

# The Effect of Emotional Intelligence and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior as Intervening Variable in Dinas Kependudukan dan Pencatatan Sipil Kota Makassar

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## Abstract

The aim of this research is to examine the effect of emotional intelligence and organizational commitment on employee performance with organizational citizenship behavior as intervening variable in Dinas Kependudukan dan Pencatatan Sipil Kota Makassar. The data are primary data obtained from questionnaires. The sample of this study are the employees at Dinas Kependudukan dan Pencatatan Sipil Kota Makassar as many as 122 respondents were obtained by using saturation sampling technique. Data were collected by distributing questionnaires the processed by linear regression analysis with an intervening variable. The results showed that emotional intelligence has a positive and significant effect on organizational citizenship behavior. Organizational commitment has a positive and significant effect on organizational citizenship behavior. Emotional intelligence has a positive and significant effect on performance. Organizational commitment has a positive and significant effect on performance. Emotional intelligence affects the employee performance through organizational citizenship behavior. Organizational commitment. affects the employee performance through organizational citizenship behavior.

**Keywords:** Emotional Intelligence, Organizational Commitment, Organizational Citizenship Behavior, Performance

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## INTRODUCTION

For every organization, having quality human resources and being able to adapt to change is a factor in being able to survive from the increasingly violent flow of globalization so that it is not eroded by the times. Especially in the conditions of the Covid-19 Pandemic which began in March 2020 until now, many changes have occurred in the work environment, causing new problems, including human resources within the company. Therefore, employees are required to have good emotional intelligence. Employees who have high emotional intelligence have good abilities in monitoring their feelings and emotions both for themselves and others and then use these abilities to influence their behavior and actions so that they will improve performance (Goleman, 2017). Based on the results of previous studies, it shows that Emotional Intelligence has a positive effect on performance (Chong et al, 2020).

In addition to emotional intelligence, a factor that also affects the performance and behavior of employees in carrying out their duties is organizational commitment, where the growth of organizational commitment is considered capable of providing a strong bond between individuals and the organization so that they are able to carry out their obligations properly according to their roles and positions within the organization (Mangkunegara, 2013). Previous research also revealed that there is a positive influence between organizational commitment and performance (Kiprawi et al, 2020). Good Emotional Intelligence and organizational commitment owned by employees make employees more likely to display organizational citizenship behavior so that it provides a good opportunity to achieve the desired performance because of high involvement where organizational citizenship behavior shows a strong relationship and leads to better performance due to

organizational citizenship behavior facilitates personal interaction, reduces conflict, and increases effectiveness and efficiency (Podsakoff and Ahearne, 1997). Previous research has also stated that there is a positive relationship between organizational citizenship behavior and employee performance (Albloush et al, 2020).

Realizing the importance of this relationship on organizational performance, especially in organizations in the field of public service, Dinas Kependudukan dan Pencatatan Sipil Kota Makassar, which is a very busy place because the community's needs with formal legal documents are endless because they must continue to be updated and improved to make it easier for the community itself. However, the administrative service process is in the spotlight because it is considered unsatisfactory, especially during the Covid-19 pandemic, where both directly and through social media, people complain about services that are considered less friendly. This situation requires employees to have high emotional intelligence in order to serve and handle public complaints with different characteristics.

In addition, indications of low employee organizational commitment can also affect the performance of Dinas Kependudukan dan Pencatatan Sipil Kota Makassar employees, saw a slight increase in employee absenteeism during the Covid-19 pandemic following the changes. Employees with good emotional intelligence and organizational commitment make employees more likely to display organizational citizenship behavior, thus providing a good opportunity to achieve the desired performance. The variables in this study can have a major impact on organizational performance and organizational dynamics, especially in the current pandemic conditions, but with emotional stability and high organizational commitment through organizational citizenship behavior employees can provide good service so as to improve employee performance and organization.

## LITERATURE REVIEW

### A. Emotional Intelligence

Emotional intelligence is the ability of individuals to recognize, use, and express emotions so as to facilitate the thinking process and display behavior that is in accordance with environmental demands (Mayer et al, 2004).

According to Goleman (2017) someone who has high emotional intelligence will help in interpersonal relationships, have good social skills, and be able to motivate himself to be more accomplished by volunteering to help colleagues which will eventually be followed by the emergence of organizational citizenship behavior in the workplace. Someone with good emotional intelligence will improve their performance because they are able to master thinking habits that encourage productivity (Goleman, 2017). Emotional intelligence indicators based on The Wong and Law Emotional Intelligence Scale (WLEIS) reveals four dimensions of emotional intelligence, which are as follows:

- a. Self-emotional appraisal; regarding the individual's ability to understand emotions in himself.
- b. Other's emotional appraisal; describes a person's ability to recognize and understand the emotions of others.
- c. Regulation of emotion; describes an individual's ability to regulate his emotions.
- d. Use of emotion; explains the tendency of individuals to motivate themselves to improve performance.

In Affective Events Theory explains that emotions can respond to events in the work environment which then the work environment creates work events that trigger positive or negative emotional reactions where people who have low emotional stability are more likely to react negatively which in the end emotions can affect performance as well as a number of people. performance variables such as organizational citizenship behavior, organizational commitment, level of effort, desire to leave, and deviations at work (Robbins and Judge, 2011).

## **B. Organizational Commitment**

Organizational commitment is an attitude that reflects the loyalty of individuals in the organization and is a picture of how individuals in the organization show their care and concern for the organization. (Luthans, 2016).

According to Luthans (2016) organizational commitment will make employees give their best to their organization and employees who have a high commitment will be more work-oriented, tend to help and be able to work together which will then display Organizational Citizenship Behavior. The growth of organizational commitment is considered capable of providing a strong bond between individuals and the organization so that they are able to carry out their obligations properly according to their roles and positions within the organization so that it affects performance (Mangkunegara, 2013). There are three indicators of organizational commitment (Colquitt et al, 2011), including the following:

- a. Affective Commitment; is a desire to remain a member of the organization because of emotional attachment and involvement with the organization
- b. Continuance Commitment; is a desire to remain a member of the organization where individuals in the organization stay because they feel it is necessary.
- c. Normative commitment; is a desire to remain a member of the organization because it feels like an obligation.

## **C. Organizational Citizenship Behavior**

Organizational citizenship behavior is an individual's positive contribution to the company that exceeds the demands of the role at work and employees who show this behavior will be able to control their own behavior so that they can choose the best behavior for the benefit of their organization (Mcshane and Mary, 2010).

High involvement of organizational citizenship behavior shows a strong relationship and leads to better performance because organizational citizenship behavior facilitates personal interaction, reduces conflict, and increases effectiveness and efficiency (Podsakoff et al, 1997). There are five dimensions of organizational citizenship behavior (Podsakoff et al, 1997) which are as follows:

- a. Altruism; is defined as behavior that is voluntarily related to helping others, especially those related to tasks or problems related to operational activities within the organization
- b. Conscientiousness is behavior without coercion from employees that exceeds the minimum role requirements in the organization.
- c. Sportsmanship relates to the desire of employees to tolerate those who are deemed less than ideal without having to complain.
- d. Courtesy, is behavior to avoid practices that can make it difficult for others by providing advice and information needed by colleagues so that they can prevent problems from occurring.
- e. Civic Virtue is an individual behavior that shows that employees have a responsibility.

## **D. Employee Performance**

Employee performance is defined as the ability of employees to carry out certain skills. Employee performance is very necessary because with this performance it will be known how far their abilities are in carrying out the tasks assigned to them, for that it is necessary to determine clear and measurable criteria to serve as a reference (Sinambela ,2017). The dimensions of employee performance are as follows (Mangkunegara, 2013):

- a. Quality of Work; the ability to produce in accordance with the quality standards set by the organization.
- b. Work Quantity; the ability to produce in accordance with the number of standards set by the organization.

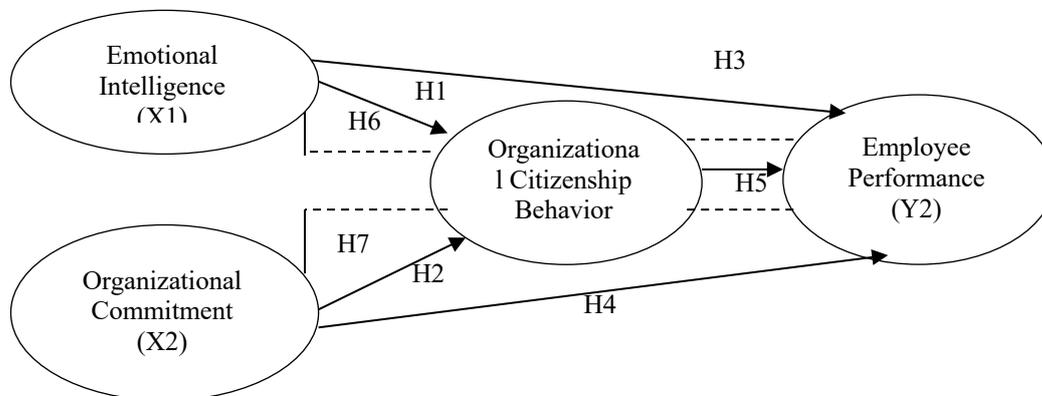
- c. Work Reliability; the ability to provide personal integrity in improving organizational governance with the best principles.
- d. Work Attitude; an attitude towards the organization, consumers, cooperation between co-workers, obedience to superiors or leaders that can improve performance.

### Conceptual Model

Emotional Intelligence is one of the things to create positive behavior in organizations, as well as to achieve organizational goals, individual human resources are expected to have a strong commitment to the organization. High emotional intelligence and organizational commitment can be strengthened through individual organizational citizenship behavior in order to provide the best performance.

Emotional Intelligence has a positive influence on performance through Organizational Citizenship Behavior, where it can be seen that good emotional intelligence will have an impact on good organizational citizenship behavior so that performance can be improved (Fatmawati, 2020). Organizational citizenship behavior can also mediate the effect of organizational commitment on employee performance, meaning that good organizational citizenship behavior will encourage employee commitment followed by an increase in employee performance (Mandi and Harsono, 2019).

Figure 1. The Conceptual Model



The hypotheses tested in this study are as follows:

- H1 Emotional intelligence has a positive and significant effect on organizational citizenship behavior in dinas kependudukan dan pencatatan sipil kota makassar employees.
- H2 Organizational commitment has a positive and significant effect on organizational citizenship behavior in dinas kependudukan dan pencatatan sipil kota makassar employees.
- H3 Emotional intelligence has a positive and significant effect on the employee performance of dinas kependudukan dan pencatatan sipil kota makassar.
- H4 Organizational commitment has a positive and significant effect on the employee performance of dinas kependudukan dan pencatatan sipil kota makassar.
- H5 Organizational citizenship behavior has a positive and significant effect on the employees performance of dinas kependudukan dan pencatatan sipil kota makassar.
- H6 Emotional intelligence affects employee performance through organizational citizenship behavior at the dinas kependudukan dan pencatatan sipil kota makassar.
- H7 Organizational commitment affects employee performance through organizational citizenship behavior at the dinas kependudukan dan pencatatan sipil kota makassar.

## RESEARCH METHOD

### Location and Research Design

This research was conducted at Dinas Kependudukan dan Pencatatan Sipil Kota Makassar. This study uses quantitative research with an associative approach.

This study was designed to test the hypothesis that aims to examine the effect of variable X (emotional intelligence and organizational commitment) on Y2 (employee performance) through Y1 (organizational citizenship behavior) as an intervening variable. Meanwhile, to analyze the effect of each variable using path analysis.

The reason for choosing this type of research is because researchers want to know how much influence emotional intelligence and organizational commitment have on employee performance with organizational citizenship behavior as an intervening variable at Dinas Kependudukan dan Pencatatan Sipil Kota Makassar.

### Population or Samples

The population in this study were all employees Dinas Kependudukan dan Pencatatan Sipil Kota Makassar, totaling 142 employees.

The sample used in this study is non-probability sampling. The type of nonprobability sampling used is saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples (Sugiyono, 2016). The number of samples in this study were 142 employees Dinas Kependudukan dan Pencatatan Sipil Kota Makassar.

### Data Collection Method

The data was collected using an instrument in the form of a questionnaire with questions on the Emotional Intelligence variable were taken from the emotional intelligence measurement item WLEIS (Wong and Law Emotional Intelligence Scale) and the questions on the variables of organizational commitment, organizational citizenship behavior and employee performance were have been structurally designed based on the theoretical theory described in the Literature Review Chapter. In addition to being structured, the data collection method is carried out openly, where respondents get information about the purpose of this study in order to provide answers that are in accordance with the research objectives and do not deviate which can result in biased research results due to the unsuitable data obtained.

The distribution of questionnaires was carried out by distributing questionnaires to respondents which was carried out directly and in collaboration with employees in the human resources unit.

### Data Analysis Method

The data analysis method used in this study is path analysis using SPSS 26 software. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of analysis to estimate causality between variables that have been previously determined based on theory (Ghozali, 2011) . The path analysis equation used in this study is as follows

$$Y1 = PY1X1 + PY1X2 + e1 \dots \dots \dots (1)$$

$$Y2 = PY2X1 + PY2X2 + P2Y1 + e2 \dots \dots \dots (2)$$

Emotional intelligence (X1), organizational commitment (X2), Y1 means Organizational citizenship behavior, Y2 means employee performance, P is the path coefficient which shows the direct effect of exogenous variables on endogenous variables, e1 is Residual on organizational citizenship behavior variables that are not explained by variables emotional intelligence and

organizational commitment, and e2 means Residual on employee performance variables that are not explained by variables, emotional intelligence, organizational commitment, and organizational citizenship behavior

## EMPIRICAL RESULTS

### Descriptive Statistics

Researchers distributed questionnaires to a number of respondents to support the implementation of the research. The distribution of questionnaires was 142 examples, the questionnaires distributed and given a time limit for filling out 2 (two) weeks due to considering the intensity of the respondents' busyness, however, only 122 respondents who had returned the questionnaires. The characteristics of the respondents included in this study include gender, age, years of service, marital status, and recent education.

Table 1. Respondent Data Based on Gender

No	Description	Number of Respondents	Percentage
1	Male	46	37,7%
2	Female	76	64,3%
<b>Total</b>		<b>122</b>	<b>100%</b>

Source: Primary Data Processed

Table 2. Respondent Data Based on Age

No	Description	Number of Respondents	Percentage
1	21-30 years	15	12,3%
2	31-40 years	54	44,3%
3	41-50 years	32	26,2%
4	>50 years	21	17,2%
<b>Total</b>		<b>5</b>	<b>100%</b>

Source: Primary Data Processed

Table 3. Respondent Data Based on Postwar Education

No	Description	Number of Respondents	Percentage
1	Middle School	1	8%
2	High School	44	36,1%
3	Associate's Degree	4	3,3%
4	Bachelor Degree	62	50,8%
5	Under Graduate	11	9%
<b>Total</b>		<b>122</b>	<b>100%</b>

Source: Primary Data Processed

Table 4. Respondent Data Based on Marriage Status

No	Description	Number of Respondents	Percentage
1	Married	101	82,8%
2	Single	21	17,2%
<b>Total</b>		<b>122</b>	<b>100%</b>

Source: Primary Data Processed

Table 5. Respondent Data Based on Age of Work

No	Description	Number of Respondents	Percentage
1	1-5 years	14	11,5%
2	6-10 years	48	39,3%
3	11-20 years	44	36,1%
4	>21 yeras	16	13,1%
<b>Total</b>		<b>122</b>	<b>100%</b>

Source: Primary Data Processed

## Prerequisite Evaluations

### Validity Test

Validity test is used to measure whether the questionnaire or the items in the research are valid or not. The validity test was carried out with a significance level of 0.05 and the results of rcount were compared with the rtable value. In this validity test, it uses a significant level of 5% and produces a r-table value of 0.176. where if rcount > rtable then the research instrument used is said to be valid. The results of the validity test in this study were overall from 42 statement items to 122 respondents who returned a questionnaire or questionnaire, all items were valid to be used in making measurements in this study.

### Reliability Test

The reliability test is a measure of the stability and consistency of the respondents in answering each statement item on the research questionnaire to show the extent to which a measuring instrument can be trusted or relied on. The statement used in the study is said to be reliable if the Cronbach's Alpha value is > 0.60. The results of the reliability test in this study are all statement items in this study are declared reliable or consistent, which means that the questionnaire is appropriate to be used as a measuring tool.

## Research Results

### Path Analysis

Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of analysis to estimate causality relationships between variables that have been previously determined based on theory (Ghozali, 2011). The results of data analysis can be known using path analysis using the SPSS program as follows:

Table 6. Path Analysis Result model I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.832	2.023		7.824	.000
	Emotional Intelligence	.414	.060	.542	6.910	.000
	Organizational Commitment	.247	.066	.295	3.758	.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: Primary Data Processed

Based on table 6 of the results of data processing, the regression equation is obtained as follows:

$$Y = 0.542 X1 + 0.296 X2 + 0.415e1 \dots (1)$$

Referring to table 6, the t-count value of the variable X1= 6.910, X2= 3.758 and t-table is

1.980. The significance value of the variable X1= 0.000 is smaller than 0.05. It can be concluded that the regression model I variable X1 has a positive and significant effect on Y1 and X2 has a positive and significant effect on Y1.

Table 7. Path Analysis Result model II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.225	3.309		2.184	.031
	Emotional Intelligence	.334	.094	.355	3.543	.001
	Organizational Commitment	.214	.092	.208	2.324	.022
	Organizational Citizenship Behavior	.304	.112	.248	2.498	.014

a. Dependent Variable: Employee Performance

Source: Primary Data Processed

Based on table 7 of the results of data processing, the regression equation is obtained as follows:

$$Y = 0.355 X1 + 0.208 X2 + 0.248 Y1 + 0.485e2 \dots (2)$$

Referring to table 7, the t-count value of the variable X1= 63.543, X2= 2.324, Y1= 2.498 and t-table is 1.980. The significance value of the variable X1= 0.001, X2= 0.022 and Y1= 0.014, where the variables X1, X2, and Y1 are less than 0.05. These results conclude that regression model II namely the variable X1 has a positive and significant effect on Y2, X2 has a positive and significant effect on Y2 and Y1 has a positive and significant effect on Y2.

**Coefficient of Determination**

The coefficient of determination (R<sup>2</sup>) is a test to see the magnitude of the contribution of the independent variable to the dependent variable by looking at the magnitude of the total coefficient of determination (R<sup>2</sup>) (Ghozali, 2011). The value of the coefficient of determination for more than two independent variables used Adjusted R Square.

Table 8. Coefficient of Determination model I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 <sup>a</sup>	.592	.585	1.79162

a. Predictors: (Constant), Organizational Commitment, Emotional Intelligence

Source: Data Processed, 2021

Table 8 shows that the correlation coefficient (R<sup>2</sup>) is 0,585. It shows that the effect of X1 and X2 on Y1 is 58,5%, while the remaining 41,5% is a contribution from other variables not included in this study.

Table 9. Coefficient of Determination model II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 <sup>a</sup>	.527	.515	2.38083

a. Predictors: (Constant), Organizational Citizenship Behavior, Emotional Intelligence, Organizational Commitment

Source: Data Processed, 2021

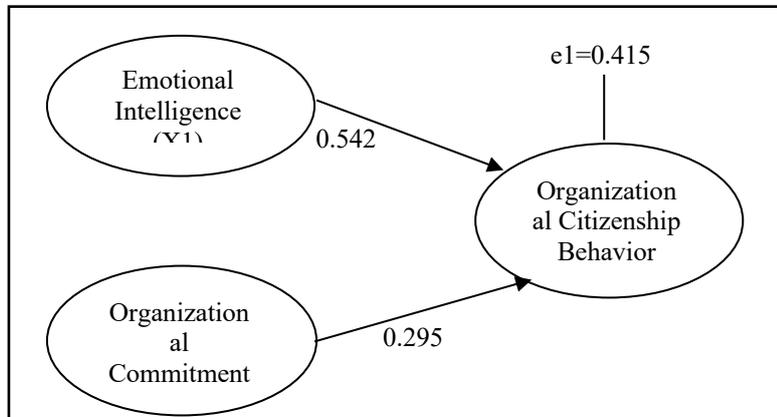
Table 9 shows that the correlation coefficient (R<sup>2</sup>) is 0,515. It shows that the effect of X1, X2, and Y1 on Y2 is 51,5%, while the remaining 48,5% is a contribution from other variables not

included in this study.

**Path Diagram**

To describe causality relationship between variables to be studied, the researcher uses a diagrammatic model to make it easier to see these causal relationships. In path analysis, the diagram model used is called a path diagram.

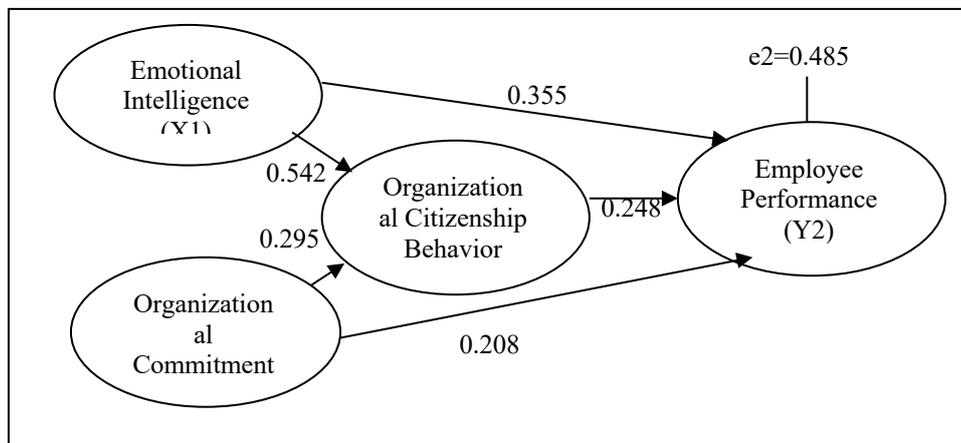
Figure 2. Path Diagram model I



Based on Figure 2 above, it can be seen the effect of each variable X1 and X2 on Y1. Meanwhile, to find out the value of e1 is obtained by the formula  $e1 = \sqrt{(1-R^2)}$  or  $e1 = \sqrt{(1-0.585)} = 0.415$ . The meaning of the above diagram can be explained as follows:

- a. Analysis of the influence of Emotional Intelligence (X1) on Organizational Citizenship Behavior (Y1): it is known that the direct effect given by X1 (Emotional Intelligence) on Y1 (Organizational citizenship behavior) is 0.542.
- b. Analysis of the influence of Organizational Commitment (X2) on Organizational Citizenship Behavior (Y1): it is known that the direct effect given by X2 (organizational commitment) on Y1 (Organizational citizenship behavior) is 0.295.

Figure 3. Path Diagram model II



Based on Figure 3 above, it can be seen the effect of each variable X1, X2 on Y1 and X1, X2, Y1 on Y2. Meanwhile, to find out the value of e1 is obtained by the formula  $e1 = \sqrt{(1-R^2)}$  or  $e1 = \sqrt{(1-0.515)} = 0.485$ . The meaning of the above diagram can be explained as follows:

- a. Analysis of the influence of Emotional Intelligence (X1) on Performance (Y2): it is known that the direct effect given by X1 (Emotional Intelligence) to Y1 (Performance) is 0.355.
- b. Analysis of the influence of organizational commitment (X2) on performance (Y2): it is known that the direct effect given by X2 (Organizational Commitment) on Y1 (Performance) is 0.208.

- c. Analysis of the influence of Organizational citizenship behavior (Y1) commitment on performance (Y2): it is known that the direct effect given by Y1 (Organizational citizenship behavior) to Y1 (Performance) is 0.248.

**Sobel Test**

To test the significance of the indirect effect of independent variables, namely emotional intelligence (X1) and organizational commitment (X2) on employee performance (Y2) through organizational citizenship behavior as an intervening variable (Y1), a Sobel test was carried out with the following results:

Table 10. Sobel Test Indirect Effect I

Emotional Intelligence-Organizational Citizenship Behavior-Performance			
<i>a</i>	<i>b</i>	<i>Sa</i>	<i>Sb</i>
0.414	0.304	0.060	0.112
Test statistic = 2.52588028			
Std. Error = 0.04982659			
<i>p</i> -value = 0.01154088			

Based on table 10 shows that the significance value or p-value for the influence of organizational citizenship behavior as an intervening variable between emotional intelligence and employee performance is 0.011. because the p-value is 0.011 <0.05, it means that the organizational citizenship behavior variable has a significant effect.

Table 11. Sobel Test Indirect Effect II

Organizational Commitment-Organizational Citizenship Behavior-Performance			
<i>a</i>	<i>b</i>	<i>Sa</i>	<i>Sb</i>
0.247	0.304	0.066	0.112
Test statistic = 2.19722717			
Std. Error = 0.03417398			
<i>p</i> -value = 0.02800423			

Based on table 11 shows that the significance value or p-value for the influence of organizational citizenship behavior as an intervening variable between organizational commitment and employee performance is 0.028. because the p-value of 0.028 <0.05, it means that organizational citizenship behavior as an intervening variable has a significant effect.

**DISCUSSION**

**The Effect of Emotional Intelligence on Organizational Citizenship Behavior**

Based on the results processed by researchers on the SPSS application, it is known that emotional intelligence has a positive and significant effect on organizational citizenship behavior. This can be seen from the results of the partial hypothesis test (t-test), where the significance level of the emotional intelligence variable is 0.000, which means that the value is smaller than the set significance level of 0.05. Furthermore, seen from the regression coefficient value of the emotional intelligence variable which has a value of 6910, so that the calculation of the emotional intelligence variable has a positive and significant effect on organizational citizenship behavior.

Someone who has high emotional intelligence will help in interpersonal relationships, has good social skills so that he is able to interact with others, is able to resolve conflicts, tries not to cause conflict at work, and is able to motivate himself to be more accomplished by volunteering to help colleagues who will eventually be followed by the emergence of organizational citizenship

behavior in the workplace (Goleman, 2017).

The results of this study are also in line with several previous studies with research subjects on nurses (Mubarok et al, 2019), research subjects on bank employees (Sharma and Mahajan, 2017), and research subjects on teachers who also found that there was a positive and significant influence between emotional intelligence and organizational citizenship behavior (Meniado, 2020).

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior**

Based on the results processed by researchers on the SPSS application, it is known that emotional intelligence has a positive and significant effect on organizational citizenship behavior. This can be seen from the results of the partial hypothesis t-test, the significance level of the organizational commitment variable is 0.000, which means that the value is smaller than the set significance level of 0.05. Furthermore, it can be seen from the regression coefficient value of the organizational commitment variable which is positive at 3.758. This shows that the higher the sense of organizational commitment possessed by employees, the higher organizational citizenship behavior in employees.

Organizational commitment is indicated by a person's strong desire to remain a member in the organization, the willingness to direct his efforts for the organization, as well as a strong belief and acceptance of the values and goals of the organization where organizational commitment will make employees give the best to their organization and employees who have commitment Those who are high will be more work-oriented and will tend to help and be able to work together so that organizational citizenship behavior arises (Luthans, 2016).

The results of this study are in line with several previous studies which found that organizational commitment has a positive and significant effect on organizational citizenship behavior (Susanto et al, 2020). Research with subjects on nurses (Hossain, 2020), and Research with subjects on employees in the hospitality industry (Kartika and Pienata, 2020).

### **The Effect of Emotional Intelligence on Employee Performance**

Based on the results processed by researchers on the SPSS application, it is known that emotional intelligence has a positive and significant effect on performance. It can be seen that based on the results of partial hypothesis testing (t-test), the significance level of the emotional intelligence variable is 0.001 which means the value is smaller than the specified significance level of 0.05. Furthermore, it is seen from the regression coefficient value of the emotional intelligence variable that is equal to 3,543. This shows that the higher the emotional intelligence of an employee causes an increase in employee performance.

Emotional intelligence comes from a person's ability to monitor his feelings and emotions both for himself and others and then use this ability to influence his behavior and actions so that someone with good emotional intelligence will improve his performance because he is able to master thinking habits that encourage productivity (Goleman, 2017).

The results of this study are in line with previous research examining academics in Malaysia (Chong et al, 2020), research on hotel employees in Bandar Lampung (Mukaroh and Nani, 2021) and research on company employees in Romania which found that there was a strong influence between intelligence emotional and performance (Sabie et al, 2020).

### **The Effect of Organizational Commitment on Employee Performance**

Based on the results processed by researchers on the SPSS application, it is known that organizational commitment has a positive and significant effect on performance. This can be seen from the results of partial hypothesis testing (t-test), the significance level of the organizational commitment variable is 0.022, which means that the value is smaller than the set significance level of 0.05. Furthermore, seen from the regression coefficient value, the organizational commitment variable has a regression coefficient value of 2,324. This shows that if the organizational

commitment of employees increases, their performance will increase.

The growth of organizational commitment is considered capable of providing a strong bond between individuals and the organization so that they are able to carry out their obligations properly in accordance with their roles and positions within the organization (Mangkunegara, 2013).

The results of this study are in line with previous research such as research on employees at Telekom Malaysia Berhad Miri (Kiprawi et al, 2020) and research on bank employees stating that organizational commitment has a positive and significant effect on employee performance (Pratama and Syamsuddin, 2020).

### **The Effect of Organizational Citizenship Behavior on Employee Performance**

Based on the results processed by researchers on the SPSS application, it is known that organizational citizenship behavior has a positive and significant effect on performance. It can be seen from the results of partial hypothesis testing (t-test), the significance level of organizational citizenship behavior is 0.014, which means the value is smaller than the set significance level of 0.05. then seen from the regression coefficient value of organizational citizenship behavior variable of 2.498. This shows that the greater the organizational citizenship behavior shown by employees, the higher the performance.

High involvement where organizational citizenship behavior shows a strong relationship and leads to better performance because organizational citizenship behavior increases personal interaction, reduces conflict, and increases effectiveness and efficiency. This means that the emergence of organizational citizenship behavior in employees will improve their performance (Podsakoff et al, 1997).

The results of this study are in line with previous studies such as research on employees of Greater Amman Municipality (GAM) in Jordan (Albloush et al, 2020), research subjects at the Ministry of Micro, Small and Medium Enterprises (MSMEs) and entrepreneurial development in the city of Uttarajhand (Sharma and Grewal, 2020) and similar results that organizational citizenship behavior has a significant effect on employee performance (Triani et al, 2020).

### **The Effect of Emotional Intelligence on Employee Performance Through Organizational Citizenship Behavior as An Intervening Variable**

Based on the results processed by researchers on the SPSS application, it is known that organizational citizenship behavior as an intervening variable has a significant effect on the relationship between emotional intelligence and performance. and employee performance is 0.011. This shows that employee emotional intelligence can affect employee performance through organizational citizenship behavior.

Emotional intelligence can help an employee in carrying out or carrying out his work and can also motivate employees to carry out extra positive work behaviors sincerely and help build social relations in the family environment, work or office environment, as well as the social environment. The creation of these social relations will improve team performance and create a conducive psychological work environment so as to increase job satisfaction and productivity which will ultimately realize organizational goals and success (Goleman, 2017).

These results are in line with previous research which states that emotional intelligence has a significant positive effect on performance through organizational citizenship behavior, where it can be seen that good emotional intelligence will have an impact on good organizational citizenship behavior so that performance can be improved (Fatmawati, 2020).

### **The Effect of Organizational Commitment on Employee Performance Through Organizational Citizenship Behavior as An Intervening Variable**

Based on the results processed by researchers on the SPSS application, it is known that organizational citizenship behavior as an intervening variable has a significant effect on the relationship between organizational commitment and performance. and employee performance is 0.028. This shows that the magnitude of the sense of organizational commitment possessed by employees can affect employee performance through organizational citizenship behavior.

Increased employee performance with organizational commitment is closely related to whether the employee has a sense of responsibility towards his work and when individuals have high organizational commitment, they tend to be more involved in organizational citizenship behavior (Robbins, 2003).

These results are in line with previous research which explains that organizational citizenship behavior can mediate the effect of organizational commitment on employee performance, meaning that good organizational citizenship behavior will encourage employee commitment followed by an increase in employee performance (Mandi and Harsono, 2019).

## CONCLUSION

The results of this study indicate that emotional intelligence has a positive and significant effect on organizational citizenship behavior. Organizational commitment has a positive and significant effect on organizational citizenship behavior. Emotional intelligence has a positive and significant effect on performance. Organizational commitment has a positive and significant effect on performance. Emotional intelligence affects the employee performance through organizational citizenship behavior. Organizational commitment affects the employee performance through organizational citizenship behavior. These variables are expected to be an important concern for an organization in improving service and community satisfaction. Employee performance is not fully influenced by the variables of emotional intelligence, organizational commitment, and organizational citizenship behavior but is also influenced by other variables not examined in this study.

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