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by Jasman Sarifuddin

Submission date: 22-Mar-2024 10:18AM (UTC+0700)

Submission ID: 2327479556

File name: ijsdp_19.01_35.pdf (1.48M)

Word count: 8451

Character count: 49839

Organizational Citizenship Behavior as A Moderator in Employee Performance: A Study on Emotional Intelligence and Job Satisfaction



Jasman Saripuddin Hasibuan^{*19}, Jufrizen¹⁰, Anugerah Senja Sari Nasution¹⁰, Maya Sari¹⁰

Faculty of Economic and Business, Universitas Muhammadiyah Sumatera Utara, Medan 20238, Indonesia

Corresponding Author Email: jasmansaripuddin@umsu.ac.id

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<https://doi.org/10.18280/ijstdp.190135>

ABSTRACT

Received: 27 April 2023

Revised: 12 September 2023

Accepted: 3 October 2023

Available online: 31 January 2024

Keywords:

emotional intelligence, job satisfaction, organizational citizenship behavior, employee performance, SmartPLS

This study aimed to determine and analyze (1) the effect of emotional intelligence and job satisfaction on employee performance; (2) the effect of emotional intelligence on employee performance moderated by organizational citizenship behavior; and (3) the effect of job satisfaction on employee performance moderated by organizational citizenship behavior. This research uses associative research with a sample of 55 respondents who are North Sumatra National Land Agency Regional Office employees. Data of the study were collected through questionnaires, which contain a series of statements. In addition, Partial Least Square (SmartPLS) is used to assess and evaluate the five hypotheses proposed in this research as part of the data analysis strategies employed in this study. The study results show a positive and significant effect of emotional intelligence and job satisfaction on employee performance; there is no influence between emotional intelligence and employee performance moderated organizational citizenship behavior, and there is no influence between job satisfaction and employee performance moderated organizational citizenship behavior. Based on empirical evidence, it has been observed that enhancing employees' emotional stability can lead to improved job performance, hence enhancing overall organizational effectiveness. Furthermore, providing increased possibilities for employees to fulfill their job tasks will likely result in heightened job satisfaction. This study delineates the topic's significance for leaders in government offices and provides vital suggestions for future research.

1. INTRODUCTION

The primary function of the government apparatus is to serve the public with the public interest with the equipment provided. In serving the public interest of the government apparatus as servants, not prioritizing personal interests or seeking profit [1]. Government apparatus must be able to maximize managing human resources in their area. Regional governments as groups, individuals, and institutions seek to improve the quality and quantity of work in improving their performance, especially in human resource management [2].

Human resources are essential for an organization. Organizations can only run well with human resources in them. To achieve organizational goals, good performance can produce good human resources [3]. Quality resources can influence high performance. Supporting high-quality human resources can be started with the presence of each employee of the organization, such as employee performance, employee emotional intelligence, employee job satisfaction, and organizational citizenship behavior that each employee has.

Generally, performance refers to a person's accomplishment in completing a task. Work performance is the quality and quantity of work employees accomplish in carrying out their responsibilities [4]. Employee performance results from someone completing the tasks assigned to him to attain work

objectives. Employees can work effectively if their performance is high and they produce quality work. Employee performance is one of the determinants of an agency or organization's success in attaining its objectives.

Consequently, employee performance can impact the institution's performance as a whole [5]. Performance is a way to judge how well an employee has done his job. It is a mix of work results (what a person needs to do) and competence (how they do it) [6].

Employees must have a high commitment to the organization so that their performance can be maximized and where employees work can be able to regulate their own emotions [7]. Emotional skills include the ability to control oneself and be able to survive in the face of problems, the ability to control one's desires and not feel satisfied quickly, the ability to regulate moods, and the ability to control anxiety so it does not interfere with the ability to think, able to empathize and hope. Employees with emotional intelligence can control themselves to complete their tasks properly. They can help the organization's operations and make it easier for management to evaluate performance [8].

Research results [9] found that employees with high emotional intelligence will work more effectively following organizational standards, resulting in improved performance. Emotional intelligence encompasses the ability to manage and

regulate one's emotions effectively and engage in interpersonal interactions with others. The impact of emotions on an individual's actions and beliefs is significant due to their inherent connection to conduct. The capacity to regulate emotions empowers employees to elicit and undergo pleasant feelings intrinsically, enhancing their sensitivity, empathy, and comprehension of others and their surroundings. This, in turn, facilitates the alignment of their values with those of the environment [10].

Job satisfaction is a person's behavior toward performance, relationships with co-workers, opportunities to get promotions, good relations with co-workers, supervision, and satisfaction with their work [11]. However, in the organization, several factors can cause decreased employee performance. One of the factors is that employees feel dissatisfied with the workload they are doing. The cause of employee job dissatisfaction is the lack of attention from the organization to its employees because employees feel underappreciated, need to pay more attention to their needs, their complaints should be listened to, and lack funds for what they do. The impact of employee job dissatisfaction makes employees not enthusiastic about working and increases employee absenteeism at work.

Another problem factor is employees who feel dissatisfied with their compensation because it is not commensurate with their obligations. Compensation is feedback given to employees in the form of compensation for services. There may be some employees who do calculations on their performance and estimate the compensation they will get. Conditions like this make employees feel dissatisfied with the compensation given by the organization, so it is not impossible if the employee ultimately decides to resign and look for another profession to get better compensation.

To reduce this problem, an organization should view human beings not as burdens but as assets. If this can be achieved, good relationships and synergies will be created between employees and leaders in the organization. Someone who feels satisfied at work will try as much as possible with all his abilities to give his best performance to the organization where he works to complete his work as well as possible. Employees content with their jobs are more inclined to take on additional responsibilities. This disposition is called organizational citizenship behavior. Organizational citizenship behavior is an attitude of employee behavior that is voluntarily, sincerely, and joyfully carried out without being ordered or controlled by the organization. Because there are numerous unwelcome obstacles in the organization where OCB behavior can mitigate the decline in organizational performance, successful organizations require jobs that go above and beyond the typical job responsibilities and deliver performance that exceeds expectations [12].

An organization or organization will often make errors at work and find things that deviate from the work done within the organization because work deviations and work errors can be detrimental to the organization. Performance has become the center of attention from all circles, rising among governments and organizations. Employee performance will increase employee credibility, creating a fairly good process to measure employees' success in carrying out their work on assignments [13].

Government apparatus or Civil Servants, as an element of community service, must first understand and adapt to the demands of the changing times that the old paradigm, which has been an aspect of government that tends to have power,

has now turned into authority for community service, and community empowerment. In line with the changing era, both internally and in the strategic environment, it is a must for every civil servant (apparatus) to understand and implement properly. A joint thought is needed in line with the government's efforts to realize Professional Civil Servants.

The primary objective of this research was to investigate and assess the impact of emotional intelligence on employee performance and the influence of job satisfaction on employee performance. Additionally, the study aimed to examine the moderating role of organizational citizenship behavior in the relationship between emotional intelligence and employee performance and the relationship between job satisfaction and employee performance at the North Sumatra National Land Agency Regional Office.

2. THEORETICAL REVIEW

2.1 Performance

Employee performance is one aspect that must be considered in an organization. The reason is that if the performance of employees in the organization could be better, it will affect the development and progress of the organization itself [14]. According to Akbar et al. [15], performance is a movement, deed, implementation, activity, or deliberate action undertaken to achieve a specific objective or aim. Performance is the result of work in a given period in terms of quality and quantity. A person or group accomplishes performance by carrying out work tasks following assigned responsibilities. Performance refers to the outcome or degree of achievement of an individual over some time in accomplishing tasks concerning several possibilities, such as established work norms, objectives or goals, and criteria that have been mutually agreed upon [16].

Many factors influence the performance of employees in an organization. In achieving high employee performance, several factors trigger high or low employee performance. According to the opinion of Harahap and Tirtayasa [17], performance is influenced by three factors: individual factors, organizational support factors, and management support factors. According to Diniaty and Fairus [18], the measurement of human resource work performance can be seen from the results of work and error rates. Among the factors that can affect the efficacy of human resources are the following: 1) Education is a crucial aspect of human resource development. Education can directly contribute to improving daily thought and behavior patterns; 2) A person's work experience is related to his work experience. The longer a person works in a particular discipline, the greater his experience in that field. Development is an effort to improve technical, theoretical, conceptual, and employee morale through education and training following the requirements of the job or position. Based on scientific methods and a consideration of the skills required by future libraries.

2.2 Emotional intelligence

Emotional intelligence is often considered the primary ability to regulate one's emotions and enhance interactions with others because emotional intelligence is something that is learned, not acquired. Emotional intelligence refers to the ability to recognize one's feelings and the feelings of others,

motivate oneself, regulate one's emotions, and relate effectively to others [19]. Emotional intelligence is the capacity to make intelligent use of emotions. Further explanation revealed that human emotions reside in the subconscious; therefore, it is acknowledged that emotional intelligence provides a deeper and more comprehensive understanding of oneself and others [20]. Emotional intelligence affects employee performance in the service department, necessitating high emotional intelligence. The environment significantly impacts emotional intelligence, is not fixed, and can alter anytime. Therefore, the involvement of the environment, particularly parents during childhood, is highly influential in the development of emotional intelligence [21].

Emotional intelligence is the capacity to manage feelings and interact with others. Emotions influence thoughts and actions, and the relationship between emotions and behavior necessitates the individual's ability to control emotions. This is because, through the ability to manage emotions, an employee (employee) will feel and bring up positive feelings from within himself, thereby becoming more sensitive and able to understand or empathize with other people and their environment and aligning the organization's values with those of its employees. Indicators of emotional intelligence can enhance work performance, and emotional intelligence is crucial to success in all fields. Five indicators of emotional intelligence are among them: self-awareness, Self-regulation, Self-motivation, Empathy, and Social skills [19].

2.3 Job satisfaction

There are numerous perspectives on job satisfaction. Employment satisfaction is a positive attitude toward work resulting from each characteristic. A person with high job satisfaction has a favorable attitude toward his employment [15]. Job satisfaction is a person's feelings of pleasure towards his work, manifested in the spirit of work. If a person feels satisfaction in his work, it will make him enthusiastic to do it. If employees in the organization have high enthusiasm, this will make it easier for employees to achieve the goals set by the organization. Job satisfaction is an affective state characterized by pleasure and affection for one's employment. This outlook is reflected in work morale, discipline, and output. Job satisfaction is experienced at work, outside of work, or through a combination of both. If employees are dissatisfied with their employment, it will be detrimental to the organization because their performance will decline, disrupting organizational performance. Their compensation will also affect employee output and job satisfaction [22].

Job satisfaction refers to a person's emotions and evaluation of his work, particularly concerning his working conditions and whether his expectations, needs, and desires are met. According to the preceding definitions, job satisfaction is a positive psychological condition employees experience when their needs are adequately met. Job satisfaction is a positive attitude toward one's employment that results from evaluating several characteristics [23]. Job satisfaction is a positive attitude regarding the adjustment of an employee to working conditions and situations where there are factors that influence it. The factors themselves give the role of satisfaction to employees depending on each employee's personality [24]. Includes the system and the amount of salary, social security, various benefits, provision of facilities, and promotions. There are several indicators of job satisfaction, namely Work Itself,

Supervision, Workers, Promotion, and Pay [25].

2.4 Organizational citizenship behavior

Organizational citizenship behavior (OCB) is a term used to describe voluntary human actions that enhance the effectiveness of organizational operations without the expectation of immediate rewards from the formal incentive structure. The freedom and voluntariness of behavior result from detachment from the prescribed obligations outlined in a contractual job description with an organization instead of being driven by an individual's decision-making [26].

Organizational citizenship behavior (OCB) refers to the voluntary actions performed by employees that go beyond the formal requirements and expectations of their job roles. Organizational citizenship behavior (OCB) encompasses a range of actions, such as engaging in prosocial behaviors, offering assistance to colleagues, actively participating in additional responsibilities, and adhering to established workplace regulations and protocols. These actions exemplify "employee value addition," which pertains to prosocial behavior characterized by positive social conduct that is constructive and purposeful in aiding others [27].

Organizational citizenship behavior (OCB) is voluntary (without coercion) individual behavior, indirectly (explicitly), officially recognized in the reward system. It also says that OCB is free (discretionary) behavior, indirectly to get appreciation from formal rewards [28]. OCB can improve employee performance because an attitude that voluntarily helps with additional tasks will help in organizational productivity. In simple terms, OCB can be employee behavior that helps solve other people's problems beyond their authority and responsibility. For example, employees who actively participate in team meetings when discussing work improvements and improvements or senior employees (with experience) who provide training to new employees outside of working hours. These behaviors can normatively contribute to increased performance both in teamwork and organizationally [29].

The factors affecting OCB are complex and interrelated. Among these factors that will be discussed include organizational culture and climate, personality and mood (mood), perceptions of organizational support, perceptions of the quality of superior-subordinate interaction, years of service, and gender (gender) have a significant impact so that its development needs to be considered, namely: Organizational Culture and Climate, Personality and mood (mood), Perceptions of Perceived Organizational Support, Perceptions of the quality of relationships or interactions between superiors and subordinates, Years of Service and Gender (gender) [25]. According to Nurhayati et al. [30] according to some experts, the following factors influence the emergence of organizational citizenship behavior: employee personality, group and organizations, job satisfaction, employee impression, and leadership. Organizational citizenship behavior consists of several indicators: Altruism, courtesy, sportsmanship, conscientiousness, and civic virtue [31].

2.5 The effect of emotional intelligence on employee performance

Emotional intelligence refers to an individual's capacity to comprehend and manage their emotions to prevent the

impairment of cognitive processes associated with rational thinking. Nevertheless, it can demonstrate a multitude of skills, including both personal aptitudes and interpersonal proficiencies [32]. Emotional intelligence and performance have a relationship and are interrelated. Every individual in an organization who has good emotions tends to have the will to improve and enhance their performance. Emotional refers to the ability to recognize our feelings and those of others, motivate ourselves, manage emotions well, and build relationships with others [33]. The framework of emotional intelligence is self-awareness, organization, motivation, empathy, and social skills [9]. The results of this study are in line with studies [9, 34, 35], who concluded that there is a positive and significant influence of emotional intelligence on employee performance.

2.6 The effect of job satisfaction on employee performance

A delighted employee will exhibit a positive attitude toward his work and perform it with complete responsibility to produce something of value for the organization. The satisfaction of personnel can positively affect their morale and productivity. The relationship between job contentment and productivity can be summed up by saying, "A happy worker is productive." Performance (work accomplishment) is influenced by job satisfaction, implying that a person's performance will improve if they can achieve job and personal satisfaction. To examine the influence of job satisfaction factors on employee performance. The research found that job satisfaction factors, including salary, leadership, and co-worker attitudes, significantly influence employee performance. This study also obtained the results that the attitude of co-workers is a factor that has a dominant influence on employee performance [36]. Research results [37-41] concluded that there is a positive and significant effect of job satisfaction on employee performance.

2.7 The effect of emotional intelligence on employee performance moderated by organizational citizenship behavior

In addition to emotional intelligence, organizational citizenship behavior impacts employee performance. Organizational citizenship behavior is exemplified by individuals who perform a task outside the scope of their designated duties and do so sincerely and without the expectation of compensation. Emotional intelligence has significant beneficial impacts on employee performance through organizational citizenship behavior. Emotional intelligence more significantly influences employee performance via organizational citizenship behavior than directly. This demonstrates that organizational citizenship behavior moderates the relationship between emotional intelligence and employee performance from emotional intelligence to organizational citizenship behavior. This demonstrates that emotional intelligence produces organizational citizenship behavior, enhancing employee performance [42].

2.8 The effect of job satisfaction on employee performance moderated by organizational citizenship behavior

Problems related to OCB are caused by low job satisfaction. An indication of low employee job satisfaction is when some

employees still often complain about the payroll system, which is felt to be lacking and sometimes not following the work that has been done. Employees are also unsure of their abilities due to the lack of training system carried out by the organization, lack of opportunity to advance or promotion, lack of supervision from superiors to their subordinates, as well as working environment conditions and lack of coordination among fellow employees which causes uncomfortable conditions and decreased job satisfaction. The effect of total job satisfaction on employee performance through organizational citizenship behavior has a positive effect [34] [43].

Based on the description above, the conceptual framework of this research can be described as shown in Figure 1 below:

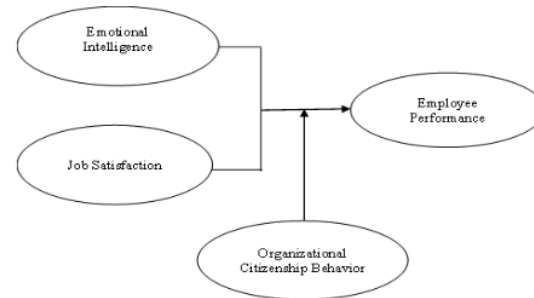


Figure 1. Conceptual framework

3. RESEARCH METHODS

This study used associative and quantitative methods. Associative research examines how a variable is related or related to other variables or whether other variables influence a variable. The reason for choosing associative research as a research method is due to examining data that is the influence of two or more variables [44]. The population is an area of generalization consisting of objects/subjects with specific qualities and characteristics chosen by the researcher for study; conclusions are then derived. The population of this research consisted of 120 employees of the Regional Office of the North Sumatra National Land Agency. As for determining the size/number of the sample in this study using a random sampling technique (random sampling), the basic random sampling technique was utilized. Since the quantity of the population is known, the Slovin formula is used to calculate the number of samples:

$$n = \frac{N}{1 + N.e^2}$$

Information:

1=Constant

n=Sample size

N=population size

e=Accuracy allowance

Based on the formula above, the samples in the North Sumatra National Land Area Office are as follows:

$$n = \frac{120}{1 + 120.(0.1)^2}$$

$n=54,54$

So, based on the calculation above, the sample in this study was 55 people.

This study's authors used various techniques to acquire accurate information [\[17\]](#) data by focusing on the problems under investigation. Data collection techniques include questionnaires and interviews. The data in this study will be analyzed quantitatively using statistical analysis, specifically the partial least squares-structural equation model (PLS-SEM), which seeks to conduct a path analysis (path) with latent variables. This analysis is called the second iteration of the multivariable analysis [45]. Structural equation modeling (SEM) utilizing variance-based techniques allows for the simultaneous examination of the measurement and structural models. The measurement model is employed to assess the validity and reliability of a construct, whereas the structural model is utilized to examine causation through hypothesis testing using predictive models.

4. RESULTS

4.1 Measurement model analysis/measurement model analysis (Outer model)

The study of the measurement model, also known as the outer model analysis, involves utilizing two assessments, namely: (1) the evaluation of construct reliability and validity, and (2) the assessment of discriminant validity. The subsequent data presents the outcomes of the tests conducted.

4.1.1 Construct reliability and validity

Construct validity and reliability are two essential assessments used to evaluate the dependability and accuracy of a given construct. The dependability score of the construct must attain a sufficiently high level. The requirement for composite dependability is more than 0.6 [46].

Based on Table 1, the composite reliability test concludes that employee performance is reliable, as the composite reliability value of 0.960 is greater than 0.6. The organizational citizenship behavior is reliable because its composite reliability value is greater than 0.6. Emotional intelligence is reliable because the composite reliability value of emotional intelligence is $0.877 > 0.6$, and job satisfaction is reliable because the composite reliability value of job satisfaction is $0.891 > 0.6$.

Table 1. Composite reliability

Variables	Composite Reliability
Employee Performance	0.960
OCB	0.933
Emotional intelligence	0.877
Job satisfaction	0.891

4. [\[76\]](#) Discriminant validity

Discriminant validity refers to the extent to which a particular construct exhibits distinct characteristics that set it apart from other constructs, demonstrating its uniqueness. The

current standard for measuring entails examining the value of the Heterotrait-Monotrait Ratio (HTMT). A construct can possess good discriminant validity if its HTMT value is less than 0.90 [46].

The conclusion of the Heterotrait-Monotrait Ratio (HTMT) test in Table 2 is that the variable of emotional intelligence on job satisfaction has a Heterotrait-Monotrait Ratio of $0.917 > 0.90$, indicating that discriminant validity is poor or not unique (constructs are not unique). Heterotrait-Monotrait Ratio = $0.872 > 0.90$ for the emotional intelligence variable on employee performance, indicating that discriminant validity is acceptable or distinct from other constructs (constructs are unique). Heterotrait-Monotrait Ratio of the job satisfaction variable on employee performance is $0.937 > 0.90$, indicating that discriminant validity is poor or not distinct from other constructs (constructs are not unique). Heterotrait-Monotrait Ratio > 0.90 for the emotional intelligence variable on organizational citizenship behavior indicates that discriminant validity is poor or not distinct from other constructs (constructs are not unique). Variable job satisfaction concerning organizational citizenship The Heterotrait-Monotrait Ratio is more significant than 0.90, indicating that discriminant validity is poor or not distinguishable from other constructs (constructs are not unique). The organizational citizenship behavior variable on employee performance has a Heterotrait-Monotrait Ratio of $0.905 > 0.90$, indicating that discriminant validity is poor or not distinguishable from other constructs (constructs are not unique). It indicates that the discriminant validity is inadequate or not distinct from other constructs (the constructs are not unique).

Table 2. Heterotrait-Monotrait Ratio (HTMT)

	Emotional Intelligence	Job Satisfaction	Employee Performance	OCB
Emotional intelligence				
Job satisfaction	0.917			
Employee Performance	0.872	0.937		
OCB	1.040	0.908	0.905	

Discriminant validity is the principle that distinct constructs should not be highly correlated. Cross-loading is used to determine the discriminant validity of a test. The discriminant validity test uses a cross-loading value greater than 0.5 as a rule of thumb. If the construct's correlation with the measurement items is more significant than the size of the other constructs, then their block size is superior to the other constructs' block sizes [47]. The results of the discriminant validity test are presented in Table 3.

Based on the data shown in Table 3, it is evident that each indicator of the research variable exhibits a more considerable cross-loading value on the variable it represents in comparison to the cross-loading value on other variables. The findings of this study indicate that the indicators employed possess satisfactory discriminant validity in measuring their respective variables.

Table 3. Cross loading

	Emotional Intelligence	Job Satisfaction	Employee Performance	Moderating Effect 1	Moderating Effect 2	OCB
EQ1	0.559	0.559	0.415	-0.446	-0.430	0.494
EQ2	0.752	0.645	0.665	-0.577	-0.487	0.680

EQ3	0.643	0.623	0.453	-0.579	-0.524	0.596
EQ4	0.736	0.610	0.628	-0.653	-0.580	0.708
EQ5	0.529	0.458	0.393	-0.446	-0.436	0.466
EQ6	0.912	0.786	0.843	-0.752	-0.663	0.916
EQ7	0.631	0.549	0.724	-0.484	-0.404	0.578
EQ8	0.874	0.741	0.801	-0.700	-0.611	0.880
EQ9	0.314	0.294	0.308	-0.297	-0.306	0.256
EQ10	0.753	0.681	0.576	-0.621	-0.583	0.717
JS1	0.559	0.559	0.415	-0.446	-0.430	0.494
JS2	0.174	0.257	0.200	-0.241	-0.285	0.172
JS3	0.643	0.623	0.453	-0.579	-0.524	0.596
JS4	0.581	0.741	0.699	-0.529	-0.572	0.620
JS5	0.586	0.726	0.688	-0.536	-0.570	0.622
JS6	0.724	0.795	0.721	-0.751	-0.700	0.701
JS7	0.438	0.451	0.436	-0.411	-0.329	0.373
JS8	0.692	0.798	0.641	-0.638	-0.623	0.664
JS9	0.639	0.729	0.653	-0.514	-0.569	0.685
JS10	0.634	0.739	0.581	-0.570	-0.557	0.606
EP1	0.870	0.851	0.964	-0.723	-0.680	0.859
EP2	0.268	0.219	0.286	-0.291	-0.224	0.261
EP3	0.405	0.426	0.422	-0.396	-0.400	0.374
EP4	0.764	0.773	0.912	-0.622	-0.599	0.747
EP5	0.286	0.332	0.320	-0.263	-0.200	0.187
EP6	0.745	0.733	0.882	-0.615	-0.594	0.753
EP7	0.794	0.734	0.861	-0.677	-0.635	0.768
EP8	0.130	0.057	0.190	-0.083	-0.032	0.089
EQ*OCB	-0.822	-0.804	-0.750	1.000	0.948	-0.831
JS*OCB	-0.734	-0.798	-0.706	0.948	1.000	-0.778
OCB1	0.689	0.672	0.574	-0.650	-0.646	0.795
OCB2	0.744	0.626	0.780	-0.629	-0.547	0.776
OCB3	0.531	0.524	0.452	-0.526	-0.536	0.692
OCB4	0.7686	0.610	0.505	-0.542	-0.503	0.652
OCB5	0.531	0.621	0.579	-0.411	-0.498	0.579
OCB6	0.540	0.549	0.452	-0.569	-0.575	0.689
OCB7	0.573	0.550	0.377	-0.496	-0.442	0.528
OCB8	0.736	0.610	0.628	-0.653	-0.580	0.708
OCB9	0.711	0.599	0.691	-0.644	-0.560	0.724
OCB10	0.912	0.786	0.843	-0.452	-0.663	0.916

4.2 Structural model analysis (Inner model)

The study of the structural model employs a set of five tests, including (1) R-Square, (2) F-Square, and (3) Hypothesis Test. The subsequent data represents the outcomes of the examination:

4.2.1 R-Square

The criteria for evaluating R-Square are: (1) If the adjusted value equals 0.75, the model can be considered considerable or strong. (2) The model can be considered moderate if the adjusted value equals 0.50. (3) If the adjusted value equals 0.25, the model can be considered weak or poor [46].

The conclusion derived from the analysis of the R-square value presented in Table 4 is as follows: The adjusted R-square value of 0.794 indicates that the X variables, specifically emotional intelligence, and work satisfaction, account for 79.4% of the variance in the Y variable, representing employee performance. Therefore, the model may be considered substantial or strong regarding its explanatory power.

Table 4. R-Square

	R-Square	R-Square Adjusted
Employee Performance (Y)	0.811	0.794

4.2.2 F-Square

The F-Square measurement, also known as effect size, is employed to evaluate the relative influence of an exogenous

variable on an endogenous variable. The concept of measurement, commonly referred to as F-square is also known as the effect of change. In other words, the assessment of alterations in values resulting from the removal of specific exogenous variables from the model can serve as a means to determine the extent to which these variables significantly influence the endogenous construct [48].

Table 5. F-Square

	Emotional Intelligence	Job Satisfaction	Employee Performance	OCB
Emotional intelligence			0.000	
Job satisfaction			0.311	
Employee Performance				
OCB			0.206	

The F-Square value's conclusion is depicted in Table 5 above, as presented below: The measure of emotional intelligence concerning employee performance exhibits a coefficient of 0.000, indicating a minimal effect of exogenous variables on the endogenous variable. The coefficient for the relationship between work satisfaction and employee performance is 0.311, indicating a moderate influence. Additionally, the effect of exogenous variables on both endogenous variables and organizational citizenship behavior

variables on employee performance is 0.206, also considered moderate. Furthermore, there is a moderate effect of exogenous variables on endogenous variables.

4.3 Hypothesis test

This assessment aims to ascertain the path coefficient of the structural model. The objective is to assess the statistical significance of all relationships or conduct hypothesis testing.

4.3.1 Path Coefficient

The path coefficient can be interpreted as follows: (a) A positive path coefficient indicates a unidirectional effect of a variable on other variables, such that an increase in the value of the variable leads to an increase in the value of the other variables; and (b) A negative path coefficient indicates an inverse relationship between a variable and other variables, such that an increase in the value of the variable results in a decrease in the value of the other variables. Next, we will discuss the probability or significance value concept, called the P-value. Two conditions can be used to determine the significance of a result: (1) if the P-values are less than 0.05, the result is considered significant; and (2) if the P-values are greater than 0.05, the result is considered not significant [49].

The primary objectives of this study are to examine the impact of emotional intelligence as an independent variable on employee performance as the dependent variable, to assess the influence of job satisfaction as an independent variable on employee performance as the dependent variable, to investigate the relationship between emotional intelligence as an independent variable and employee performance as the dependent variable, considering the moderating effect of organizational citizenship behavior as a moderating variable, and to explore the association between job satisfaction as an independent variable and employee performance as the dependent variable, taking into account the moderating effect of organizational citizenship behavior as a moderating variable. The test results can be seen in Table 6 below:

Table 6. Path coefficient

	T-Statistics	P-Values
Emotional Intelligence->Employee Performance	4.329	0.000
Job Satisfaction->Employee Performance	3.258	0.001
OCB->Employee Performance	3.174	0.002
Moderating Effects 1->Employee Performance	0.579	0.563
Moderating Effects 2->Employee Performance	0.519	0.604

5. DISCUSSION

Based on the findings from a partial test examining the impact of emotional intelligence on employee performance, the T-statistics value of 4.329 and a P-value of 0.000, with a significance level of $0.000 < 0.05$, indicate a significant and positive relationship between emotional intelligence and employee performance. Therefore, emotional intelligence significantly and positively influences employee performance. This implies a positive correlation between an employee's emotional intelligence and performance.

Emotional intelligence and performance have a relationship and are interrelated. Every individual in an organization who

has good emotions tends to have the will to improve and enhance their performance. Emotional refers to the ability to recognize our feelings and those of others, to motivate ourselves, and to manage emotions well and build relationships with others [20]. The conceptual framework of emotional intelligence encompasses the dimensions of self-awareness, self-regulation, motivation, empathy, and social skills. Emotional intelligence refers to an individual's capacity to comprehend and manage their emotions to prevent the impairment of cognitive processes associated with rational thinking. Nevertheless, it can demonstrate many competencies, encompassing individual aptitudes and social proficiencies [50]. The results of this study are in line with research conducted by studies of researchers, who concluded that there is a positive and significant influence of emotional intelligence on employee performance [9, 34, 35].

Based on the findings from a partial test examining the relationship between job satisfaction and employee performance, the T-statistics value of 3.258 and the associated P-value of 0.001, with a significance level of $0.001 < 0.05$, indicate a statistically significant and positive effect of job satisfaction on employee performance. This implies a positive correlation between employee job satisfaction and performance.

An employee with high job satisfaction will show a positive attitude towards his work and carry out his work with full responsibility to produce something meaningful for the organization. The satisfaction that employees get can have a positive influence on their morale and performance. The effect of job satisfaction and performance can be summarized in the statement that a happy worker is productive. Job satisfaction affects performance (work achievement), meaning that a person's performance will increase when job and individual satisfaction can be achieved. The results of this study are in line with research conducted by studies [37-41], who concluded that there is a positive and significant effect of job satisfaction on employee performance.

Based on the findings from a simultaneous testing of the relationship between emotional intelligence and employee performance, with organizational citizenship behavior as a moderator, the statistical analysis yielded a T-statistic of 0.579 and a corresponding P-value of 0.563. With a significance level of 0.563, more significant than the determined threshold of 0.05, it can be inferred that organizational citizenship behavior does not moderate the relationship between emotional intelligence and employee performance.

This study's findings contradict the theory, which states that emotional intelligence and organizational citizenship behavior influence employee performance. An individual's organizational citizenship behavior is exemplified when they perform a task outside the workplace with sincerity and without expecting a recompense. Emotional intelligence significantly positively affects employee performance through organizational citizenship behavior. Through organizational citizenship behavior, emotional intelligence has a more significant impact on employee performance than its direct influence. This demonstrates that organizational citizenship behavior moderates the relationship between emotional intelligence and employee performance, from emotional intelligence to organizational citizenship behavior. This demonstrates that emotional intelligence contributes to organizational citizenship, enhancing employee performance [42]. The research results align with the research conducted by Novitasari and Sintaasih [51], which shows that organizational

citizenship behavior does not moderate the effect of emotional intelligence on employee performance.

The concurrent analysis findings indicate a moderating influence of corporate citizenship behavior on the relationship between work satisfaction and employee performance. The statistical analysis yielded a T-statistic of 0.030 and a P-value 0.519, suggesting that the observed relationship is not statistically significant at the 0.05 level. Based on the findings, it can be concluded that organizational citizenship behavior has no moderation effect on the relationship between work satisfaction and employee performance. Problems related to OCB are caused by low job satisfaction. Low employee job satisfaction indicates that some employees still often complain about the payroll system, which is lacking and sometimes not following the work that has been done. Employees are also unsure of their abilities due to the lack of training system carried out by the organization, lack of opportunity to advance or promotion, lack of supervision from superiors to their subordinates, as well as working environment conditions and lack of coordination among fellow employees which causes uncomfortable conditions and decreased job satisfaction. The research results align with the research conducted by Wahyudi [52], which shows that organizational citizenship behavior does not moderate the effect of job satisfaction on employee performance.

6. CONCLUSIONS

Based on data obtained in research regarding organizational citizenship behavior's role in mediating emotional intelligence's effect on employee performance at the Regional Office of the North Sumatra National Land Agency. Respondents in this study totaled 55 people. Then it was analyzed, it was concluded that emotional intelligence has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance, organizational citizenship behavior does not moderate the effect of emotional intelligence on employee performance, and organizational citizenship behavior does not moderate the effect of job satisfaction on employee performance.

In this investigation, the following recommendations can be made: To develop and optimize emotional intelligence, which plays a role in the success of employee work both in the work environment and in the surrounding environment, it is suggested to the company, particularly the leadership, to include elements of emotional intelligence in giving assignments. Alternately, incorporate employees' emotions into the work process. In addition to maintaining and, if necessary, increasing employee motivation, agencies must provide incentives and rewards based on employee performance. This is the most effective way every organization wants to increase employee job satisfaction. Agencies must be able to improve employee citizenship behavior towards the company. Employees are sometimes oriented to more than just salary but also to how far they can grow in their company. Agencies can help by giving their employees training and courses or providing input or suggestions. It is hoped that it will increase employee volunteerism, positively impacting the company's progress. For further research, researchers can examine other variables, including emotional intelligence, job satisfaction, and organizational citizenship behavior. Researchers can add other

variables and increase the research period to get more accurate results on what influences employee performance the most. It is hoped that it will increase employee volunteerism, positively impacting the company's progress. For further research, researchers can examine other variables, including emotional intelligence, job satisfaction, and organizational citizenship behavior. Researchers can add other variables and increase the research period to get more accurate results on what influences employee performance the most. It is hoped that it will increase employee volunteerism, positively impacting the company's progress. For further research, researchers can examine other variables, including emotional intelligence, job satisfaction, and organizational citizenship behavior. Researchers can add other variables and increase the research period to get more accurate results on what influences employee performance the most.

Several limitations in this research include the factors influencing employee performance, only using emotional intelligence, job satisfaction, and organizational citizenship behavior. The organizational citizenship behavior variable is used as a moderating variable, while many factors still influence employee performance. In the data collection process, the information respondents provide through questionnaires sometimes needs to show the respondents' true opinions. This occurs due to differences in thoughts, assumptions, and understanding of each respondent and other factors such as the correctness of respondents' opinions in their questionnaires. Then, this research was carried out at just one government agency that operates in the field of public services.

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