

Emotional Intelligence, Organizational Commitment, and Organizational Citizenship Behavior on Employee Performance of Manufacturing Company

Iyar Sasavila Aypik¹⁾, Fadhistia²⁾, Siti Maryam³⁾

¹⁾Study Program Manajemen Fakultas Ekonomi Dan Bisnis Universitas Swadaya Gunung Jati

^{2,3)} Universitas Swadaya Gunung Jati

*Corresponding Author

Email: iyarsasavila@gmail.com sitimaryam@ugj.ac.id

Abstract

High-quality, adaptive, and change-oriented human resources are very important for companies to sustain themselves in the midst of the increasingly rapid currents of globalization. This study had the aim to analyze the effects of emotional intelligence, organizational commitment, as well as Organizational Citizenship Behaviour (OCB) on employee performance at manufacturing company. The method used was quantitative, using primary and secondary data. The population consisted of 594 employees working in the production department, with a sample of 239 respondents calculated with the use of the Slovin formula at a 5% error margin. Data were analyzed through Smart PLS version 3.0. This study's findings concluded that emotional intelligence, organizational commitment, as well as OCB positively and significantly affect employee performance. Simultaneously, these three variables contribute to the improvement of employee performance, with complementary effects that support the achievement of company goals.

Keywords: *Emotional Intelligence, Organizational Commitment, OCB, Performance*

INTRODUCTION

Every organization needs to have high-quality and adaptive human resources that are ready for changes so they can survive in the midst of the intensifying currents of globalization and keep pace with the evolving times. Quality human resources are not only measured by intellectual intelligence, but also by emotional intelligence, which impact the optimal improvement of employee performance.

The dynamics that occur in the business world present challenges that compel companies to adapt to ongoing changes and developments. In this context, human resources become a key element for the success of the company. As the driving force behind various organizational activities, human resources play a role that is significant in supporting company operations.

Several influencing factors for employee performance are emotional intelligence, organizational commitment, along with OCB. Emotional intelligence is the capability of effectively utilizing as well as managing emotions, and to positively influence relationships with others. Emotional intelligence plays a role that is important in life, as it helps individuals to build good relationships, make sound decisions, and become more wise in handling pressure (Setiawan et al., 2022). Organizational commitment is a deep determination to stay as a member within a certain organization, a willingness to work diligently in accordance with organizational expectations, and a belief in the acceptance of organizational values and goals. In other words, commitment is an attitude that reflects an employee's loyalty toward the organization (Sakti et al., 2020). Organizational Citizenship Behaviour (OCB) is voluntary actions by members of an organization that support organizational functions, therefore, this behavior is characterized by a helpful attitude which is expressed in actions that show selflessness and are more oriented towards the well-being of others. OCB plays a role that is important in establishing a supportive and harmonious work environment that can increase organizational efficiency, productivity, as well as job satisfaction (Agustinus Sihombing et al., 2023).

Table 1 : Employee Performance Evaluation of Manufacturing Company 2023-2024

Year	Number of Employees	Evaluation		
		Satisfactory	Good	Very Good
2023	594	13%	76%	11%
2024	594	15%	75%	10%

Source: Manufacturing Company

Table 1.1 shows a 2% increase in the performance assessment within the satisfactory category, a 1% decrease in the good category, and a 1% decrease in the very good category. This is an indication of a decline in employee performance in the good and very good categories. The phenomenon that occurs in manufacturing companies is the high level of pressure faced by companies due to demanding work targets, which often force employees to work beyond specified working hours. This condition leads to employee tardiness or absenteeism, as well as a decreased willingness among coworkers to help each other. Aside from that, this constant pressure also creates emotional tension among employees, which in turn leads to a decline in their commitment to the company. Employees who feel overwhelmed are less likely to participate in additional initiatives or reduce their contributions to the team. As a result, this lowers the level of employee collaboration and performance due to the lack of empathy and insufficient mutual support that should exist in a healthy work environment.

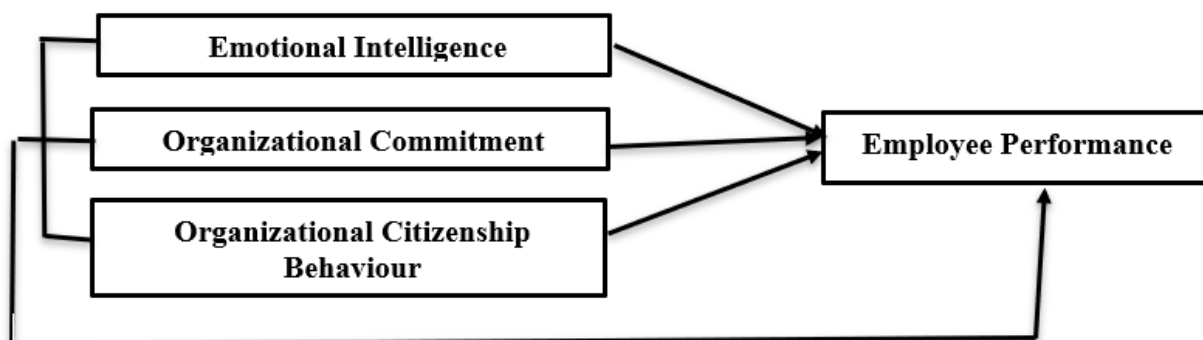
The aforementioned phenomenon is supported by previous research on emotional intelligence, organizational commitment, as well as OCB carried out by (Sancaya et al., 2021) with the findings that emotional intelligence, organizational commitment, along with OCB simultaneously affect employee performance in a significant manner.

The definition of emotional intelligence, as stated by McShane and Von Glinow in Wibowo (2019:85), is: “Emotional intelligence is a set of abilities to perceive and express emotions, assimilate emotions into thought processes, understand and reason with emotions, and connect one's own emotions as well as those of others.” The definition of organizational commitment is also proposed by Dr. Emron Edison et al. (2016:224, which stated that: “Organizational commitment is an attitude that reflects employees' loyalty to their organization and an ongoing process through which organizational members express their concern for the organization, as well as for its success and welfare”.

From the opinion of Pordsakoff & MacKenzie in (Budihardjo 2014: 162), OCB is defined as “Voluntary behavior, behavior that goes beyond task demands that contribute to organizational success”. Edison (2022:188) also defined that: “Performance is the result of a process that is directed and measurable over a certain period of time based on predetermined terms and agreements”.

The following is the explanation for the research framework:

Figure 1: Conceptual Framework



Source : Processed by Researchers 2025

Hypothesis Formulation

- H1 : Emotional Intelligence (X1) is presumed to have a positive effect on Employee Performance (Y)
- H2 : Organizational Commitment (X2) is presumed to have a positive effect on Employee Performance (Y)
- H3 : Organizational Citizenship Behaviour (X3) is presumed to have a positive effect on Employee Performance (Y)
- H4 : Emotional Intelligence (X1), Organizational Commitment (X2), and Organizational Citizenship Behaviour (X3) are presumed to collectively have a significant and simultaneous effect on Employee Performance (Y)

RESEARCH METHODS

Quantitative method was applied for this study. Quantitative method, as explained by Sugiyono (2017), is based on positivist philosophy in studying particular population or sample. With the aim of testing predetermined hypotheses, data were gathered from research instruments then analyzed quantitatively. The study also applied associative method, which is a formulation of research problems that investigates the relationship between two variables or more. This type of method is very suitable for the study conducted, because this is a systematic scientific study of existing phenomena within the company and its relationship to the effect between variables. This study's dependent variable is employee performance, while emotional intelligence, organizational commitment, as well as OCB are the independent variables.

The population consisted of 594 employees working in the production department at a Manufacturing Company. The technique for sampling to determine this study's sample was the Slovin formula with a 5% error margin or 0.05, which obtained a total of 239 samples.

RESULT AND DISCUSSION

Characteristics of Respondents

A total of 239 employees participated as respondents in this study, with the research object being employees of a manufacturing company. The respondents were then divided into several categories, as follows:

Table 2 : Data of Respondents' Characteristics

No	Characteristics	Description	Total	Percentage
1	Gender	Female	140	58,6%
		Male	98	37,7%
2	Age	20-25 Years Old	122	50,6%
		25-26 Years Old	97	39,9%
		>40 Years Old	23	9,5%

Source : Result of Data Processing 2025

Referring to the characteristic of respondents, this study involved 239 respondents in total, with a variety of genders. Most of the respondents were female, with a total of 140 individuals or approximately 58.6% of the total participants. Meanwhile, the number of male respondents was 98 individuals, which is equivalent to 37.7% of the total respondents. This data indicates that female participation in this study was more dominant than male.

Analysis of Data Discussion

SEM-PLS analysis was used for this study with the process of calculation assisted by SmartPLS 3 software application. Partial Least Square (PLS) analysis is a multivariate statistical method that explores how multiple independent variables relate to multiple dependent variables. PLS is a variance-based SEM method that was created to resolve the issues in multiple regression, such as multicollinearity, missing values, as well as small sample sizes. Partial Least Square (PLS) model evaluation is carried out through an assessment of both the outer model as well as the inner model.

Validity Test

To determine whether a questionnaire is valid or invalid, the validity test can be conducted. A questionnaire is declared valid if its questions effectively reveal something that the questionnaire intended to measure (Ghozali, 2015).

1. Convergent Validity

The conduct of the convergent validity test has the aim of finding out about each indicator’s validity in relation to its latent variable. In the SEM-PLS software, the table of outer loading displays the validity test results. As explained by (Ali Akbar et al., 2022), the value of an indicator is considered valid if it explains its construct variable with a value of > 0.7.

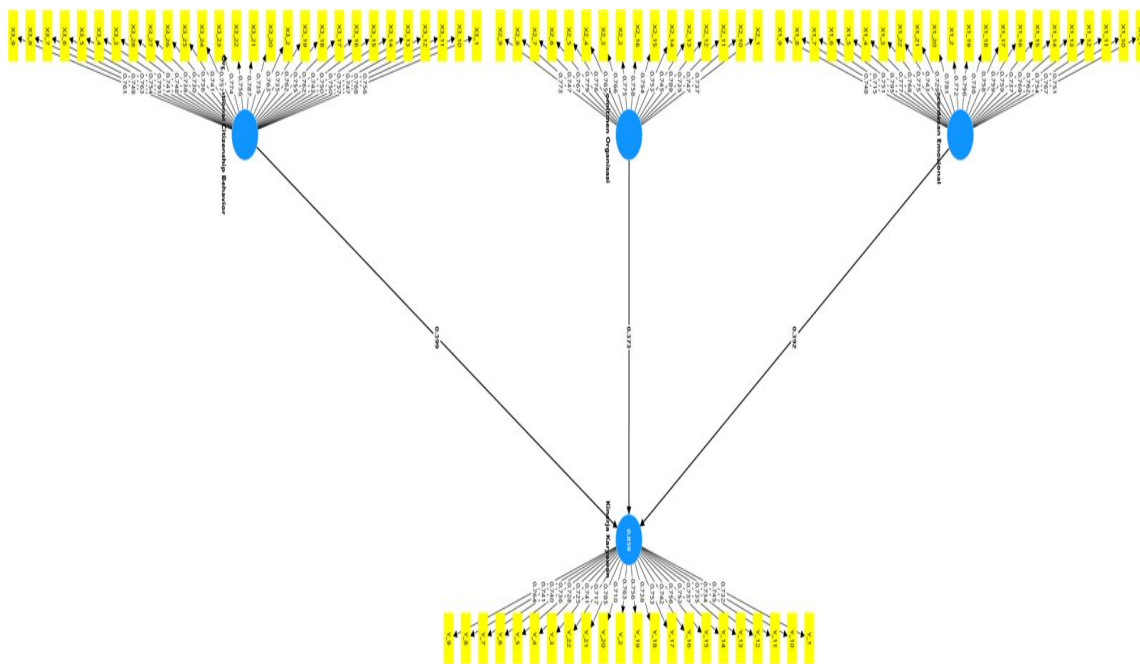


Figure: Outer Loading

2. Cronbach’s Alpha and Composite Reliability (Internal Consistency Reliability)

The next stage in the outer model testing is measuring internal consistency reliability, which is conducted by examining Composite Reliability along with Cronbach’s Alpha values. Cronbach’s Alpha reflects how much the indicators within a construct correlate to one another, while Composite Reliability measures the variation in outer loading among indicator variables. As explained by (Nauw & Retawati, 2021), the acceptable values for both metrics should exceed 0,6.

Table 3: Cronbach’s Alpha, Composite Reability, AVE

	Cronbach’s alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)

Emotional Intelligence	0.965	0.966	0.968	0.577
Employee Performance	0.961	0.961	0.964	0.551
Organizational Commitment	0.951	0.952	0.956	0.578
Organizational Citizenship Behaviour	0.972	0.972	0.974	0.569

3. Convergent Validity (AVE)

Convergent validity refers to how well a construct is capable of measuring each of its indicators. Convergent validity is tested by evaluating AVE. As stated by (Aisyah et al., 2019), when the AVE value exceeds 0,5, the construct is capable of explaining more than 50% of the variance in its indicators.

Average Variance Extracted (AVE) indicates that all constructs have good convergent validity, with values exceeding 0.50. Emotional Intelligence has an AVE at 0.577, Employee Performance at 0.551, Organizational Commitment at 0.578, and Organizational Citizenship Behaviour at 0.569, which indicates that the indicators within each variable can explain the constructs well.

4. Path Coefficient and T-Value

In this stage, the test involves examining the path coefficient values along with the t values. A path coefficient value nearing 1 indicates a positive relationship, whereas a value nearing 0 in the structural model indicates a weak relationship. Furthermore, the t value shows the relationship's significance between variables at a certain error level. For this study, researchers used a 5% significance error level, meaning that the t value should exceed 1.9 (Ali Akbar et al., 2022) The path coefficient value as well as the t value are displayed on the following table:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Emotional Intelligence -> Employee Performance	0.392	0.391	0.043	9.062	0
Organizational Commitment -> Employee Performance	0.373	0.373	0.039	9.466	0
Organizational Citizenship Behaviour -> Employee Performance	0.399	0.399	0.043	9.347	0

As shown by the **direct relationship test** results, Emotional Intelligence affects Employee Performance in a significant manner, with a coefficient of 0.392 ($T = 9.062$; $p = 0.000$), Organizational Commitment affects Employee Performance in a significant manner, with a coefficient of 0.373 ($T = 9.466$; $p = 0.000$), and Organizational Citizenship Behaviour also affects Employee Performance in a significant manner, with a coefficient of 0.399 ($T = 9.347$; $p = 0.000$). These results indicate that all three independent variables contribute to the improvement of Employee Performance significantly.

5. R-Square Value

A model's explanatory power relates to its capability of fitting the data at hand by measuring the strength of the associations shown in the PLS path model. The measure that is most frequently used in assessing a structural model's explanatory power is the coefficient of determination (R^2), often also referred to as the R-square value, which is used to evaluate a structural model's strength. The greater the R-square value is an indication that the predictive ability of the proposed research model is also even better. The **R-Square** value analysis results are displayed on the table below.

	R-square	R-square adjusted
Employee Performance	0.859	0.857

As shown by the **R-square** results, Emotional Intelligence, Organizational Commitment, as well as Organizational Citizenship Behaviour variables are capable of explaining Employee Performance by 85.9%. The **adjusted R-square** value of 85.7% is an indication that this model has an excellent predictive ability in explaining the variability of Employee Performance.

6. F Test (Simultaneous)

	Sum square	Df	Mean square	F	P value
Total	57536.23	238	0	0	0
Error	8236.097	235	35.047	0	0
Regression	49300.14	3	16433.38	468.893	0

Shows that the regression model simultaneously impacts employee performance significantly, with a a p-value of **0.000** as well as a F value of **468.893**. The **Sum Square Regression** value of **49,300.138** is an indication that the independent variables can explain most of the variability in employee performance, whereas the **Sum Square Error** of **8,236.097** indicates the part that is not explained by the model. Furthermore, the much higher **Mean Square Regression** in comparison to the **Mean Square Error** indicates that the independent variables contribute a significant amount to explaining the variations in employee performance. Therefore, a conclusion can be made that **emotional intelligence, organizational commitment, as well as OCB simultaneously affect employee performance in a significant manner**, affirming that these three factors have a role that is crucial in the improvement of individual performance in organizations.

1. Emotional Intelligence on Employee Performance

As shown by the outcomes of the analysis, employee performance is significantly impacted by emotional intelligence, with a T-value of 9.062, a p-value of 0.000, along with a coefficient of 0.392. This is an indication that when employees have emotional intelligence on a higher level, their performance in the organization will be even better. Employees who have the ability to effectively manage their emotions tend to be more productive, capable of working in teams, and face work challenges more easily. According to the findings of a research conducted

by (Ramadhana & Ratnawati, 2022), emotional intelligence significantly affects employee performance.

2. Organizational Commitment on Employee Performance

As indicated by the outcomes of the analysis, **employee performance** is significantly affected by **organizational commitment**. The relationship between organizational commitment with employee performance shows a T-value of **9.466**, a coefficient of **0.373**, as well as a p-value of **0.000**, signifying an effect that is significant. This implies that the more committed employees are to the organization, the better their performance will be. Employees with strong organizational commitment are more likely to work with dedication, have greater loyalty, and strive to accomplish the goals of the organization. This study's findings are backed by an earlier research conducted by (Marini & Putra, 2020), with the conclusion that a positive and significant impact is found between organizational commitment with employee performance. When employees exhibit high commitment to the organization, it can result in the improvement of their performance.

3. Organizational Citizenship Behavior (OCB) on Employee Performance

As indicated by the outcomes of the analysis, employee performance is significantly affected by OCB, with a T-value of **9.347**, a p-value of **0.000**, along with a coefficient of **0.399**. This is an indication that employees who demonstrate proactive work behaviour, assist colleagues, and take initiatives beyond their formal duties tend to exhibit better performance. This study's findings support the research by (Nasiroh, 2023), with the conclusion that OCB significantly affects employee performance.

4. Emotional Intelligence, Organizational Commitment, and Organizational Citizenship Behavior on Employee Performance

The results of the subsequent hypothesis analysis indicate that emotional intelligence, organizational commitment, as well as OCB simultaneously have an effect that is significant and positive on employee performance. An Adjusted R-Square of 0.857 is an indication that the model has a predictive accuracy that is of high level. Therefore, these three variables are collectively capable of explaining most of the variation in employee performance. The strong impact of emotional intelligence, organizational commitment, along with OCB affirms that these factors play a role that is crucial in shaping employee behaviour to be more productive, professional, as well as aligned with the goals of the organization. Therefore, improving these three aspects through training programmes, the establishment of a conducive work culture, and policies that encourage employee engagement can make a significant contribution to improving overall organizational effectiveness and success. Emotional intelligence, organizational commitment, as well as Organizational Citizenship Behaviour (OCB) have been shown to positively impact employee performance. As found by (A. Manafe et al., 2023), these three factors collectively increase work effectiveness within corporate environments.

CONCLUSION

To improve employee performance, companies can provide employees with emotional intelligence training so they can manage their emotions and work more effectively over time. Furthermore, creating a comfortable work environment and offering clear career advancement pathways can increase employee commitment as well as loyalty. Management also needs to encourage a positive work culture by rewarding employees who show initiative and concern for others. Regular evaluation is important to provide feedback and maintain consistent performance development.

REFERENCES

- A. Manafe, H., Yasinto, Y., & H. Djonu, J. (2023). Pengaruh Kecerdasan Emosional, Komitmen Organisasional, OCB (Organizational Citizenship Behaviour), dan Iklim Organisasi terhadap Kinerja Karyawan (Suatu Kajian Studi Literatur Manajemen Sumber Daya Manusia). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 4(1), 384–397. <https://doi.org/10.38035/jmpis.v4i1.1440>
- Agustinus Sihombing, Fahmi Amrico, & Eko Murti Saputra. (2023). Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behaviors (Ocb) Pegawai. *Journal of Innovation Research and Knowledge*, 2(10), 3901–3906. <https://doi.org/10.53625/jirk.v2i10.5232>
- Aisyah, A., Risal, M., & Kasran, M. (2019). Pengaruh Pengembangan Karir Dan Motivasi Terhadap Kinerja Karyawan Pada Perusahaan Air Minum Tirta Mangkaluku Kota Palopo. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 5(1), 17–24. <https://doi.org/10.35906/jm001.v5i1.343>
- Ali Akbar, M., Nidia Kusuma, B., Jamaludin, W., & Hickhamy Putri, S. (2022). Pengaruh Disiplin, Fasilitas, Lingkungan dan Kompensasi Kerja terhadap Kinerja Karyawan menggunakan Metode Structural Equation Model (SEM) pada bagian office di PT. SULZER INDONESIA. *Jurnal Teknologika*, 12(2), 254–261.
- Emron Edison dkk, (2016). Sumber Daya Manusia Strategi dan perubahan dalam rangka meningkatkan kinerja pegawai dan organisasi. CV Alfabeta, Bandung.
- Ghozali, H. Imam & L. (2015). Partial Least Square Konsep, Teknik Dan Aplikasi Menggunakan Program Smartpls 3.0 Untuk Penelitian Empiris Unersitas Diponegoro.
- Marini, L., & Putra, R. E. (2020). Keberlanjutan: Jurnal Manajemen dan Jurnal Akuntansi. *Jurnal Akuntansi*, 5(2), 105–116. <https://doi.org/10.32493/keberlanjutan.v6i2.y2021.p155-167>
- Nasiroh, S. D. (2023). Pengaruh Organizational Citizenship Behavior Terhadap Kinerja Karyawan Yang Dimediasi Employee Engagement. *AGILITY: Lentera Manajemen Sumber Daya Manusia*, 1(01), 10–17. <https://doi.org/10.59422/lmsdm.v1i01.57>
- Nauw, E., & Retawati, A. (2021). Pengaruh Budaya Organisasi dan Motivasi Terhadap Kinerja Karyawan PT. Grapari Telkomsel Palangka Raya. *Jurnal Manajemen Sains Dan Organisasi*, 2(2), 106–115. <https://doi.org/10.52300/jmso.v2i2.2715>
- Ramadhana, G. I., & Ratnawati, I. (2022). Sebagai Variabel Intervening (Studi Pada Kantor Pt Bess Finance Cabang Semarang). *Diponegoro Journal of Management*, 11(4), 1–22. <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Sakti, P., Dwi Handoyo, R., & Wihadanto, A. (2020). Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior terhadap Kinerja. *Jurnal Ilmiah Manajemen Dan Bisnis*, 21(1), 60–68. <https://doi.org/10.30596/jimb.v21i1.4149>
- Sancaya, I. N., Gama, G., & Rismawan, P. A. E. (2021). Pengaruh Kecerdasan Emosional, komitmen Organisasional dan Organizational Citizenship Behavior (OCB) terhadap Kinerja Karyawan pada Perusahaan Daerah Air Minum (PDAM) Tirta Mahottama Kabupaten Klungkung. *Values*, 2, 274–286.
- Setiawan, H., Baihaqi, M. I., & Beben, I. (2022). Dampak Kecerdasan Intelektual Dan Kecerdasan Emosional Terhadap Kinerja Karyawan. *JURISMA : Jurnal Riset Bisnis & Manajemen*, 12(1), 156–172. <https://doi.org/10.34010/jurisma.v12i1.5253>
- Solahudin, A., Fatimah, S. E., & Sulistiowati, L. H. (2024). Factors affecting affective commitment. *Edelweiss Applied Science and Technology*, 8(6), 3475–3483. <https://doi.org/10.55214/25768484.v8i6.2738>
- Sugiyono, (2015) . Metode Penelitian Kombinasi. *Alfabeta*, Jakarta.

Von Glinow, McShane. (2010). Organizational Behavior (Emerging Knowledge And Practice For The Real World). *McGraw-Hill/Irwin*, New York.