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	- I Cenik Ardana (penulis kedua)	and Organizational	Psychosocial Rehabilitation,
	- Sofia Prima Dewi (penulis ketiga)	Citizenship	Volume 24 - Issue 8, May
		Behavior in Higher	2020, Pages: 5016-5030
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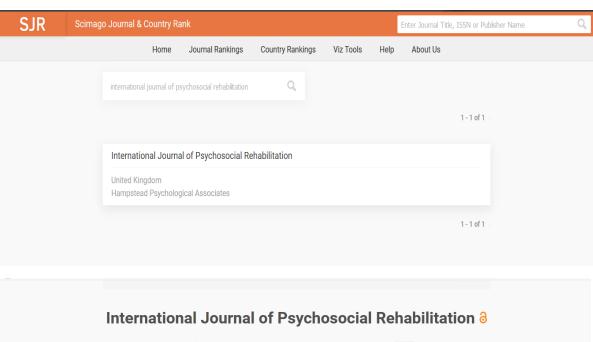
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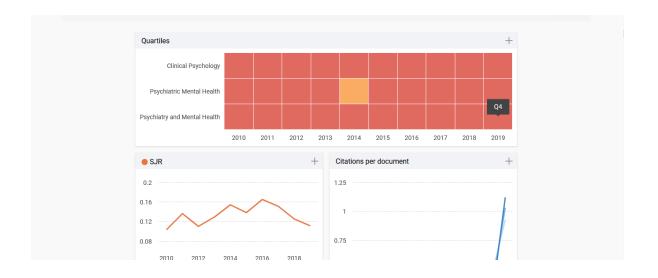
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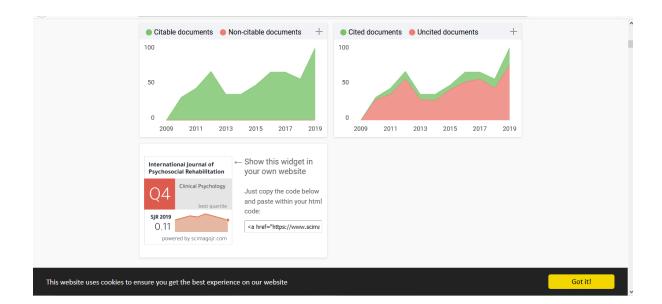
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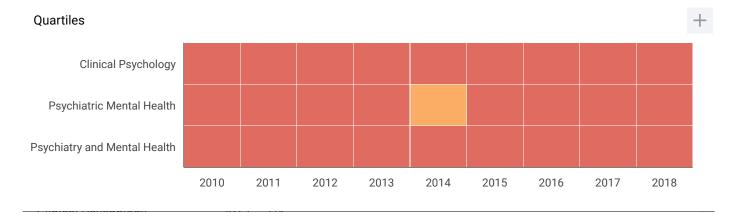
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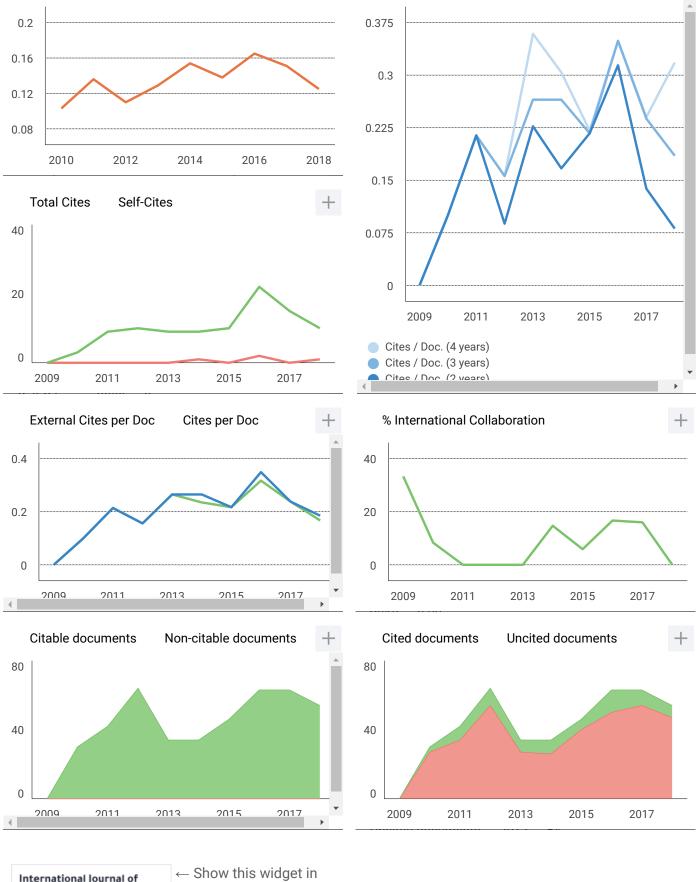
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Psychosocial Rehabilitation - Assertive Community Treatment

The pace of change in the community mental health field is staggering. Twenty years ago we thought sheltered workshops were great. Today sheltered workshops have fallen into disfavour. Ten years ago we believed that day treatment programs were "it". We've changed our minds about those too. It makes us wonder what will be the state-of-the-art ten years from now.

A similar transformation or evolution has happened in supportive housing. Twenty years ago, the Homes for Special Care system was the prominent form of supportive housing. Ten years ago, group homes which offered life skills training were heralded as the best choice for people disabled by mental illness. Today, permanent, normal housing with access to flexible supports is considered the ideal. All of these changes have several things in common. Reflected in these changes is the recognition that reduction of psychiatric symptoms alone is not enough; we also need to look at the whole person and how he/she functions in their home, work, school and social life. In addition to teaching people skills in relation to these settings we also need to increase environmental supports and resources. Just as the wheelchair-bound person needs ramps to enter a building, so too does the psychiatrically disabled person need modifications to their environment to support independent functioning. A very important factor in this evolution is the growing appreciation of providing choices and recognizing people's preferences. How many more changes would we see if we gave the consumers the power to purchase the kind of treatment and support services they wanted.

The move away from a solitary focus on symptomatology to looking at one's level of functioning in the world, brings with it the basic assumption or belief in hope. It has to because we do not have the ability to predict who will do well and who won't. It also sets the stage for an approach that builds on strengths and abilities rather than emphasizing symptoms or illness.

Another common element in the evolution of community mental health is the true individualization of services. In the past we kidded ourselves that programs were individualized because we gave the consumer the choice of attending a budgeting or assertiveness training group in their day program, or because we assumed that one-to-one counseling meant individualization within a "prepackaged" program. Pre-set, time-limited programs were easy to administer but have shown poor results due to their inability to truly address individual needs. Dr. Wm. Anthony has often described these packaged programs by using the analogy of an optometrist handing a basketful of eye glasses to a patient and telling them to pick the ones

they want. True individualized programs custom tailor their services to each person, much like the optometrist prescribing lenses for each patient. Getting away from the perceived need to congregate people in time-limited, prepackaged programs has done a lot to improve our ability to address individual needs and wants.

The common elements in these changes or evolution have combined to form a new clinical technology. Psychosocial rehabilitation (PSR) is currently considered one of the most promising intervention approaches in working with psychiatrically disabled adults. Unfortunately, there has also been a great deal of confusion about PSR. Over the last 30 years, hundreds of services and agencies have claimed they are using PSR. The rapid growth in the use of this approach has fostered many variations and innovations (some credible and some radical). There are, however, (at least in our minds) ten essential elements that characterize the PSR approach:

Individualization : services must be custom tailored to the individual. This means that program delivery must be very flexible and driven by individual choice.

Hope: belief in the potential to change and grow of even the most severely disabled individual. Within everyone is an untapped, under-utilized human capacity that should be developed.

Client-directed: people have the right and a responsibility for self-determination. This means the consumer makes the decisions including how long they receive the service.

Focus on skills: the core of rehabilitation is increased competencies through skill acquisition.

Strengths and abilities : an emphasis on current strengths and abilities and not on symptom reduction or problems from the past.

Environmentally specific : strengths and abilities must be assessed in relation to a specific environment. Skills must also be taught in relation to the environment in which they will be used.

Environmental supports: modifying the environment and building external supports are equally as important as skill teaching. This includes social change (changing attitudes, rights, laws, etc.)

Partnership approach: the creation of an intimate environment with no professional authoritative barriers is essential.

On-going support: programs should not be time-limited but geared to the individual program delivery must be very flexible and by individual choice. History has shown us that many seriously mentally ill people succeed as long as support is provided on an on-going basis.

Skills and supports in balance : a person can only concentrate on improving/learning 1-2 skills at a time. Supports must be provided in any other deficit areas to enable the person to function until they master the current skills and can move on to learning or improving 1 or 2 more skills. Therefore, skills and supports are always in balance with one another.

It will be very interesting to watch the further evolution of this approach in the next ten years. One can expect even more significant changes to occur given the strength of the consumer movement and the recent heightened emphasis on PSR programming by the Ministry of Health.

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Alievich, Filippova Yulia Alexeevna

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Tatiana Dmitrievna, Kaibov Akim Kamilovich

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Authors: Dr. Mochammad Rozikin, Agung Edi Rustanto, *Prof. Dr. Abdul Hakim, Wike,

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Authors: Cammayo, Eva U.Nayga, Jonathan N., Balbin, Aubrey Joy M., Canete, Diosdado

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Authors: JENNIFOR L. AGUILAR, HERMELINE B. AGUILAR, CINDIE B. ALMEDA

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Secured Multi Owner Data Sharing in Cloud Using AES Algorithm

Authors: N. Praveen, P. Satya Sai Manohar, M. V. Praveen Kumar

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Authors: Chaitanya Saha, Vishal Singh, S.S. Sridhar

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Authors: M.T. Maheswarareddy, B. Kushal Vamsi, T. Y. J. Nagamalleswari

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Authors: S.E. Wahyuningsih

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Authors: Abd. Basir, Mahyuddin Barni, Wahyuddin, Hilmi Mizani, 5Fajrul Ilmi

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Authors: Sultanov Tulkin Irgashevich, Ruzmanova Rokhila Usmanovna

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Authors: *Burkhanov Alisher Hadjimuradovich, Sattorkulov Obidkul Turdikulovich, Mukhametov Abubak Baboevich, Umaraliev Olimjon Raushanovich, Urazmatov Jonibek Musurmanovich, Kholikulov Jamshid Uktam, Obidov Rasul Abulhayevich, Abduvohidov Akmal Abdulazizovich, Shoyev Olim Xolmuradovich, Maxmudov Sherali Xusanovich

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Authors: Fahrurrozi, Ratna Sari Dewi, Uswatun Hasanah, Apri Wahyudi

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gizi, Sadriddinova Dildora Maxammadjonovna

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THE FACTORS THAT ARE RELATED TO HYPERTENSION IN ADOLESCENTS IN THE PALU CITY

Authors: *Ni Wayan Sridani, Syamsiar Russeng, Ridwan Amirudin, Sukri Palutturi, Amiruddin Syam, Anwar Mallonggi, Muhammad Basir, Mahfudz, Alam Anshary, Muhammad Sabir

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LEAVES KEPOK (Musa Paradisiaca Linn) BY β-AMYLASE

Authors: *Syaiful Bahri, Siska Shintia Tobigo, Syamsuddin, Prismawiryanti

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Authors: *Risky Wulan Ramadani Taslim, Siswanto, Yati Sri Hayati

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Authors: Ar. Smriti Jain, Dr. Anuj Jaiswal, Dr. Supriya Vyas

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TECHNOLOGICAL CAPABILITIES OF APPLICATION OF THERMOCYCLIC PROCESSING (TCP)

TOOL STEEL

Authors: Norkhudjayev F.R, Mukhamedov A.A, Ergashev D. M, Hudayberdiyev O.R,

Djalolova S.T

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Exposure to Second-hand Smoke While Breastfeeding Cause a Reducing Its Protective Properties and <u>Higher Diarrhea Prevalence on Infants</u>

Authors: Endah Wahyutri, Nurlailis Saadah, Umi Kalsum, Edi Purwanto, Rizky Setiadi,

dan Ratnawati

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Authors: Asrin, Siti Mulidah, Walin, Aris Fitriyani

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Authors: Umaroh, Ulfa Musdalifah, Dhita Aulia O

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Office Technology and Management Skills and its Challenges in Nigeria

Authors: Tijjani Umar Liman

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Predicting E-government Use in Mauritius: NonParametric Procedures

Authors: Chintamanee Sanmukhiya **DOI:** 10.37200/IJPR/V24I8/PR280234

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Authors: Imtiaz Badshah, Muhammad Ibrahim Khan, Amira Khattak, Zunaira Jalil,

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Preferred Digital Learning Styles among Management Education Graduates in Today's Digital Era

Authors: Ritika Sinha, Syed Shahid Raza **DOI:** 10.37200/IJPR/V24I8/PR280236

Anesthesiological Support for Reconstructive Operations on the Aortic Arch: Nuances of Organoprotection

Authors: Salikhov Masud Rezvanovich, Satuev Yusup Huseynovich, Aliev Shamil

Alievich

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P16/Ki-67 Dual Staining Improve Detection of High-Grade Intraepithelial Lesions and Cervical Cancer **Authors:** Enas Abd Al Majed Rasheed, Mohand Mundher AbdulGhani, Salim Rasheed Al-Obaidi

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<u>Developing ISpring Suite 8 Based Qmath Learning Media on Polyhedron Lesson for Junior High School Students</u>

Authors: Thamrin Tayeb, Ilhamsyah, Lisnasari Andi Mattoliang, Ahmad Farham Majid,

Andi Kusumayanti

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Authors: Arsil, Yuni Astuti, Erianti **DOI:** 10.37200/IJPR/V24I8/PR280240

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Nursing Homes

Authors: Indra Zachreini, Purnami N, Soetjipto D, Bashiruddin J

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Authors: Tiran Jamil Piro, Ghariba Hasan Ali, Hamdia Mirkhan Ahmad, Arthur Saniotis

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Authors: H. Yasmeen Sultana, A. Sankaran, M. Abdul Jamal, A. Sama

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Authors: Godwin Emmanuel Jeyaraj, A. Meenatchi sundaram

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Authors: Ophylia Vinodhini G, A. Meenatchi Sundaram

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Technology (Hot) – Fit Framework

Authors: Yuliusman, Wirmie Eka Putra, Dedy Setiawan, Sigit Indrawijaya, Indra Jaya,

Lucky Enggrani Fitri

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Study of Butterfly Diversity in Botanical Garden Indonesia

Authors: Susanti Murwitaningsih, Maryanti Setyaningsih, Ranti An Nisa, Yati Nurlaeni

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Authors: Nurafni, Fitri Alyani

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Authors: Malahayatie, Ahmad Qorib, Saparuddin Siregar

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Authors: Ihsana El Khuluqo, Nurlina Rahman

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on Employees' Performance of Basic Education Office in Central Jakarta **Authors:** Istaryatiningtias, Trisni Handayani, Ika Yatri

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Authors: A. A. Ayu Dian Andriyani, Kundharu Saddhono, Ely Triasih Rahayu

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The Challenges of Character Education: Mental Revolution Policy in the Development of Citizenship

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Authors: Anita Trisiana, Sugiaryo, Rispantyo

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Authors: Kartika Bintari, Djatmika, Dwi Purnanto

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The Problem in Total Defence Implementation: The Case Study of Program Latihan Khidmat Negara

(PLKN)

Authors: Hasim Hasan, Faizie Bin Zuber, Syed Abdul Haris Syed Mustapa, Mohamed

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Authors: Tavishi Yadav, Jayant Raj, Saminathan S.

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Authors: Darsh Ashik Naik, Bhavya Mishra, Praveen Narayanasamy

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Authors: Apoorv Singh, Kshitij Kumar Srivastava, Harini Murugan

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Monitoring of Water Quality in Aquaculture Using IoT

Authors: C. Santhanakrishnan, C. Mukesh Reddy, S. Dinesh Revanth

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<u>Collaborative Secured Data Management System Using Blockchain</u> **Authors:** S. Ramamoorthy, Vishal Rohila, Kshitiz Sharma

DOI: 10.37200/IJPR/V24I8/PR280262

<u>Intelligent Transportation Systems Using Big Data Analytics</u>

Authors: Sowmiya Balasubramanian S.G, Haripriya Premkumar

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Authors: Ankit Agarwal, C.Malathy, Nilesh Mukherjee

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Signal of Crimes: Worries Over Foreign Immigrant's Threats

Authors: Za'im Ahmad, Majdah Chulan, Yusramizza Md Isa

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Authors: J.V Vidhya, Proma Mukherjee, Hariniprriya B

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Authors: Aman Singh Baghel, Harshit Goel, Sowmiya Balasubramanian

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Authors: Mrinalini Thakur, Sunny Varghese, T. Senthil Kumar

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Authors: Riya Mishr, Avik Bhattacharjee, M.Gayathri, C.Malathy

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Authors: Norlia Mat Norwani, Nur Aina Nadiah Muhamad, Rohaila Yusof, Wan Mohd

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Mohamad Khairi Haji Othman, Sri Utami **DOI:** 10.37200/IJPR/V24I8/PR280271

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Authors: Shahrun Nizam Abdul-Aziz, Normala Zulkifli, Zainizam Zakariya, Norimah Rambeli@Ramli, Azila Abdul Razak, Fadhilah Mat Yamin

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Authors: Nurul Nabilah Aminul Rashid, Mohd Yahya Mohd Hussin, Fatimah Salwa Abd

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Authors: S. Poornima, Shivang Kaul, Yash Aggarwal, M. Pushpalatha

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Authors: Warishah Abdul Wahab, Wan Zaini Zakaria, Rohayu Che Omar, Jasmee Jaafar,

Hairin Taha, Rasyikin Roslan

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<u>Dual Band Microstrip Bandpass Filter Using Coupling Structure for Wi-Fi Application</u>

Authors: Azmira Mohd Sukri, Norashidah Md Din, Syamimi Mohd Norzeli, Siti

Noratiqah Mohd Deros

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Authors: Dessy Permatasari, Siti Komariah Hildayanti

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Authors: Astha Upadhyay, Rahul Suresh, K Senthil Kumar

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Authors: Daeng Pabalik, Muhammad Hatta, Nur Hidaya, Muhammad Rinaldy Bima,

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Authors: Ahyuni Yunus, Muhammad Hatta, Mohamad Rapik, Baharuddin Badaru

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Authors: Rhene Camarador, Lisa Camarador, Lualhati Dela Cruz

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Authors: *Ruby Bharti, Anil Kumar Tewari **DOI:** 10.37200/IJPR/V24I8/PR280351

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Authors: Hazel DR. Samala, Jan Eliezer Michael P. Samala

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<u>Latest Developments in Haptics Technology</u>

Authors: *Seema, Jasbir Singh Saini, Sanjeev Kumar

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ROLE OF INTERPERSONAL COMMUNICATION IN SANITATION CAMPAIGNS

Authors: Aswathi Mary Varghese, Dr. Anuradha Sharma

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Authors: *Nguyen Thi Huong, Phuong Thu Pham

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Authors: *Ayesha Ameen

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Authors: Jessica M. Bacquel, Agnes M. Ramos

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Authors: KS CHANDRASEKAR, BIJU PUSHPAN

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Authors: Suresh Kumar Dhaka, Dr. Archana Singh, Dr. Shikha Goyal

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The Effects of Using MS Powerpoint as E-Learning Material to the Academic

<u>Performance of the Senior High School Students</u> <u>Authors:</u> Joanna B. Emralino, Mecmack Nartea

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INFLUENCE OF PERCIEVED ORGANISATIONAL SUPPORT ON WORK LIFE BALANCE OF PUBLIC HEALTH CARE SECTOR EMPLOYEES

Authors: Dr. Rincy V. Mathew

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Riba and it's Implications on the Low Prosperity of Small Traders in the Palopo City

Authors: Suhardi M Anwar

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Authors: Ratna Jatnika, Lucia Voni Pebriani, Siti Nur Fatimah, Mustofa Haffas

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Authors: Anggy Giri Prawiyogi, Rahman, Andoyo Sastromiharjo

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Mental Health Education with Simulation Models on Family Ability in Treating Patients of Mental Disorders with Quasi-Experiment Method

Authors: Nia Restiana, Neni Sholihat **DOI:** 10.37200/IJPR/V24I8/PR280365

<u>Learning Support for Pre-University Students: Comparison of Gender and Class Streams</u>

Authors: Kasturi Baskaran, *Umi Kalsum Mohd Salleh, Hutkemri Zulnaidi

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Authors: *Ismarwati, Soetrisno, Mulyanto, Sri Mulyani

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Authors: Syamsul Hidayat, Sudarno Shobron, *Muthoifin, Edi Casedi

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Authors: *Munirah, Aziz Thaba

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Authors: *Mahyudin Ritonga, Ahmad Lahmi, Rosniati Hakim

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Authors: *Ahmad Zamil Zakaria, Melasutra Md Dali, Hazreena Hussein

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Level of Oral Questions Used by New and Experienced Teachers in Mathematics

Teaching in Primary Schools

Authors: Muhammad Sofwan Mahmud **DOI:** 10.37200/JJPR/V24I8/PR280372

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Authors: Najwa Mat Russ, *Noor Aishah Rosli, Ida Hartina Mohd. Tharbe

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Authors: *Mohd Shukri Hanapi, Wan Mohd Khairul Firdaus Wan Khairuldin

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Authors: Sapie Sabilan, *Mohd Isa Hamzah, Ab. Halim Tamuri, Suhana Mohamed Lip

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Authors: *Hafizhah Zulkifli, Nor Alniza Azman, Khadijah Abdul Razak

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Grade Inflation in Higher Education: A Guidance for Future Research and Solutions

Authors: *Ramlan Mustapha, Zulkifli Mat Som, Mohd Fairuz Jafar, Ahmad Shidki,

Azizah Sarkowi, Suriati Sulaiman **DOI:** 10.37200/IJPR/V24I8/PR280377

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Authors: Tono Suwartono, Mohammad Lookman Hossain Khan, Mahmuda Akter

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Experimental Demonstration of Colligative Properties of Solution on Material Phase

Transition to Students with Intellectual Disabilities

Authors: Rina Maryanti, Achmad Hufad, Sunardi, *Asep Bayu Dani Nandiyanto

DOI: <u>10.37200/IJPR/V24I8/PR280379</u>

Application of Sound Wave Theory as an Alternative to Teach Sound Detection for

Students with Hearing Impairments using Cochlear Implants

Authors: Rila Muspita, Achmad Hufad, Syihabuddin, *Asep Bayu Dani Nandiyanto,

Tryastuti I B Manullang, Elsa Efrina, Lilis Yulistian

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PROACTIVE APPROACHES TO RUNNING COMPETENCIES AND FUNCTIONS

BETWEEN SUPERVISION LOGIC AND EXPECTATION LOGIC UNDER HUMAN

RESOURCE MANAGEMENT (Rafidain Bank model)

Authors: Dr. Oday Zuhair Mahmoud Nadeem

DOI: 10.37200/IJPR/V24I8/PR280393THE INTELLECTUAL CONTENT OF THE

CONTEMPORARY PLASTIC ART MOVEMENT IN POST-2003 IRAQ

Authors: Esam Nadhum Salih Al-obaydi

DOI: 10.37200/IJPR/V24I8/PR280394

RELIGIOUS FREEDOM AND ITS DIMENSIONS IN THE PROPHETIC ERA AN

ANALYTICAL STUDY

Authors: Dr. Abdul Jabbar Star AL Bayati

DOI: 10.37200/IJPR/V24I8/PR280395KNOWLEDGE MANAGEMENT IN THE IRAQI

TOURISM SECTOR: FROM THE POINT OF VIEW OF THE SIX KNOWS

KNOWLEDGE MODEL

Authors: Dr. Sabah R. Mohsin, Dr. Inam Ali Tawfiq AL-Shahrabally, Dr. Maidean Abad

alwhb Jaber

DOI: 10.37200/IJPR/V24I8/PR280396THE EFFECTIVENESS OF ADMINISTRATIVE

CONTROL IN FACING HARASSMENT OF WOMEN IN IRAQ

Authors: Dr.Maysoon Ali Abd Al-Hadi

DOI: 10.37200/IJPR/V24I8/PR280397DISCRIMINATION AGAINST WOMEN IN THE

PROVISIONS OF PUNITIVE TEXTS (A comparative study between the Iraqi and

<u>Lebanese laws</u>)

Authors: Dr.Maysoon Ali Abd Al-Hadi, Dr. LAITH RAFEA KHLAF

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SERVICE QUALITY AND CUSTOMER SATISFACTION ISSUES IN FRONT

OFFICE BUSINESSES

Authors: Dr. Muthanna Alobaidi DOI: 10.37200/IJPR/V24I8/PR280399

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APPLICABLE STUDY IN IRAQI BOARD OF TOURISM

Authors: Zuhier Abbas Azeez

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Federal Ministry of Education in Erbil

Authors: Faysal Ali Khalaf

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MID-TRIMESTER UTERO PLACENTAL DOPPLER ARTERIAL ULTRASOUND STUDY AS INDICATOR OF ADVERSE OBSTETRIC OUTCOME IN HIGH –RISK PREGNANCY

Authors: Dr. Hadeel Mohamed Farook Ahmed Al hialy

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Authors: Dhiya Ali Ahmad

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Dealing with "Dhimmi's" Jews & Christians in the Umayyad Period

Authors: Dr.Imad Tali Mahdi Al Nasiri **DOI:** <u>10.37200/IJPR/V24I8/PR280405</u>

TEACHING DEAF STUDENTS TO SPORTS AND THE IMPACT OF EXERCISE IN

THE PARALYMPIC GAMES

Authors: Mohammed Sachit Edan, Mohammed Qasim Ebady, Karrar Jaafar abbas

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Effectiveness of Educational Programme Regarding Febrile Seizures Management Among

Mothers

Authors: Roja Rustum Mujawar, Dr. Prakash M. Naregal, Dr. Mahadeo B Shinde

DOI: <u>10.37200/IJPR/V24I8/PR280407</u>

Warm Vinegar Fomentation And Conventional Method In Lowering The Body

Temperature Among Oregano Phosphorous Poisoning Patients

Authors: Guruprasad P Jadhav, Manisha C Gholap, Dr.Mrs.Aparna P.Patange, Dr.

Mahadeo B Shinde

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Authors: Mrs. Afsana mulani, Dr. Mahadeo Shinde, Mrs. A.V. Katti.

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Authors: jawala Chopade, J.M.Jagatap, Dr.Mahadeo B Shinde

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Authors: Purnima M. Desai, Manisha C. Gholap, Dr Mahadeo B Shinde, Samir K.

Choudhari

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Effectiveness of Informational Pamphlet on Self-Care Practices Within Hypertensive

<u>Patients</u>

Authors: Priyanka Mohan Mali, Mahesh B Chendake, Namarta C Mohite, Dr Mahadeo B

Shinde

DOI: 10.37200/IJPR/V24I8/PR280412

Effectiveness Educational Programme on Knowledge Towards Management of Neonatal

<u>Infection Among Post Natal Mothers.</u>

Authors: Mrs. Sushama s Shete

DOI: <u>10.37200/IJPR/V24I8/PR280413</u>

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Examination Among Rural Women

Authors: Mrs. Sushama Shete, Dr. Mahadeo B Shinde, Mrs.Rohini Katti.

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Authors: Mr. Udaykumar Kumbhar, *Mr.Ajit Pawar, Dr Mahadeo B Shinde, Sneha

Ombale, Dhanshri Hulwan

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Authors: Rupali Tiwale, Dr. Vaishali R. Mohite, Dr Mahadeo B Shinde

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<u>Authors:</u> Dr Eshana Rasheed, Dr Anjali Modak, Dr Amol Singam

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Authors: Dr Shilpa Shankar, Dr Vivek Chakole, Dr Amol Singam

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<u>Title of Study: Comparative Evaluation of Dexmedetomidine And Clonidine As An</u>
<u>Adjuvant To Ropivacaine For Epidural Anaesthesia In Lower Abdominal Surgeries</u>

Authors: Suzanna Varghese, Karuna Taksande, Amol Singam

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Authors: Swathi Reddy, Karuna Taksande, Amol Singam

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Authors: Dr. Pratikshit Raghuwanshi, Dr Pankaj Gharde

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<u>Infrabony Defects- A Randomized Clinical Trial</u>

Authors: Dr. Diksha Agrawal, Dr. Priyanka Jaiswal

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Authors: Dr. Hetal Purohit, Dr. Shweta Kale Pisulkar

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Authors: Dr.Shanvi Agrawal

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Authors: Halim Purnomo, Abdul Karim, Azam Syukur Rahmatullah, Sudrajat Sudrajat

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Authors: Ahmed Assem Abd El Rahim, Mohamed M. Essa, Magdy M.A.Shabana, Sahar

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Authors: garnov Andrey Petrovich, prodanova Natalia Alekseevna, garnova Victoria Yuryevna, shabaltina Larisa Vladimirovna, zatsarinnaya Elena Ivanovna, begishev Ildar Rustamovich

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Authors: Garnov Andrey Petrovich, Prodanova Natalia Alekseevna, Garnova Victoria Yuryevna, Kamchatova Ekaterina Yurievna, Zatsarinnaya Elena Ivanovna, Latushkina Tatyana Sergeevna

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Authors: Garnov Andrey Petrovich, Prodanova Natalia Alekseevna, Garnova Victoria Yuryevna, Shabaltina Larisa Vladimirovna, Zatsarinnaya Elena Ivanovna, Panferova Liya Vitalievna

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Authors: Fitri Lukiastuti, Pramudi Harsono, Dwi Prastiyo Hadi, Eka Pariyanti, Mardi Astutik, Denok Sunarsi, Feb Amni Havati, Goso

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Authors: Rashida Mat Rani, Normy Rafida Abdul Rahman, Nurul Aqilah Mohd Yusak

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Authors: Wei YANG, Dr. Sukanya Aimimtham, Dr. Chuanchen BI

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Authors: Aisah R. Pomatahu

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Authors: Dr. Basem Mohammed Al-frehat, Dr. Rami Abed Al Hameed Aljbour

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Authors: Sakineh Farrokhian, Ghorban Hemati Alamdarloo, Enayatollah Asadmanesh

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Authors: *Munojat Ismailova, Abdurashid Nigmatjonov, Zilola Usmanova

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Authors: *Marhamat Yakubova, Raxmatova Muqaddas, Kushaeva Dildora, Yuldasheva

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Authors: Muh. Mustakim, Syamsul Arifin, Moh. Nur Hakim Akhsanul In'am, Tumin

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Authors: Roberto Suson, Nolasco Malabago, Dennis Capuyan, Narcisan Galamiton,

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Authors: Ayed A. Zurigat, Osama M. Abdel Fattah

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Authors: Ahmad Rusdiana, Yaya Suryana, Ara. Hidayat, Abdul Muin

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Authors: Rusmin Husain, Herni M **DOI:** 10.37200/IJPR/V24I8/PR280515

Spiritual Quotient and Organizational Citizenship Behavior in Higher Education

Authors: Yuniarwati, I Cenik Ardana, Sofia Prima Dewi

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inorganic nanoparticles and decorated with multi-walled carbon nanopipes

Authors: Muhaned Mohammed Eteya **DOI:** 10.37200/IJPR/V24I8/PR280517

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Authors: Eka Rachmawati, Pardjono, Putu Sudira, Lina Mufidah

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Authors: Abdul Qodir, Ahmad Fauzi, Dakir **DOI:** 10.37200/IJPR/V24I8/PR280519

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Authors: Isaac Tandoh, Samuel Yaw Amankwah

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Therapeutic Community Treatment Optimization (Findings on Therapeutic Community

<u>Treatment in Indonesian Prison</u>) **Authors:** Hamja, Ujang Suratno

DOI: <u>10.37200/IJPR/V24I8/PR280521</u>

Analysis of Green Marketing Tools on Tourist Satisfaction of Staying in Bali Village

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Spiritual Quotient and Organizational Citizenship Behavior in Higher Education

Yuniarwati¹, I Cenik Ardana², Sofia Prima Dewi³

Abstract: This study aims to (1) test the measurement model (outer model) of Spiritual Quotient developed by Milliman et al. and the measurement model of Organizational Citizenship Behavior developed by Podsakoff et al., (2) examine the structural model (inner model) of Spiritual Quotient and Organizational Citizenship Behavior, and (3) test the hypothesis of the influence of Spiritual Quotient on Organizational Citizenship Behavior. The research sample was taken in a convenient manner from the population of lecturers of Tarumanagara University, Jakarta in 2018. Data were processed using Smart Partial Least Square. The results of this study indicate that: (1) Milliman et al.'s Spiritual Quotient measurement model and Podsakoff et al.'s Organizational Citizenship Behavior measurement model are valid and reliable after deleting several indicators that do not meet the requirements, (2) the relationship of Spiritual Quotient with Organizational Citizenship Behavior is positive but weak, and (3) the effect of Spiritual Quotient on Organizational Citizenship Behavior is quite significant at a 5% confidence level.

Keywords: Spiritual Quotient, Organizational Citizenship Behavior, outer model, inner model

I. Introduction

Higher education institutions play a fundamental role in developing science and technology, and in realizing a better quality of economic and social life. However, universities always face the challenge of constant change and turbulence due to changes in external conditions (globalization, technology, politics, macroeconomics, etc.) and internal conditions (resources, organizational culture, etc.). The main key to determine the survival and performance of a tertiary organization are especially in the era of increasingly fierce disruption and global competition, lies in the performance of the employees of the relevant universities, both academic and non-academic (Yildiz, 2016: 1122). So far,

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the performance of higher education has been highlighted from the implementation of the Tri Dharma function of universities, even though there are other very important factors, which are often missed by the attention of university managers, namely what is known as "Organizational Citizenship Behavior". The phenomenon of many the emerging universities that directly displace as top universities, outperformed universities that have long been established, among others, because universities have long been lulled by a culture of "comfort zone" that is not conducive in growing Organizational Citizenship Behavior (Murniati, 2017: 8).

Organizational Citizenship Behavior has been the subject of focus on researchers because more and more empirical evidence has been revealed about the impact of Organizational Citizenship Behavior at organizational and individual performance (examples: Podsakoff et al., 2009: 122; Ghorbanifar and Azma, 2014: 1686; Islam and Afroz, 2015: 7). Organizational Citizenship Behavior can also increase efficiency, productivity, and organizational performance stability (Ahmad and Omar, 2015: 200). Organizational Citizenship Behavior is reflected in various forms of positive employee attitudes and behaviors, such as loyalty, helping others, obedience to rules, providing benefits to organizations and others, etc. where employees are willing to contribute their efforts and abilities beyond their main duties and obligations to organizations, although that is not officially demanded by their organizations (Islam and Afroz, 2015: 7; Eyupoglu, 2016: 702).

Spiritual intelligence (Spiritual Quotient) is the science of human energy management that clarifies and guides the structure of consciousness (Anbugeetha, 2015: 25). Spiritual Quotient is related to mental intelligence about the meaning of life and existence (Anwar and Gani, 2015: 1163). Many factors can influence the quality of Organizational Citizenship Behavior in an organization, including among other factors the quality of Spiritual Quotient of the organization's employees. Several previous studies have shown the contribution of individual Spiritual Quotient components to their organizational performance, however, empirical studies of how the influence of Spiritual Quotient on Organizational Citizenship Behavior are still relatively rare (Anwar and Gani, 2015: 1163).

This research is a replication of Anwar and Gani's (2015) study. The difference in this research with Anwar and Gani's (2015) research and at the same time being a contribution to the previous research was on the Spiritual Quotient measurement model and on the research subject. The Spiritual Quotient Anwar and Gani (2015) measurement model uses the King model (2008) while in this study using a measurement model developed by Milliman et al. (2003). The research subjects of Anwar and Gani (2015) are employees of several private companies in Malaysia while the subject of this study is all lecturers in the Tarumanagara University, Jakarta.

II. Literature Review

Organizational Citizenship Behavior

Organizational Citizenship Behavior extract was first introduced by Dennis W. Organ in 1988 with the definition as follows: "Individual reward system, and the formal promotion system, the effective functioning of the organization" (Organ, 1997: 86). Emphasis on the word "discretionary" is intended as behavior that is not a required requirement in a formal role or job description. Formal job descriptions are clearly specified in work contracts with employees, whereas behavior in Organizational Citizenship Behavior is more a matter of personal choice, which if eliminated will not be understood as a punishment.

After being introduced by Organ (1997), responses, reactions, and follow-up studies were carried out by experts from diverse backgrounds related to Organizational Citizenship Behavior (Ahmad and Omar, 2015: 200). Some other definitions of Organizational Citizenship Behavior are given by Islam and Afroz (2015: 7) which has mentioned that Organizational Citizenship Behavior is a code attribute of voluntary behavior of employees that exceeds the basic demands/requirements of a job. Zhang (2011: 1) stated that Organizational Citizenship Behavior is a term that includes positive and constructive things that employees do, of their own volition, which support their colleagues and benefit the company. Singh and Kolekar (2015: 56) also stated that Organizational Citizenship Behavior is an explicit behavior of employees that is shown in the form of sacrifices and their commitment to the prosperity of an organization.

Singh and Kolekar (2015: 56) further concluded that in Organizational Citizenship Behavior there are four key features, namely: (1) voluntary, (2) implemented on awareness, (3) intentionally or positively assessed by employees and organizations, and (4) behavior that primarily benefits the organization and not for the benefit of the employee concerned. Usually, employees who are often involved in Organizational Citizenship Behavior may not always be top performers (although they can, because task performance is related to Organizational Citizenship Behavior), but they are people who are known to "go the extra mile" beyond what is needed for a work solely in order to gain job satisfaction. Organizations require members (employees) who are fully dedicated to the interests of the organization through their willingness to carry out extra tasks, such as helping colleagues, not complaining about trivial matters, being present and participating consciously, and volunteering at various meetings/meeting, etc. (Eyupoglu, 2016: 701).

Based on the description above it can be concluded that Organizational Citizenship Behavior is a positive and constructive behavior of employees of an organization that goes beyond the description of its formal duties for the benefit of their organization. There are three main features in

Organizational Citizenship Behavior, namely: (1) the employee's behavior is voluntary, (2) what is done by the employee in question exceeds the basic requirements required in the formal job description, and (3) the employee's behavior in the interests of the organization not personal interest.

According to Ahmad and Omar (2015: 201) Organizational Citizenship Behavior consists of five dimensions, namely: (1) altruism (example: helping colleagues who have a heavy workload), (2) conscientiousness (example: work time exceeds normal time), (3) sportsmanship (example: no complaining about trivial matters), (4) courtesy (example: consulting with colleagues before taking action), and (5) civic virtue (example: involvement in the political process within the organization).

Spiritual Quotient

There is no universally agreed definition of human intelligence, but to give an idea, intelligence can be understood as a very common mental ability, among others, involving the ability to think, plan, solve problems, think abstract, understand ideas complex, learn quickly, and learn from experience (Louis and Wigglesworth, 2013: 50). Bhullar (2015: 122) also provides a definition of similar intelligence as the ability to learn or understand from experience or to respond successfully to a new experience, the ability to acquire and maintain knowledge. Intelligence implies the use of reason or intellect in solving problems and directing behavior. The central theme found in various definitions of intelligence is that intelligence makes sense, and creates an adaptive and creative capacity to solve a problem. There is no universally agreed definition of human intelligence (human intelligence), but to give an idea, intelligence can be understood as a very common mental ability, among others, involving the ability to think, plan, solve problems, think abstract, understand ideas complex, learn quickly, and learn from experience (Louis and Wigglesworth, 2013: 50). Bhullar (2015: 122) also provides a definition of similar intelligence as the ability to learn or understand from experience or to respond successfully to a new experience, the ability to acquire and maintain knowledge. Intelligence implies the use of reason or intellect in solving problems and directing behavior. The central theme found in various definitions of intelligence is that intelligence makes sense, and creates an adaptive and creative capacity to solve a problem.

Intelligence, in the beginning, was only interpreted as the intellectual ability (Intelligence Quotient / IQ), but in subsequent developments, it was revealed that in fact, humans have many types of intelligence. Louis and Wigglesworth (2013: 51) revealed that at least humans have seven bits of intelligence, namely linguistic, logical-mathematical, musical, kinesthetic-physical, spatial, interpersonal, and intrapersonal. In subsequent developments, the overall intelligence is classified into four main groups: Physical Quotient (PQ), Intelligence Quotient (IQ), Emotional Quotient (EQ), and Spiritual Quotient (SQ) (Anbugeetha, 2015: 26). Physical Quotient is the ability to control one's

physical state. Intelligence Quotient deals with conceptual and linguistic skills. Emotional Quotient is related to the ability to develop work and romantic relationships, while Spiritual Quotient develops when a person begins to look for deeper meaning.

Spirituality can be meant many things, understood differently by different people. In the dictionary "Oxford Living English Dictionaries" found at least twenty-four different meanings for the word "spirit", but the most commonly known notions are principle, strength, vital spark or non-physical elements that turn on. Spirituality and religion are very closely related, and the meanings of these two concepts overlap. Religion includes beliefs, doctrines, ethics, rituals, texts, and practices in dealing with a higher power both individually and through organized groups, while spirituality is related to experiences and feelings within oneself where one enters oneself to find meaning and the purpose of life, as well as the connection with true self, family, other parties, society, nature, and strength that are sacred (Austin et al., 2018: 1). As a concept that overlaps with religion, spirituality can be considered to have religious and non-religious dimensions in an effort to discover the meaning of life, while religion emphasizes beliefs, rituals, and values (Guilherme et al. 2016: 1). Therefore, it is very possible for someone to have a spiritual nature even if they are not affiliated with a particular religious group (Hertz and Friedman, 2015: 16).

Many articles have begun to describe Spiritual Quotient from various different aspects and roles. Spiritual Quotient is not just an evolution of Intelligence Quotient and Emotional Quotient but a premise where other forms of intelligence are built. Spiritual Quotient is not intelligence that can be obtained by an academic but must be absorbed from a teacher or a role model who has lived and succeeded in life in all dimensions (Vishnu and Krishnan, 2018: 1049). Spiritual Quotation is the foundation of individual beliefs that play an important role in promoting psychological health so that currently the World Health Organization (WHO) introduces humans to four dimensions of complementary health: physical, psychological, social, and spiritual (Fallah et al., 2015: 43). Rayung and Ambotang (2018: 212) stated that Spiritual Quotient guides human and life behavior to be in harmony with the broader context of meaning, especially in judging and carrying out actions that are more meaningful than others. In this case, Spiritual Quotient is the ability to find meaning, purpose, and value in life. Meanwhile, Safara and Bhatia (2013: 420) stated that Spiritual Quotient is the ability to behave with full patience and wisdom while maintaining peace inside and outside of oneself in any situation.

Based on the explanation above, it can be concluded that Spiritual Quotient is a concept that is very broad, abstract, multidimensional, and used in various contexts (Sharma and Sharma, 2016: 50; McGhee and Grant, 2015: 13). Because of its abstract nature and without clear boundaries of scope, some experts try to design a Spiritual Quotient measurement instrument based on a more

operational definition of definition. There are at least two Spiritual Quotient measurement instruments that are widely used as references by researchers, namely those developed by Fisher in 1999 (Fisher, 2013: 326) and Ashmos and Duchon in 2000 (Ashmos and Duchon, 2000: 134-145).

Fisher (2013: 325) has used the term "spiritual health" instead of Spiritual Quotient and the instrument is called "The Spiritual Health and Life-Orientation Measure" (SHALOM). In the SHALOM instrument, health or spiritual intelligence (Spiritual Quotient) includes four dimensions: (1) personal, related to the effort and experience of the true self in discovering the meaning of life, (2) communal, related to one's relationship with society, (3) environmental, related to the relationship between the self and nature, and (4) transcendental, related to the relationship between the self and God/ cosmic power. The model of measurement of Spiritual at workplace Ashmos and Duchon (2000) includes seven dimensions, namely: (1) meaningful work, (2) sense of community (sense of community), (3) alignment of values (alignment of values), (4) organizational commitment, (5) intention to quit (intention to quit), (6) intrinsic job satisfaction (intrinsic work satisfaction), and (7) work involvement (job involvement), but some researchers (eg: Nazir and Malik, 2013; Milliman et al., 2003) only use three dimensions: (1) work that is meaningful (meaningful work, individual level), (2) sense of community (community, community level), and (3) alignment with organizational values (alignment with organizational values).

Previous Research

Kumar and Aradya (2017: 46) stated that Spiritual Quotient reflects the awareness of the extent to which higher values, meaning and sense of purpose influence individual decisions and actions. Spiritual Quotient concerns the ability to be alert to lower motivations (i.e. fear, greed, and ego) and how to turn them into higher motivations and more sustainable ones (i.e. creativity, serving the community, etc.). Lower motivation tends to inhibit or disrupt the development of Organizational Citizenship Behavior while higher motivation will strengthen Organizational Citizenship Behavior in an organization. Thus Spiritual Quotient has a positive effect on the quality of Organizational Citizenship Behavior.

Singh and Sinha (2013: 3) stated that people with high Spiritual Quotient feel more satisfied, find deeper meanings and goals than their lives. They operate from positivism, make the best effort, get happiness in helping others and help the community by using a higher dimension of intelligence. Because they are able to use Intelligence Quotient and Emotional Quotient, they are better, they are creative; add value to the lives of others. If such Spiritual Quotient attributes grow in an organization, the culture organizational which is conducive will be created which in turn triggers an increase in the quality of the organization's Organizational Citizenship Behavior.

Ahmad and Omar (2015: 200) revealed that when employees experience a spiritual workplace, their involvement in work roles will be increased and they will be more likely to be involved in organizational citizenship behavior (Organizational Citizenship Behavior). Charoensukmongkol et al. (2015: 32) in their research has successfully proved that the conditions of spirituality in the workplace have made additional contributions to the organization beyond the state of responsibilities. The result of the research by Hunsaker (2017: 485) confirmed that the values of Confucian spirituality have a moderate relationship between self-determination and organizational citizenship behavior (Organizational Citizenship Behavior). The result of this study has enhanced understanding of how and in what conditions spiritual leadership influences employee participation in organizational citizenship behavior. The results of the Moosapour et al. (2013) also strengthened empirical evidence from previous researchers which revealed that Spiritual Quotient has a strong positive relationship with Organizational Citizenship Behavior.

Hypotheses Development

The essence of Spiritual Quotient is a meaningful work, community and connectedness with everything, while the essence of Organizational Citizenship Behavior is reflected in the attributes of workers who are willing to carry out extra tasks, like to help coworkers, do not like to complain about trivial matters, attend, and participate consciously in every activity in order to develop harmony between the interests of themselves and the interests of the organization. For workers who have high Spiritual Quotient, work is no longer driven by extrinsic motivation (to get money, material, or other material things) but by intrinsic motivation (work is part of worship, or the self's efforts to find meaning in life).

Organizational Citizenship Behavior, among others, is determined by the attributes of workers who are willing to work voluntarily beyond the formal basic tasks set. If someone increasingly feels that work is part of the self to interpret life (Meaningful Work) as the first dimension of Spiritual Quotient, then that person will be more willing to do tasks that go beyond their main tasks. Thus Meaningful Work influences the quality of Organizational Citizenship Behavior. Community (Community) as the second dimension of Spiritual Quotient, is a reflection of the depth of concern, solidarity, and one's empathy towards others, while one of the Organizational Citizenship Behavior attributes is like helping colleagues. Thus, the level of a community will influence the quality of a person's Organizational Citizenship Behavior.

Alignment with Organizational Value as the third dimension of Spiritual Quotient implies the connectedness and unity of the self with everything outside the self, while one of the Organizational Citizenship Behavior attributes is the willingness to sacrifice personal interests for the benefit of the

organization so that Alignment with Organizational Values also affects Organizational Citizenship quality Behavior. The research hypothesis is as follows:

Ha: Spiritual Quotient has a significant positive effect on Organizational Citizenship Behavior.

III. Methodology and Data

Population and Sampling Method

The population in this study was all lecturers in the Faculty of Economics, Universitas Tarumanagara, Jakarta. The research data was obtained from questionnaires directly to respondents or via email. Non-random research samples were chosen in a convenient manner. The criteria for determining the sample used as respondents in this study were: (1) lecturer at the Faculty of Economics, Universitas Tarumanagara, (2) respondents had worked more than 3 three years before the year of the study, and (3) responsive willing to fill out and return the questionnaire. The numbers of respondents who are the subjects of this study are 100 people who can be grouped according to gender, study program, and length of work.

Operationalization of Research Variables

The first variable of this study is Spiritual Quotient, which is a latent/ exogenous variable, which includes three dimensions namely Meaningful Work, Community, and Alignment with Organizational Values. Meaningful Work is determined by six questions, Community is determined by seven questions, and Alignment with Organizational Value is determined by eight questions. The measurement model of Spiritual Quotient refers to the measurement model of Milliman et al. (2003). All questionnaires were measured on a Likert-scale with a score of 1 (strongly disagree) up to 5 (strongly agree). The second variable of this study is Organizational Citizenship Behavior which is the dependent variable/ endogenous and refers to the measurement model Podsakoff et al. (2009) in Kumar and Shah (2015) which consists of 15 questions. All questionnaires were measured on a Likert-scale with a score of 1 (strongly disagree) up to 5 (strongly agree). The test of this research model uses Structural Equation Modeling (SEM) based on Smart Partial Least Square (Smart PLS) software. There are three stages of the test of the research model using Smart PLS, namely: the test of measurement model (outer model), the testing of structural model (inner model), and the test of the hypothesis.

IV. Empirical Results and Discussion

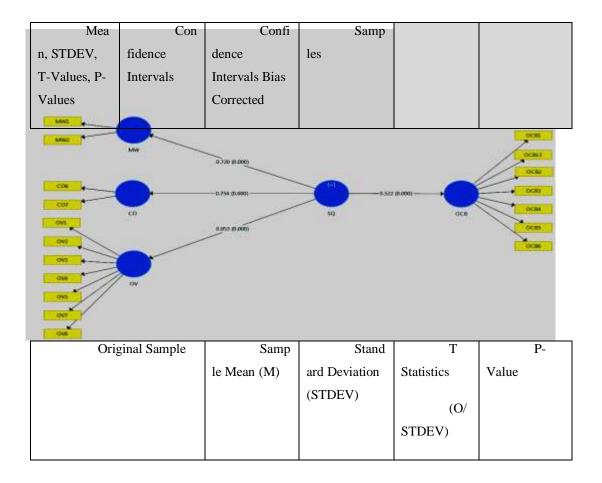
The results of the hypothesis test can be seen in Figure 1 and Table 1.

Figure 1. Hypothesis Testing

Description: SQ = Spiritual Quotient; MW = Meaningful Work; CO = Community; OV = Alignment of Organizational Values; OCB = Organizational Citizenship Behavior

Table 1. Hypothesis Test

Path Coefficients



	SQ-		0,7	0,756	0,054	13,	0,000
> CO		54				896	
	0.0		0.7	0.720	0.046	1.5	0.000
	SQ-		0,7	0,720	0,046	15,	0,000
> MW		20				552	
	SQ-		0,5	0,542	0,067		0,000
> OCB		22				7,795	
	SQ-		0,9	0,953	0,012	78,	0,000
> OV		53				134	

Note: SQ = Spiritual Quotient; MW = Meaningful Work; CO = Community; OV = Alignment of Organizational Values; OCB = Organizational Citizenship Behavior

The spiritual Quotient regression coefficient for Organizational Citizenship Behavior is positive at 0.522. This means that there is a positive relationship between Spiritual Quotient and Organizational Citizenship Behavior, meaning that if there is an increase in awareness or spiritual intelligence (Spiritual Quotient), there will be an increase in the quality of behavior of organizational citizenship (Organizational Citizenship Behavior). The value of Spiritual Quotient calculated on Organizational Citizenship Behavior is 7.795, where this value is greater than 1.96 or when seen from the p-value, the significance value is 0.00, where this value is smaller than 0.05. This means that the influence of Spiritual Quotient on Organizational Citizenship Behavior is significant. Thus it can be concluded that Ha is tested and acceptable.

Discussion and Implications of Research Result

According to Ghozali (2011: 25), the measurement model (outer model) is tested against the validity and reliability of the research instrument, in which consists of Convergent Validity (Factor Loading), Discriminant Validity (Cross Loading Factor), Composite Reliability, Cronbach's Alpha, and Average Variance Extracted. The measurement model of awareness or spiritual intelligence (Spiritual Quotient) used in this study is referred to the model applied by Milliman et al. (2003) which reflects three dimensions, namely: Meaningful Work (MW), Community (CO), and Alignment with Organizational Value (OV). After the test, the validity and construct reliability of the instrument/ measurement model of Spiritual Quotient, the instrument or measurement model of Spiritual Quotient can still be declared valid and reliable by using two indicators in the dimension of Meaningful Work /

MW (MW1, MW2), two indicators in the Community / CO dimension (CO6, CO7), and seven indicators in the dimension of Alignment with Organizational Values / OV (OV1, OV2, OV3, OV4, OV5, OV7, and OV8).

The measurement model of Organizational Citizenship Behavior used in this study refers to the model applied by Podsakoff et al. (2009) reflected in fifteen indicators. After testing the validity and construct reliability of the instrument / measurement model of Organizational Citizenship Behavior (OCB), the Organizational Citizenship Behavior instrument or measurement model can still be declared valid and reliable by using seven indicators of Organizational Citizenship Behavior (OCB), namely OCB1, OCB2, OCB3, OCB4, OCB5, OCB6, and OCB13. The number of indicators that do not pass the test on either the Spiritual Quotient or Organizational Citizenship Behavior measurement model may be caused by several factors - but this requires further study - among others: aspects of the respondents (not careful, incorrect interpretations, etc.), aspects of the instrument (wrong translation, not standardized, etc.), aspects of extraction (relatively new extracts, broad and abstract meanings, etc.).

In testing the structural model the relationship between the constructs of Spiritual Quotient and Organizational Citizenship Behavior, obtained a determination coefficient of 0.265. This means that only 26.5% of the variation in the Organizational Citizenship Behavior variable can be explained by variations in Spiritual Quotient variables, while the remaining 73.5% is explained by variations in other variables outside of Spiritual Quotient. With a coefficient of determination of only 0.265, it can be categorized as "weak". It means that in addition to Spiritual Quotient, there are still many other variables whose influence is quite dominant in shaping the quality of Organizational Citizenship Behavior in an organization, which requires further study/research.

In testing the hypothesis that there is a significant positive effect of Spiritual Quotient on Organizational Citizenship Behavior, it is known that the Spiritual Quotient regression coefficient on Organizational Citizenship Behavior shows a positive number of 0.522 and a significance value of 0.00. This means that there is a positive relationship between Spiritual Quotient and Organizational Citizenship Behavior and the influence of Spiritual Quotient on Organizational Citizenship Behavior is significant at alpha 5%. Thus, Ha is tested and acceptable. Thus, the results of this study further reinforce the result of previous studies conducted by, among others: Moosapour et al. (2013), Singh and Sinha (2013), Ahmad and Omar (2015), Hunsaker (2017), and Kumar and Aradya (2017). Although recently the discussion of the relationship of Spiritual Quotient with Organizational Citizenship Behavior at the level of syntactic and semantics has been expressed in various literature and research results, but at a pragmatic level, namely how to implement or operationalize the Spiritual

Quotient concept in improving the quality of Organizational Citizenship Behavior in everyday organizational life, especially in the world of education, has not been much revealed.

With the increasing empirical evidence that has reinforced the positive influence of Spiritual Quotient on Organizational Citizenship Behavior at the syntactic and semantic level, then it is time for the next researchers to begin to study at a pragmatic level, namely how to implement or develop Spiritual Quotient on organizational life a day -day, especially in the world of education as part of efforts to develop the quality of Organizational Citizenship Behavior, which in turn contributes significantly to the development of national character.

V. Conclusion and Suggestion

The conclusion from the result of this study is: first, after testing the measurement model (outer model) Spiritual Quotient developed by Milliman et al. (2003) and the measurement model of Organizational Citizenship Behavior developed by Podsakoff et al. (2009) it can be stated that the two measurement models are valid and reliable, noting that some indicators of both Spiritual Quotient and Organizational Citizenship Behavior variables are removed from the model. Second, in testing the structural model of the relationship between constructs of Spiritual Quotient and Organizational Citizenship Behavior, it is known that degree of relationship between Spiritual Quotient and Organizational Citizenship Behavior can be classified as "weak". Third, there is a positive relationship between Spiritual Quotient and Organizational Citizenship Behavior and the influence of Spiritual Quotient on Organizational Citizenship Behavior is significant.

There are some limitations in this study, including (1) a very limited sample, only using respondents from lecturers at the Faculty of Economics, Universitas Tarumanagara, Jakarta, (2) there are several measurement models of Spiritual Quotient and Organizational Citizenship Behavior that none can be accepted large. By paying attention to the limitations above, it is recommended for further research to (1) expand the research sample on several faculties and/or several universities; (2) testing and/or developing other measurement models concerning Spiritual Quotient and Organizational Citizenship Behavior.

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