

# The Effect of Organizational Citizenship Behavior And Emotional Intelligence On The Psychological Well-Being Of Health Workers With Spiritual Intelligence As A Mediator

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## ABSTRACT

This study aims to analyze the influence of Organizational Citizenship Behavior (OCB) and emotional intelligence on the psychological well-being of healthcare workers with spiritual intelligence as a mediator variable. The study used a quantitative approach with a sample of 187 healthcare workers at RSUD Beriman Balikpapan selected through a purposive sampling technique. Data were collected using the OCB scale, emotional intelligence, spiritual intelligence, and psychological well-being. Data analysis used Structural Equation Modeling (SEM) with SmartPLS. The results showed that OCB had a positive and significant effect on psychological well-being ( $\beta = 0.151$ ;  $t = 2.063$ ;  $p = 0.039$ ), as did emotional intelligence ( $\beta = 0.437$ ;  $t = 5.428$ ;  $p = 0.000$ ). OCB and emotional intelligence also had positive effects on spiritual intelligence ( $\beta = 0.414$ ;  $t = 5.989$ ;  $p = 0.000$ ; and  $\beta = 0.429$ ;  $t = 6.411$ ;  $p = 0.000$ ). Spiritual intelligence positively affected psychological well-being ( $\beta = 0.280$ ;  $t = 3.112$ ;  $p = 0.002$ ). Spiritual intelligence was shown to mediate the influence of OCB ( $\beta = 0.116$ ;  $t = 3.058$ ;  $p = 0.002$ ) and emotional intelligence ( $\beta = 0.120$ ;  $t = 2.572$ ;  $p = 0.010$ ) on psychological well-being. These findings underscore the importance of managing organizational behavior and emotional-spiritual capacity to improve the psychological well-being of hospital healthcare workers.

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## 1. INTRODUCTION

Healthcare services in Indonesia face various challenges, including high workloads, limited medical personnel, and psychological stress faced by healthcare workers [1]. Hospitals, as healthcare institutions, play a crucial role in maintaining the well-being of healthcare workers to ensure optimal patient care. Psychological well-being refers to a healthy mental state, a sense of life satisfaction, and a person's ability to manage stress and face daily challenges [2]. Among healthcare workers, psychological well-being directly affects performance and service quality [3].

Psychological well-being can be improved through the development of emotional intelligence and the implementation of Organizational Citizenship Behavior (OCB) in the workplace [4]. Emotional intelligence refers to a person's ability to recognize, understand, and manage their own emotions and those of others [5]. OCB, on the other hand, is defined as voluntary behavior performed outside an employee's primary responsibilities that contributes to organizational effectiveness [6].

Previous research has shown that healthcare workers with high spiritual intelligence tend to be better able to adapt to work pressures and maintain emotional balance [7]. Spiritual intelligence is defined as the ability to confront and resolve issues of meaning and value [8]. However, little research has specifically examined the role of spiritual intelligence as a mediator in the relationships among OCB, emotional intelligence, and the psychological well-being of healthcare workers.

Based on this background, this study aims to analyze: (1) the influence of OCB on psychological well-being; (2) the influence of emotional intelligence on psychological well-being; (3) the influence of OCB on spiritual intelligence; (4) the influence of emotional intelligence on spiritual intelligence; (5) the influence of spiritual intelligence on psychological well-being; and (6) the mediating role of spiritual intelligence in the relationship between OCB and emotional intelligence and psychological well-being.

## 2. METHOD

This study used a quantitative, explanatory research design. The study population was all healthcare workers at Beriman Balikpapan Regional General Hospital. A sample of 187 individuals was selected using a purposive sampling technique, with the following criteria: having worked for at least one year and being willing to participate. Respondent characteristics included nurses, doctors, midwives, and other healthcare workers. Data were collected using a closed-ended questionnaire consisting of:

- 2.1. The OCB Scale, adapted from Podsakoff et al. (1990), measures five dimensions with a Cronbach's Alpha reliability of  $>0.70$ .
- 2.2. The Emotional Intelligence Scale, adapted from Wong and Law (2002), measures four basic emotional abilities.
- 2.3. The Spiritual Intelligence Scale, adapted from Amram and Dryer (2008), measures aspects of awareness of universal meaning and values.
- 2.4. The Psychological Well-Being Scale, adapted from Ryff (1989), measures six dimensions of well-being.

All instruments use a Likert scale ranging from 1 to 6 and have been tested for validity and reliability. Data analysis used Structural Equation Modeling (SEM) with Partial Least Squares (PLS) using SmartPLS 4.0 software. The study was conducted in two stages: evaluation of the measurement model (outer model) and assessment of the structural model (inner model). Hypothesis testing was performed by examining the t-statistic and p-value at a 5% significance level.

## 3. RESULTS AND DISCUSSION

### 3.1. Results

#### 3.1.1. Measurement Model Evaluation

The results of the validity and reliability tests indicate that all indicators meet the requirements with loading factors  $>0.7$  and Cronbach's Alpha and Composite Reliability values  $>0.7$ . The discriminant validity test also showed that the square root of the AVE value was greater than the inter-construct correlation.

#### 3.1.2. Structural Model and Hypothesis Testing

The results of the path analysis indicate that:

- a. OCB has a positive and significant effect on psychological well-being ( $\beta = 0.151$ ;  $t = 2.063$ ;  $p = 0.039$ ).
- b. Emotional intelligence has a positive and significant effect on psychological well-being ( $\beta = 0.437$ ;  $t = 5.428$ ;  $p = 0.000$ ).
- c. OCB has a positive and significant effect on spiritual intelligence ( $\beta = 0.414$ ;  $t = 5.989$ ;  $p = 0.000$ ).
- d. Emotional intelligence has a positive and significant effect on spiritual intelligence ( $\beta = 0.429$ ;  $t = 6.411$ ;  $p = 0.000$ ).
- e. Spiritual intelligence has a positive and significant effect on psychological well-being ( $\beta = 0.280$ ;  $t = 3.112$ ;  $p = 0.002$ ).
- f. Spiritual intelligence has been shown to significantly mediate the effects of OCB ( $\beta = 0.116$ ;  $t = 3.058$ ;  $p = 0.002$ ) and emotional intelligence ( $\beta = 0.120$ ;  $t = 2.572$ ;  $p = 0.010$ ) on psychological well-being.

### 3.2. Discussion

The findings of this study confirm that both OCB and emotional intelligence are significant predictors of the psychological well-being of healthcare workers. This aligns with research by Ismail and Rosli [12] and supported by Karimi et al. [9], which states that individuals with prosocial behavior and good emotional regulation skills tend to have higher levels of life satisfaction and psychological well-being.

Furthermore, this study's results reveal the crucial role of spiritual intelligence as a mediator. OCB, demonstrated through volunteering to help colleagues or the organization, and emotional intelligence, which enables effective stress management, contribute to the development of an individual's spiritual capacity. Spiritual intelligence, which allows healthcare workers to find meaning in their work and approach challenges with a broader perspective, then acts as a channel for strengthening their psychological well-being [10], [11].

These findings support the study by Hakman et al. [7] and Samantara and Changaranchola [12], which state that healthcare workers with high spiritual intelligence are more resilient in the face of work pressure. Therefore,

interventions to improve psychological well-being can be implemented not only through emotional training and strengthening the organizational climate, but also by enriching aspects of spirituality that provide calm and existential meaning.

#### 4. CONCLUSION

Based on the research results, OCB and emotional intelligence significantly influence the psychological well-being of healthcare workers, both directly and indirectly through spiritual intelligence. These findings emphasize the importance of a holistic approach that integrates behavioral, emotional, and spiritual aspects into hospital-based programs for the development of healthcare workers' well-being. Hospital management is recommended to:

- 4.1. Encourage OCB behavior through reward systems and a collaborative work climate.
- 4.2. Conduct emotional intelligence training to improve stress regulation skills.
- 4.3. Facilitate the development of spiritual intelligence through mindfulness programs, value reflection, or spiritual support tailored to each healthcare worker's beliefs.

massage therapy for three days, the patients experienced a decrease in pain scale, reduced moaning complaints, decreased restlessness, and improved ability to complete activities.

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