

**EMOTIONAL QUOTIENT & WORK ENGAGEMENT RELATIONSHIP WITH THE
TEACHINGS OF KI HAJAR DEWANTARA AND THE IMPACT ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOUR
(STUDY OF EMPLOYEES “THREE STAR HOTELS” IN YOGYAKARTA)**

**Gendro Wiyono¹⁾
Hasbi Apriandaka²⁾**

Universitas Sarjanawiyata Tamansiswa Yogyakarta
gendrowiyono@ustjogja.ac.id

Abstract

This study aimed to determine the effect of Emotional & Work Engagement Quotient relationships with Ki Hajar Dewantara's teaching, and its impact on Organizational Citizenship Behavior (OCB). The research sample was 98 three-star hotel employees in Yogyakarta obtained by random sampling technique. For research instruments, validity and reliability tests were carried out using SPSS 21, while data analysis used SmartPLS 3.2.8 software. The results showed that Emotional Quotient had a positive and significant influence on OCB. Work Engagement in line with the teachings of Ki Hajar Dewantara "Tetep-Mantep-Antep" has a positive and significant effect on OCB. Emotional Quotient has a positive effect on Work Engagement, the better Emotional Quotient, the more Work Engagement also increase.

Keywords: Emotional Quotient, Work Engagement, Teachings of Ki Hajar Dewantara, Organizational Citizenship Behavior.

INTRODUCTION

The more hotels built in Yogyakarta, the more competition increases, so the role of human resources in an organization is increasingly needed. The success of the organization in facing challenges is not only determined by the behaviour of employees who match their job descriptions. Employees are required to work more optimally, not only work according to the description but can do more or extra work and can work together, give advice to each other, participate actively and can make additional contributions to the organization (Bakker & Albrecht, 2018; Arora & Dhiman, 2018). According to Solichin (2018), cooperative behaviour and mutual assistance outside formal requirements are crucial for the organization. Another behaviour outside the job description in the organization is referred to as Organizational Citizenship Behavior (OCB) behaviour.

Robbins & Judge (2008) defines OCB as a choice behaviour that is not part of an employee's formal work obligations but supports the effective functioning of the organization. According to Muhdar (2014), OCB includes positive and constructive attitudes made by employees, their own decisions, which support colleagues and benefit the company. Employees who are often involved in OCB may not always be top performers, but they are people who are known to 'work extra' or work above the minimum effort needed to do satisfying work

In fact, in a hotel, not all employee expectations can be fulfilled. An example of a jumping shift is a situation where an employee works in shift one then gets another shift in shift 3. The other employees get shift 1 in a row. The presence of jumping shifts can lead to emotional upheaval so that taking action requires more rights in work. In work situations that are not in line with this expectation, employees can face emotional quotient.

Emotional quotient has a vital role for employees. According to Goleman (2013), emotional quotient is the ability to recognize one's feelings and other people's feelings, motivate themselves, and manage emotions well in themselves and relationships with others. Employees who have high emotional quotient able to bring positive influence to their colleagues in situations that are not expected to expect in work. One measure of the symptoms of emotional quotient is self-awareness which is manifested in an attitude of confidence in every employee. Considering that guests at three-star hotels are very diverse, it is possible to become the choice of middle-class consumers to top-class consumers. In serving guests with different characteristics, strong self-confidence is the necessary behaviour to be able to perform service excellent. Emotional quotient is needed by employees to respond to consumer attitudes so that they can give the best impression (Goleman, 2013).

In addition to the emotional quotient, which influences and displays other behaviour is work engagement. According to Bakker & Albrecht (2018), engagement is the attitude shown by employees in carrying out their role in the world of work. The attitude shown involves physical, psychological, and cognitive. Employees who are engaged give themselves a full effort to achieve the company's goals, vision and mission. The totality of self that is deployed in carrying out tasks and service to the organization shows the level of satisfaction of an employee towards the organization. The development of employee behaviour patterns in adult organizations has also begun to grow towards a more than task role assessment. The pattern of service behaviour that is triggered by conscience, and passion as a free action and does not measure the reward structure obtained is a valuable quality that must be built by a company to obtain maximum productivity. Work Engagement is closely related to one of Ki Hajar Dewantara's teachings. That is learning, and working must be the principle of "**Tetep-Mantep-Antep**". This principle has a unity of meaning that does not stand alone. **Tetep** means straight in carrying out the work, **Mantep** means to achieve it consistently, and **Antep** means to weigh. It is not easy to inhibit (Soeratman, 1989).

REVIEW OF RELATED LITERATURE.

Emotional Quotient

According to Goleman (2013), emotional quotient the ability to recognize one's feelings and other people's feelings, motivate themselves and manage emotions in themselves and relationships with others. Conceptually, the framework of emotional quotient includes five dimensions as a measure: 1).self awareness, the level of one's emotional quotient is the ability to know what is

felt in him and use it to guide self-decision making, have realistic benchmarks of one's abilities and beliefs energetic self, 2). Self-management is the ability of a person to control and handle his own emotions in such a way that has a positive impact on the performance of tasks, has a sensitivity to conscience, and can delay enjoyment before achieving a goal and being able to recover from emotional stress. 3). Self-motivation is the deepest desire to move and guide oneself towards the goal, help take the initiative and act very effectively, and be able to survive and rise from failure and frustration. 4). Empathy is the ability to feel what is felt by others, able to understand the perspective of others and fostering a relationship of trust, and being able to harmonize with various types of relationships. 5).relationship management is the ability to handle emotions well when dealing socially with other people, being able to read situations and social networks carefully, interacting smoothly, using these skills to influence, lead, consult, resolve disputes, and work together in teams. The results of Febri (2013) research showed that emotional quotient had a positive effect on OCB. In contrast to the research conducted by Irhas & Siti (2018), emotional stress does not affect OCB. It is because Emotional quotient research is done with Spiritual Quotient variables, so that decision making in extra-dominant behaviour tends to be based on Spiritual Quotient, not based on emotional quotient. Meanwhile Fitriastuti (2013) the results of her research show that employees who have high emotional quotient will work better according to organizational standards.

Work Engagement

According to Bakker & Albrecht (2018), Work Engagement shows how an employee understands what he is doing: as something that arouses enthusiasm, energy and feels how he is as an employee who wants to devote time and effort as a force, and as something important in the search for experience which means the power of dedication and feeling passion and concentrating all concentration on work. Meanwhile, the opinion of Arora & Dhiman (2018) Work Engagement is explained as a mindset related to focused energy that is directed towards organizational goals characterized by passion and dedication. According to Senggo (2013), Work Engagement is the attitude shown by employees in carrying out their roles. The attitude shown involves physical, psychological, and cognitive. Employees who are engaged give themselves a full effort to achieve the company's goals, vision and mission. On the other hand, the totality of self that is deployed in carrying out tasks and dedication to an employee shows the level of satisfaction a company has and management. The definition explains that Work engagement is a situation where employees have involvement, a feeling of enthusiasm, feeling a deep relationship with the company where they work, encouraging innovation and issuing capabilities and energy for the progress of the company. The situation of employees who have work engagement can prepare themselves, both physically, socially and psychologically in helping companies change both large and small. According to Lia, Arik, & Endang (2016) quoted from Wyman, engagement is a complex concept and is influenced by many factors. The factors include 1).trust and integrity of leaders will influence how employees

act. Leadership that adheres to a good system will provide opportunities for employees to develop themselves within the company. Leadership is the first capital for mobilizing the organizational system; 2).the pride of the company because of its reputation will be a capital of employee interest in the company; 3).the work itself, becomes a pride because of their respective fields of expertise. Placement of employees and according to their expertise will make attachment behaviour even higher; 4).good relationships with superiors at work will provide an active role to shape organizational behaviour. Supportive attitude and excellent communication will provide added value to the company. 5).development Opportunities, are an essential factor in building a staff with employees. It can make employees feel a positive push to be able to move forward to develop themselves and the company; 6).reward and recognition in physical and moral form makes an employee feel valued so that it improves performance, innovation, and hard work because it receives appropriate recognition.

Bakker & Albrecht (2018) states that work engagement is a dimension that includes positive emotions, full involvement in doing work and characterized by three main dimensions, namely: 1).enthusiasm is indicated by energy levels and mental endurance at work, willingness to invest effort in a work, and resilience also in the face of difficulties, 2). Dedication is characterized by a sense of importance in work, enthusiasm, pride, and challenges, and 3).absorption is characterized by full and happy concentration in work, where time passes quickly and separates problems personal with the task at hand. Research also conducted by Solichin (2018) shows that Work Engagement has a positive influence on OCB.

Teachings of Ki Hajar Dewantara

Furthermore, it can be explained that Work Engagement is closely related to one of Ki Hajar Dewantara's teachings. That is learning, and working must be the principle of *Tetep-Mantep-Antep*". This principle has a unity of meaning that does not stand alone. **Tetep** means straight, consistent in carrying out tasks, means that to achieve what we want. We must always commit, walk in an orderly and advanced, loyal and obedient to the principle. **Mantep** is the intention to achieve consistency in carrying out activities; the attitude of *Mantep* must always be embedded so that no power holds back or deflects our steps. *Antep* means weight; it is not efficiently inhibited and affected (Soeratman, 1989)

Organizational Citizenship Behaviour (OCB)

According to Garg & Renu (2006), OCB is beneficial behaviour carried out by employees, freely from job description or obligations intending to help others to achieve organizational goals. While Robbins & Judge (2008) defines Organizational Citizenship Behavior (OCB) as a choice behaviour that is not part of an employee's formal work obligations but supports the functioning of the organization effectively. There are several factors that underlie an employee doing OCB, including: 1).job satisfaction; 2) fairness; 3).leadership style; 4).climatic organizations; 5).sex type; and 6).work time. According to

Banahene, Ahudey, & Asamoah (2017) there are 5 five dimensions for measuring OCB behaviour, namely: 1).helping behaviour i.e. organizational member behaviour in helping voluntary co-workers who experience difficulties in the situation being faced both regarding assignments in the organization and personal problems of others; 2).courtesy: namely the behaviour of maintaining good relations with colleagues to avoid interpersonal problems by showing behaviour that respects and cares for others; 3).individual initiative / Conscientiousness: i.e. voluntary behavior in increasing creativity in carrying out their duties; 4).sportmanship: i.e. behaviour that shows tolerance to conditions that are less ideal in the organization; 5).civic virtue/organizational participation: that is behaviour that indicates commitment to the organization such as attending meetings, expressing opinions, being active in organizational activities.

Research Hypothesis

According to Wiyono (2011), a hypothesis is a relationship that is estimated logically between two or more variables expressed in the form of statements that can be tested. The relationship is estimated based on the research framework. By testing the hypothesis and confirming the estimates and relationships, it is expected that a solution can be found to overcome the problem at hand. The research framework is as shown in the following figure.

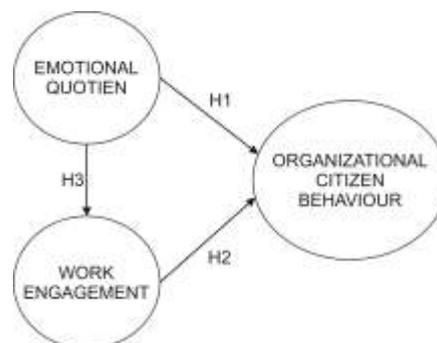


Figure 1: Research Framework

As Goleman (2013) has stated above that emotional quotient the ability to recognize one's feelings and other people's feelings, motivate themselves, and manage emotions in themselves and relationships with others. The results of Febri (2013) research showed that emotional quotient had a positive effect on OCB. As for Fitriastuti (2013), the results of her research show that employees who have high emotional quotient will work better according to organizational standards. Based on the research results above, the hypothesis developed is:

H1. Emotional Quotient has a positive and significant effect on OCB

According to Arora & Dhiman (2018), work engagement is explained as a mindset related to focused energy that is directed towards organizational goals characterized by passion and dedication. Meanwhile, according to Senggo (2013) work engagement is the attitude shown by employees in carrying out their roles. The attitude shown involves physical, psychological,

and cognitive. Employees who are engaged give themselves a full effort to achieve the company's goals, vision and mission. Solichin (2018) research, shows that work engagement has a positive influence on OCB. Furthermore, it can be explained that work engagement is closely related to one of Ki Hajar Dewantara's teachings. That is learning, and working must be the principle of "**Tetep-Mantep-Antep**". According to Soeratman (1989), **Tetep** means straight, consistent in carrying out tasks, means that to achieve what we want. We must always commit, **Mantep** is the intention to achieve consistency, means weight; it is not efficiently inhibited and affected. **Antep** means the weight is not efficiently inhibited or resisted. Based on the research results and the Ki Hajar teachings above, the hypothesis developed is:

H2. Work Engagement has a positive and significant effect on OCB

Based on the research of the Wulandari & Ratnaningsih (2017), it was concluded that there was a positive and significant relationship between emotional quotient and work **engagement** to teachers with A-accredited Public High School in Ngaliyan sub-district, Semarang. The higher the emotional quotient, the higher the work attachment. Conversely, the lower the emotional quotient, the lower the work attachment. As well, the results of research by Zhu, Liu, Guo, Zhao, & Lou (2015) predict positive emotional quotient positive impact on work engagement. When associated with employee performance, the results of the study of Ardiansyah & Sulistiyowati (2018) show there is a positive and significant influence between the variables of emotional quotient on employee performance. Based on the research results above, the hypothesis developed is:

H3: Emotional Quotient has a positive and significant effect on Work Engagement

METHOD

This research is a quantitative method. Samples use primary data with instruments for collecting data in the form of questionnaires. The respondents used were employees of "three-star" hotels in Yogyakarta. The sampling technique used a simple random sampling method with a total of 98 respondents. Before being distributed, the instrument was tested for its validity and reliability (Wiyono, 2011). Data analysis using descriptive analysis method using SPSS ver.17 and inferential analysis method with Partial Least Square (PLS), which is variance-based SEM, with 3.2.8 SmartPLS software with stages: 1). The outer model measured by criteria: Convergent Validity, Discriminant Validity, and Composite Reliability; 2). Test the fit model measured by criteria: Standardized Root Mean Square Residual (SRMR), Chi-Square, Normal Fit Index (NFI), and The Root Mean Square Residual Covariance Matrix of the Outer Model (RMS Theta). 3). Inner model or structural model that can describe the relationship and influence between latent variables based on substantive theory (Hair, J. F., Hollingsworth, C. L., Randolph, A. B., and Chong, 2017), and (Dijkstra, T. K. and Henseler, 2015).

FINDING

1. Characteristics of Respondents

Jumlah responden sebanyak 98 orang memiliki karakteristik seperti tabel berikut ini.

Table 1: Characteristics of Respondents

Group	Characteristics			Total
Gender	Male	Female		98
	43 (43.88%))	55 (56.12%)		(100%))
Age	19-23	>23-27	>27	98
	29 (29.59%))	31 (31.63%)	38 (38.78%))	(100%))
length of working	1year	2year	>2year	98
	34 (34.69%))	35 (35.71%)	29 (29.59%))	(100%))
Education	Senior High School	Bachelor	Magister	98
	40 (40.82%))	54 (55.10%)	4 (4.08%)	(100%))

Source: Primary data processed

Based on the data in table 1 above shows that the characteristics of the respondents are as follows:

- Respondents were male by 43.88% or as many as 43 people, and respondents of female sex were 56.12% or as many as 55 people.
- Respondents aged 19-23 years were 29.59% with a total of 29 people. Respondent age >23-27 years old as many as 31.63% with a total of 31 people. The respondents aged >27 years, 38.78% were recorded as 38 people.
- Respondents with a 1-year work period amounted to 34.69% as many as 34 people. The two year work period is 35.71% as many as 35 people, and the work period > 2 years is 29.59% as many as 29 people.
- Furthermore, the education of high school level respondents was 40.82% as many as 40 people, Bachelor (D3 and S1) level education was 55.10%, and Magister (S2) education was 4.08% as many as four people.

2. Instrument Test

The data of this study amounted to 98 respondents, tested using SPSS 17.0 to determine validity and reliability. The test results can be seen in the following tables.

Table 1: Validity and Reliability Test for Emotional Quotient

Question Item	Pearson Correlation	P_{value}	Status
a	.038	.712	rejected
b	.064	.533	rejected
c	.121	.233	rejected
d	.469**	.000	accepted
e	.473**	.000	accepted
f	.431**	.000	accepted
g	.464**	.000	accepted
h	.637*	.000	accepted
i	.562**	.000	accepted
j	.616**	.000	accepted
k	.734**	.000	accepted
l	.310**	.002	accepted
m	.320**	.001	accepted
n	.569**	.000	accepted
o	.007	.643	rejected
Reliability	.761		accepted

Source: primary data processed using SPSS ver.17

Based on the results of the validity and reliability tests above, that items a, b, c, and o are rejected (invalid) because of $P_{value} > \alpha = 0.05$, while other items are accepted (valid) because $P_{value} < \alpha = 0.05$, and variables were declared reliable because of the value of Cronbach Alpha ≥ 0.60 (Wiyono, 2011).

Table 2: Validity and Reliability Test for Work Engagement

Question Item	Pearson Correlation	P_{value}	Status
a	.699**	.000	accepted
b	.791**	.000	accepted
c	.541**	.000	accepted
d	.673**	.000	accepted
e	.388**	.000	accepted
f	.417**	.000	accepted
g	.524**	.000	accepted
h	.606**	.000	accepted
i	.608**	.000	accepted
Reliability	.741		accepted

Source: primary data processed using SPSS ver.17

Based on the results of the validity and reliability tests above, that all items are accepted (valid) because $P_{value} < \alpha = 0.05$, and variables were declared reliable because of the value of Cronbach Alpha ≥ 0.60 (Wiyono,2011).

Table 3: Validity and Reliability Test for OCB

Question Item	Pearson Correlation	P_{value}	Status
a	.165	.105	rejected
b	.377**	.000	accepted
c	.528**	.000	accepted
d	.586**	.000	accepted
e	.567**	.000	accepted
f	.593**	.000	accepted
g	.515**	.000	accepted
h	.693**	.000	accepted
i	.698**	.000	accepted
j	.795**	.000	accepted
k	.701**	.000	accepted
l	.667**	.000	accepted
m	.773**	.000	accepted
n	.745**	.000	accepted
o	.635**	.000	accepted
Reliability	.886		Accepted

Source: primary data processed using SPSS ver.17

Based on the results of the validity and reliability tests above, that items a is rejected (invalid) because of $P_{value} > \alpha = 0.105$, while other items are accepted (valid) because $P_{value} < \alpha = 0.05$, and variables were declared reliable because of the value of Cronbach Alpha ≥ 0.60 (Wiyono, 2011).

3. Descriptive Analysis

a. Emotional Quotient

The Emotional Quotient variable consists of 11 valid and reliable questions item. Scoring uses a Likert scale of 1 to 5 so that a maximum total score of 55 and a minimum total score of 11. Obtained an Interval value with the following calculation:

$$Interval = \frac{(Total\ Skor\ Maksimum) - (Total\ Skor\ Minimum)}{number\ of\ categories}$$

$$= \frac{(55-11)}{5} = 8,8$$

Based on the results of the interval calculation, it can be seen the quality of the variables in the table below.

Tabel 4: Description of Emotional Quotient

Interval	Category	Total	%
----------	----------	-------	---

11.0	-	very low	-	-
19.8				
>19.8	-	low	-	-
28.6				
>28.6	-	middle	11	11.22
37.4				
>37.4	-	high	33	33.67
46.2				
>46.2	-	Very high	54	55.10
55.0				
Total			98	100.00

Source: primary data processed

Based on the data presented in table 4 above we can find out that the level of Emotional Quotient of three-star hotel employees in Yogyakarta is high. The acquisition of the "middle category" score is 11.22%, while the score with the "high category" the percentage of 33.67%, and the "Very High category" gets a significant percentage of 55.10%. It can be concluded that the behaviour of Work Engagement of three-star hotel employees in Yogyakarta is high.

b. Work Engagement

The Work Engagement variable consists of 9 valid and reliable questions item. Scoring uses a Likert scale of 1 to 5 so that a maximum total score of 45 and a minimum total score of 9. Obtained an Interval value with the following calculation:

$$Interval = \frac{(Total\ Skor\ Maksimum) - (Total\ Skor\ Minimum)}{number\ of\ categories}$$

$$= \frac{(45-9)}{5} = 7,2$$

Table 5: Deskripsi Work Engagement

Interval	Category	Total	%	
9.0	-	Very low	-	-
16.2				
>16.2	-	Low	-	-
23.4				
>23.4	-	Middle	6	6.12
30.6				
>30.6	-	High	54	55.10
37.8				
>37.8	-	Very high	38	38.78
45.0				
Total		98	100	

Source: primary data processed

Based on the data presented in table 5 above we can find out that the level of Work Engagement of three-star hotel employees in Yogyakarta is high. The acquisition of the "middle category" score is 6.12%, while the score with the "high category" dominates with the percentage

of 55.10%, and the "Very High category" gets a significant percentage of 38.78%. It can be concluded that the behaviour of Work Engagement of three-star hotel employees in Yogyakarta is high.

c. OCB

The OCB variable consists of 14 valid and reliable questions item. Scoring uses a Likert scale of 1 to 5 so that a maximum total score of 70 and a minimum total score of 14. Obtained an Interval value with the following calculation:

$$Interval = \frac{(Total\ Skor\ Maksimum) - (Total\ Skor\ Minimum)}{number\ of\ categories}$$

$$= \frac{(70-14)}{5} = 11.2$$

Tabel 6: Deskripsi OCB

Interval	Category	Total	%
14.0	Very low	-	-
25.2			
>25.2	Low	-	-
36.4			
>36.4	Middle	7	7.14
47.6			
>47.6	High	45	45.92
58.8			
>58.8	Very high	46	46.94
70.0			
Total		98	100

Source: primary data processed

Based on the data presented in table 6 above we can find out that the level of OCB of three-star hotel employees in Yogyakarta is high. The acquisition of the "middle category" score is 7.14%, while the score with the "high category" with the percentage of 45.92%, and the "very high category" gets a percentage of 46.94%. It can be concluded that the behaviour of Work Engagement of three-star hotel employees in Yogyakarta is high.

4. Inferential Analysis

Inferential Analysis using SmartPLS 3.2.8 is done in three stages, namely: a).test construct validity (convergence validity, discriminant validity, composite reliability); b).test model fit; and c).inner model.

a. Test of Construct Validity and Reliability

Convergence Validity

Test of Convergence Validity (outer loading) results as in the table as follows:

Table 7: Convergence Validity

Indicator	Emotional	Work	OCB	Status
-----------	-----------	------	-----	--------

	Quotient	Engagement		
X1.2	0.333			Invalid
X1.3	0.409			Invalid
X1.4	0.869			Valid
X1.5	0.803			Valid
X2.1		0.878		Valid
X2.2		0.746		Invalid
X2.3		0.506		Invalid
Y1			0.585	Invalid
Y2			0.699	Invalid
Y3			0.748	Valid
Y4			0.856	Valid
Y5			0.825	Valid

Source: Output SmartPLS 3.2.8

Based on table 7 above, the convergence validity test results show that the indicators X1.2, X1.3, X2.2, X2.3, Y1, and Y2 are invalid. Therefore, in the bootstrapping process testing, structural models are not included.

Discriminant Validity

Test of Discriminant Validity (cross loading) results as in the table as follows:

Table 8: Discriminant Validity

Indicator	Emotional Quotient	Emotional Quotient	OCB	Status
X1.2	0.333	-0.022	0.019	Valid
X1.3	0.409	0.084	0.117	Valid
X1.4	0.869	0.192	0.380	Valid
X1.5	0.803	0.214	0.406	Valid
X2.1	0.079	0.878	0.394	Valid
X2.2	0.270	0.746	0.328	Valid
X2.3	0.243	0.506	0.171	Valid
Y1	0.395	0.305	0.585	Valid
Y2	0.237	0.217	0.699	Valid
Y3	0.142	0.354	0.748	Valid
Y4	0.433	0.328	0.856	Valid
Y5	0.386	0.379	0.825	Valid

Source: Output SmartPLS 3.2.8

Based on Table 8 above, from discriminant validity testing shows that all indicators are valid.

Composite Reliability

Test of Composite Reliability results as in the table as follows:

Table 9: Composite Reliability

Variable	Composite Reliability	Status
Emotional Quotient	0.715	Reliable
Emotional Quotient	0.863	Reliable
OCB	0.762	Reliable

Source: Output SmartPLS 3.2.8

Based on Table 9 above, from composite reliability testing shows that all variables are reliable.

b. Test model fit

The results of the fit model test are as shown in the following table.

Table 10: Test Model Fit

Fit Summary	Estimated Model	Explanation
SRMR	0.10	Standardized Root Mean Square Residual (RMSR) is considered sufficient, while less than 0.10 is considered the most appropriate, which is a goodness of fit measure for PLS-SEM that can be used to avoid misspecification of the model (Dijkstra, T. K. and Henseler, 2015)
Chi-Square	102.258	χ^2 Statistics (102.29) < χ^2 Table (119.87), meaning the number of manifest variables in the PLS path model and the number of independent variables in the covariance matrix model is sufficient (Dijkstra, T. K. and Henseler, 2015)
NFI	0.560	The Normed Fit Index (NFI) is getting closer to the value of 1 the better the match. The results of this study indicate less with an NFI value of 0.560. (Dijkstra, T. K. and Henseler, 2015).
rms Theta	0.383	The root means squared residual covariance matrix of the outer model residuals (RMS_theta) assesses the extent to which the external model residues are correlated. The RMS_theta value

		below 0.12 indicates the most appropriate model (Dijkstra, T. K. and Henseler, 2015). The results of this study indicate that the value of RMS_theta is not good at 0.383
--	--	---

c. Inner Model

The inner model is testing the hypothesis, after the bootstrapping process the results are as shown in the following figure and table.

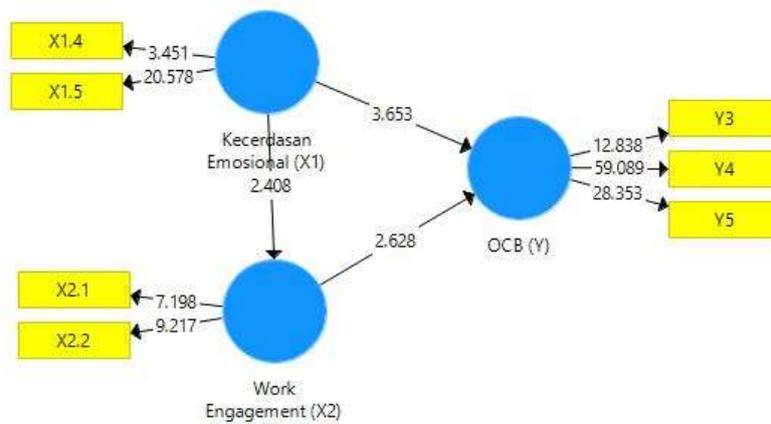


Figure 2: Bootstrapping Output

Table 11: Testing the Hypothesis

Hipotesis	Original Sample	$T_{Statistik}$	P_{Values}	Status
H1. Emotional Quotient has a positive and significant effect on OCB	0.342	3.653	0.001	Accepted
H2. Work Engagement has a positive and significant effect on OCB	0.336	2.628	0.009	Accepted
H3. Emotional Quotient has a positive and significant effect on Work Engagement	0.233	2.408	0.027	Accepted

Based on the table above it can be explained that:

H1. Accepted that Emotional Quotient has a positive effect of 0.342 on OCB and is significant with $P_{value} (0.001) < \alpha (0.05)$.

- H2. Accepted that Work Engagement has a positive effect of 0.336 on OCB and is significant with $P\text{-value}$ (0.009) $<$ α (0.05).
- H3. Accepted that Emotional Quotient has a positive effect of 0.233 on Work Engagement and is significant with $P\text{-value}$ (0.027) $<$ α (0.05).

DISCUSSION AND CONCLUSION

Discussion

Emotional Quotient has a positive effect of 0.342 on OCB and is significant with $P\text{-value}$ (0.001) $<$ α (0.05). The results of the descriptive analysis also showed that the characteristics of respondents in The Emotional Quotient variables showed: 33% high and 55.10% very high. The results of this study support Goleman (2013) opinion, emotional quotient the ability to recognize one's feelings and other people's feelings, motivate themselves, and manage emotions in themselves and relationships with others. Besides that, it does not conflict with previous research conducted by Febri (2013), showed that emotional quotient had a positive effect on OCB. The results of this study also support the opinion of Fitriastuti (2013) that employees who have high emotional intelligence will work better by organizational standards.

Work Engagement has a positive effect of 0.336 on OCB and is significant with $P\text{-value}$ (0.009) $<$ α (0.05). The results of the descriptive analysis also showed that the characteristics of respondents in The Work Engagement variables showed: 55.10% high and 38.78% very high. The results of this study support Arora & Dhiman (2018), work engagement is explained as a mindset related to focused energy that is directed towards organizational goals characterized by passion and dedication. Also supports the results of Senggo (2013) and Solichin (2018). Furthermore, it can be explained that work engagement is closely related to one of Ki Hajar Dewantara's teachings. That is learning, and working must be the principle of "**Tetep-Mantep-Antep**". According to Soeratman (1989), **Tetep** means straight, consistent in carrying out tasks, means that to achieve what we want. We must always commit, **Mantep** is the intention to achieve consistency, means weight; it is not easily inhibited and affected. **Antep** means the weight is not easily inhibited or resisted.

Emotional Quotient has a positive effect of 0.233 Work Engagement and is significant with $P\text{-value}$ (0.027) $<$ α (0.05). As stated above, the results of the descriptive analysis showed that the characteristics of respondents in the Emotional Quotient variables showed: 33% high and 55.10% very high. The results of this study support the research of Wulandari & Ratnaningsih (2017), it was concluded that there was a positive and significant relationship between emotional quotient and work **engagement**, the higher emotional quotient, the higher the work attachment. Conversely, the lower the emotional quotient, the lower the work attachment. As well, the results of research by Zhu, Liu, Guo, Zhao, & Lou (2015) predict positive emotional quotient positive impact on work engagement.

Conclusion

Emotional Quotient has a positive and significant effect on OCB. This results in Emotional Quotient able to recognize own feelings and feelings of others, motivate themselves, and manage emotions in themselves and relationships with others (Goleman, 2013), so that it is not always tied to the job description (Garg & Renu, 2006) and willing to work to support the work of other friends even though it is not their job (Robbins & Judge, 2008).

Work Engagement has a positive and significant effect on OCB. It is due to Work Engagement as a focused energy mindset that is directed at the goals of the organization Arora & Dhiman (2018). This opinion is in line with the teachings of Ki Hajar Dewantara "**Tetep-Mantep-Antep**". According to Soeratman (1989), **Tetep**, meaning consistent in carrying out tasks, means that to achieve what we want. We must always commit, **Mantep**, that is the intention to achieve consistency, and **Antep** means that weight is not efficiently inhibited or resisted.

Emotional Quotient has a positive effect on Work Engagement. This is due to what was stated above according to Goleman (2013), that emotional Quotient is able to recognize one's feelings and other people's feelings, motivate themselves, and manage emotions in dealing with others, so that they can have a Work Engagement mindset that is energy focused on organizational goals, not just for self-interest (Arora & Dhiman, 2018).

The conclusion is that there are similarities in the depth of the meaning of Ki Hajar Dewantara's Teachings "**Tetep-Mantep-Antep**" with Work Engagement can reinforce to encourage anyone who wants to study and work.

BIBLIOGRAPHY

- Ardiansyah, Y., & Sulistiyowati, L. H. (2018). Pengaruh Kompetensi dan Kecerdasan Emosional Terhadap Kinerja Pegawai. *Jurnal Inspirasi Bisnis Dan Manajemen*, 2(1), 91–100.
- Arora, N., & Dhiman, N. (2018). Role of Work Engagement in Predicting Organizational Citizenship Behaviour Among School Teachers. *Gurukul Business Review (GBR)*, 14(Spring), 42–46.
- Bakker, A. B., & Albrecht, S. (2018). "Work engagement: current trends." *Career Development International*, 23(1), 4–11. <https://doi.org/10.1108/CDI-11-2017-0207>
- Banahene, S., Ahudey, E., & Asamoah, A. (2017). The measurement of Organizational Citizenship Behaviour and its impact on job satisfaction and loyalty among Christian Workers in Ghana. *International Journal of Business Marketing and Management (IJBMM)*, 2(5), 20–33.
- Dijkstra, T. K. and Henseler, J. (2015). Consistent and Asymptotically Normal PLS Estimators for Linear Structural Equations. *Computational Statistics & Data Intercultural Collaboration Indonesia – Malaysia "Implementation of Tamansiswa Philosophy" | 78*

- Analysis*, 81(1), 2015.
- Febri, I. (2013). *Pengaruh Kecerdasan Emosi dan Komitmen Organisasi Terhadap OCB (Organizational Citizenship Behavior) di RSU PKU Muhammadiyah Bantul*. Universitas Muhammadiyah Yogyakarta.
- Fitriastuti, T. (2013). Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan. *Jurnal Dinamika Manajemen*, 4(2), 103–114.
- Garg, P., & Renu, R. (2006). Climate profile and OCBs of teachers in public and private schools of India. *International Journal of Educational Management*, 20(7), 529–541. <https://doi.org/10.1108/09513540610704636>
- Goleman, D. (2013). *Kecerdasan Emosional*. Jakarta: Gramedia.
- Hair, J. F., Hollingsworth, C. L., Randolph, A. B., and Chong, A. Y. L. (2017). An Updated and Expanded Assessment of PLS-SEM in Information Systems Research. *Industrial Management & Data Systems*, 117, 2017.
- Lia, A., Arik, P., & Endang, S. A. A. (2016). Faktor-Faktor Yang Mempengaruhi Employee Engagement Generasi Y (Studi Pada Karyawan PT Unilever Indonesia Tbk-Surabaya). *Jurnal Administrasi Bisnis (JAB)*, 37(2), 183–191.
- Muhdar, H. (2014). Studi Empirik Pengaruh Kecerdasan Spiritual Terhadap Organizational Citizenship Behavior dan Kinerja : Sebuah Kajian Literatur. *Jurnal Al-Buhuts*, 10(Juni), 35–58. Retrieved from <http://journal.iaingorontalo.ac.id/index.php/ab>
- Robbins, & Judge. (2008). *Perilaku organisasi*. (dan R. Angelica, D., Cahyani, R., Ed.) (12th ed.). Jakarta: Salemba Empat.
- Senggo, T. L. (2013). Pengaruh Kecerdasan Emosional Dan Work Engagement Terhadap Komitmen Organisasi Pada Karyawan Credit Union Kasih Sejahtera Atambua. *E-Journal.uajy*, 2013. Retrieved from <http://e-journal.uajy.ac.id/5250/>
- Soeratman, D. (1989). *Ki Hajar DEwantara*. Jakarta: Departemen Pendidikan dan Kebudayaan.
- Solichin, M. R. (2018). Analisis Pengaruh Employee Engagement, Emotional Intelligence, dan Komitmen terhadap Organizational Citizenship Behavior (OCB) pada Karyawan PO Efisiensi Cabang Kebumen. *Jurnal Ekonomi Dan Teknik Informatika*, 6(2), 36–47.
- Wiyono, G. (2011). *Merancang Penelitian Bisnis dengan alat analisis SPSS 17.0 & SmartPLS 2.0 (Pertama)*. Yogyakarta: UPP STIM YKPN.
- Wulandari, E., & Ratnaningsih, I. Z. (2017). Hubungan Antara Kecerdasan Emosional Dengan Keterikatan Kerja Pada Guru Sekolah Menengah Atas Negeri Berakreditasi Adi Kecamatan Ngaliyan Semarang. *Jurnal Empati*, 6(29), 133–138.
- Zhu, Y., Liu, C., Guo, B., Zhao, L., & Lou, F. (2015). The impact of emotional intelligence on work engagement of registered nurses : the mediating role

of organisational justice . *Jurnal of Claeanic Nursing*, 24(15-16).
<https://doi.org/10.1111/jocn.12807>