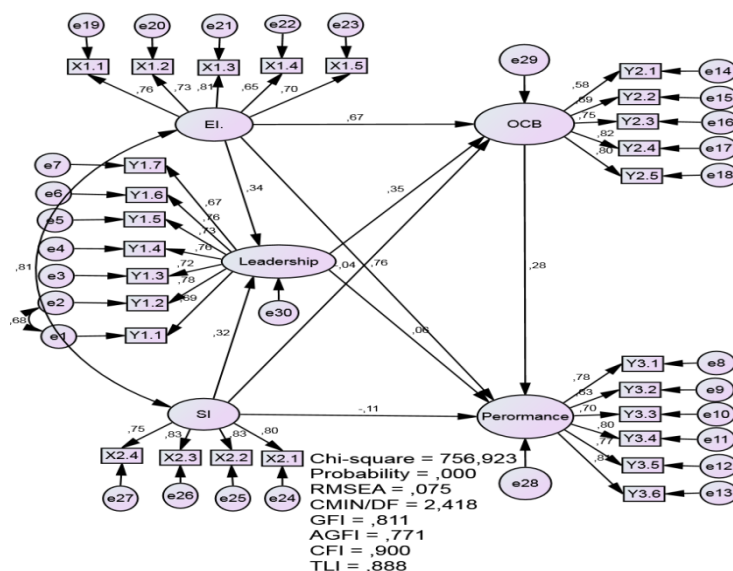


Figure 1: Structural Equation Model

Structural Equation Model established to examine latent causal relationships between variables were tested by using SEM based on coverage with the AMOS analysis tool. Here are the results of a structural equation model analysis of SEM in the study after passing the validity test, reliability test, ateliers assumptions test, normality test and goodness of fit test. The decision to answer the hypotheses about the influence among variables is done by taking into account the value of critical ratio (CR) of each lane. A variable is said to significantly affect other variables if the value of critical ratio (CR) on the line formed > t table ($\alpha=5\%$). Hypothesis test results can be seen in table 1 as follows:

Table 1. Hypothesis Test Results On Research Model

Hypothesis	Independent Variable	Dependent Variable	Direct Effect			Information
			Standardize	CR	p-value	
H1	EI	Leadership	0,337	2,652	0,008	Significant
H2	SI	Leadership	0,321	2,562	0,010	Significant
H3	Leadership	OCB	0,350	4,768	0,000	Significant
H4	EI	OCB	0,671	5,497	0,000	Significant
H5	SI	OCB	-0,041	-0,422	0,674	Not Significant
H6	Leadership	Performance	0,061	0,916	0,360	Not Significant
H7	OCB	Performance	0,283	2,334	0,020	Significant
H8	EI	Performance	0,756	5,340	0,000	Significant
H9	SI	Performance	-0,115	-1,358	0,174	Not Signifikant

Sources: Primary data processed

Nine paths hypothesized, There are six significant path and three is not significant path. The interpretation of table 1 can be explained as follows: (a) Emotional Intelligence (EI) of positive and significant effect on OCB ($p=0.008<0.05$) with a coefficient of 0.337, this coefficient indicates that EI a good leader then leadership become better. (b) Spiritual intelligence (SI) of positive and significant effect on the leadership ($p=0.010<0.05$) with a coefficient of 0.321, this coefficient indicates that SI a good leader then leadership became better. (c) The leadership of positive and significant effect on OCB ($p=0.000<0.05$) with a coefficient of 0.350, this coefficient indicates that good leadership will make OCB the better. (d) EI of positive and significant effect on OCB ($p=0.000>0.05$) with a coefficient of 0.671, this coefficient indicates that EI a good employee will make the OCB better. (e) SI did not significant effect on OCB ($p=0.674>0.05$) with a coefficient of -0.041, this coefficient indicates that SI does not guarantee the employee has a good OCB, however SI of indirect effect on OCB through leadership.

That is, a person who has a spiritual intelligence that will either make leadership increased so that the impact on improving of employee OCB. (f) The leadership does not significant affect on employees performance of state civil apparatus ($p= 0.360>0.05$) with a coefficient of 0.061, this coefficient indicates that the leadership of a person does not ensure that employees have a good performance, but the leadership indirect effect on employees performance of through OCB. That is, a person who has good leadership will make the OCB increased so the impact on performance improvement. (g) OCB of positive and significant effect on the performance of state civil apparatus ($p=0.020<0.05$) with a coefficient of 0.283, This coefficient indicates that the organization has a good OCB, will have a good performance. (h) EI of positive and significant effect on the performance ($p= 0.000<0.05$) with a coefficient of 0.756. This coefficient indicates that getting better EI a person then the performance is getting better. (i) SI did not significantly affect on performance ($p= 0.174>0.05$) with a coefficient of -0.115, This coefficient indicates that SI does not ensure employees have a good performance, however SI of indirect effect on employees performance of through leadership and OCB. That is, a person who has a good SI, it makes the leadership and OCB of increased so the impact on improvement performance of state civil apparatus.

Furthermore, Table 2 shows the indirect effect is variable effect with other variables through an intervening variable. Table 2 shows: (a) EI indirect effect on OCB of the through leadership is 0.12. This indicates that EI can improve OCB of through leadership improved with the number 0.12. (b) SI indirect effect on OCB of through leadership is 0.11. This indicates that SI can improve OCB of through leadership improved with the number 0.11. (c) The leadership indirect effect on performance of through OCB is 0.10. This indicates that the leadership can improve performance of through improvement OCB with the number 0.10. (d) EI indirect effect on performance of through OCB is 0.12. This indicates that EI can improve performance of through improvement OCB with the number 0.12. (e) SI indirect effect on performance of through OCB is -0.01. This indicates that SI can degrade performance of through decreasing OCB with number -0.01. (f) EI indirect effect on performance of through leadership is 0.02. This indicates that EI can improve performance of through improvement leadership with number 0.02. (g) SI indirect effect on performance of through OCB is 0.02. This indicates that the SI can improve employees performance of through improvement leadership with number 0.02.

Based on table 2, can be described as follows: (a) EI total effect on OCB of through leadership is 0.79. This indicates that EI can improve OCB of through combination of direct and indirect effect by 0.79. (b) SI total effect on OCB of through leadership is 0.07. This indicates that the SI can improve OCB of through combination of direct and indirect effect by 0.07. (c) EI total effect on performance of through OCB is 0.95. This indicates that EI can improve performance of through the combination direct and indirect effect by 0.95. (d) SI total effect on employees performance of through OCB is -0.12. This indicates that the SI can degrade of performance of the combination through of direct and indirect effect by -0.12. (e) The total effect of the leadership on employee performance of through OCB is 0.16. This indicates that the leadership can improve performance of the combination through of direct and indirect effect by 0.16. (f) The total effect of EI on employee performance of through leadership is 0.80. This indicates that the leadership can improve employee performance of combination through of direct and indirect effect by 0.80. (g) The total effect of SI on employee performance of through leadership is -0.11. This indicates that the SI can decrease employee performance of through combination of direct and indirect effect by -0.11.

Table 2. Results Estimates of Indirect Effect and Total effect Between Variables by Model

Independent Variable	Dependent Variable	Variabel Intervening	Inderect Effect	Total Effect
EI	OCB	Leadership	0,12	0,79
SI	OCB	Leadership	0,11	0,07
Leadership	Performance	OCB	0,10	0,16
EI	Performance	OCB	0,12	0,95
SI	Performance	OCB	-0,01	-0,12
EI	Performance	Leadership	0,02	0,80
SI	Performance	Leadership	0,02	-0,11

Sources: Primary Data Processed

The results of path analysis in table 1 (hipotesis1) shows that emotional intelligence is positive and significant effect on the leadership. This finding is consistent with research Marieta du Plessis, Zani Wakelin, and Peter Nel (2015); Grace E. McCullough (2015); and Carlton Brown (2014) which says that

emotional intelligence is effect on leadership. This means that the findings of this study reinforce the findings presented earlier. This suggests that emotional intelligence has a significant effect on the leadership of the state civil apparatus in Gorontalo Province. The better a person's emotional intelligence, the better the leadership, a leader in organizations. Conversely, if a person's emotional intelligence is low, then the tendency of one's leadership is also low.

Furthermore, the results of the path analysis in table 1 (hypothesis 2) obtained by testing the structural model shows that spiritual intelligence is positive and significant effect on the leadership. This finding is consistent with research of Leila Rostami (2015) found that there is a significant relationship between the dimensions of spiritual intelligence with transformational leadership of athletics manager in Zanjan Province. Amy R. Gieseke (2014), and Sariakin (2005) which says that the spiritual intelligence affect on leadership. That is, the findings of this study reinforce the findings presented earlier. Therefore, a leader should have a spirituality that includes spiritual transformation and the search for the great value in the workplace. Cooper and Pattern, Peter Salovey (in Stein, 2002) said that the greater the spiritual and emotional sensitivity of owned, the easier it is living life to the effective and productive at work. The results provide the inspiration that the development of leadership style required inculcate aspects of faith and think of basic as persevere in prayer, a love, honest, grateful and be fair and to be humble, forgiving, patient, counselor, gentleness and a sense of responsibility in running errands.

The results of path analysis in table 1 (Hypothesis 3) obtained by testing the structural model shows that emotional intelligence is a positive and significant effect on OCB. That is, if the emotional intelligence of increases employees, the OCB was also increased. Therefore, emotional intelligence as the potential of the employee should be utilized properly manage one's emotions and understand the feelings of others, in order to create a harmonious relationship among employees in the organization. Thus the relationship will bear tolerant attitude and willing to help employees who are struggling. In addition, the emotionally intelligent employees can monitor their own behavior and understand other employees, thus increasing the OCB of the organization's members. The findings of this research, supporting research conducted by Sumiyarsih, et al., (2012) which states that the higher a person's emotional intelligence, the higher the emergence of the OCB of employee self. Modassir and Singh (2008) shows the results that emotional intelligence is a leader capable of employees OCB improving in an organization. Korkmaza and Arpacia (2009) explains that there are two dimensions of OCB behaviors of employees who are driven by emotional intelligence that leaders of conscientiousness and altruism. Because emotional intelligence leaders can influence the OCB employee, the results show that emotional intelligence is an important component of an effective leader.

The results of path analysis in table 1 (hypothesis 4) obtained by testing the structural model shows that spiritual intelligence is the negative and no significant effect on OCB. This suggests that the spiritual intelligence of state civil apparatus in Gorontalo Province have not a significant effect on the formation of OCB. That is, the spiritual intelligence which either do not provide a guarantee of the formation of OCB, if spiritualize in the workplace is not attention. These findings, theoretically inconsistent with the view that employee OCB of an organization depends on the extent to which an employee of spiritual intelligence. Spirituality provides space for OCB in the context that the people in this room can give meaning tasks and their activities, because of its connection with the meaning, value and so it can cause behavior outside the role or OCB (Vares, 2009). Empirical studies that are not in line with this research are conducted by Doostar et al., (2012); Rastgar et al., (2012); and Rashvand and Bahrevar (2013), which in principle find positive and significant relationship between spiritual intelligence and OCB. The study's findings differ from the findings of such research, it is because: First, the organizational differences. In this study examines governmental organizations laden with bureaucracy.

Victor Thomson was quoted as saying Miftah Thoha (2012) a literary figure bureaucracy, saying that "bureaucracy knows no mercy, nor does it know love". Thomson goes on to say that the bureaucratic, impersonal, all matters relating to the personal affairs do not apply in the bureaucracy. Victor Thomson's theory of bureaucracy is certainly counter to the characteristics of OCB. Characteristics of OCB into the individual characteristics that not only includes the ability and his will do the main task, but also want to do extra tasks such as the will to carry out cooperation with other employees, like to help, give advice, to participate actively, providing extra services to end users, and would use his time effectively. Second, the working environment organization does not support the creation of spirituality in the workplace as a result of potential possessed OCB employee does not work. Two things that is the cause that spiritual intelligence does not significant effect on OCB in Gorontalo Province.

The results of path analysis in table 1 (hypothesis 5) obtained by testing the structural model showing leadership and significant positive effect on OCB. This suggests that good leadership makes OCB better. These findings parallel previous studies, that the transformational leadership is the positive and

significant correlated with OCB (Budiyanto and Oetomo, 2011; Saeed et al., 2012; Zacher et al., 2013), and the transactional leadership of the positive and significant correlated with OCB (Podsakoff et al., 1990; Suliman Al-Obaidi and 2013). This means that this study confirms previous findings. Budiyanto and Oetomo (2011), explains that the leadership that includes charisma, inspiration, intellectual stimulation, and individualized attention is the positive and significant related to OCB. Saeed et al., (2012) explains that transformational leadership encourages altruism, courtesy and conscientiousness of employees, consequently can improve employee OCB. Zacher et al., (2013), managed to prove the assumption that builds on the theory of transformational leadership of Bas (1985), that the transformational leadership of significant and positive effect on OCB and sales productivity.

Similarly Podsakoff et al. in Saeed et al., (2012) showed a significant relationship between the dimensions of transformational leadership (including contingent reward behavior) with OCB. Suliman & Al-Obaidi (2013), explains that subordinates show helping behavior and behave obediently when they saw their leader charismatic or transformational. Similarly transactional leadership showed a significant relationship with OCB (Suliman and Al-Obaidi, 2013; Podsakoff et al., 1990; Piliyai et al., 1999; Mackenzie et al., 2001). It was explained that if a leader gives positive feedback on the behavior of a particular citizenships, then a positive impact on the relationship between transactional leadership and OCB. In fact, if the rewards contingent managed by the manager/leader, then the employees will feel that they are being treated fairly and trust them, as a result, will increase their willingness to engage in OCB. Similarly, the level of punishment should be perceived as fair by employees, and thus ultimately improve employee OCB (Mackenzie et al., 2001).

The results of path analysis in table 1 (hypothesis 6) were obtained by testing the structural model showed emotional intelligence is positive and significant effect on the performance of the state civil service apparatus. That is, if a person's emotional intelligence is good then also good performance or increasing a person's emotional intelligence is increasing as well performance. The results of this study have consistency and strengthen research Wong (2002) which states that emotional intelligence has positive influence to employee performance. Nien and Hung (2013), states that emotional intelligence is a huge element in employee performance of service industry in Taiwan. Wong et al., (2005), employees who have high emotional intelligence will be able to understand himself and the emotions of others. As a result they can improve the behavior and attitude toward a more positive, more motivated, satisfied and able to solve problems with their work environment and their lives. Goleman (2000) states that the more complex the job, the more important emotional intelligence. This finding also reinforces the idea of Abraham (1999) which menatakan that emotional intelligence is directly related to the performance and in the literature described that both conceptually and empirically continue to support this statement (Goleman, Boyatzis and McKee 2002; Bradberry and Greaves 2009; Carlton Brown 2014).

In addition, there is a key component of emotional intelligence, which appears to support the achievement of high kineja namely self-awareness component. These components in relation to job performance identified that eighty-three percent of people who have a high awareness delivers high performance as compared to only two percent of low performers (Bradberry and Greaves, 2009; Carlton Brown 2014). Similarly, previous studies conducted by Carmeli (2003), Cote and Christopher (2006), Tischler, et al. (2002), Thomas Sy, et al. (2006), Wong, and Kenneth (2002), Higgs and Dulwicz (2002) which says that emotional intelligence is a key requirement of success and expertise of a person. the key success of among other is self-awareness, self-regulation, motivation and empathy. All four plays and reliable as an indication of success in the workplace.

The results of path analysis in table 1 (hypothesis 7) obtained by testing the structural model shows that spiritual intelligence does not significant effect the performance of the state civil apparatus. This finding is consistent with research Dharmanegara et al., (2013) that the spiritual intelligence had no significant effect on the performance of employees, and the effect on performance when mediated by organizational culture Tri Hita Karana. Besides, in contrast to the view of some experts such as Zohar and Marshall (2002), said spiritual intelligence is the intelligence to deal with the problem of meaning or value, the intelligence to put the behavior and life in the context of the broader meaning and rich intelligence to judge that the action or the way someone's life is more meaningful than others, spiritual intelligence is a necessary basis for the proper functioning of the intellectual and emotional intelligence effectively. This means that when the spiritual intelligence used well will result in the effectiveness of the work. Emmons (2000) suggested that spiritual intelligence of employee of facilitate everyday problems solving for the achievement of objectives or achieve the desired performance. Sugiyanto and Sutanto (2010) suggested that the Spiritual Centered Leadership is the positive and significant effect on employee performance. Rastgar et al., (2012) found that spirituality in the workplace have a positive significant effect on employee performance.

The rejection of the hypothesis is caused due, first, religiosity. The values of religiosity as OCB very relevant to religious values turned out to be a direct effect on the performance of employees, as well as spiritual intelligence on the performance of employees when mediated by employee OCB (Muhdar, et. al. 2014). That is the spiritual intelligence will have no effect on employee performance without values religiusitas as mediating variables that connect it to the performance of the state civil apparatus in Gorontalo Province. This statement is relevant to Koenig et al., 2000 (the Osman-Gani et al., 2012) that religion is an organized system of beliefs, practices, rituals and symbols designed (a) to facilitate closeness to the sacred or transcendent (God, a higher power, or ultimate truth / reality), and (b) to encourage an understanding of one's relationship and responsibility to others in living together in a community. Spirituality is a personal quest to understand the answers to the main questions about life, about the meaning of, and relationship with the sacred or transcendent, which may (or may not) cause or arising from the development of religious rituals and community building. Second, work periode and age of employees. Age and work periode are factors that are interrelated and provide a similar impact on employee behavior. It is relevant to Emmons statement, 2000; Gackebach, 1992;. Holmes et al., 1993;. Lehmann et al., 2001; Lovecky, 1998; Piechowski, 1998 that an increase in spiritual intelligence occur with increasing age and experience.

Last, so that no significant effect is directly spiritual intelligence is believed to be the highest level of intelligence, which is used to generate meaning and value. Referring to the proposed Maslow theory of motivation, spiritual intelligence is related to self-actualization or fulfillment of the purpose of life, which is the highest level of motivation. High spiritual intelligence characterized by the growth and transformation in a person, then continues on achieving a balanced life between career / work and personal / family, as well as their feelings of joy and satisfaction which is realized by generating a positive contribution to the surrounding environment. This fact is believed to have not fully felt by the employees, as a result of spiritual intelligence does not significant affect of the performance of the state civil apparatus in Gorontalo Province.

The results of path analysis in Table 1 (hypothesis 8) obtained by testing the structural model of shows the fact that the leadership has no significant effect on employee performance. This implies that leadership is not one factor that plays an important role directly to determine the level of performance of the state civil apparatus in Gorontalo Province. This is due to: first, leadership style being applied is not effective this can be seen from the lack of new challenges given to the leaders of the state civil apparatus. The leadership style that can effectively contribute to the improved performance when arise challenges new (McGrath and MacMillan, 2000 in Mahdinezhad et al., 2013). Second, most of the state civili apparatus assumes that the role of a leader in guiding their work is not important because they work based on the flow of bureaucracy clear. Third, the leader of a miser to flattery or praise if indeed it was good work to employes motivate. Fourth, an employee of works is still based on the type of action traditional (traditional action is one of the terms in this type of activity in 1978 Weber Bureaucracy) is an action based on the habits that have been established. Activity employee in a particular pattern and procedure because habits that have been ingrained, because everything had been accustomed to do in the way of it. In this context, employees actually not so aware of why he did it, because it is only driven by sheer habit is not driven on the basis of command leader.

The results of path analysis in Table 1 (hypothesis 9) obtained by testing the structural model of shows the fact that the OCB is positive and significant effect on the the state civil apparatus performance. This suggests that the OCB is one factor that plays an important role in determining the level of performance of an employee. The higher the OCB of an employee, the higher the performance. Conversely, if employee of low, is to be ensured also concerned employee performance. The results are consistent with some empirical studies previously among others Khazaei et al., (2011) explains that the two components of performance such as technical performance (which reflects the requirements and obligations), and the performance of the content (which reflects the activity is uncertain, as a team and work protection).

Both of these components, not all directly related to the performance of citizenship. Performance citizenship describe as behavior that indirectly connected with the task activities, but, for that reason, textures and environmental protection in organizations, social and psychological become facilitators base duties. Sugiyanto and Sutanto (2010), OCB is seen as one of the things that are critical for the task success of highly correlated on the performance, it is believed because of OCB is the lubricant of social behavior of machines that have a role beyond the formal duties carried by each individual employee. Rastgar et al., (2012), explains that when employees are involved in extra-role behavior, their performance will inherently increase. Harwiki (2013), OCB high, can lead to higher employee performance. Therefore, managers must empower themselves to help fellow workers carry out their duties voluntarily and implement a real positive attitude, encouraging sportsmanship, altruism, conscientiousness, courtesy, and civic virtue employees. Maharani et al., (2013), said that the higher the OCB, then the employee's performance is also higher.

The path analysis results in table 2 show that the coefficient of emotional intelligence effect on OCB of leadership was positive. This indicates that if there is an increase in emotional intelligence, there will be an increase in leadership, and subsequently also will increase the OCB. The results of the analysis are indirect of emotional intelligence variable on OCB variable, suggesting a high consistency with the calculation of the direct effect of emotional intelligence on leadership. In comparison, it appears that emotional intelligence coefficient influence on OCB of through leadership of relatively little weaker (0.12) when compared with the coefficient of emotional intelligence effect on OCB (0.671). So the relationship between emotional intelligence and OCB stronger in direct rather than indirect relationships. Similarly, the effect coefficient of emotional intelligence on the performance of the through OCB is positive. This indicates that if there is an increase in emotional intelligence, there will be an increase of OCB, and subsequently also will improve employee performance.

The results of indirect analysis between emotional intelligence and performance shows high consistency with the calculation of the direct effect of emotional intelligence on OCB. In comparison, it is seen that emotional intelligence effect coefficient on performance of through OCB of relatively little weaker (0.12) when compared with the emotional intelligence coefficient effect on the performance (0.756). So the relationship between emotional intelligence and performance of a stronger in direct rather than indirect relationships. Meanwhile, the emotional intelligence effect on the performance of through leadership of shows the coefficient value of 0.02. This indicates that the indirect relationship between emotional intelligence and performance of through leadership of smaller than emotional intelligence relationship with performance of through OCB.

The path analysis results in table 2 show that the spiritual intelligence effect coefficient on OCB of through leadership was positive. This indicates that if there is an increase in spiritual intelligence, there will be an increase in leadership, and subsequently also will increase the OCB. The results of the analysis of the spiritual intelligence indirect on OCB variables, showed a high consistency with the calculation of the spiritual intelligence direct effect on leadership. In comparison, it appears that the spiritual intelligence effect coefficient on the OCB of the leadership through of relatively slightly stronger (0.11) when compared with the spiritual intelligence effect coefficient on OCB (-0.04). So the relationship between spiritual intelligence and OCB weaker in direct rather than indirect relationships. Similarly, the spiritual intelligence effect coefficient on the performance of the through OCB is negative. This indicates that when there is an increase in spiritual intelligence, it will cause a decrease in OCB, and subsequently also degrade performance.

The results of the analysis of spiritual intelligence indirect on the performance, showed consistent results with the calculation of direct effect on the performance on spiritual intelligence. In comparison, it is seen that the spiritual intelligence effect coefficient on the performance of through OCB of relatively slightly stronger (-0.01) when compared with the spiritual intelligence effect coefficient on performance (-0.115). So the relationship between spiritual intelligence and more powerful performance in an indirect rather than a direct relationship. Meanwhile, the spiritual intelligence effect on the performance of through leadership of showed coefficient of 0.02. This indicates that the indirect relationship between spiritual intelligence with performance of through leadership of greater than the spiritual intelligence relationship with performance of through OCB.

The path analysis results in table 2 show that the leadership variables effect coefficient on employee performance of through OCB is positive. This indicates that if the a leadership of good employee, there will be an increase of OCB, and subsequently also will improve employee performance. The analysis results of leadership variable indirect on the employee performance variable, suggesting a high consistency with the calculation of the direct effect of leadership on employee performance. In comparison, it appears that the leadership effect coefficient on employee performance of through OCB of relatively slightly stronger (0.10) when compared with the leadership effect coefficient on employee performance (0.061). So the relationship between leadership and employee performance is weaker in direct rather than indirect relationships.

Conclusions, suggestions and limitations

The based on the analysis and discussion that has been previously described, concluded as follows: emotional intelligence is the positive and significant effect on the leadership, OCB, and employee performance of state civil apparatus in Gorontalo Province, so that high or low of the emotional intelligence will be followed by good or bad of leadership, OCB, and employee performance of state civil apparatus in Gorontalo province. Similarly, the emotional intelligence of positive effect on OCB of through leadership. However, the relationship between emotional intelligence and OCB of stronger in the relationships direct

rather than indirect. The emotional intelligence has positive effect on the performance of the state civil apparatus of the through OCB in Gorontalo province. It's just that the relationship between emotional intelligence and employee performance is stronger in direct connection rather than indirect. Meanwhile, the indirect relationship between emotional intelligence and performance of through leadership of smaller than emotional intelligence relationship with performance of through OCB.

The spiritual intelligence is positive and significant effect on the leadership state civil apparatus in Gorontalo Provincial, so the spiritual high or low spiritual intelligence will be followed by good or bad of the leadership of state civil apparatus in Gorontalo Province. Conversely, spiritual intelligence does not significant effect on OCB and performance of state civil apparatus in Gorontalo Province, so the spiritual intelligence high or low have no effect on OCB and performance of state civil apparatus in Gorontalo Province. Spiritual intelligence has positive effect on OCB when mediated by leadership. It's just that the relationship between spiritual intelligence and OCB weaker in direct rather than indirect relationships. Meanwhile, spiritual intelligence is negative affect on the performance of the state civil apparatus of through OCB in Gorontalo province. So, The direct and indirect relationship of negative effect each. Furthermore, indirect relationship between spiritual intelligence with performance of through leadership more powerful than the spiritual intelligence relationship with performance of through OCB.

The leadership of positive and significant effect on OCB of state civil apparatus in Gorontalo Province. so, good or poor of leadership a leader will be followed by good or poor OCB of state civil apparatus. Instead, the leadership does not significant effect on the performance of state civil apparatus in Gorontalo Province. So, good or poor of leadership will have no effect on employee performance, and the leadership of effect with performance of state civil apparatus in Gorontalo Province if mediated by OCB. The OCB is positive and significant effect on the performance of state civil apparatus in Gorontalo Province. So, good or poor of OCB will be followed by good or poor of state civil apparatus performance in Gorontalo province.

The first, the methodological aspects, the limitations that can be observed at least in a research instrument. The research instruments designed using a likert scale with five answer choices of perception is self-assessment. It is highly vulnerable against the possibility of bias in the respondents' answers. Performance variables that should be measured based on quantitative data, is precisely measured based on the perception of respondents, although measuring performance based on the perception of many conducted by researchers in the field of management. Second, spiritual intelligence is still relatively new, so that the instrument used to measure it is relatively standard has been no, so that the results of existing research on spiritual intelligence is difficult to compare. Third, the government of Gorontalo Province which is the object of research by the unit of state civil apparatus analysis, which are confronted with the fact that employee placement is not based on the competence of employees, but employee placement is more dominated by political interests. As a consequence, employees are generally worked as it is, so it is feared understanding of respondents to the organizations operating in each task force is not profound.

This result implies (1) theoretically, It is necessary to carry out further research on the same substance within a broader scope to study the phenomena at another organizational level in order to obtain a more comprehensive description about the development of role contributions of emotional and spiritual intelligence variables to leadership, OCB and employee performance. (2) practically, management should consider further how to maximize of emotional intelligence and spiritual intelligence potential, which can lead to better leadership, OCB and employee performance. Similarly, leadership with OCB and employee performance as well as OCB with employee performance

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