



## **EFFECT OF *EMPLOYEE ENGAGEMENT AND WORKPLACE SPIRITUALITY* OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR EMPLOYEES SUPERMARKETS AAA**

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### **Abstract**

This study aims to examine the effect of employee engagement and workplace spirituality on organizational citizen behavior among AAA self-service employees. The sample used in this study were 60 employees from 100 AAA self-service employee populations. The sampling technique used in this study was purposive sampling technique. The instrument used was the employee engagement scale, workplace spirituality scale, and organizational citizenship behavior scale. The data analysis technique used is multiple linear regression analysis. The results of data analysis showed  $F = 176.195$  with a value of  $p = 0.000$  ( $p < 0.01$ ) which indicated that there was a very significant influence between employee engagement and workplace spirituality variables on organizational citizenship behavior of AAA self-service employees. The results of the subsequent analysis obtained a beta value of 0.464 with a significance level of 0.000 ( $p < 0.01$ ) indicating that there was a very significant positive effect between employee engagement on organizational citizenship behavior. The results of further analysis obtained a beta value of 0.500 with a significance level of 0.000 ( $p < 0.01$ ) indicating that there was a very significant positive effect between workplace spirituality on organizational citizenship behavior. Based on the results of research and discussion, it can be seen that employee engagement and workplace spirituality greatly affect organizational citizenship behavior of AAA self-service employees.

**Keywords:** employee engagement, workplace spirituality, organizational citizenship behavior.

### **INTRODUCTION**

Business competition between the old supermarkets and the new ones that use the franchise system is increasing. In order to face increasing competition, various efforts must be made by supermarkets that have been established for a long time in order to compete. Supermarket AAA is one that was founded in the 1990s and has been able to survive until now. The supermarket must prepare a good strategy and management to support this situation. One of the ways that supermarkets can implement good management is by preparing their human resources.

Employees are strategic resources, so that in carrying out their duties they will affect company performance.

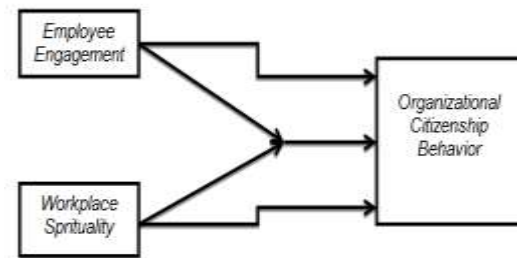
Companies really need employees to run their business so that the company is able to achieve predetermined goals or targets. Suzana (2017) states that there are employee behavior criteria that can improve the effectiveness of the company, such as having the social capacity to collaborate with others and having a strong character to survive in maintaining the work group. In addition, employees have the willingness to take part in group efforts to achieve common goals, moral and psychological balance to achieve individual and company goals without harming each other. These employee behaviors and criteria are often known as organizational citizenship behavior (OCB).

Riggio (2009) states that



organizational citizenship behavior (OCB) is an effort made by organizational members to improve or advance their organization in achieving goals, so that if organizational citizenship behavior is low, it has an impact on organizational performance or organizational success. Based on the results of interviews and preliminary observations made to several self-service employees, it was stated that some employees only provided assistance when requested by buyers and lacked initiative or sensitivity to ask questions first. Some employees also rarely give smiles or greetings to buyers. Even some employees are seen chatting with other employees while working. In addition, there are employees who provide assistance only on matters related to work so that the sense of mutual help between employees is not optimal. Some employees' sense of concern for the arrangement and tidiness of goods is also considered lacking, because there are still some things that are not neatly arranged. Some of the conditions or employee complaints that have been previously described, are taken into consideration for conducting studies in an effort to improve organizational citizenship behavior.

Several factors can affect organizational citizenship behavior, such as work engagement (Avey, Wernsing, & Luthans, 2008) and workplace spirituality (Milliman, Czaplewski, & Ferguson, 2003). Employee engagement is employee engagement as a positive employee attitude towards the company and company value (Robbins, 2006). Ashmos and Duchon (2000) state that workplace spirituality is an acknowledgment that employees have a nurturing and nurturing life center with meaningful work that takes place in a community context.



**Figure 1.** Relationship employee engagement and workplace spirituality to organizational citizenship behavior

This study aimed to examine the effect of employee engagement and workplace spirituality with citizenship organizational behavior on employees supermarkets AAA. Based on these objectives, the researcher has the following hypothesis:

1. Major hypothesis

There is an effect of employee engagement and workplace spirituality on organizational citizenship behavior.

2. Minor hypothesis

a. There is a positive influence on employee engagement on organizational citizenship behavior.

b. There is a positive influence of workplace spirituality on organizational citizenship behavior.

## METHOD

The population in this study were 100 permanent employees at AAA supermarket in the city of Wates. The sample used in this study were 60 AAA supermarket employees. The sampling technique in this study is to use *purposive sampling*. Researchers used a quantitative approach in conducting this research. The research testing was carried out quantitatively with multiple regression analysis techniques. The data was processed computationally with the help of the program *SPSS 19.0*. The data



collection method in this study was to use the scale organizational citizenship behavior (Tentama, 2018), scale employee engagement (Tentama, 2019), and scale workplace spirituality (Syarif, 2019) which were adapted by researchers. The scale model used is the scale *likert*, with four answer alternatives (STS) very inappropriate, (TS) inappropriate, (S) appropriate, (SS) very suitable. In the item, the favorable answer is very accurate (SS) is given a score of 4, the appropriate (S) is given a score of 3, inappropriate (TS) is given a score of 2, and very inappropriate (STS) is given a score of 1. While in the unfavorable answer is very inappropriate (STS) given a score of 4, inappropriate (TS) given a score of 3, appropriate (S) given a score of 2, and very appropriate (SS) given a score of 1.

## RESULT AND DISCUS

**Table 1.**

Distribution Normality Test Results

Variable	KS-Z Score	Sig (p)
OCB	0,996	0,408
EE	0,750	0,677
WS	0,425	0,877

Based on the results of the distribution normality test in the table above, it is known that the variable organizational citizenship behavior has  $p = 0.408$  ( $p > 0.05$ ) so it can be said to have normal data distribution. Variable Employee engagement has  $p = 0.677$  ( $p > 0.05$ ) so it can be said to have a normal distribution. The variable workplace spirituality has  $p = 0.877$  ( $p > 0.05$ ) so it can be said to have a normal distribution. The results of the normality test above can mean that there is no difference in the distribution of data between the sample and the population in the research conducted.

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**Table 2.**  
 Linearity Test Results

Var	Linearity		Dev From Linearity	
	F	Sig (p)	F	Sig (p)
OCB with EE	191,6	0,00	0,67	0,84
OCB with WS	208,1	0,00	0,73	0,78

Based on the table above, it can be seen that the variables of Organizational Citizenship Behavior and Employee Engagement show a significance level of  $p$  (linearity) of 0.000 ( $p < 0.05$ ) and the significance level of  $p$  (deviation from linearity) of 0.845 ( $p > 0.05$ ), which means that the correlation is linear. The correlation between Organizational Citizenship Behavior and Workplace Spirituality shows the significance level of  $p$  (linearity) of 0.000 ( $p < 0.05$ ) and the level of  $p$  (deviation from linearity) of 0.785 ( $p > 0.05$ ) which means that the correlation is linear

**Table 3.**

Multicollinearity Test Results

Variable	Tolerance	VIF
EE	0,272	3,673
WS	0,272	3,673

Based on the table above, it shows that the variable employee engagement has a tolerance of 0.272 (tolerance  $> 0.10$ ) and a VIF of 3.673 (VIF  $< 10$ ). The variable workplace spirituality has a tolerance of 0.272 (tolerance  $> 0.10$ ) and a VIF of 3.673 (VIF  $< 10$ ). These results indicate that there is no multicollinearity between the independent variables used



so that it meets the requirements for hypothesis testing.

**Table 4.**  
 Simultaneous Analysis Results

Hypothesis	F	R <sup>2</sup>	Sig (p)
X1 and X2 with Y	176,195	0,861	0,000

The results of the analysis show the magnitude of the influence of the variables employee engagement and workplace spirituality on organizational citizenship behavior, namely F = 176.195 with a value of p = 0.000 (p <0.01) so that the major hypothesis can be accepted. Based on these results, it can be said that there is a very significant influence between variables employee engagement and workplace spirituality on organizational citizenship behavior of AAA supermarket employees.

**Table 5.**  
 Results of Partial Analysis

Variable	Beta	Significance
EE with OCB	0,464	0,000
WS with OCB	0,500	0,000

The result of the next analysis is that the variable employee engagement on organizational citizenship behavior has a beta value of 0.464 with a significance level of 0.000 (p <0.01). This shows that there is a very significant influence between employee engagement on organizational citizenship behavior. The results of further analysis showed that the variable workplace spirituality on organizational citizenship behavior had a beta value of 0.500 with a significance

level of 0.000 (p <0.01). This illustrates that there is a very significant influence between workplace spirituality on organizational citizenship behavior.

**Table 6.**  
 Value of Contribution of Independent Variable to Dependent Variable

Variable	Beta	Zero order
EE with OCB	0,464	0,890
WS with OCB	0,500	0,896

$$SE_{EE} = \text{beta} \times \text{zero order} \times 100\% \\ = 0,464 \times 0,890 \times 100\% \\ = 41,3\%$$

$$SE_{WS} = \text{beta} \times \text{zero order} \times 100\% \\ = 0,500 \times 0,896 \times 100\% \\ = 44,8\%$$

Based on the results of the analysis of the effective contribution, it is known that the variable employee engagement implication on organizational citizenship behavior has an effective contribution of 41.3%. variable Workplace spirituality for organizational citizenship behavior has an effective contribution of 44.8%. This means that the variable workplace spirituality has a greater effective contribution than the variable employee engagement. The total contribution of variables employee engagement and workplace spirituality to organizational citizenship behavior was 86.1%, while the remaining 13.9% was influenced by other variables not examined in this study. The Variable workplace spirituality has a more dominant contribution than the variable employee engagement in influencing the behavior of organizational citizenship behavior.

Some of the research results obtained by researchers are in line with research





conducted by Solichin (2018), in his research, it was found that employee engagement has a positive and significant effect on organizational citizenship behavior (OCB) in employees. This means that increasing employee engagement will have an impact on increasing the behavior of organizational citizenship behavior.

Fauziridwan, Adawiyah, Ahmad (2018) explained that based on the results of the research conducted there was an effect of employee engagement on organizational citizenship behavior (OCB). This condition means that the higher employee engagement will increase the behavior of organizational citizenship behavior. Furthermore, based on the results of respondents' answers, it is also known that the highest score of management is fourth on the indicator vigor which indicates that employees are putting their best efforts. This illustrates that most of the employees have a strong bond by exerting their best so that it causes employees to complete their work optimally so that they can raise organizational citizenship behavior.

Cendani and Tjahjaningsih (2015) get research results which illustrate that employee engagement has a significant and positive effect on organizational citizenship behavior. This means that the higher employee engagement, the higher the organizational citizenship behavior. Other research results, employee engagement, social capital and organizational citizenship behavior simultaneously affect employee performance. This indicates that high employee engagement will have an impact on high organizational citizenship behavior, so that it can help improve employee performance.

Karzemipour, Amin, and Pourseidi (2012), obtained the results of research that employees who find good meaning

and purpose for work can create strong relationships between employees. This makes employees connected to each other, resulting in a sense of help and increasing organizational citizenship behavior. Helmy (2016) obtained research results that prove that workplace spirituality has a positive effect on organizational citizenship behavior. This means that the higher the employee's perception of workplace spirituality, the higher the organizational citizenship behavior.

Priatama (2019) in his research found that workplace spirituality has a positive effect on organizational citizenship behavior. The balance of workplace spirituality employee in the organization has an impact on the high level of organizational citizenship behavior. Employees who have a high spiritual life will have a positive effect on employee attitudes towards organizational or organizational citizenship behavior.

Azizah (2018) obtained results in his research which showed that workplace spirituality (WPS) individual and organizational had a positive effect on Organizational Citizenship Behavior (OCB). The results of interviews in this study also show that employees feel that their workplace is like a family that has the same vision and mission so that employees want to do extra work such as working together in teams, actively participating in organizational social activities and feeling the importance of work for their daily lives.

## CONCLUSION

Based on the results of the research and discussion that have been described, it can be concluded that variables employee engagement and workplace spirituality greatly affect organizational citizenship behavior of AAA supermarket employees. Each variable, namely



employee engagement and workplace spirituality, has a very significant positive effect partially on organizational citizenship behavior of AAA supermarket employees. Workplace spirituality variables have a more dominant contribution than variables employee engagement in influencing organizational citizenship behavior. Supermarket AAA is expected to improve the behavior of organizational citizenship behavior through improved behavior employee engagement and workplace spirituality employees. This can be done by creating a more formal and standard organizational culture system based on the characters, attitudes and values instilled by the supermarket owner. Variables engagement and workplace spirituality can be used to increase organizational citizenship of employee, so that further researchers or research can use qualitative methods and mix methods to obtain a more overview of some of these variables.

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