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The Influence of Emotional Intelligence, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior and Employee Performance

Sindy Cahya Febrina¹, Rossi Isvandiari Dwi Putri²

^{1, 2}University of Merdeka Malang
Email: febrina.sindy@ummer.ac.id

ABSTRACT

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This study aims to determine the effect of emotional intelligence, job satisfaction and organizational commitment on organizational citizenship behavior and employee performance. The number of samples used were Bank Syariah Indonesia employees in the Malang area, for the sampling technique using saturated sampling. Collecting data by distributing questionnaires, using the Structural Equation Modeling (SEM) data analysis method. The results showed: 1) Emotional intelligence has no significant effect on OCB; 2) Job satisfaction has a significant effect on OCB; 3) Organizational Commitment has no significant effect on OCB; 4) Emotional intelligence has no significant effect on employee performance; 5) Job satisfaction has a significant effect on employee performance; 6) Organizational Commitment has no significant effect on employee performance; 7) OCB has a significant effect on employee performance; 8) Emotional intelligence, job satisfaction and commitment have a significant effect on employee performance through OCB.

INTRODUCTION

The sharia banking industry in Indonesia has experienced rapid development and progress. As competition gets tighter, companies need more competent and innovative human resources. The success of an organization is greatly influenced by employee performance. Because to achieve this success, quality human resources are needed so that they can achieve optimal performance. Mathis and Jackson (2016), say that employee performance is what employees do and don't do that influences what employees do for the company. According to Edison *et al.* (2016), employee performance indicators are targets, quality, completion time and adherence to principles.

Organizational citizenship behavior is an important thing that must be considered. Organizational citizenship behavior according to Robbins and Judge (2017) is behavior outside of employee work obligations and can improve function in the organization effectively. According to Organ *et al.* (2012), indicators of

organizational citizenship behavior are altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. According to Seran *et al.* (2021) and Musriha and Rosyafah (2022), that organizational citizenship behavior has a significant effect on employee performance.

Emotional intelligence is something that can improve organizational citizenship behavior and employee performance. Mayer *et al.* (2012) defines emotional intelligence as social intelligence which is related to an individual's ability to monitor both his own emotions and the emotions of others, and also his ability to differentiate his own emotions from the emotions of other people, where this ability is used to direct his thought patterns and behavior. According to Goleman (2016), indicators of emotional intelligence are recognizing one's own emotions, managing emotions, motivating oneself, recognizing other people's emotions, and building relationships. According to Miao *et al.* (2017) and Sharma and Mahajan (2017), that emotional intelligence has a significant effect on organizational citizenship behavior. According to Serhan and Gazzaz (2019) and Febrina *et al.* (2021), that emotional intelligence also has a significant effect on employee performance.

Apart from emotional intelligence, job satisfaction is also something that must be considered which can improve organizational citizenship behavior and employee performance. Griffin and Moorhead (2014) define job satisfaction as an employee who feels satisfied tends to be absent less frequently, makes positive contributions, and stays with the company. Conversely, employees who are dissatisfied may be absent more often, may experience stress that annoys coworkers, and may continually look for another job. Indicators of job satisfaction are (1) The job itself; (2) Salary; (3) Promotion; (4) Supervision; and (5) Coworkers (Robbins and Judge, 2017). According to Karuna and Aruna (2021) and Rasheed *et al.* (2013), that job satisfaction has a significant effect on organizational citizenship behavior. According to Febrina *et al.* (2019) and Dizgah *et al.* (2012), that job satisfaction also has a significant effect on employee performance.

Emotional intelligence, job satisfaction and organizational commitment can also improve organizational citizenship behavior and employee performance. According to Colquitt *et al.* (2013), organizational commitment is the desire of some employees to continue being members of the organization. Therefore, organizational commitment determines whether an employee remains with the company (retained) or looks for

another job (turn over). Indicators of organizational commitment according to Allen and Meyer (2013), organizational commitment indicators are: affective commitment, continuance commitment, and normative commitment.. According to Asiedu *et al.* (2014) and Saif-ud-Din *et al.* (2016), that organizational commitment has a significant effect on organizational citizenship behavior. According to Pardiman (2018) and Al-Fakeh *et al.* (2020) that organizational commitment has a significant effect on employee performance.

Based on the background above, this research is important to answer the following problems: (1) How does emotional intelligence influence organizational citizenship behavior at Bank Syariah Indonesia Malang Area? (2) How does job satisfaction influence organizational citizenship behavior at Bank Syariah Indonesia Malang Area? (3) How does organizational commitment influence organizational citizenship behavior at Bank Syariah Indonesia Malang Area? (4) How does emotional intelligence influence the performance of Bank Syariah Indonesia Malang Area employees? (5) How does job satisfaction influence the performance of Bank Syariah Indonesia Malang Area employees? (6) How does organizational commitment influence the performance of Bank Syariah Indonesia Malang Area employees? (7) How does organizational citizenship behavior influence the performance of Bank Syariah Indonesia Malang Area employees? (8) How does emotional intelligence, job satisfaction and organizational commitment influence employee performance through organizational citizenship behavior at Bank Syariah Indonesia Malang Area?

Based on the problems above, the objectives of this research are as follows: (1) Analyze the influence of emotional intelligence on organizational citizenship behavior of Bank Syariah Indonesia Malang Area, (2) Analyze the influence of job satisfaction on organizational citizenship behavior of Bank Syariah Indonesia Malang Area, (3) Analyzing the influence of organizational commitment on organizational citizenship behavior of Bank Syariah Indonesia Malang Area, (4) Analyzing the influence of emotional intelligence on employee performance of Bank Syariah Indonesia Malang Area, (5) Analyzing the influence of job satisfaction on employee performance of Bank Syariah Indonesia Malang Area, (6) Analyzing the influence of organizational commitment on employee performance at Bank Syariah Indonesia Malang Area, (7) Analyzing the influence of organizational citizenship behavior on employee

performance at Bank Syariah Indonesia Malang Area, (8) Analyzing the influence of emotional intelligence, job satisfaction and organizational commitment on employee performance and organizational citizenship behavior as variables between Bank Syariah Indonesia Malang Area.

LITERATURE REVIEW

Employee Performance

Robbins and Judge (2016) define performance as a result achieved by employees in their work according to certain criteria that apply to a job. Performance according to Edison *et al.* (2016), is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements. Employee performance indicators are targets, quality, completion time and compliance with principles Edison *et al.* (2016).

Organizational Citizenship Behavior (OCB)

OCB is all employee voluntary activities that may or may not be rewarded with rewards but contribute to the organization by improving the overall quality of the conditions in which organizational activities or work occur (Colquitt *et al.*, 2015). According to Organ *et al.* (2012), Organizational Citizenship Behavior as behavior that is an individual choice and initiative, is not related to the organization's formal reward system but in aggregate increases organizational effectiveness. According to Organ *et al.* (2012), indicators of organizational citizenship behavior are altruism, courtesy, civic virtue, conscientiousness, and sportsmanship.

Emotional Intelligence

According to Goleman (2016) emotional intelligence is abilities such as the ability to motivate oneself and survive frustration, control impulses and not exaggerate pleasure, regulate mood and keep stress from paralyzing the ability to think, empathize and pray. Thus, emotional intelligence or emotional intelligence refers to the ability to recognize one's own emotions and the emotions of others, the ability to motivate oneself, and being able to manage emotions well in oneself and in relationships with others. According to Goleman (2016), indicators of emotional intelligence are as follows: (1) Recognizing one's own emotions; (2) Managing emotions; (3) Motivate yourself; (4) Recognizing other people's emotions; and (5) Building relationships.

Job satisfaction

Colquitt *et al.* (2015) states that job satisfaction is defined as an emotional state resulting from evaluation of work or work experiences. Employees with high job satisfaction experience positive feelings when they carry out their duties, while employees with low job satisfaction experience negative feelings when carrying out their duties. Job satisfaction according to Robbins and Judge (2017) is a positive feeling about work, which results from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level of job satisfaction has negative feelings. Indicators of job satisfaction are (1) The job itself; (2) Salary; (3) Promotion; (4) Supervision; and (5) Coworkers (Robbins and Judge, 2017).

Komitmen Organisasi

According to Kreitner and Kinicki (2014) organizational commitment is the level to which employees are able to recognize their organization and are bound to the organization's goals. This is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in an organization. Allen and Meyer (2013) argue that organizational commitment is a psychological construct characteristic of the relationship between organizational members and their organization and has implications for the decision to remain in the organization. An employee's high level of organizational commitment will influence loyalty to the organization, so that employees will be loyal, enthusiastic, willing to work hard, sacrifice themselves, and care about the company's survival. Indicators of organizational commitment according to Allen and Meyer (2013) are (1) Affective Commitment; (2) Continuance Commitment; and (3) Normative Commitment.

Conceptual Framework

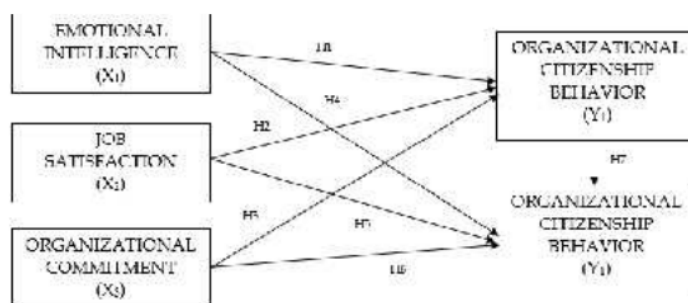


Figure 1
Conceptual Framework

Hypothesis

1. The Influence of Emotional Intelligence on Organizational Citizenship Behavior

According to Miao *et al.* (2017) and Sharma and Mahajan (2017), that emotional intelligence has a significant effect on organizational citizenship behavior. If employees have a high level of emotional intelligence, it will increase organizational citizenship behavior. Based on this, the first hypothesis (H1) can be formulated as follows:

H1: Emotional Intelligence has a positive and significant effect on Organizational Citizenship Behavior

2. The Influence of Job Satisfaction on Organizational Citizenship Behavior

According to Karuna and Aruna (2021) and Rasheed *et al.* (2013), that job satisfaction has a significant effect on organizational citizenship behavior. If employees feel satisfied at work, it will increase organizational citizenship behavior. Based on this, the second hypothesis (H2) can be formulated as follows:

H2: Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior

3. The Influence of Organizational Commitment on Organizational Citizenship Behavior

According to Asiedu *et al.* (2014) and Saif-ud-Din *et al.* (2016), that organizational commitment has a significant effect on organizational citizenship behavior. If employees have a high level of organizational commitment, this will lead to an increase in organizational citizenship behavior. Based on this, the third hypothesis (H3) can be formulated as follows:

H3: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior

4. The Effect of Emotional Intelligence on Employee Performance

According to Serhan and Gazzaz (2019) and Febrina *et al.* (2019), emotional intelligence has a significant effect on employee performance. If employees have a high level of emotional intelligence, it will improve employee performance. Based on this, the fourth hypothesis (H4) can be formulated as follows:

H4: Emotional Intelligence has a positive and significant effect on Employee Performance

5. The Effect of Job Satisfaction on Employee Performance

According to Febrina *et al.* (2019) and Dizgah *et al.* (2012), that job satisfaction has a significant effect on employee performance. If employees have a high level of job satisfaction, it will lead to an increase in employee performance. Based on this, the fifth hypothesis (H5) can be formulated as follows:

H5: Job Satisfaction has a positive and significant effect on Employee Performance

6. The Effect of Organizational Commitment on Employee Performance

According to Pardiman (2018) and Al-Fakeh *et al.* (2020), that organizational commitment has a significant effect on employee performance. If employees have a high level of organizational commitment, employee performance will increase. Based on this, the sixth hypothesis (H6) can be formulated as follows:

H6: Organizational Commitment has a positive and significant effect on Employee Performance

7. The Influence of Organizational Citizenship Behavior on Employee Performance

According to Seran *et al.* (2021) and Musriha and Rosyafah (2022), that organizational citizenship behavior has a significant effect on employee performance. If employees have a level of organizational citizenship behavior, it will cause an increase in the level of employee performance. Based on this, the seventh hypothesis (H7) can be formulated as follows:

H7: Organizational Citizenship Behavior has a positive and significant effect on Employee Performance

8. The Influence of Emotional Intelligence, Job Satisfaction, and Organizational Commitment on Employee Performance through Organizational Citizenship Behavior

With organizational citizenship behavior, it will influence the level of emotional intelligence, job satisfaction and higher organizational commitment which will lead to an increase in employee performance. Based on this, the eighth hypothesis (H8) can be formulated as follows:

H8: Emotional Intelligence, Job Satisfaction and Organizational Commitment have a positive and significant effect on Employee Performance through Organizational Citizenship Behavior

METHODS

Research Approach

The approach method used in this research is a quantitative approach.

Population and Research Samples

The population of this research was taken from all employees of Bank Syariah Indonesia. The sample is part of the number and characteristics of the population (Sugiyono, 2017). The sample in this research was 153 employees.

Sampling technique

The sampling technique in the research used the saturated sampling method. Saturated sampling is if all members of the population are used as samples.

Data collection technique

The data collection technique used in this research is the questionnaire method, by distributing a list of questions (Questionnaire). To obtain actual data, the questionnaire was distributed via question paper to respondents and employees of Bank Syariah Indonesia. In this research, respondents will quote data using a questionnaire that has been distributed using a Likert scale.

Data analysis technique

Data analysis in this research was carried out using Structural Equation Modeling (SEM).

RESULTS

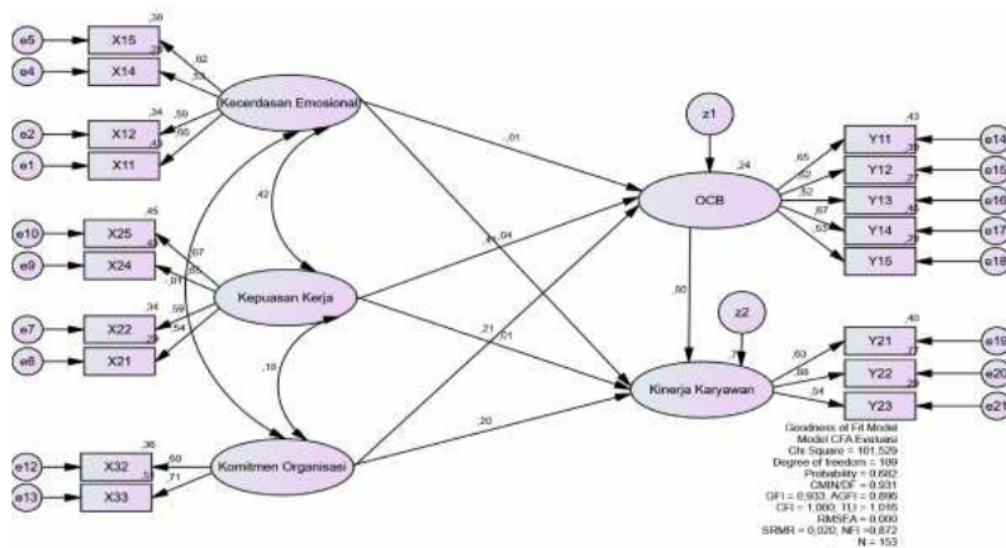


Figure 2
Research Model Results

Model fit results for the hypothesis model, chi square = 101,529 (p=0,682), GFI = 0,933, AGFI = 0,896, CFI = 1,000, TLI = 1,016, RMSEA = 0,000, SRMR = 0,020 and NFI = 0,872. Overall, the model fit from various model fit indices explains that there is good model fit. The path coefficient calculated in this analysis is the standardized regression weight. Standardized regression weight is the result of parameter estimation that explains the magnitude of the influence of one variable on another variable. The significance of the coefficient test results is based on the calculation of a C.R value of more than 2 or a p value of less than 0,05, so the standardized regression weight estimation results are significant.

Table 1. Direct Influence Path Coefficient Test Results

			Regression Weights Estimate	S.E.	C.R.	P	Standardized Regression Weights
OCB	<--	Emotional Intelligence	0,038	0,112	0,334	0,738	0,042
OCB	<--	Job Satisfaction	0,591	0,217	2,727	0,006	0,383
OCB	<--	Organizational Commitment	0,216	0,144	1,499	0,134	0,217
Employee Performance	<--	Emotional Intelligence	0,023	0,075	0,306	0,760	0,029
Employee Performance	<--	Job Satisfaction	-0,008	0,145	-0,059	0,953	-0,006
Employee Performance	<--	Organizational Commitment	0,164	0,100	1,633	0,102	0,186
Employee Performance	<--	OCB	0,758	0,156	4,849	***	0,860

Source: Processed data (2023)

H1 states that emotional intelligence has a positive and insignificant effect on OCB. The path coefficient is 0,042 (p=0,738). This means that the hypothesis which states that emotional intelligence has a significant effect on OCB is rejected. The results of this study support research by Purnomo and Tung (2022) which states that emotional intelligence does not have a significant effect on OCB, but does not support the research of Miao *et al.* (2017) and Sharma and Mahajan (2017) which state that emotional intelligence has a significant effect on OCB.

H2 states that job satisfaction has a positive and significant effect on OCB. The path coefficient is 0,383 (p=0,006). This means that the hypothesis which states that job satisfaction has a significant effect on OCB is accepted. The results of this research support the research of Karuna and Aruna (2021) and Rasheed *et al.* (2013) which states that job satisfaction has a significant effect on OCB.

H3 states that organizational commitment has a positive and insignificant effect on OCB. The path coefficient is 0,217 (p=0,134). This means that the hypothesis which states that organizational commitment has a significant effect on OCB is rejected. The results of this research support research by Novianti (2021) which states that



organizational commitment does not have a significant effect on OCB, but does not support the research of Asiedu *et al.* (2014) and Saif-ud-Din *et al.* (2016) which states that organizational commitment has a significant effect on OCB.

H4 states that emotional intelligence has a positive and insignificant effect on employee performance. The path coefficient is 0,029 ($p=0,760$). This means that the hypothesis which states that emotional intelligence has a significant effect on employee performance is rejected. The results of this study support the research of Bulan *et al.* (2022) which states that emotional intelligence has no significant effect on employee performance, but does not support the research of Serhan and Gazzaz (2019) and Febrina *et al.* (2021) which states that emotional intelligence has a significant effect on employee performance.

H5 states that job satisfaction has a negative and insignificant effect on employee performance. The path coefficient is $-0,006$ ($p=0,953$). This means that the hypothesis which states that job satisfaction has a significant effect on employee performance is rejected. The results of this research support the research of Putri *et al.* (2022) which states that job satisfaction has no significant effect on employee performance, but does not support the research of Febrina *et al.* (2019) and Dizgah *et al.* (2012) which states that job satisfaction has a significant effect on employee performance.

H6 states that organizational commitment has a positive and insignificant effect on employee performance. The path coefficient is 0,186 ($p=0,102$). This means that the hypothesis which states that organizational commitment has a significant effect on employee performance is rejected. The results of this research support the research of Hardiyanti *et al.* (2022) which states that organizational commitment has no significant effect on employee performance, but does not support the research of Pardiman (2018) and Al-Fakeh *et al.* (2020) which states that organizational commitment has a significant effect on employee performance.

H7 states that OCB has a positive and significant effect on employee performance. The path coefficient is 0,860 ($p=0,000$). This means that the hypothesis which states that OCB has a significant effect on employee performance is accepted. The results of this study support the research of Seran *et al.* (2021) and Musriha and Rosyafah (2022) which state that OCB has a significant effect on employee performance.

Table 2. Results of the Indirect Influence Path Coefficient Test

			Direct Influence	Indirect Influence	Total
OCB	<---	Emotional Intelligence	0,042	0,000	0,042
OCB	<---	Job Satisfaction	0,383	0,000	0,383
OCB	<---	Organizational Commitment	0,217	0,000	0,217
Employee Performance	<---	Emotional Intelligence	0,029	0,036	0,065
Employee Performance	<---	Job Satisfaction	-0,006	0,329	0,323
Employee Performance	<---	Organizational Commitment	0,186	0,187	0,373
Employee Performance	<---	OCB	0,860	0,000	0,860

Source: processed data (2023)

H8 states that emotional intelligence, job satisfaction and organizational commitment have a positive and significant effect on employee performance through OCB. The relatively large total influence comes from organizational commitment of 0,373, job satisfaction of 0,323, and emotional intelligence of 0,065 on employee performance. The indirect influence on employee performance comes from emotional intelligence of 0,036, work engagement of 0,329 and 0,187. The indirect influence of emotional intelligence, job satisfaction and organizational commitment through OCB on employee performance is strong. This is because the direct effect of job satisfaction which acts as a mediator on employee performance of 0,860 (p=0,000) was tested as significant. This means that the hypothesis which states that emotional intelligence, job satisfaction and organizational commitment have a significant effect on employee performance through OCB is accepted.

CONCLUSION AND SUGGESTION

Emotional intelligence does not have a significant effect on organizational citizenship behavior (OCB) of Bank Syariah Indonesia. This shows that the higher the emotional intelligence possessed by employees will not have an influence on increasing organizational citizenship behavior (OCB).

Job satisfaction has a significant effect on organizational citizenship behavior (OCB) of Bank Syariah Indonesia. This shows that the higher the job satisfaction felt by employees, the higher the organizational citizenship behavior (OCB).

Organizational commitment does not have a significant effect on organizational citizenship behavior (OCB) of Bank Syariah Indonesia. This shows that the higher the organizational commitment possessed by employees will not have an influence on increasing organizational citizenship behavior (OCB).

Emotional intelligence does not have a significant effect on the performance of Bank Syariah Indonesia employees. This shows that the higher the emotional



intelligence possessed by employees will not have an influence on increasing employee performance.

Job satisfaction does not have a significant effect on the performance of Bank Syariah Indonesia employees. This shows that the higher the job satisfaction felt by employees, the less it will affect the increase in employee performance.

Organizational commitment does not have a significant effect on the performance of Bank Syariah Indonesia employees. This shows that the higher the organizational commitment possessed by employees will not have an influence on increasing employee performance.

Organizational citizenship behavior (OCB) has a significant effect on the performance of Bank Syariah Indonesia employees. This shows that the higher organizational citizenship behavior (OCB) will have an influence on increasing employee performance.

Emotional intelligence, job satisfaction and organizational commitment have a significant effect on employee performance through Bank Syariah Indonesia's organizational citizenship behavior (OCB). This shows that the higher the emotional intelligence, the more employees feel satisfied at work and the higher the organizational commitment that employees have, it will influence the level of increase in organizational citizenship behavior (OCB) on employee performance.

For further research, it is recommended for other service industries such as insurance and pawnshops. It is also recommended to expand in other banking industries. This still needs to be done to strengthen the influence of company employee performance.

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