

# Investigating the Influence of Emotional Intelligence and Organizational Commitment on Organizational Citizenship Behavior: An Examination of the Workforce at PT XYZ

Soraya Agustina Situmorang

Management Department, BINUS Business School Undergraduate Program,  
Bina Nusantara University,  
Jakarta 11480, Indonesia  
Soraya.Situmorang@binus.ac.id

Correspondence: Soraya.Situmorang@binus.ac.id

## ABSTRACT

*The research investigates the influence of emotional intelligence (EI) and organizational commitment (OC) on organizational citizenship behavior (OCB) within PT XYZ. OCB, which involves voluntary actions benefiting the organization, is increasingly recognized as essential for organizational success. Emotional intelligence, the ability to perceive and manage emotions, plays a crucial role in fostering these behaviors, while organizational commitment reflects the dedication and attachment employees feel towards their company. Using a cross-sectional design, data were collected from 100 employees via a structured questionnaire. Multiple linear regression analysis revealed that emotional intelligence and organizational commitment significantly and positively influence OCB. Specifically, employees with higher emotional intelligence and more substantial organizational commitment demonstrate greater engagement in discretionary behaviors that support organizational functioning. The study concludes that fostering emotional intelligence and organizational commitment within the workforce can significantly enhance OCB, contributing to improved organizational effectiveness. These findings suggest that organizations should prioritize emotional intelligence training and strengthen employee commitment to boost overall performance.*

**Keywords:** Emotional Intelligence; Organizational Commitment; Organizational Citizenship Behavior (OCB)

## INTRODUCTION

Employee behavior is one of the factors that can affect company performance and productivity. Goller & Dewi (2020) say that the correct organizational behavior will be able to increase employee productivity, namely behavior in a nature that is not mandatory, but can help smooth the work process; individual behavior that is "discretionary" is indirectly justified by the formal reward system and will simultaneously foster more effective organizational functions and can support company performance.

Saefulloh and Baswori (2022) say that the work environment is everything around workers and can influence them to do their jobs. The work environment is one of the main factors in an organizational ecosystem. Therefore, the work environment plays an important role in every job so that all work can be done optimally (Gu, Z., Chupradit, S., Ku, K., Nassani, A., & Haffar, M. (2022). While Nguyen, P., Tran, V., & Le, D. (2022) and Musriha, M., & Rosyafah, S. (2022) declare that the positive and substantial impact of organizational commitment on organizational citizenship behavior (OCB) is evident, as reflected in the correlation between higher levels of employee commitment to the company and more pronounced organizational citizenship behavior (OCB) attitude

towards the organization (Cheng, 2023).

Emotional intelligence pertains to an individual's capacity to comprehend and regulate the emotions of others, thereby influencing their behavior and interactions in social interactions. Coronado-Maldonado & Benítez-Marquez (2023) said that emotional intelligence is interpreted as competence to explore and carry out appropriate emotional management; emotional intelligence is responsible for 58% of a person's performance. The existence of organizational citizenship behavior (OCB) in a company is very dynamic; this may occur because the condition of organizational citizenship behavior (OCB) depends on other influencing factors. Pelealu, D. (2022) said that theoretically, what has significantly influenced organizational citizenship behavior (OCB) is organizational commitment. Emotional intelligence and organizational citizenship behavior (OCB) have a correlation that has a positive impact, namely that a high level of emotional intelligence in employees will also have a high level of organizational citizenship behavior (OCB), and emotional intelligence also significantly affects organizational citizenship behavior (OCB) (Harminingtyas, 2022).

According to Baktiar et al., (2021), Organizational Citizenship Behavior (OCB) plays a crucial role in directing the human resources focus within a company, aiming to address issues related to uncooperative employees. This research investigates the influence of emotional intelligence and organizational commitment on the Organizational Citizenship Behavior (OCB) of employees at PT XYZ, highlighting the importance of collaborative efforts in achieving organizational goals. The primary aim is to assess the degree to which emotional intelligence and organizational commitment influence employees' organizational citizenship behavior (OCB) and to explore the implications of the research findings for both employees and the company.

According to Jang et al. (2023), emotional intelligence is the ability of an individual to know the emotions felt in himself and others, see the meaning of emotions, and control emotions in himself. According to Tiwari, M. (2023) and Ruiz-Fernandez et al. (2022), a person who quickly knows the emotions contained in himself will more easily feel the signals included in the emotions, such as understanding the reasons when he feels angry, and easily describe the feelings in himself without violating established values, so that they will be more influential.

Hang and Chen (2021) divided the emotional intelligence model into three dimensions: evaluation and expression of emotions, management of emotions, and application of emotions. It summarises the four dimensions of emotional intelligence: emotional response and depiction, emotional integrated thinking, emotional knowing and investigation, and reflective emotional management. As for Llamas-Díaz, D., Cabello, R., Megías-Robles, A., & Fernández-Berrocal, P. (2022), emotional intelligence is a group of strengths in knowing and expressing emotion, accepting and understanding emotions in terms of thinking, and controlling the feelings contained in oneself and others.

Emotional intelligence is the ability of an individual to understand the emotions that exist in himself and others, understand well the definition and meaning of emotions, and instill self-control in controlling his emotions. Emotional intelligence is a force that is present to be felt and expressed properly (Mon and Jennifer, 2022). In addition, according to Panchuk, E. (2023) and Habib, M., Naqi, S., & Ali, M. (2023), emotional intelligence is the power to understand, control, and convey emotions based on predetermined values. When someone has high emotional intelligence, that person can live a happier life with success and increased self-confidence to have reasonable emotional control and healthy mental health. Components of Emotional Intelligence According to Octavia et al., (2020), the dimensions for measuring emotional intelligence are four components: self-emotion appraisal (SEA), others emotional appraisal (OEA), use of emotion (UOE), and regulation of emotion (ROE).

Dirham, U. (2022) takes Odiorne's opinion that commitment is "the tie that binds"—how much attachment employees have to the organization (it binds employees to the organization). In addition, Dirham also defines organizational commitment as the extent to which employees are involved in the organization and want to stay in the organization. Budomo (2023) commitment is something that is done by an employee who is bound to his job and company.

Organizational commitment is a psychological state that describes the relationship between employees and employers, which is then influenced by the decision of both parties to continue working together or terminate the contract (Kotze and Nel, 2020; Hasnah, 2023).

Ferdiana, S., Khan, Z., & Ray, S. (2023), organizational commitment is a physiological relationship between an employee and his organization that reduces the likelihood of the employee leaving the organization voluntarily. On the other hand, Jain and Duggal also believe that organizational commitment is a significant factor that determines employee work behavior and helps organizations achieve success. Thus, organizational commitment

is “the relative strength of an individual’s identification with and involvement in a particular organization.”

Fu, B., Peng, J., & Wang, T. (2022) assert that organizational citizenship behavior (OCB) refers to the observable voluntary actions of an individual or employee. These actions are motivated by a dominant value system influenced by external factors such as rewards and punishments. Additionally, Setiawan et al. contend that OCB involves employees voluntarily assisting their colleagues.

Organizations characterize organizational citizenship behavior (OCB) as “individual conduct that is optional, not overtly acknowledged by the formal reward system, and, when combined, enhances the efficient operation of the organization.” Harminingtyas (2022) states that organizational citizenship behavior (OCB) represents a distinctive work pattern where actions benefiting a company are a matter of voluntary choice and receive an indirect acknowledgment. Suryani (2023) states that organizational citizenship behavior (OCB) has seven dimensions, namely: 1) Helping (Helping Nature); 2) Sportsmanship (Sportive Attitude); 3) Loyalty; 4) Organizational Compliance; 5) Individual Initiative; 6) Civic Virtue and 7) Self Development.

In line with the research objectives and theoretical studies discussed above, the framework for this research will be described as follows:

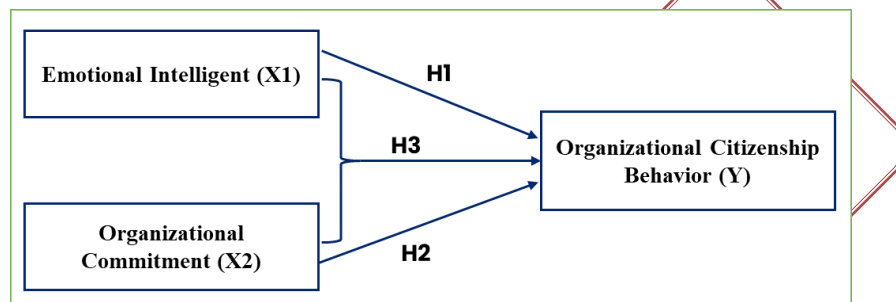


Figure 1. Conceptual Framework

The research framework that will be used has two independent variables (X), and one dependent variable (Y), namely emotional intelligence (X1), organizational commitment (X2), and organizational citizenship behavior (Y).

- H1: There is a significant influence between Emotional Intelligence on Organizational Citizenship Behavior
- H2: There is a significant influence between Organizational Commitment and Organizational Citizenship Behavior
- H3: There is a significant influence between Emotional Intelligence and Organizational Commitment on OCB.

## METHODS

Research is a method or process of searching for certain problems, starting from interest and desire, and providing answers to the core problems from which conceptual theories are developed. In the research “Investigating the Influence of Emotional Intelligence and Organizational Commitment on Organizational Citizenship Behavior: An Examination of the Workforce at PT XYZ”. In this case, the researcher uses quantitative and associative research to determine the effect or relationship between two or more variables. The time dimension used is cross-sectional because it describes the conditions of the event at one time. Cross-sectional analysis can consider the energy relationship between opportunity and impact variables and the approach, perception, or information collection at a particular time (point-in-time approach).

### Data Collection Technique

In this study, data collection techniques were carried out scientifically and systematically. Researchers used the questionnaire data collection method as a research tool. The questionnaire collects data by distributing a series of written questions to respondents, which must be answered. Collecting data using a questionnaire is effective when the researcher knows in depth what variables will be measured and what kind of answers the respondents will give. Questionnaires indicate a scale used when measuring the attitudes, opinions, and perceptions of individuals or groups toward educational symptoms or phenomena.

## Research Instrument

This research instrument uses a questionnaire to analyze the distribution and analyze whether emotional intelligence and organizational commitment affect organizational citizenship behavior (OCB).

Based on the results of the sample calculation above, the number of samples to be used in this study is approximately 103.70 to 104. The data analysis method used in this study uses multiple linear regression analysis, and the program used is the IBM version of SPSS.

Multiple linear regression analysis is employed to assess the impact of the independent variable on the dependent variable. Additionally, regression analysis is utilized to verify the validity of the hypotheses posited in this study. The analytical approach employed in this research was multiple regression analysis using SPSS 25, as indicated by Light, G. (2023).

The problem-solving goal of this research is to collect primary and secondary data. The questionnaire was distributed to 100 PT XYZ employees via a Google form. Primary data were collected from distributing questionnaires, which were analyzed with the IBM SPSS version 25 application. The collected data were then processed to test the research hypotheses that had been identified and the three variables assessed and tested, namely emotional intelligence (X1) and commitment to the organization (X2).

## RESULTS AND DISCUSSION

### Validity Test Results

A question or statement is considered valid when the  $r$  count exceeds the  $r$ -table value. One can refer to the statistical table for the appropriate correlation coefficient to determine the  $r$ -table value with  $N = 100$  at a 5% significance level. In testing this research, 100 questionnaires were collected, each filled in by one respondent with an  $r$ -table value of 0.195.

Conclusions drawn from the validity test results indicate that every question indicator, spanning from Emotional Intelligence (X1) and Organizational Commitment (X2) to Organizational Citizenship Behavior (Y), exhibits an  $r$ -count surpassing the  $r$ -table. All statements are deemed valid, given that the total correlation derived from each question exceeds the  $r$ -table threshold, specifically 0.195 ( $r$  count  $>$   $r$  table).

A question or statement is deemed valid when the  $r$ -count surpasses the  $r$ -table value. One can consult the statistical table for the corresponding correlation coefficient to ascertain the  $r$ -table value for  $N = 100$  at a 5% significance level.

Concluding from the outcomes of the validity test, it can be established that all question indicators, spanning from Emotional Intelligence (X1) and Organizational Commitment (X2) to Organizational Citizenship Behavior (Y), exhibit an  $r$ -count surpassing the  $r$ -table. Consequently, every statement is considered valid since the overall correlation derived from each question exceeds the  $r$ -table, specifically 0.195 ( $r$ -count  $>$   $r$ -table).

### Reliability Test Results

The reliability test serves as a measurement tool to assess the stability and consistency of respondents when responding to questions related to a variable, and it is structured in the format of a questionnaire. The variable will be said to be reliable if it produces a *Cronbach's alpha value*  $> 0.60$ . The results of the reliability test can be seen in the table below:

Table 1. Reliability Test Results

No.	Variable	Cronbach Alpha	Description
1.	Emotional Intelligence	0,730	Reliable
2.	Organizational Commitment	0,730	Reliable
3.	Organizational Citizenship Behavior	0,688	Reliable

Based on the table above, the Cronbach's alpha value of the three variables in this study is more significant than 0.60. Therefore, the data researchers have tested in reliable research can be used as research instruments.

### Descriptive Statistical Analysis Test Results

Descriptive statistics are intended to provide an overview of the variables used. The independent variables in this study are emotional intelligence and organizational commitment. The dependent variable is Organizational Citizenship Behavior.

Table 2. Descriptive Statistical Analysis Test Results

	N	Minimum	Maximum	Mean	Std. Deviation
Emotional Intelligence	100	41.00	73.00	59.4400	6.04916
Organizational Commitment	100	27.00	49.00	39.8900	4.80508
Organizational Citizenship Behavior	100	22.00	50.00	41.5600	4.41604
Valid N (Listwise)	100				

Based on the results of the descriptive statistical test, it can be explained that:

- The Emotional Intelligence variable (X1) of 100 respondents in the sample has an average value of 59,400 with a minimum value of 41, a maximum value of 73, and a standard deviation of 6,049.
- The Organizational Commitment variable (X2) of the 100 respondents in the sample has an average of 39,890 with a minimum value of 27, a maximum value of 49, and a standard deviation of 4,805.
- The Organizational Citizenship Behavior variable of 100 respondents in the sample has an average of 41,560 with a minimum value of 22, a maximum value of 50, and a standard deviation of 4,416.

### Classical Assumption Test Results

#### Normality Test Results

The normality test aims to test whether the residual variables in the regression model have a normal distribution. A good regression model has a distribution that is close to normal. How to detect whether the residuals are normally distributed is done with the Kolmogorov- Smirnov (K-S) non-parametric statistical test; if the value is declared significant > 0.05, then the data is usually distributed. The results of the normality test can be seen in the table below:

Table 3. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	8.45463194
Most Extreme Differences	Absolute	.078
	Positive	.076
	Negative	-.078
Test Statistic		.078
Asymp. Sig. (2-tailed)		.137c

a. The distribution test conforms to normality;

b. Derived directly from the provided data;

c. Incorporates Lilliefors Significance Correction.

Concluding from the normality test results, where the significance value is 0.137 ( $> 0.05$ ), it can be inferred that the residual values follow a normal distribution.

### Multicollinearity Test Results

The multicollinearity test aims to determine whether or not the data used has a high correlation between independent variables. To determine the correlation among independent variables, one can examine the tolerance values, and a value exceeding 0.10 indicates no significant correlation. The threshold for identifying multicollinearity is set at a tolerance value  $< 0.10$ , similar to the variance value. Inflation Factor (VIF)  $> 10$ .

Table 4. Multicollinearity Test Results  
Coefficients <sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.	Collinearity statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constants)	42.495	6.228		6.823	.000		
1 Emotional Intelligence	-.141	.096	-.157	- 1.473	.144	.889	1.125
Organizational Commitment	.051	.136	.040	.374	.709	.889	1.125

a. Dependent Variable: Organizational Citizenship Behavior

Based on the results of multicollinearity testing, the Tolerance value of the independent variable Emotional Intelligence is 0.889, and Organizational Commitment is 0.889. This shows that the tolerance value of the two variables is greater than 0.1. Meanwhile, the VIF value of the independent variable Emotional Intelligence is 1.125 and Organizational Commitment is 1.125. This shows that the VIF value of the two variables is less than 10. So, it can be concluded that the research variables do not occur in multicollinearity.

### Heteroscedasticity Test Results

The heteroscedasticity test aims to test whether variance and residuals are unequal in the regression model between one observation and another. Heteroscedasticity is not present in the accurate regression model. The subsequent presentation reveals the outcomes of the conducted heteroscedasticity test on the research variables.

Table 5. Heteroscedasticity Test Results  
Coefficients <sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
(Constants)	5.488	3.143		1.746	.084
1 Emotional Intelligence	-.024	.048	-.053	-.498	.619
Organizational Commitment	.082	.069	.127	1.190	.237

a. Dependent Variable: RES2

The table shows no heteroscedasticity, as indicated by the Glejser test results, where the significance value for each independent variable is more than 0.05.

### Multiple Linear Regression Analysis Results

The examination in this research employed SPSS 25 for multiple regression analysis. This analysis aimed to assess the influence of emotional intelligence and organizational commitment, serving as independent variables, on Organizational Citizenship Behavior, the dependent variable under investigation. Presented below are the outcomes derived from the multiple linear regression analysis conducted using the SPSS software.

Table 6. Multiple Linear Regression Analysis Test Results  
Coefficients <sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t.	Sig.
	B	Std. Error			
(Constants)	4.346	8.111		.536	.593
1 Emotional Intelligence	.403	.132	.285	3.054	.003
Organizational Commitment	.559	.171	.305	3..260	.002

a. Dependent Variable: Organizational Citizenship Behavior

The following equation is obtained based on the results of multiple linear regression analysis tests.

$$Y = 4.346 + 0.403X_1 + 0.559X_2 + e$$

The constant value of this regression equation is 4.346. This shows that Organizational Citizenship Behavior is worth 4,346 if the Emotional Intelligence (X1) and Organizational Commitment (X2) variables are zero or do not change. The coefficient value for Emotional Intelligence (X1) is 0.403, indicating that a one percent increase in emotional intelligence corresponds to a 0.403 increase in Organizational Citizenship Behavior. Similarly, Organizational Commitment (X2) has a coefficient value of 0.559, signifying that a one percent increase in organizational commitment results in a 0.559 increase in Organizational Citizenship Behavior.

### Test Results of the Coefficient of Determination (R Square)

The following is a table of the coefficient of determination produced in the study.

Table 7. Test Results of the Coefficient of Determination  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475a	.225	.209	5.74617

a. Predictors: (Constant), Organizational Commitment, Emotional Intelligence

Examining the Model Summary table, the obtained Adjusted R Square is 0.209, equivalent to 20%. It indicates that the independent variables, namely emotional intelligence and organizational commitment in this research, can account for 20% of the variance in the dependent variable, Organizational Citizenship Behavior. In comparison, the remaining 80% is influenced by other variables outside the research conducted.

### T-Test Results

Table 8. T-Test Results  
Coefficients <sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t.	Sig.
	B	Std. Error			
(Constants)	4.346	8.111		.536	.593
1 Emotional Intelligence	.403	.132	.285	3.054	.003
Organizational Commitment	.559	.171	.305	3..260	.002

a. Dependent Variable: Organizational Citizenship Behavior

### Testing the First Hypothesis (H01)

The significance value (Sig.) for the impact of X1 on Y is determined to be 0.003, which is less than 0.05. Additionally, the t-value is 3.054, surpassing the t-table value of 1.984. Therefore, it can be inferred that H1 is accepted, signifying a significant influence of Emotional Intelligence on Organizational Citizenship Behavior.

### Second Hypothesis Testing (H02)

The significance value (Sig.) for the impact of X2 on Y is determined to be 0.002, which is less than 0.05. Additionally, the t-value is 3.260, surpassing the t-table value of 1.984. Therefore, it can be concluded that H2 is accepted, indicating a significant influence of Organizational Commitment on Organizational Citizenship Behavior.

## F-Test Results

Table 9. F Test Results  
ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Means of Square	F	Sig.
1	Regression	931.396	2	465.698	14.104	.000b
	Residual	3202.794	97	33.018		
	Total	4134.190	99			

a. Outcome Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Organizational Commitment, Emotional Intelligence

## Third Hypothesis Testing (H03)

According to the presented results, it is evident that the simultaneous impact of X1 and X2 on Y is characterized by a significance value of 0.000, which is less than 0.05. The calculated F value is 14.104, exceeding the F-table value of 3.089. Therefore, it can be concluded that H3 is accepted, signifying a significant influence of Emotional Intelligence and Organizational Commitment on Organizational Citizenship Behavior.

## Discussion

### The Influence of Emotional Intelligence on Organizational Citizenship Behavior (OCB) among PT XYZ Employees.

Derived from the findings of the initial hypothesis, the emotional intelligence variable exhibits a favorable impact on organizational citizenship behavior (OCB) among PT XYZ employees. The significance value (sig.) for the influence of X1 on Y is 0.003, below 0.05. Additionally, the t-value is 3.054, surpassing the t-table value of 1.984, leading to the acceptance of H1. There is a significant influence between Emotional Intelligence and Organizational Citizenship Behavior.

This shows that the more emotional intelligence increases, the more organizational citizenship behavior (OCB) or voluntary attitude in employees will increase. In simpler terms, survey participants perceive that enhancing the capacity to regulate their emotions can elevate organizational citizenship behavior (OCB) among employees at PT XYZ.

There is a positive relationship between emotional intelligence and organizational citizenship behavior (OCB) because emotionally competent individuals tend to follow the emotions of their colleagues and superiors and use this ability to act and respond positively. This is done by looking at organizational citizenship behavior (OCB). In addition, emotionally competent people can identify and understand the formal organizational requirements and informal behavioral expectations required by the organization. Individuals with high emotional intelligence are more sensitive to the organizational climate and tend to show positive behaviors that benefit the organization (Suta and Subarkah, 2022:88).

The outcomes of hypothesis testing in this investigation align with prior studies that explored the correlation between emotional intelligence and organizational citizenship behavior (OCB). Kim and Park's (2020) research also found that employees' emotional intelligence positively relates to organizational citizenship behavior (OCB). More importantly, this study shows that managers' emotional intelligence and employees' perseverance affect employees' organizational citizenship behavior (OCB), especially those with low emotional intelligence.

Conversely, Miranda's (2021) studies similarly indicate a positive and significant impact of emotional intelligence on employees' organizational citizenship behavior (OCB). Based on previous research findings, it can be confirmed that emotional intelligence is a crucial factor influencing organizational citizenship behavior (OCB).

### The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) among PT XYZ Employees.

Based on the results of the second hypothesis, the organizational commitment variable positively impacts organizational citizenship behavior (OCB) among PT XYZ employees. The significance value (Sig.) for the effect of X2 on Y is 0.002, which is below 0.05. Additionally, the t-value is 3.260, exceeding the t-table value of 1.984. It leads to the acceptance of H2, indicating a significant influence of organizational commitment on organizational citizenship behavior.

It indicates that an increase in organizational commitment corresponds to an increase in organizational citizenship behavior (OCB) or employee voluntary attitudes. This study also found that of the three factors of

organizational commitment, there is an affective commitment in the high category according to Takdir and Ali (2020) employees who have high affective commitment usually choose to maintain themselves in the organization, care about the organization and are willing to pour their efforts on behalf of the organization. However, different things are found in continuance commitment, which raises an individual's awareness of the losses incurred if they leave the organization. Meanwhile, normative commitment is in the moderate category which shows how individuals can stay in the organization because they feel they have a duty or moral obligation to their organization.

Therefore, it can be understood that continuance and normative commitment are based on a strong attachment to the organization that is influenced from outside the employee as opposed to the affective commitment that comes from within the individual employee. We understand that employees' working conditions are inadequate, both in terms of safety and other factors. So, even if the organization wants to stay, the employee still feels uncommitted until retirement to survive what has happened, for reasons outside the individual employee. The results of this study support several previous studies including those of Goller and Dewi, (2020) and Musriha, M., & Rosyafah, S., (2022).

### **The Influence of Emotional Intelligence and Organizational Commitment on Organizational Citizenship Behavior (OCB) among PT XYZ employees.**

The SPSS output shows that the significance value for the simultaneous impact of X1 and X2 on Y is 0.000, which is less than 0.05. Additionally, the calculated F value of 14.104 exceeds the F-table value of 3.089. Consequently, H3 is accepted, indicating a significant influence of Emotional Intelligence and Organizational Commitment on Organizational Citizenship Behavior among PT XYZ employees.

The findings of this study reveal that emotional intelligence and organizational commitment positively impact organizational citizenship behavior (OCB) among employees at PT XYZ. Employees with high emotional intelligence and organizational commitment tend to show positive behavior toward the company.

## **CONCLUSION**

This study examined the effect of emotional intelligence and organizational commitment on organizational citizenship behavior (OCB) in PT XYZ employees. The results of the analysis conducted by researchers in detail can be concluded that:

- In PT XYZ employees, emotional intelligence exhibits a positive and substantial impact on organizational citizenship behavior (OCB), indicating that heightened emotional intelligence among employees correlates with a greater demonstration of emotional competence and a tendency to exhibit positive behaviors beneficial to the company. The significance value (Sig.) for the effect of X1 on Y is determined to be 0.003, which is less than 0.05. Additionally, the t-value is 3.054, surpassing the t-table value of 1.984, leading to the acceptance of H1, signifying a significant influence of Emotional Intelligence on Organizational Citizenship Behavior.
- Among PT XYZ employees, organizational commitment demonstrates a positive and noteworthy impact on organizational citizenship behavior (OCB). This implies that individuals with a strong commitment opt to remain with the company, exhibit considerable concern for the organization, and possess a profound eagerness to invest their utmost efforts and hard work on behalf of the company. The significance value (Sig.) for the effect of X2 on Y is determined to be 0.002, which is less than 0.05. Additionally, the t-value is 3.260, surpassing the t-table value of 1.984, leading to the acceptance of H2, signifying a significant influence of Organizational Commitment on Organizational Citizenship Behavior.
- Emotional intelligence and organizational commitment have a positive and significant effect on organizational citizenship behavior (OCB) in employees of PT XYZ, which means that the company plays an important role in encouraging its employees to increase emotional intelligence to recognize emotions towards themselves, be good at controlling emotions, and giving full attention to fellow employees. The company's ability to cultivate trust among its employees can significantly enhance their commitment to the organization, leading to increased loyalty, active engagement, and alignment with corporate values. Employees with exceptional emotional intelligence and a strong sense of organizational commitment are highly likely to demonstrate positive behaviors that benefit the organization. The statistical analysis reveals that the combined influence of X1 and X2 on Y is highly significant, with a p-value of 0.000, which falls below the standard threshold of 0.05. Moreover, the calculated F value of 14.104 exceeds the F-table value of 3.089. Consequently, it can be inferred that H3 is accepted, indicating a significant influence between Emotional Intelligence and

## Organizational Commitment on Organizational Citizenship Behavior.

- Further research should be developed by adding other variables, such as job satisfaction or leadership style, that can also affect OCB. Expanding the sample coverage to various industries will also provide deeper insights into the relationship between variables in different contexts.
- This research provides valuable insights for organizational management in formulating strategies to improve OCB. With the right strategy for improving emotional intelligence and organizational commitment, companies can create a conducive work environment, contributing to better organizational performance.
- This conclusion is expected to be a reference for companies in designing effective human resource development programs and a basis for future research to expand knowledge related to factors that influence OCB in the organizational environment.

## REFERENCES

- Baktiar, M. R., Samsuri, A., Saka, D. N., (2021) Pengaruh Motivasi Kerja dan Budaya Organisasi terhadap Organizational Citizenship Behavior (Studi pada Karyawan Bank Jatim Syariah Kantor Cabang Kediri dan Kantor Cabang Pembantu Blitar) DOI: 10.35719/fenomena.v20i2.58
- Budomo, X. M. (2023). The Mediating Role of Organizational Justice on Organizational Commitment and Turnover Intention Among Employees, *Review of Integrative Business and Economics Research*, Vol. 12, Issue 2 209 Copyright @2023 GMP Press and Printing ISSN: 2304-1013 (Online); 2304-1269 (CDROM); 2414-6722 (Print)
- Cheng, B., Dong, Y., Kong, Yu., Shaalan, A., & Tourky, M., (2023). When and how does leader humor promote customer-oriented organizational citizenship behavior in hotel employees? *ELSEVIER, Tourism Management*, Volume 96, June 2023, 104693
- Coronado-Maldonado, I. & Benítez-Marquez, M., (2023). Emotional intelligence, leadership, and work teams: A hybrid literature review, *Heliyon*, Published: September 20, 2023, DOI:<https://doi.org/10.1016/j.heliyon.2023.e20356>
- Dirham, U. (2022). POLITENESS IN BUGINESE WEDDING CEREMONY. *Pujangga*. <https://doi.org/10.47313/pujangga.v8i1.1594>.
- Ferdiana, S., Khan, Z., & Ray, S. (2023). Investigating the Impact of Career Development, Organizational Commitment, and Organizational Support on Employee Retention. *Journal of Management Studies and Development*. <https://doi.org/10.56741/jmsd.v2i02.108>.
- Fu, B., Peng, J., & Wang, T. (2022). The Health Cost of Organizational Citizenship Behavior: Does Health-Promoting Leadership Matter?. *International Journal of Environmental Research and Public Health*, 19. <https://doi.org/10.3390/ijerph19106343>.
- Gu, Z., Chupradit, S., Ku, K., Nassani, A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/fpubh.2022.890400>.
- Goller, I., & Dewi, I. M. (2020). Pengaruh Kecerdasan Emosional, Komitmen Organisasi, Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior. *E-Jurnal Manajemen*, 281. <https://ojs.unud.ac.id/index.php/Manajemen/article/download/61070/35800>
- Habib, M., Naqi, S., & Ali, M. (2023). Emotional Intelligence: Understanding, Assessing, and Cultivating the Key to Personal and Professional Success. *sjesr*. [https://doi.org/10.36902/sjesr-vol6-iss2-2023\(50-55\)](https://doi.org/10.36902/sjesr-vol6-iss2-2023(50-55)).
- Harminingtyas, R. (2022). Pengaruh Kecerdasan Emosional Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (Studi Kasus Pada Karyawan Toko Roti Pelangi Semarang). *Jurnal Ekonomika dan Bisnis*. <https://journal.feb-uniss.ac.id/home/article/view/134>
- Hang, L., & Chen, M. T. (2021). Construction of College Teachers' emotional labor strategy model based on emotional intelligence theory. *EDP Sciences*, 228. <https://www.atlantis-press.com/proceedings/ichess-20/125949140>

- Hasnah, Mei, Caturia., Panjaitan, N. K., and Ekananta, A. (2023). The Influence of Job Satisfaction and Organizational Commitment on Turnover Intentions Hospital Nurses, *Jurnal Aplikasi Manajemen dan Bisnis*, Vol. 9 No.2, Mei 2023 Permalink/DOI: <http://dx.doi.org/10.17358/jabm.9.2.422> Available online <http://journal.ipb.ac.id/index.php/jabm>
- Jang, D., Elfenbein, H. A., & Porath, C., (2023). Who succeeds in a leadership course? Achievement is predicted by ability-tested but not self-reported emotional intelligence, *ELSEVIER, Social Sciences & Humanities Open*, journal homepage: [www.sciencedirect.com/journal/social-sciences-and-humanities-open](http://www.sciencedirect.com/journal/social-sciences-and-humanities-open)
- Kim, D., & Park, J. (2020). The way to improve organizational citizenship behavior for the employees who lack emotional intelligence. *Current Psychology*. <https://link.springer.com/article/10.1007/s12144-020-01104-5>
- Kotze, M., & Nel, P. (2020). The influence of job resources on platinum mineworkers' work engagement and organizational commitment: An explorative study. *The Extractive Industries and Society*, 2-3. <https://www.sciencedirect.com/science/article/abs/pii/S2214790X19302564>
- Llamas-Díaz, D., Cabello, R., Megías-Robles, A., & Fernández-Berrocal, P. (2022). Systematic review and meta-analysis: The association between emotional intelligence and subjective well-being in adolescents. *Journal of adolescence*. <https://doi.org/10.1002/jad.12075>.
- Light, G. (2023). A Cautionary Note on the Use of Linear Regression for Hypothesis Testing. *European Journal of Mathematics and Statistics*. <https://doi.org/10.24018/ejmath.2023.4.5.268>.
- Musriha, M., & Rosyafah, S. (2022). The influence of Leadership Competencies, Organizational Commitment and Job Climate on Organizational citizenship behavior (OCB) and impact Employee Performance at PT Japfa Comfeed Indonesia Tbk.. *Ekonika : Jurnal Ekonomi Universitas Kadiri*. <https://doi.org/10.30737/ekonika.v7i1.2738>.
- Mayer, J. D., Roberts, R. D., & Barsade, S. G. (2008). Human abilities: Emotional intelligence. *Annual Review of Psychology*, 59(1), 507–536. <https://doi.org/10.1146/annurev.psych.59.103006.093646>
- Miranda, F., (2021) Pengaruh Kecerdasan Emosional terhadap Organizational Citizenship Behavior (OCB) pada Karyawan Milenial di PT.X. <http://repositori.usu.ac.id/handle/123456789/35154>
- Mon, M. D., & Jennifer. (2022). Analisis Pengaruh Kecerdasan Emosional, Motivasi dan Keadilan Organisasi terhadap Kinerja Karyawan dengan Organizational Citizenship sebagai Variabel Mediasi. *Jurnal Mirai Manajemen*, 116. <https://journal.stieamkop.ac.id/index.php/mirai/article/view/1536>
- Nguyen, P., Tran, V., & Le, D. (2022). Does organizational citizenship behavior predict organizational commitment of employees in higher educational institutions?. , 7. <https://doi.org/10.3389/feduc.2022.909263>.
- Octavia, N., Hayati, K., & Karim, M. (2020). Pengaruh Kepribadian, Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kinerja Karyawan. *Jurnal Bisnis dan Manajemen*. <http://jurnal.feb.unila.ac.id/index.php/jbm/article/view/87>
- Panchuk, E. (2023). THE ROLE OF THE EMOTIONAL INTELLIGENCE OF THE MANAGER IN HR MANAGEMENT. *Scientific Papers Collection of the Angarsk State Technical University*. <https://doi.org/10.36629/2686-7788-2023-1-392-395>.
- Pelealu, D. (2022). The Effect of Perceived Organizational Support, Psychological Well-Being, and Person Job Fit on Organizational Commitment through Organizational Citizenship Behavior (OCB) as Variable Intervening in Automotif Companies. *Scholars Journal of Economics, Business and Management*. <https://doi.org/10.36347/sjebm.2022.v09i04.003>.
- Saefullah, M. & Basrowi., (2022) Dampak Lingkungan kerja Fisik terhadap Kinerja dan Kepuasan Karyawan Bagian Produksi, *Jurnal Bina Bangsa Ekonomika*, Vol. 15, No. 2, Agustus,2022p-ISSN: 2087-040X. DOI Issue: 10.46306/jbbe.v15i2e-ISSN: 2721-7213
- Suryani, R. E. (2023). Pengaruh Kecerdasan Emosi, Komitmen Organisasi dan Quality of Work Life (QWL) Terhadap Kepuasan Kerja serta Implikasinya Terhadap Organizational Citizenship Behavior (OCB) Pada Wanita Pekerja Profesional di Wilayah Jakarta. *Jurnal IKRAITH EKONOMIKA*, 190-191. <https://journals.upi-yai.ac.id/index.php/IKRAITH-EKONOMIKA/article/view/2481>

- Suta, I. M., & Subarkah, M. Z. (2022). Pengaruh Emotional Intelligence (Ei) Terhadap Organizational Citizenship Behavior (OCB) Pada Petugas Di Lapas Narkotika Kelas Iia Bangli. *Jurnal Penelitian dan Pengukuran Psikologi*. <https://journal.unj.ac.id/unj/index.php/jppp/article/view/28755>
- Ruiz-Fernandez, M. Do., Alcaraz-Cordoba, A., Lopez-Rodríguez, M. M., Fernandez-Sola, C., Granero-Molina, J. and Hernandez-Padilla, J. M. (2022). The effect of home visit simulation on emotional intelligence, self-efficacy, empowerment, and stress in nursing students. A single group pre-post intervention study, *ELSEVIER, Nurse Education Today*, 117 (2022) 105487
- Takdir, S. & Ali, M. (2020). Pengaruh Komitmen Organisasi dan Kepuasan Kerja terhadap Organizational Citizenship Behaviors (OCB) (Studi Kasus Yapis Di Tanah Papua Cabang Kabupaten Jayawijaya), (2020) *Jurnal Management STIE Muhammadiyah Palopo*. Vol. 6 No. 1 (2020) ISSN Online : 2684-7841 ISSN Print : 2339-1510. <https://journal.stiem.ac.id/index.php/jurman/article/view/458>
- Tiwari, M. (2023). A Study on Emotional Intelligence at Workplace. *International Journal For Multidisciplinary Research*. <https://doi.org/10.36948/ijfmr.2023.v05i06.8667>.

