



The Influence of Emotional Intelligence and Self-Efficacy Towards Job Performance Through Organizational Citizenship Behavior

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Abstract

This study aims to determine the influence of emotional intelligence and self-efficacy on job performance through organizational citizenship behavior (OCB) in employees of PT Universal Agri Bisnisindo Marketing and Sales Department. This research is explanatory research. The population of this study were 49 employees of PT Universal Agri Bisnisindo Marketing and Sales Department using a saturated sample so that all members of the population were used as samples. This type of research data uses qualitative data obtained from questionnaires in the form of statements which are then translated into numbers using a Likert scale measurement. This figure is processed using the statistical method of path analysis and then reinterpreted qualitatively. The results of the study show that (1) emotional intelligence has a positive and significant effect on OCB; (2) self-efficacy has a positive and significant effect on OCB; (3) emotional intelligence has a positive and significant effect on job performance; (4) self-efficacy has a positive and no significant effect on job performance; (5) OCB has a positive and significant effect on job performance; (6) emotional intelligence has a positive and significant effect on job performance through OCB; (7) self-efficacy has a positive and significant effect on job performance through OCB.

Keywords: *Emotional Intelligence; Self-Efficacy; Organizational Citizenship Behavior; Job Performance*

Introduction

Intense competition requires companies to innovate by improving the quality of human resources in order to achieve increased productivity so that serious attention is needed to the management of human resources (Agustyantono et al., 2016). According to Mohyi (2020) the success of a company can be seen from the performance of its employees with one of the indicators, namely job performance. Job performance describes an increase in the management and development of human resources for the industry. Job performance will be seen from the assessment of job performance through a comparison of the work results achieved through the criteria for the level of job performance appraisal. Companies that have outstanding employees will have a positive effect on company development Narotama (2016). Therefore, job performance is very influential on the progress of the company.

PT Universal Agri Bisnisindo is engaged in the animal feed industry which has been established since 1999. This company divides its focus into various fields, one of which is the Marketing and Sales Department which is the cornerstone of the company. This department is not only responsible for selling products to prospective customers, but also goes directly to the field by providing insights regarding feed and its maintenance strategies to each customer so that must be prepared to go into the field by visiting cultivators from small to large scale who are customers of the company. This is the company's strategy to expand its market by offering various advantages compared to its competitors.

Every job certainly has its own difficulties and challenges. The difficulties and challenges experienced by the Marketing and Sales Department is employees must be able to ensure that the targets set by the company are achieved. If the employee succeeds in achieving sales, company will be given a sales bonus. However, if the employee does not succeed in selling the product at all within a certain period of time, a warning and evaluation will be given.

The phenomenon of job performance is not only in terms of external aspects, but also internal aspects, such as emotional intelligence and self-efficacy. Ability of emotional intelligence is important to employees of PT Universal Agri Bisnisindo Department Marketing and Sales because it is closely related to customer service. Service refers to actions that occur under the influence of emotions. Employees who have the ability to manage emotions can feel positive emotions from within themselves which is called emotional intelligence. Therefore, if employees have good emotional intelligence, they can serve customers regardless of their character and personality. But on the contrary, if employees lack emotional intelligence, it is difficult to serve customers. This of course will spearhead the desire of customers to buy products again or not so that the emotional intelligence of employees must be considered.

Furthermore, self-efficacy is also a factor in achieving job performance. Confidence and confidence in promoting products will be effective in achieving targets (Suherman and Savitri, 2018). PT Universal Agri Bisnisindo prioritizes a business to business (B2B) strategy in marketing its products, which means that it has to sell a large number of products at one time, so it must have high confidence in marketing and selling products so that potential customers have confidence in the products offered. Therefore, employees of PT Universal Agri Bisnisindo in the Marketing and Sales Department need to have high self-efficacy because it is directly related to the attitudes and actions that employees want to take in marketing and selling products in order to achieve or even exceed the targets that have been set.

Besides emotional intelligence and self-efficacy, which is the focus of this research, namely OCB as a mediator in achieving job performance. According to Prahesti et al., (2017), performance can be affected by OCB. Research has been conducted by Almahdali et al., (2021) proving that emotional intelligence and self-efficacy have a significant effect on OCB. This is also supported by research conducted by Oktri and Zulfadil (2019) which states that someone who has self-efficacy higher will like to help their co-workers thus increasing OCB in him. Furthermore, research conducted by Afuan et al., (2020); Amalia et al., (2021); Novi Sulistya et al., (2022) proved that there is a positive and significant influence on job performance, which means that the higher the OCB, the higher the job performance.

Based on the problem of the phenomenon above, it is known if emotional intelligence, self-efficacy, and OCB has an influence on job performance. This research will focus on the Department Marketing and Sales because this department deals directly with customers through the promotion of the products offered. The phenomenon that occurs is also the latest time so that it is expected to have a fast and significant impact on overcoming this problem and can have a positive impact on the progress of the company. Using different research objects and the latest observation time, the hope is that new facts will be found that will support previous evidence regarding the relationship between variables.

Methodology

This research is included in the category of explanatory research through a quantitative approach. The population in this study were 49 employees of PT Universal Agri Bisnisindo Department Marketing and Sales by using a saturated sample so that all members of the population are used as samples. This type of research data uses quantified qualitative data obtained from a questionnaire in the form of 19 statements which are then translated into numbers using a Likert scale measurement. These figures are processed using statistical calculations and reinterpreted qualitatively. This research focuses on influence emotional intelligence and self-efficacy on job performance through OCB using the path analysis statistical method (path analysis).

Result

Table 1 Characteristics of Respondents

| Characteristics | n (49) | % |
|----------------------|--------|---------|
| Age: | | |
| - 20 – 29 years | - 17 | - 34,7% |
| - 30 – 39 years | - 19 | - 38,8% |
| - 40 – 49 years | - 6 | - 12,2% |
| - ≥ 50 years | - 7 | - 14,3% |
| Gender: | | |
| - Man | - 42 | - 85,7% |
| - Woman | - 7 | - 14,3% |
| Education: | | |
| - Senior High School | - 3 | - 6,1% |
| - Diploma | - 8 | - 16,3% |
| - Bachelor | - 37 | - 75,5% |
| - Master | - 1 | - 2% |
| Work Period: | | |
| - 1 – 5 years | - 33 | - 67,3% |
| - 6 – 10 years | - 11 | - 22,4% |
| - ≥ 11 years | - 5 | - 10,2% |

Based on age, employees are dominated by those over 30 years of age. This means that the employees of PT Universal Agri Bisnisindo in the Marketing and Sales Department are of a productive age and are emotionally mature. Siallagan and Ritonga (2022) state that emotional intelligence develops in line with age, which means that when life experience increases, emotional intelligence will mature and contribute to emotional intelligence. Therefore, in this type of work, companies tend to employ employees aged over 30 years.

Based on gender, male employees are dominated by six times more than women. This means that work as an employee of PT Universal Agri Bisnisindo in the Marketing and Sales Department is more in demand by men than women. This is because this type of work is a field job that requires the physical endurance of its employees at work. Employees also need expertise in driving a car for mobility during visits from one farmer to another. In addition, Khairani and Putri (2008) stated that men have a higher level of emotional intelligence than women. This is because women are more emotional and fuller of feelings, while men are more rational and use logic. Men also have high self-efficacy. According to Agustina and Rozali (2022) stated that men have higher self-efficacy than women. Individuals who have

high self-efficacy tend to voluntarily help their co-workers thereby increasing OCB behavior. Therefore, in this type of work, companies tend to hire male employees.

Based on education, employees are dominated by Bachelor's degree. This means that most of PT Universal Agri Bisnisindo's employees in the Marketing and Sales Department have a Bachelor's degree (S1) education level so that they are able to complete their work in accordance with the application of the theory they have learned. According to Agustina and Rozali (2022) it is stated that employees with a bachelor level of education have higher self-efficacy than those with a lower education level of 60%. Therefore, this company tends to employ employees who have a Bachelor's level of education. Therefore, for this type of work, companies tend to employ employees with an undergraduate degree (S1).

Based on length of service, most of the employees have worked for this company within five years. This means that the employees of PT Universal Agri Bisnisindo in the Marketing and Sales Department are dominated by short working spans, so that continuous adaptation is needed to the work they carry out. In addition, companies need to accommodate and transfer knowledge from more experienced senior employees so that knowledge among employees is more evenly distributed and job performance for each employee can be achieved.

Discussion

Emotional Intelligence on the Organizational Citizenship Behavior

The results of the first hypothesis test (H1) state that emotional intelligence has a positive and significant effect on OCB. The positive effect shows that the higher the emotional intelligence possessed by employees, the impact on increasing OCB employees of PT Universal Agri Bisnisindo Marketing and Sales Department. These results prove the first hypothesis of this study.

Based on the results of the questionnaire, employees of PT Universal Agri Bisnisindo, Marketing and Sales Department, feel that they have excellent emotional intelligence to support their work. Furthermore, based on the phenomenon that occurs at PT Universal Agri Bisnisindo Marketing and Sales Department, the dimension that contributes the most to explaining the effect of emotional intelligence on OCB, namely social skills. The social skills possessed by employees of PT Universal Agri Bisnisindo in the Marketing and Sales Department are very good. These social skills can assist employees in interacting with others, including company customers. According to Almahdali et al., (2021) someone who has social skills can use these skills to influence, lead, consider, resolve disputes that occur, and cooperate with co-workers. If employees are able to establish good social relations, interpersonal conflicts can be avoided. In addition, based on the frequency distribution of emotional intelligence, the highest average is in the fourth indicator of empathy and the fifth indicator of social skills. This means that employees feel they have a very good ability to adjust and interact with others. Employees who are able to adapt in interacting with others will make it easier to adapt to all characters so that relationships will be well established and OCB behavior will be created. Thus, the emotional intelligence possessed by PT Universal Agri Bisnisindo employees of the Marketing and Sales Department is very good so that it is expected to be able to increase employee OCB.

Self-Efficacy on Organizational Citizenship Behavior

The results of the second hypothesis test (H2) state that self-efficacy has a positive and significant effect on OCB. The positive effect shows that the higher the employee's self-efficacy, the impact on increasing the OCB of employees of PT Universal Agri Bisnisindo Marketing and Sales Department, and vice versa. These results prove the second hypothesis of this study.

Based on the results of the questionnaire, employees of PT Universal Agri Bisnisindo Marketing and Sales Department feel they have good self-efficacy to support them at work. Furthermore, based on the phenomenon that occurs at PT Universal Agri Bisnisindo Marketing and Sales Department, the dimension that contributes the most to explaining the effect of self-efficacy on OCB, namely level. Employees will not perform tasks beyond their ability and prefer to do tasks according to what they can do and avoid work that is difficult to complete. Employees in this department are required to complete work with targets that increase every year. If the target given is successfully achieved, the following year is given a target that is higher than the current year. The employee's self-efficacy will determine his confidence in completing the target. Confident employees can easily convince potential customers to make their choice of the products offered so that the targets set by the company can be easily achieved. If the employee is able to complete the work assigned to him, it will increase his confidence in completing work at a more difficult level.

Employees with high self-efficacy will find it easier to achieve their targets so they will be happy to provide potential customers who come from outside their sales area to their co-workers. Therefore, employees who have self-efficacy will prefer to help their co-workers thereby increasing OCB behavior. In addition, based on the frequency distribution of self-efficacy, the highest average is in the generality indicator. This means that employees feel very good at developing to complete their work. Employees who can develop and carry out innovations to complete their work more effectively and efficiently will make it easier for them to complete work so that employees do not mind spending their time helping co-workers. This can improve relationships with other employees so that OCB behavior can be created. Thus, the self-efficacy possessed by PT Universal Agri Bisnisindo employees of the Marketing and Sales Department is good so that it is expected to be able to increase employee OCB.

Emotional Intelligence on Job Performance

The results of the third hypothesis test (H3) state that emotional intelligence has a positive and significant effect on job performance. The positive effect shows that the higher the emotional intelligence possessed by employees, the impact on increasing job performance of employees of PT Universal Agri Bisnisindo Marketing and Sales Department, and vice versa. These results prove the third hypothesis of this study.

Based on the results of the questionnaire, employees of PT Universal Agri Bisnisindo, Marketing and Sales Department, feel that they have excellent emotional intelligence to support their work. Furthermore, based on the phenomenon that occurs at PT Universal Agri Bisnisindo Marketing and Sales Department, the dimension that contributes the most to explaining the influence of emotional intelligence on job performance, namely social skills. Employees who have social skills can be invited to work together, resolve disputes in the corporate environment, and convince others so that their opinions can be accepted so that it has an impact on increasing job performance. Apart from that, it is also important to have social skills because this type of work is related to interactions with potential customers. Employees who are socially skilled can serve their prospective customers well so that prospective customers get a pleasant experience so that customers can recommend products from this company and make repeated purchases so that they can improve the job performance of employees who handle these customers. In addition, based on the frequency distribution of emotional intelligence, the highest average is in the fourth indicator of empathy and the fifth indicator of social skills. This means that employees feel they have a very good ability to adjust and interact with others. Employees who are able to adjust to interacting with others will make it easier to adapt to their surroundings, including new environments, making it easier for them to achieve sales targets set by the company. Thus, the emotional intelligence possessed by PT Universal Agri Bisnisindo employees of the Marketing and Sales Department is good so that it is expected to be able to improve the job performance of employees.

Self-Efficacy on Job Performance

The results of the fourth hypothesis test (H4) state that self-efficacy has a positive and not significant effect on job performance. The positive effect shows that the higher the employee's self-efficacy, the impact on the increase in employee performance of PT Universal Agri Bisnisindo Marketing and Sales Department employees, and vice versa. The insignificant effect shows that self-efficacy has a small effect on job performance. These results reject the fourth hypothesis of this study.

Based on the results of the questionnaire, employees of PT Universal Agri Bisnisindo Marketing and Sales Department feel they have good self-efficacy to support them at work. Furthermore, based on the phenomenon that occurred at PT Universal Agri Bisnisindo Marketing and Sales Department, employees felt that their self-efficacy was good, but when viewed from sales achievement it showed that there was a decline in sales in the 4th quarter of 2022. This shows that employees feel self-efficiency is good, but when viewed from the company's point of view is still has not reached the company's expectations and research results also show that self-efficacy has no significant effect on job performance.

Based on the results of the frequency distribution on the self-efficacy variable, the lowest average is found on the second indicator of strength (strength). Employees find it difficult to survive in less conditions. This is because each employee is given a sales target with their respective region. The sales area of each employee is determined by the company and sometimes differs from the area of origin of the employee so that employees are required to quickly and accurately adapt to a new environment. Each region certainly has different customs and behavior. If employees find it difficult and slow to adapt to a new environment, it can reduce their self-efficacy. In addition, employees who have difficulty surviving in less conditions tend to feel uncomfortable at work, which affects their performance at work which has an impact on the job performance of these employees.

Self-efficacy is important for every employee to have, but achieving the targets set by the company is more influenced by the way the employee interacts with potential customers which is reflected in the emotional intelligence factor. If employees have skills in interacting with prospective customers, they can create a pleasant shopping experience so that in the future these prospective customers will repurchase the company's products or recommend them to co-workers. Therefore, self-efficacy must be mediated first by OCB so that it has a significant effect on job performance.

OCB on Job Performance

The results of the fifth hypothesis test (H5) state that OCB has a significant effect on job performance. The significant effect shows that the higher the emotional intelligence possessed by employees, the impact on increasing OCB employees of PT Universal Agri Bisnisindo Marketing and Sales Department, and vice versa. These results prove the fifth hypothesis of this study.

Based on the results of the questionnaire, PT Universal Agri Bisnisindo's employees in the Marketing and Sales Department felt they had a good OCB to support their work. Furthermore, based on the phenomena that occur at PT Universal Agri Bisnisindo Marketing and Sales Department, the dimension that contributes the most to explaining the effect of OCB on job performance, namely thoroughness and conscientiousness. Employees who are conscientious and careful (conscientiousness) will voluntarily respond beyond company expectations so as to encourage increased job performance and have an impact on achieving the progress of the company. This can happen because employees who have an OCB attitude feel that they belong and love their work so that they act outside the formal and voluntarily adopt a positive attitude. In addition, employees who have an OCB attitude will be happy to provide potential customers who come from outside their sales area to co-workers, without worrying that co-workers get higher sales. Therefore, if the company improves aspects that can improve organizational citizenship behavior (OCB), job performance will increase. In addition, based on the frequency distribution of OCB, the highest average is in the fourth indicator of maintaining good relations. This

means that employees feel they have a very good ability to maintain relationships with other people. Thus, the OCB owned by PT Universal Agri Bisnisindo employees of the Marketing and Sales Department is already good so that it is expected to be able to improve the job performance of employees.

Emotional Intelligence on Job Performance through OCB

The results of the sixth hypothesis test (H6) state that emotional intelligence has a positive and significant effect on job performance through OCB. The positive effect shows that the higher the emotional intelligence possessed by employees, the impact on increasing the OCB of employees of PT Universal Agri Bisnisindo Marketing and Sales Department which then affects job performance, and vice versa. These results prove the sixth hypothesis of this study.

Based on the results of the questionnaire, employees feel they have very good emotional intelligence and good OCB to support their work. Based on the results of the questionnaire, employees feel they have a very good ability to maintain relationships with other people. Employees who are able to manage and control their emotions when interacting with others will find it easier to adapt to all characters so that interactions and relationships will be well established and OCB behavior will be created. If employees have emotional intelligence and behave OCB, it will increase job performance and have an impact on achieving the progress of the company. Thus, the emotional intelligence possessed by employees of PT Universal Agri Bisnisindo in the Marketing and Sales Department is very good and the OCB possessed by employees is also good so that it is expected to be able to improve the job performance of employees.

Self-Efficacy on Job Performance through OCB

The results of the seventh hypothesis test (H7) state that self-efficacy has a positive and significant effect on job performance through OCB. The positive effect shows that the higher the emotional intelligence possessed by employees, the impact on increasing OCB employees of PT Universal Agri Bisnisindo Marketing and Sales Department, and vice versa. These results prove the seventh hypothesis of this study.

Based on the results of the questionnaire, employees feel they have good self-efficacy and OCB to support them at work. Employees with high self-efficacy will find it easier to achieve their targets so they will be happy to provide potential customers who come from outside their sales area to their co-workers. Therefore, employees who have self-efficacy will prefer to help their co-workers thereby increasing OCB behavior. Therefore, if employees have self-efficacy and behave OCB, it will increase job performance and have an impact on the achievement of progress of the company. Thus, the self-efficacy and OCB of PT Universal Agri Bisnisindo employees of the Marketing and Sales Department are good so that they are expected to be able to increase the job performance of employees.

Conclusion

Based on the results of the research that has been described, it can be concluded that:

1. emotional intelligence has a positive and significant effect on OCB which means that the higher emotional intelligence then it will increase OCB;
2. self-efficacy has a positive and significant effect on OCB which means that the higher self-efficacy then it will increase OCB;
3. emotional intelligence has a positive and significant effect on job performance which means that the higher emotional intelligence it will increase job performance;
4. self-efficacy has a positive and significant effect on job performance which means that the higher self-efficacy it will increase job performance;

5. OCB has a positive and significant effect on job performance which means that the higher the OCB, the higher the job performance;
6. Emotional intelligence has a positive and significant effect on job performance through OCB which means that the higher emotional intelligence through increasing OCB it will increase job performance;
7. self-efficacy has a positive and significant effect on job performance through OCB which means that the higher self-efficacy through increasing OCB it will increase job performance.

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