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## **Influence of Organizational Citizenship Behavior, Emotional Intelligence and Organizational Commitment on Employees' Work Ability**

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**Abstract:** The purpose of this study was to determine and examine the effect of Organizational Citizenship Behavior (OCB), emotional intelligence and organizational commitment on employee work ability. This study uses a survey design of respondents to employees of PT. X, as many as 1500 people. The method used in sampling using purposive sampling based on certain criteria. The results of hypothesis testing in this study used multiple linear regression analysis. Hypothesis testing shows that organizational citizenship behavior, emotional intelligence and organizational commitment have a positive effect on the work ability of employees at PT. X City of Kediri. This study shows that employees who behave OCB indirectly affect the achievement of organizational tasks, because OCB behavior shown by employees will contribute to improving employee work abilities. Employees who have high emotional intelligence will certainly work better in accordance with organizational standards and achieve good work skills. And on the other hand, employees with a high commitment are needed to show optimal work abilities. So that they can contribute to an organization.

**Keywords:** Organizational Citizenship Behavior, Emotional Intelligence, Organizational Commitment, Employee Work Ability.

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### **1. Introduction**

The success of an organization is strongly influenced by the work ability of each individual employee. Every organization is always trying to improve the work ability of its employees to achieve a goal. Work ability is still one of the problems faced by management until now, so management needs to know what factors affect employee work ability. employee work is effectiveness and efficiency, authority and responsibility, discipline and initiative (Wijaya, 2018).

Performance is a system used to assess and find out whether an employee has carried out his work as a whole or is a combination of work results and competencies 3i

Darmawan & Gulo (2020) In his research (Boyatzis et al., 2000; Harianto et al., 2020) stated that finding the right people in the organization is not an easy thing. Because what is needed is not only people who have better education or who are talented. But there are psychological factors that underlie the relationship between the person and the organization. Psychological factors affect a person's ability to organize, one of which is the

ability to manage oneself, optimism, initiating, doing calm thoughts without getting carried away by emotions (Bito et al., 2021).

Goleman (2000) calls this ability as emotional intelligence or *Emotional Intelligence*. Emotional intelligence is one of the factors that influence the relationship between managers and members of the organization Yurnal (2018) in his research shows that emotional intelligence is the potential from within a person to be able to feel, communicate, use, remind, recognize and describe emotions. . The term emotional intelligence was first put forward by Thorndike (1920) by dividing three areas of intelligence, namely abstract intelligence (the ability to understand and manipulate verbal and mathematical symbols), concrete intelligence (the ability to understand and manipulate objects), and social intelligence (the ability to relate to people other).

Sanjaya (2012) stated in his research that emotional intelligence has a strong and positive influence on *Organizational Citizenship Behavior*. In addition to emotional intelligence, another factor that affects *Organizational Citizenship Behavior* is organizational commitment. Organizational commitment is identified in three ways, namely a person's strong desire to remain a member of his organization, a willingness to direct his efforts for his organization, and a strong belief and acceptance of the values and goals of the organization.

Devi & Adnyani (2015) in their research suggests that employees who are highly committed will often speak positively about the company they work for, help other individuals and can exceed normal expectations in their work. And carry out work based on their own wishes without coercion. Commitment to the organization will make employees more loyal to the organization, and can work well for the benefit of the organization. Organizational culture has a goal to change the attitudes and behavior of Human Resources (HR) in order to increase work productivity in facing challenges in the future.

According to Due (2019) organizational commitment is a measure of employees' willingness to stay with a company in the future. Commitment is defined as a person's ability to carry out obligations, responsibilities and promises that limit a person to do something. Employees with high commitment will be able to show optimal work abilities. A person who is a member of an organization is required to have a commitment within himself. Organizational commitment does not only mean passive loyalty, but also involves an active relationship and the desire of employees to make a meaningful contribution to an organization (Sari & Setiawan, 2021). The higher the commitment, the higher the tendency of a person to be directed to actions that are in accordance with the standards of work ability of employees.

This is supported by previous research conducted by Sakti et al., (2020) and Fitriastuti (2013) which stated that the commitment of an organization has a major influence on the work ability of employees. An employee will work optimally, utilizing his abilities, skills and enthusiasm when he has a high organizational commitment. And, organizations must believe that in order to achieve excellence, it is necessary to strive for the highest possible individual work ability.

This research was conducted at PT. X Kota Kediri. PT X is a brand or the largest cigarette producing company in Indonesia. Founded in June 195, the company owns a 514-hectare tobacco complex in Kediri City, East Java, Indonesia. In running its business, it is necessary to have employees who have maximum work ability in order to provide services and produce good cigarettes in accordance with standards and quality. Therefore, every employee is

required to make a positive contribution by implementing *Organizational Citizenship Behavior* in every job.

Based on the results of observations that have been made at PT. X there are problems that are directly related to *Organizational Citizenship Behavior*. Namely the lack of desire of employees to help co-workers who have excessive workloads, lack of communication and interaction between employees so that it is difficult to provide advice when obstacles are encountered, many employees complain when faced with unfavorable conditions, and lack of employees participating in company activities and the lack of employee initiative in completing their work (Rifai et al., 2020).

The low behavior of *Organizational Citizenship Behavior* on employees will certainly have an impact on overall work ability. Given the importance of *Organizational Citizenship Behavior* on employees, especially for the progress of a company, *Organizational Citizenship Behavior* is considered important to be raised and improved. Leaders in an organization feel the need to set an example and pay attention to the factors that influence the emergence of *Organizational Citizenship Behavior* in employees.

Employees must have a high commitment to the organization where they work, and be able to regulate their own emotions in dealing with problems. The results of the study (Fitriastuti, 2013) revealed that employees who have high emotional intelligence will work better according to organizational standards and will ultimately achieve better performance. Meanwhile (Efendi, 2013) states that someone with high emotional intelligence abilities will be able to know himself, able to think rationally and behave positively and able to establish good social relationships because it is based on understanding the emotions of others.

Based on this explanation, it can be concluded that the empirical issues in this study are specifically designed to explore the relationship between employee experiences regarding *Organizational Citizenship Behavior*, emotional intelligence and organizational commitment to work ability. This study presents methodological issues, namely testing the validity of the *Emotional Intelligent* construct developed by Golemen (2000), *Organizational Commitment* developed by Rindi Nurlaila Sari (2014); Karyoto et al., (2020) and *Organizational Citizenship Behavior* which was tested previously developed using *Exploratory Factor Analysis* based on using the *Principal Component Analysis* method.

## 2. Literature Review

### *Organizational Citizenship Behavior (OCB)*

According to Fitriastuti (2013) suggests that OCB is an employee behavior that has a voluntary attitude that can be observed, which is based on a motive or with a dominating value based on rewards and punishments that have external characteristics. Meanwhile, according to Setiawan et al., (2019) states that "OCB can be interpreted as employees who help other employees voluntarily.

Titisari (2014) states that increasing Organizational Citizenship Behavior for employees is very important for organizations that can be identified by various factors, including:

- 1) Internal factors that come from the employees themselves, among others, are job satisfaction, commitment, personality, employee morale, motivation and so on.

- 2) Organizational Citizenship Behavior is influenced by external factors that come from outside the employees themselves, including leadership style, trust in leaders, and organizational culture.

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In addition, to *measure Organizational Citizenships Behavior* are as follows (Titisari, 2014):

- 1) *Altruism* (Think of Others)  
Employee behavior in helping other employees who are having difficulties both regarding the assigned tasks and problems with other people.
- 2) *Conscientiousness* (sincere/voluntary nature)  
A behavior that is shown by the effort of employees that exceeds what the company expects. Voluntary behavior that is not an employee's duty or duty.
- 3) *Sportsmanship* (sportsmanship)  
Behavior that provides a tolerance for a less than ideal situation in an organization without raising objections.
- 4) *Courteousness* (courtesy/ethics)  
Always maintain good relations with other employees or co-workers in order to avoid interpersonal problems.
- 5) *Civicvirtue* (morality)  
A behavior that always gives a dedication in attitude to the life of an organization and takes an attitude in the organization that can be improved.

### **Emotional Intelligence**

One of the supporting factors in the process of employee work ability is emotional intelligence. Understanding emotional intelligence is to show how much potential one's emotional regulation is in dealing with problems, managing feelings within oneself and Doro's ability to manage his emotions well (Golemen, 2000).

Previous research conducted by Fitriastuti (2013) suggests that with good emotional intelligence, the performance must provide the best performance. Emotional intelligence is divided into two areas, namely personal competence. Self-regulation, social awareness, relationship management. Emotional intelligence can include different abilities, but become interrelated with one another. Emotional intelligence is grouped into five types, namely (Boyatzis et al., 2000) :

- 1) Independent: Each has a unique way of influencing the way things work.
- 2) Interdependence: Each individual has a limit and requires certain things on the other, with an intensive interaction.

- 3) Hierarchical: Emotional intelligence is able to construct structures that have levels.
- 4) Necessary, but not enough: The emotional intelligence that a person has as a basis is not enough to guarantee someone in the development of the skills they have.
- 5) Generic: A different job will have this fifth skill. This will appear when someone wants to develop their emotional intelligence skills.

Even according to Goleman (2000) to measure the emotional intelligence of a person can be known by:

- 1) Self-awareness  
It is the ability to know how we feel, and use it to guide decision making.
- 2) Self Setting  
It is one of the abilities to handle oneself so that it will have a positive impact on the implementation of tasks, be sensitive to what one's conscience says and have the ability to postpone enjoyment before what is to be achieved.
- 3) Self Motivation  
Is the ability to regulate the desire in him to move and lead to the goal, take the initiative and act effectively to face a failure.
- 4) Empathy  
Empathy is the ability to feel what other people feel. Or the ability to understand their perspective and incorporate trust and conformity.
- 5) Social Skills  
Is the ability to handle emotions well when dealing with other people.

### **Organizational Commitment**

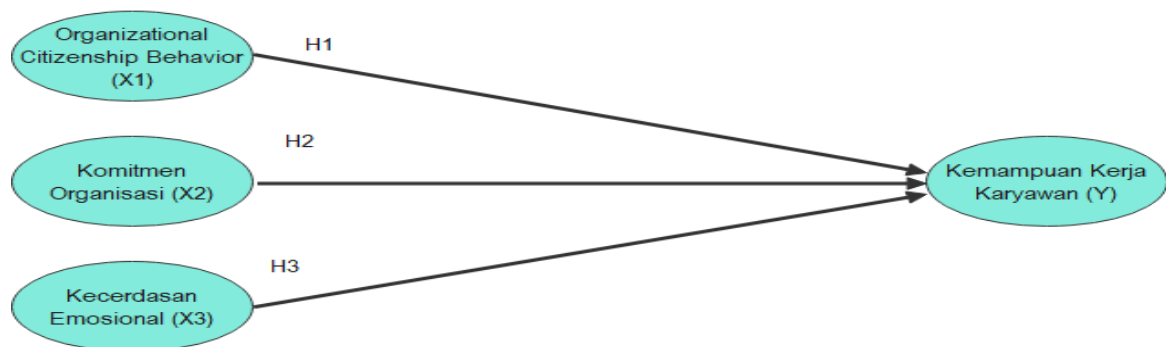
In a company organization, the organizational commitment of each employee is considered very important, including the employees of PT. X Kediri. Where organizational commitment is defined as a dimension of behavior used in assessing the tendency of employees' attitudes to survive as a member of the organization (Widiastra & Darma, 2015). There are several factors that influence employee commitment to the organization, namely (Bulkis, 2018) :

- 1) Personal factors
- 2) Job characteristics
- 3) Structured characteristics, and
- 4) Work experience

While the indicators of measuring organizational commitment according to (Ariesta, 2016) are as follows:

- 1) Strong desire to remain as a member of the organization. Namely, employees find it difficult to be attached to the company where they work and compare it with other companies that have been considered when connecting.
- 2) Desire to work hard for the success of the organization. That is, employees will voluntarily do work beyond the time period set by the company organization and always complete their main work and some additional tasks without taking into account the advantages and disadvantages.
- 3) Equation of organizational values. That is, employees have found a match between the values adopted by the company and employees believe that loyalty to employees is very important, therefore employees will still be connected to work.

Figure 1. Research Model



Source : Fitriastuti, 2013

### 3. Research Methods

The unit of analysis in this study was the individual. The research design used by using a structured survey method through a questionnaire with closed questions. To maintain the validity of the data, the questionnaire was designed randomly. The scale used in this research is caught is a Likert scale. Starting from a scale of 1 (strongly disagree) to a scale of 5 (strongly agree). Another objective of the pilot test is to determine the size of the sample used in further research. The sample is part of the number and characteristics possessed by the population (Jogiyanto, 2008; Budiman & Samani (2021).

The sample in this study were employees who worked at PT.X, an industrial and trading company with 1500 employees, but the sample in this study was 100 people. Researchers used the determination of the number of sample sizes using the approach (Shanka et al., 2006; Setyawan & Nawangsari, 2021). Sampling using purposive sampling technique using the slovin formula. The criteria used in sampling are employees who have a minimum of 1 year of service, with consideration of the 1 year period of employees having sufficient work experience, so that the emotional intelligence ability, organizational commitment and *organizational citizenship* behavior of employees can be evaluated. The data analysis method used is path analysis with the independent variables being emotional intelligence and organizational commitment, the dependent variable is employee performance and the intervening variable is *Organizational Citizenship Behavior (OCB)*.

Emotional intelligence variable using measurement Boyatzis et al., (2000) consists of 5 question items with 2-dimensional evaluation, namely personal intelligence and social competence. The variable organizational commitment using consists of 5 items that are evaluated (Meyer & Allen, 1997). Meanwhile, the *Organizational Citizenship Behavior (OCB)* variable consists of 5 question items consisting of 5 dimensions, namely *altruism, civic virtue, conscientiousness, courtesy, sportsmanship*. The performance variable is measured from all aspects resulting from his work, which consists of 5 question items, namely quality, quantity, timeliness, effectiveness, independence and commitment (Meyer & Allen, 1997).

### 4. Results and Discussion

Questionnaires were given to 138 employees at PT. X Kediri. Based on the survey results showed that male respondents dominated at most 52.5%, namely as many as 70 respondents, compared to female respondents, which only amounted to 69 respondents or 47.5%. The level



of productive age is 20-35 years (60%) and respondents are 36-44 years old (22.5%), as well as respondents aged 44 years and over or senior employees (17.5%), it can be concluded that the majority of respondents are relatively young and productive, namely between the ages of 20-35 years so that the performance shown tends to be better. Education greatly affects the ability, insight and confidence level of employees in carrying out their work. This is because the education factor is considered important to improve abilities. Based on the survey results, the education level of respondents who graduated from high school was 46 people (23.8%), D3 was 36 people (16.2%), S1 dominated as many as 40 respondents (52.5%), and S2 was 6 respondents (9.5%). The majority of respondents have a bachelor's education so they will tend to be able to work with a higher level of difficulty and responsibility.

The working period greatly affects the mastery of the details of the work of an employee. Respondents with longer tenure have better experience, confidence and mastery of job descriptions. Respondents with a working period of more than 6 years are the majority respondents, as many as 42 respondents (52.5%), respondents with a working period of 1-3 years are 29 respondents (36.2%), while for respondents with a working period of 4-6 years numbered at least, namely 9 respondents (11.3%). Therefore, it can be concluded that employees with longer tenures will tend to have the ability to deal with problems and have maturity in acting, thinking and making decisions.

The validity test was carried out to test the suitability of the instrument in the study either through question items or statements, with the construct being measured (Sekaran, 2003; Herry Setyawan et al., (2019). Reliability test was conducted to test the consistency of the research instrument. The usual and popular test tool used is the internal consistency test using the Cronbach Alpha coefficient. The suggested coefficient level is 0.7 (Hair et al., 1998). Classification of the level of reliability coefficients into three: Cronbach Alpha coefficient of less than 0.6 indicates poor reliability, Cronbach Alpha 0.6-0.8 indicates an acceptable level of reliability and Cronbach Alpha more than 0.8 indicates good reliability (Sekaran, 2003).

The Cronbach Alpha coefficient number above 0.6 indicates that the items in each of these variables are considered reliable or consistent. The results of the reliability test show that emotional intelligence has good validity and reliability (0.638); as well as organizational commitment variable (0.660); and performance (0.617). Among other variables, OCB has the best validity and reliability (0.940).

Table 1. Summary of Multiple Linear Regression Analysis Test Results

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	3.768	1.625		2.319
	OCB	.234	.080	.242	2.919
	Emotional Intelligence	.328	.122	.222	2.697
	Organizational Commitmen	.151	.088	.141	1.710
a. Dependent Variable: Kemampuan_Kerja					

*Source: Processed personal data, 2021*

Table 1 shows the summary results of hypothesis testing using multiple linear regression analysis. The indicated value is the regression coefficient for each relationship between variables. Multiple regression analysis was used to examine the effect of *organizational citizenship behavior*, emotional intelligence and organizational commitment variables on employee performance.

The results showed that all independent variables had a significant effect on work ability, with hypothesis 1 being supported ( $\beta=3.768$ ;  $p<0.05$ ). *Organizational Citizenship Behavior (OCB)* has a positive effect on work ability. This is supported ( $\beta = 0.234$ ;  $p<0.05$ ). Activities to help other co-workers will speed up the completion of other co-workers' tasks, and increase the productivity of the co-workers' performance. As time goes by, employees are expected to be able to help each other in completing their work, so as not to interfere with work ability. This behavior shows that employees have a contribution to improve their work abilities.

Emotional intelligence in table 1, with hypothesis 2 supported ( $\beta=0.328$ ;  $p<0.05$ ). Emotional intelligence has many functions by knowing when and how to express emotions so that it can be a control in carrying out activities and job demands in the organization. Emotional intelligence is the ability to recognize and manage, and express emotions appropriately. If employees have a high emotional self, they will work better and even tend to comply with the standards set by the organization, so that in the end they will achieve better work abilities.

Emotional intelligence and ability have a relationship and a connection. Every individual in an organization who has good emotions tends to have the will to improve and improve their work abilities (Boyatzis et al., 2000). Emotional intelligence refers to the ability to recognize our own feelings and those of others, the ability to motivate ourselves and the ability to manage emotions well, and build relationships with others. The working concept of emotional intelligence is self-awareness, regulation, motivation, empathy and social skills. The multiple linear regression test proves that there is a positive influence between emotional, intellectual and spiritual intelligence on employee performance. In addition, previous research also strengthens the statement that the existence of communication competence, emotional intelligence and organizational culture can significantly affect the work ability of employees (Edwardin, 2006; Hastuti & Setyawan, 2021).

Testing the third hypothesis shows that organizational commitment has a positive effect on performance, the third hypothesis is supported ( $\beta = 0.151$ ;  $p < 0.05$ ). Organizational commitment is an important factor that can be used in assessing the tendency of employees to stay as members of the organization. Organizational commitment is the identification and involvement of someone who is relatively strong in the organization. Organizational commitment is the desire of members of the organization to maintain their membership in the organization, and they are both willing to work hard in improving their work ability to achieve organizational goals.

Employees who have high organizational commitment, signify that the employee has full responsibility for his work and can perform his work functions without asking for help from others. Employees with high organizational commitment can show optimal performance. So that they can make a meaningful contribution to the organization. The employee will continue to be a member of the organization because he feels he has to be in the organization. These



feelings influence employees to try to improve their performance with the aim of organizational progress. The results of this study have the consistency to strengthen the statement in previous research which explains that the organizational commitment variable has a positive effect on employee performance (Napitupulu et al., 2017).

### 5. Conclusions and Suggestions

Based on the results of the study it was found that. *Organizational Citizenship Behavior (OCB)*, emotional intelligence and organizational commitment have a positive and significant effect on employees' work ability. Increased work ability of employees is influenced by the high and low level of emotional intelligence possessed by employees. This is because better self-esteem can make employees tend to behave in accordance with existing organizational standards, so that they will achieve good work skills.

*Organizational Citizenship Behavior (OCB)* and employee emotional intelligence will not be separated from the role of the organization, such as regulating the main tasks and functions of each line of work, so that there will be no overlapping tasks, which can lead to emotional friction between employees. In addition, organizations are advised to provide training related to efforts to improve the emotional intelligence of their employees. On the other hand, organizational commitment has a significant positive effect on employee abilities. Employees with high commitment will be loyal and willing to do whatever is needed by the organization where they work and will maintain their participation in organizational activities.

For an organization or company, maintaining consistency in employee commitment is not an easy thing. Various efforts have been made, one of which is by involving the active role of employees in every activity of the organization, both inside and outside the organization. It aims to create a forum for interaction for fellow employees. Employee participation in organizational activities is also important to note, because the involvement of employees will affect the willingness to work together, both with leaders and co-workers (Soeprajitno et al., 2019). One way that can be used to stimulate employee engagement is to involve them in participating in various decision-making opportunities. So that it can foster confidence that the resulting decision is a joint decision (Setyawan, 2015). In addition, employees will feel accepted as an integral part of the organization and have consequences for the obligation to carry out joint tasks because of their attachment to the organization.

The existence of *extrarole* behavior possessed by employees will foster the ability to assume new responsibilities and learn new skills with the aim of improving work abilities. Organizations can improve the *extrarole* behavior patterns that exist in current employees, by developing existing commitments, maintaining a conducive work environment, maintaining two-way communication patterns between leaders and subordinates, as well as among employees.

### 6. Acknowledgement

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