

The Effect of Emotional Intelligence, Organizational Commitment and Organizational Citizenship Behavior on Employee Performance

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ABSTRACT

The purpose of this study is to examine the effect of emotional intelligence, organizational commitment, and organizational citizenship behavior on employee performance. Sampling method was purposive sampling with 80 employees of PT. Taman Sengkaling UNMUH Malang. A multiple linear regression analysis was used to determine the effect of emotional intelligence, organizational commitment, and organizational citizenship behavior on employee performance. This study concluded that there is a significant effect between emotional intelligence, organizational commitment, and organizational citizenship behavior on employee performance. The higher the emotional intelligence, organizational commitment, and organizational citizenship behavior OCB, the higher the employee performance. This paper research suggests further research examine other variables with different research objects.

Keywords: Emotional Intelligence, Organizational Commitment, Organizational Citizenship Behavior (OCB), Performance

INTRODUCTION

Organizations always try to improve employee performance to achieve their goals as it remains the major problem faced by managements. It requires them to recognize factors influencing employee performance, one of which is intellectual ability, which is supported by the ability to master, manage oneself and to build relationships with others (Martin, 2000).

According to Rivai (2008, p. 309), performance is a real behavior of one person as his/her work performance according to his/her role in companies. Performance measurement is a process of assessing the progress of work towards the achievement of predetermined goals and objectives, including information on the efficient use of resources which produce goods and services, quality of goods and services, comparison of activity results with targets, and effectiveness of actions in achieving goals (Robertson, 2002). Sedarmayanti (2017, p. 286) stated that performance is something people do and observable. It includes actions and behaviors relevant to organizational goals. It is not a consequence or result of an action; it is the action itself.

One indicator of company's success is its employee performance achievement. This implies that employees have to display optimal outputs, since the merits of employee performance affects company's overall earnings (Trihandini, 2005). Employee performance is influenced by various factors within the employees (internal factors) and outside the employees (external factor). The internal factors include emotional

intelligence, commitment and behavior towards the environment, for example, organizational citizenship behavior (OCB).

Emotional intelligence is highly beneficial for employee. Hein in Yadav (2011) stated that emotional intelligence is the potential within a person to feel, use, communicate, recognize, remind, and describe emotions. Fitriastuti (2013) found that employees with high emotional intelligence will work better according to organizational standards and ultimately achieve better performance.

Wirawan (2009, p. 107) defined emotional intelligence as the ability to manage one's own emotions and to handle others. Emotions affect one's thoughts and actions implying that the relationship between one's emotions and behavior demands individual's ability to properly manage emotions since it brings out positive emotions making him/her become more sensitive, understand or empathize with other people and the environment, and harmonize with social values (Sumiyarsih, Mujiyasih, & Ariati, 2012).

Emotional intelligence plays an important role in helping employees to cope with dynamic changes in the business environment (Shahhosseini, Silong, Ismail, & Uli, 2012). Several studies on the effect of emotional intelligence on performance (e.g., Hidayati, Setiawan, & Solimun, 2013; Pratama & Suhaeni, 2018; Rahmasari, 2012) concluded that emotional intelligence has a significant effect on performance. However, Yani and Istiqomah (2016) found that emotional intelligence has no significant effect on performance.

In addition to emotional intelligence, another variable which affects performance is organizational commitment. As stated by Nongo and Ikyanyon (2012), organizational commitment is the extent to which an employee identifies the organization and wants to continue to actively participate in it. It is an indicator of employee performance where performance appraisal is an important factor for the success of an organization since it directly reflects strategic plans of the organization, thus in most companies it focuses on individual employees (Ticoalu, 2013).

Employees who are given the opportunity to participate in decision making in the organization will have a greater level of commitment to the organization (Sahertian, 2010). Organizational commitment can be used to predict professional activity and work behavior for it reflects the positive attitude of individuals to the organization (Rahmi, 2013). Employees with higher organizational support presumably show a higher affective commitment to organizations or companies (Yahya, Mansor, Warokka, 2012). Fitriastuti (2013) and Ticoalu (2013) contended that organizational commitment improves and produces optimal employee performance. It has a significant effect on performance (Cahyani (2019); Respatiningsih, & Sudirjo (2015); Suryahadi (2015)). However, Mekta and Siswanto (2017) argued that organizational commitment has no significant effect on performance.

The other factor affecting performance is the extra behavior known as organizational citizenship behavior (OCB). OCB is a visible and observable voluntary behavior, which is based on a dominant motive or value, and external rewards and punishments given by companies (Triyanto & Santosa, 2009).

Fitriastuti (2013) research on the influence of OCB on Civil Servant's performance stated highlighted that employees with OCB indirectly affect the achievement of organizational goals, because OCB contributes to improving employee performance. This is in line with Khazaei, Khalkhali, and Eslami (2011) stating that the constructs that make up the OCB variable have a significant effect on performance. In addition, Sani (2013) stated that there is a positive effect between procedural justice, organizational commitment, and job satisfaction on performance, which is mediated by OCB.

There are several other studies which found that OCB has a significant positive effect on performance (e.g., Abrar & Isyanto, 2019; Lestari & Ghaby, 2018; Sari, 2015). Meanwhile, research conducted by Yuwanda and Pratiwi (2020) concluded that OCB has a negative effect on performance.

The existing gaps of research on the effect of emotional intelligence, organizational commitment, and OCB above is a basis for this research variables with different research objects. The research object is a business of tourism sector under the auspices of PT. Sengkaling Recreational Park (TRS).

Sengkaling Recreation Park has various rides, lodging and culinary facilities. The company with its 160 employees hopes optimum employee's performance, at least they can reach the predetermined standard. Thus, the internal factors supporting the growth and development of performance must be considered.

This study aims to clarify the condition of emotional intelligence, organizational commitment, organizational citizenship behavior and employee performance in an organization and to analyze the effect of emotional intelligence, organizational commitment, and organizational citizenship behavior (OCB) on employee performance.

According to Goleman (2004, p. 441), the term emotion is derived from Latin *movere* which means to move. Oxford English dictionary describes emotion as all activities or upheaval of thoughts, feelings, lusts, or any mental state which is great or overflowing. Emotions refers to typical feelings and thoughts, a biological and psychological state and a series of inclinations to act. Emotions can be classified as anger, sadness, fear, annoyance, and shame. Emotions could spread like a virus, however not all emotions can spread equally and easily. The indicators of emotional intelligence according to Goleman (2004, p. 6) are self-awareness (self-regulation), motivation, empathy (social skills).

Sopiah (2008) stated that organizational commitment is a psychological bond to employees characterized by strong trust and acceptance of goals and values of the organization, the willingness to work towards achieving organizational interests and the desire to maintain a position as a member of the organization. Lincoln and Bashaw in Sopiah (2008) explained that organizational commitment has three indicators, including willingness, loyalty, and pride.

Robbins (2006, p. 31) stated that OCB is a choice of behavior outside formal work obligations of employees, yet supports the functioning of the organization effectively. Pareke (2008, p. 4) defined OCB as one extra-role behavior excluded from one's official work roles, since OCB is a voluntary role.

The indicators of organizational citizenship behavior according to Podsakoff (2006, p. 251) are attitude to help (altruism), obeying the rules (conscientiousness, positive and positive attitudes (sportsmanship)), behavior and responsiveness (courtesy), and attitudes in organizations (civic virtue).

According to Rivai (2010: 548) performance is a function of motivation and ability to complete assignments or work. To achieve the desired performance, organizations at least need to pay attention to individual characteristics and work environment to support employee performance. According to Mathis and Jackson (2002, p 78), performance is basically what employees do and what is not done, while Hasibuan (2006, p. 94) stated that performance is a combination of three important factors, namely the ability and interest, the ability and acceptance of explanation of task delegation, and the role and work motivation level. By some of these definitions, it concludes that performance is the result of a comparison between work results and work standards performed by a person with the ability to complete tasks and responsibilities of a given job, seen from the quality and quantity. the Indicators to measure performance quantity, quality, timeliness (Mangkunegara, 2007).

Based on the description above, this study research framework is presented in Figure 1.

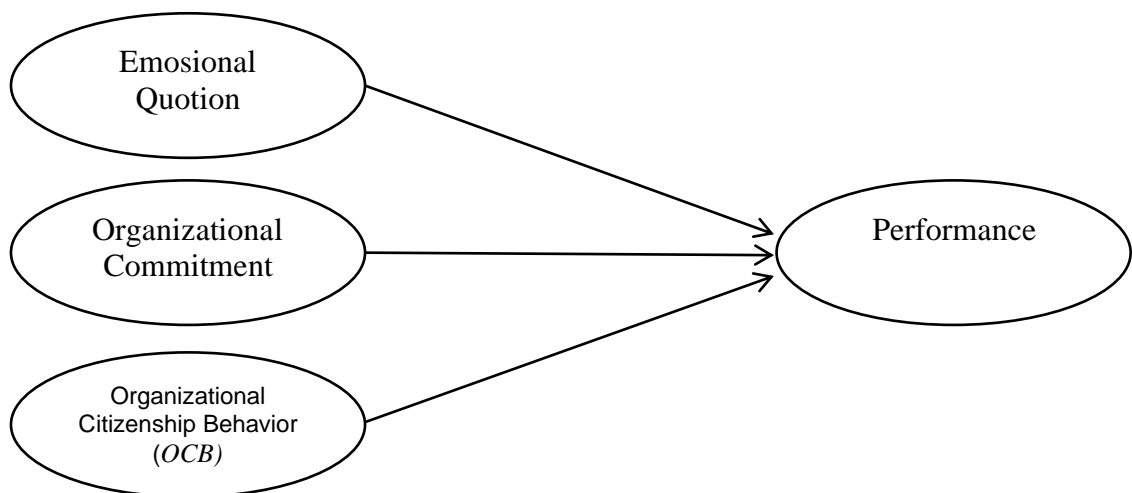


Figure 1. Research Framework

Addedly, we proposed the following hypotheses.

H1: Emotional intelligence has a significant effect on employee performance.

H2: Organizational commitment has a significant effect on employee performance.

H3: Organizational citizenship behavior (OCB) has a significant effect on employee performance.

RESEARCH METHOD

This research is explanatory research. Sugiyono (2009, p. 11) stated that associative research is research which aims to determine the relationship between two or more

variables. This study is to determine the effect of emotional intelligence, organizational commitment, and organizational citizenship behavior on employee performance.

This study involved 80 samples selected by judgment sampling techniques. Judgment sampling is choosing a sample based on subject characteristics adjusted to the purpose of the study (Kuncoro, 2015).

The data were collected by questionnaires and measured by a Likert scale. According to Sugiyono (2009, p. 162) questionnaires are data collection conducted by giving a set of questions or written statements to respondents to answer. Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about the phenomenon.

RESULTS AND DISCUSSION

The results of the multiple linear regression analysis that have been carried out to determine the coefficient of each variable are presented in table 1.

Table 1. Results of Multiple Linear Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.216	.964		.824
	EI	.352	.085	.382	.000
	OC	.280	.054	.287	.000
	OCB	.424	.106	.397	.000

a. Dependent Variable: EP

Based on the results of the regression analysis, the multiple regression equation can be formulated as follows:

$$Y = 0,216 + 0,352X_1 + 0,280X_2 + 0,424X_3 \quad (1)$$

From the multiple linear regression equation, it can be interpreted that:

- (1) Y = The dependent variable whose value will be predicted by the independent variable. In this study, the dependent variable is employee performance whose value is predicted by emotional intelligence, organizational commitment, and OCB.
- (2) a = 0.216 is a constant value, which is an estimate of employee performance. If the independent variable consisting of emotional intelligence, organizational commitment and OCB has a value equal to zero, then the employee's performance is 0.216.

- (c) $b_1 = 0.352$ is the amount of emotional intelligence variable contribution which affects employee performance. The regression coefficient (b_1) is 0.352 with positive value. If the emotional intelligence variable changes or increases by one unit, the employee's performance will increase by 0.352.
- (d) $b_2 = 0.280$ is the magnitude of the contribution of organizational commitment variables that affect employee performance. The regression coefficient (b_2) is 0.280 with a positive value. If the organizational commitment variable changes or experiences a one-unit increase, employee performance will increase by 0.280.
- (e) $b_3 = 0.424$ is the amount of the contribution of the OCB variable that affects employee performance. The regression coefficient (b_3) is 0.424 with a positive sign. If the OCB variable changes or increases by one unit, the employee's performance will increase by 0.424.

The results of multiple linear regression analysis show that the influence of the independent variable on the dependent variable is large. This can be seen in the coefficient of determination (R^2) which is equal to 0.911, close to 1 (see Table 2).

Table 2. Results of the Value of Determination Coefficient (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.830	.824	.69816

a. Predictors: (Constant), OCB, OC, EI

The results of this analysis signify that employee performance is influenced by 91.1% of the independent variables. While the remaining 8.9% is explained by other variables outside this research model.

Additionally, the results of hypothesis testing with F test is presented in Table 3 below.

Table 3. Result F test

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	181.443	3	60.481	124.081	.000 ^a
	Residual	37.045	76	.487		
	Total	218.488	79			

a. Predictors: (Constant), OCB, OC, EI

b. Dependent Variable: EP

The F test (ANOVA) with $Df_1 = 3$ and $Df_3 = 76$ produces the F table of 3.104 and the F value is 124.081. This implies that H_0 is rejected and H_a is accepted. These results indicate that the independent variables, namely emotional intelligence, organizational commitment, and OCB have a significant effect on employee performance. In other words, the proposed hypothesis is accepted. Figure 2 describes the normal curve for the F test.

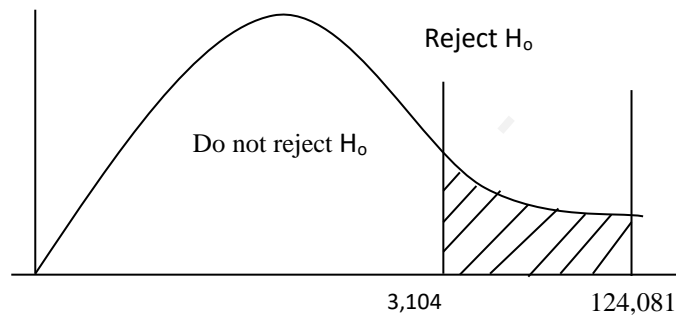


Figure 2. Acceptance and Rejection Region Curves of H_0 for the F Test (Simultaneous)

To determine the effect of each independent variable, namely the emotional intelligence variable, organizational commitment, and OCB with a significant effect on employee performance, a two-way (two-side or 1-tail) t-test is used by comparing the t-test value with t table. With the 95% degree of freedom ($\alpha = 5\%$) it obtains t table of 1.990. The results of hypothesis testing with complete t test is presented in Table 4.

Table 4. T test results

Model	t	Sig.
(Constant)		
Emotional Intelligence,	4.137	.000
Organizational	5.223	.000
Commitment	3.988	.000
OCB		

The comparison between tcount and ttable above shows that emotional intelligence, organizational commitment, and OCB have a significant effect. This is the result of tcount > ttable. This underlines that all of these variables can reject H_0 and accept H_a . Statistically, regression analysis partially can be explained as follows.

1. Emotional Intelligence Variables

From the analysis results show that the t value in the emotional intelligence variable is 4.137 while the t table is 1.665. These results implies that there is a significant influence on the emotional intelligence variable on employee performance, with the assumption that other variables are constant (see Figure 3).

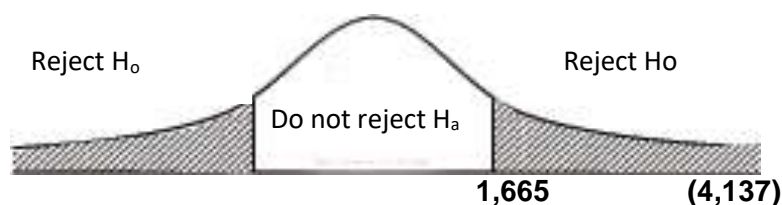


Figure 3. Regional Curves of Acceptance and Rejection of t test

2. Variable organizational commitment

The comparison results show that the t value of organizational commitment variable is 5.223 while the t table is 1.665. This concludes that there is a significant influence on organizational commitment variable on employee performance, with the assumption that other variables are constant (see Figure 4).

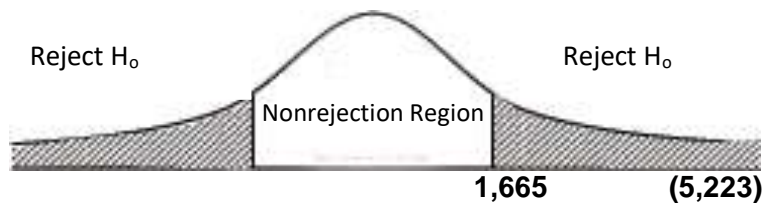


Figure 4. Regional Curves of Acceptance and Rejection of t test

3. Variable organizational citizenship behavior (OCB)

The results of the comparison show that the t value of OCB variable is 3,988 while the t table is 1.665. It concludes that there is a significant effect of OCB variable on employee performance, with the assumption that other variables are constant (see Figure 5).

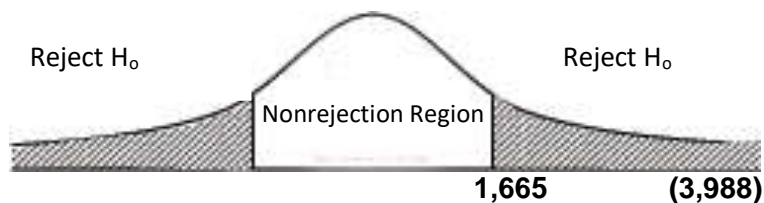


Figure 5. Regional Curves of Acceptance and Rejection of t test

As for knowing the variables with dominant effect on employee performance, a comparison of the coefficients of the two research variables can be carried out, which is presented in full in Table 5.

Table 5. Results of the Regression Coefficient

No.	Variable	Coefficient
1.	Emotional Intelligence,	
2.	Organizational	.352
3.	Commitment	.280
	OCB Organizational	.424
	Commitment	

The results of regression coefficient for each variable show that the magnitude of the influence of each variable, for emotional intelligence of 0.352, organizational

commitment of 0.305 and OCB of 0.424. These results prove that OCB has the most influence on employee performance. Further discussions of the results are presented in the following sections.

The Effect of Emotional Intelligence on Performance

The results of analysis and hypothesis testing related to the effect of emotional intelligence on performance show significant effect on performance, this indicates that the first hypothesis is accepted.

The emotional intelligence of employees determines the achievement of employee performance, where with an increase in emotional intelligence provides support to improve employee performance. The results of the analysis show that employee's emotional intelligence has shown high results. This is in line with Hidayati et al. (2013), Pratama (2018), and Rahmasari (2012) concluding that that emotional intelligence has a significant effect on performance.

The Effect of Organizational Commitment on Performance

The results of the analysis and hypothesis testing show that organizational commitment has a significant effect on performance. This shows that employee commitment to the organization is beneficial to consider to maintain and improve employee performance. Commitment has an effect on employee performance so that a strong sense of responsibility towards the organization improves their performance in terms of quantity, quality, and time. Employee commitment is shown by a sense of belonging to the organization, a high sense of responsibility and a feeling the value to be in the organization.

Fu and Deshpande (2014) explained that employee commitment produces significant employee performance. Similarly, Gelderen and Bik (2016) explained that organizational commitment builds extra performance roles and social performance of employees, especially for public services. Kim and Brymer (2011) also emphasized that organizational commitment affectively fosters extra employee performance and builds superior and competitive performance. Lau, Tong, Lien, Hsu, and Chong (2017) mentioned that high employee commitment have a positive effect on improving employee performance, especially affective commitment. Dinc (2017) explained that organizational commitment affectively produces high-performing employees. This finding corroborates Cahyani (2019), Respatiningsih and Sudirjo (2015), and Suryahadi (2015) arguing that organizational commitment has a significant effect on performance.

The Influence of Organizational Citizenship Behavior on Performance

The results of the analysis and hypothesis testing found that OCB has a significant effect on employee performance. This emphasizes that OCB is a highly significant factor for improving employee performance. OCB is an attitude outside of a formal voluntarily and positive attitude. This attitude is highly useful for organizations or companies to maintain their existence. Employees with extra role attitude will be responsible, feel ownership and love their work. The work given by the company will be completed voluntarily without supervision because they already feel that they belong as part of the company. There are several aspects of OCB according to Organ, Podsakoff, & MacKenzie (2006). This is consistent with Abrar and Isyanto (2019), Lestari and Ghaby (2018), and Sari (2015). In contrast, Yuwanda and Pratiwi (2018) concluded that OCB has a negative effect on performance.

CONCLUSIONS

As independent variables, emotional intelligence, organizational commitment, and OCB determine the level of employee performance. Emotional intelligence is a form of intelligence related to the emotional part of life, such as the ability to appreciate and manage emotions. Organizational commitment is an employee behavior related to a strong belief and acceptance of goals and values of an organization, the willingness to strive for the achievement of the interests of the organization, and the desire to maintain a position as a member of the organization. Organizational citizenship behavior is positive behavior in the form of deep individual contributions that exceeds the demands of a role in the workplace and is carried out without coercion from anyone and without expecting any reward. Performance is the quality and quantity of work achieved by an employee in carrying out his/her duties in accordance with the responsibilities assigned to each employee.

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