

EFFORTS TO IMPROVE EMPLOYEE PERFORMANCE THROUGH EMOTIONAL INTELLIGENCE AND PSYCHOLOGICAL CAPITAL MEDIATED BY ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) (CASE STUDY ON EMPLOYEES OF PT BPR BKK PURWODADI (PERSERODA))



Anita Fitriani Yusuf¹
Universitas Stikubank, Semarang, Indonesia
Anitafitriani7032@mhs.unisbank.ac.id

Lie Liana²
Universitas Stikubank, Semarang, Indonesia
lieliana@edu.unisbank.ac.id

Abstract

This study aims to analyze efforts to improve employee performance through emotional intelligence and psychological capital mediated by organizational citizenship behavior (OCB). The population in this study was 332 employees of PT BPR BKK Purwodadi (Perseroda). The number of samples was 117, taken using the Roscoe formula (1975). Sampling used a purposive sampling technique with the criteria of employee service period of more than 1 year and employees in the operational section. Data were processed using SPSS software version 22. Data analysis techniques included respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R2 tests, t tests, and path analysis tests. The results of the study stated that emotional intelligence had a positive effect on OCB, psychological capital had a positive effect on OCB, emotional intelligence had a positive effect on employee performance, psychological capital had a positive effect on employee performance, OCB had a positive effect on employee performance, OCB mediated the effect of emotional intelligence on employee performance, and OCB mediated the effect of psychological capital on employee performance.

Keywords: Emotional Intelligence, Psychological Capital, OCB, Employee Performance

INTRODUCTION

PT BPR BKK Purwodadi (Perseroda) has a vision to become a healthy, productive, efficient, and sustainable bank. This broad vision and scope of work require maximum employee performance. Managing a bank depends not only on good equipment and complete facilities, but also on the people who carry out the work (Robert in Almahdali et al., 2021). In other words, the level of performance produced by employees will reflect the bank's success. As a form of the bank's integrity in achieving this vision, efforts to improve employee performance are based on the psychological state of employees, enabling them to manage themselves to achieve optimal performance.

The current performance of PT BPR BKK Purwodadi (Perseroda) is good, but not yet optimal. This is evident from the realization of the Key Performance Indicator (KPI) weight, which has only reached 97%. Mangkunegara (2015) defines performance as work results measured by the quality and quantity achieved by employees. To achieve more optimal performance, both in terms of quantity and quality, it is assumed that several influencing factors are involved, including emotional intelligence, psychological capital, and OCB.

Emotional intelligence is expected to be the basis for managing employee emotions at work. Goleman (1998) defines emotional intelligence as the abilities or attributes of employees related to their emotional side. Good emotional intelligence enables employees to regulate their psychological state, which impacts their performance. Research conducted by Sefira et al. (2023), Muhammad and Juraifa (2015), Ratnasari et al. (2020), Sari and Meilaty (2021), and Asral et al. (2017) found that emotional intelligence positively influences employee performance. Meanwhile, Almahdali et al. (2021) found that emotional intelligence did not affect employee performance.

Dinh Tho et al. (2014) in Putri and Anang (2019) stated that one of the factors that determines success and can create a competitive advantage for a company is psychological capital. Luthans (2002) defined psychological capital as a positive psychological state of an individual characterized by self-confidence to take on challenges and strive for success, optimism about future success, persistence in achieving goals, and the ability to bounce back from problems. This opinion is supported by research by Arifin et al. (2024), Nguyen and Ngo (2020), Thanh Ngo (2021), Sukiman and Bambang (2020), and Putri and Anang (2019), which stated that psychological capital influences employee performance. Meanwhile, research conducted by Ikhtiar and Intan (2016) found that psychological capital did not influence employee performance.

OCB will form a relationship of employee commitment to deliver good performance. Organ (1988) defines OCB as voluntary individual behavior, not directly or explicitly recognized by the formal reward system, and that overall drives the effectiveness of organizational functions. Research conducted by Sefira et al. (2023), Rusilwati (2023), Qalati et al. (2022), Tahier et al. (2022), and Almahdali et al. (2021) states that OCB influences performance. However, Fajar and Keni (2024) showed different research results that OCB does not affect performance.

Through strong emotional intelligence, employees are able to understand and respond to social needs in both interpersonal and group contexts, thereby strengthening the success of organizations and communities. This is supported by research findings from Guruge and Yapa (2023), Santa et al. (2023), Sefira et al. (2023), Sharma and Paul (2017), Rizki et al. (2019), and Sabari and Naser (2016), which show a positive effect of emotional intelligence

on OCB. However, research by Fatmawati and Siti (2022) shows a different finding: emotional intelligence does not affect OCB.

Psychological capital that Well-managed and developed by employees can encourage OCB. Research by Ginting et al. (2024), Arief et al. (2022), Ansori and Nury (2021), Gustari and Widodo (2021), Kumar et al. (2016), and Oktianti et al. (2017) shows that psychological capital has a positive effect on OCB. However, research by Kustyani et al. (2023) shows that psychological capital does not affect OCB.

Emotional intelligence and psychological capital do not always have a direct impact on employee performance, but contribute through OCB. This is in line with research conducted by Sefira et al. (2023), which stated that emotional intelligence has a significant positive effect on employee performance through OCB. However, Fajar and Keni (2024) stated differently, OCB does not mediate the effect of emotional intelligence on employee performance. Furthermore, research conducted by Artanti et al. (2016) stated that OCB mediates the effect of psychological capital on employee performance, but Bramantya and Muafi (2022) OCB does not mediate the effect of psychological capital on employee performance.

Based on previous research and the research gaps contained therein regarding the relationship between emotional intelligence, psychological capital, OCB and employee performance, research will be conducted to analyze the influence of emotional intelligence and psychological capital on employee performance with OCB mediation.

REVIEW OF LITERATURE

Emotional Intelligence

Goleman (1998) defines emotional intelligence as the abilities or attributes of employees related to their emotional side. Goleman, in Sharma and Mahajan (2017) provides four dimensions of emotional intelligence: self-awareness, social awareness, self-management, and relationship management. Indicators of self-awareness are emotional self-awareness, accurate self-assessment, and self-confidence. Indicators of social awareness are empathy, organizational awareness, and service orientation. Indicators of self-management are emotional self-control, transparency, adaptability, achievement orientation, initiative, and optimism. Indicators of relationship management are developing colleagues, inspirational leadership, initiating change, influencing, conflict management, and teamwork and collaboration.

Psychological Capital

Luthans et al. (2007) define psychological capital as a set of psychological resources that enable individuals to overcome personal obstacles and setbacks. Luthans et al. (2007) provide four dimensions of psychological capital: self-efficacy, optimism, hope, and resilience. In its development, Luthans et al. (2018) stated that the dimensions of psychological capital can consist of 12 indicators. Indicators of self-efficacy include confidence and belief in one's own abilities, confidence in one's contribution to one's work, and confidence in overcoming problems at work. Indicators of optimism include confidence in facing good things in the future, confidence in opportunities, and confidence that failure is not the end of everything. Indicators of hope include confidence in achieving goals, confidence in one's work efforts will be successful, and confidence that every problem can

be solved. Indicators of resilience include the ability to bounce back, the ability to face work challenges, and the ability to deal with problems or pressure.

Organizational Citizenship Behavior (OCB)

Organ (1988) defines OCB as individual behavior that is voluntary, not directly or explicitly recognized by the formal reward system, and which overall promotes the effectiveness of organizational functioning. This behavior is not directly rewarded, when done correctly, it increases the efficiency and operational efficiency of the organization. The dimensions of OCB according to Organ et al. (1988) are politeness, conscientiousness, sportsmanship, altruism, and citizenship policy. Indicators of politeness include helping coworkers avoid problems and helping coworkers overcome them. Indicators of conscientiousness include being on time, working effectively, complying with organizational rules, and doing the job to the best of one's ability. Indicators of sportsmanship include avoiding complaining while working, not creating problems for coworkers, and not escalating problems. Indicators of altruism include helping coworkers complete tasks, always being ready to help when needed, and taking the time to help coworkers. Indicators of citizenship policy include showing interest in the organization and doing something to improve the company's reputation.

Employee Performance

Mangkunegara (2015) defines performance as work results measured by how well the quality and quantity are achieved by employees. The dimensions of performance according to Mangkunegara (2015) in Artanti et al. (2016) are: work quality, work quantity, reliability, and attitude. Indicators of work quality include accuracy, thoroughness, skill, and cleanliness. Indicators of work quantity include routine output and how quickly additional work can be completed. Indicators of reliability include following instructions, initiative, caution, and perseverance. Indicators of attitude include attitudes toward the company or organization, attitudes toward other employees, and attitudes toward work and cooperation (Supriyanto & Sasongko, 2025).

Hypothesis Development

The Influence of Emotional Intelligence on OCB

Research by Guruge and Yapa (2023), Santa et al. (2023), Sefira et al. (2023), Rizki et al. (2019), Sharma and Mahajan (2017), and Sabali and Naser (2016) found that emotional intelligence has a positive effect on OCB. Based on these research results, the following conclusions can be drawn:

H1: Emotional intelligence has a positive effect on OCB.

The Influence of Psychological Capital on OCB

StudyGinting et al. (2024), Arief et al. (2022), Ansori and Nury (2021), Gustari and Widodo (2021), Oktiani et al. (2017), and Kumar et al. (2016) found that psychological capital has a positive effect on OCB. Based on these research results, the following can be derived:

H2: Psychological capital has a positive effect on OCB.

The Influence of Emotional Intelligence on Employee Performance

Research conducted by Sefira et al. (2023), Ratnasari et al. (2020), Sari and Meilaty (2021), Asral et al. (2017), and Muhammad and Juraifa (2015) found that emotional intelligence has a positive effect on employee performance. Based on these research findings, the following conclusions can be drawn:

H3: Emotional intelligence has a positive effect on employee performance.

The Influence of Psychological Capital on Employee Performance

Research by Arifin et al. (2024), Nguyen and Ngo (2020), Thanh Ngo (2021), Sukiman and Bambang (2020), and Putri and Anang (2019) found that psychological capital has a positive effect on employee performance. Based on these research findings, the following conclusions can be drawn:

H4: Psychological capital has a positive effect on employee performance.

The Influence of OCB on Employee Performance

Research by Sefira et al. (2023), Qalati et al. (2022), Tahier et al. (2022), Almahdali et al. (2021), and Rusilawati (2023) found that OCB has a positive effect on employee performance. Based on these research results, the following conclusions can be drawn:

H5: OCB has a positive effect on employee performance.

The Influence of Emotional Intelligence on Employee Performance Mediated by OCB

Research by Sefira et al. (2023) shows that emotional intelligence positively influences performance through OCB. Based on this research, the following conclusions can be drawn:

H6: Emotional intelligence influences employee performance mediated by OCB.

The Influence of Psychological Capital on Employee Performance Mediated by OCB

Artanti et al.'s (2016) research shows that OCB mediates the influence of psychological capital on employee performance. Based on the results of this study, the following conclusions can be drawn:

H7: Psychological capital influences employee performance mediated by OCB.

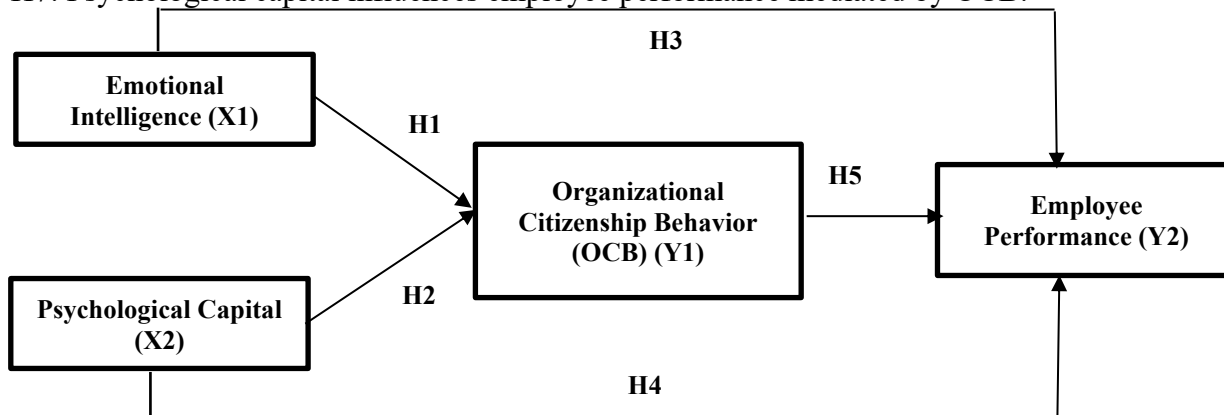


Figure 1
Conceptual Framework

RESEARCH METHOD

This research is explanatory research. The purpose of this study is to analyze the influence of emotional intelligence and psychological capital on performance mediated by OCB. The population used is 332 employees of PT BPR BKK Purwodadi (Perseroda), sampling using a purposive sampling technique with the criteria of employee service period of more than 1 year and employees in the operational section. The number of samples is determined by the Roscoe method (1975) where the sample size is 30 to 500. In this study, the number of samples that can be used is 117. Data tabulation uses a Likert Scale 5. Data

are processed using SPSS software version 22. Analysis techniques include respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R2 tests, t tests, and mediation tests using path analysis.

RESULTS AND DISCUSSION

Respondent Description

Table 1
Respondent Description

	Criteria	Amount	Percentage
Gender	Woman	91	77.8
Age	20-40 years	92	78.7
Education	Bachelor degree)	90	76.9
Years of service	1-14 years	105	89.7
Group	B	76	65

Source: Data processed in 2025

Based on Table 1, it can be shown that the majority of respondents were women (77.8%) with an age range of 20 to 40 years (78.7%), the majority had a bachelor's degree (76.9%), and had a work period of 1 to 14 years (89.7%), with group B (65%).

Variable Description

A mean score of 4.03 for emotional intelligence indicates that respondents tended to agree with 18 indicators. A mean score of 3.84 for psychological capital indicates that respondents tended to agree with 12 indicators. A mean score of 3.95 for OCB indicates that respondents tended to agree with 14 indicators. Furthermore, a mean score of 4.05 for employee performance indicates that respondents tended to agree with 13 indicators.

Validity Test Results

Table 2
Validity Test Results

Variables	KMO	Component Matrix
Emotional intelligence	0.837	> 0.4
Psychological capital	0.830	>0.4
OCB	0.849	>0.4
Employee Performance	0.936	>0.4

Source: Data processed in 2025

Based on Table 2, it can be shown that the KMO of emotional intelligence, psychological capital, OCB, and employee performance is greater than 0.5, thus it can be concluded that the sample adequacy is met. The component matrix value of 18 emotional intelligence indicators, 12 psychological capital indicators, 14 OCB indicators, and 13 employee performance indicators is greater than 0.4, thus it can be concluded that all indicators are valid.

Reliability Test Results

Table 3
Reliability Test Results

Variables	Cronbach's Alpha	Criteria
Emotional intelligence	0.959	>0.7

Psychological capital	0.928	>0.7
OCB	0.941	>0.7
Employee Performance	0.962	>0.7

Source: Data processed in 2025

Based on Table 3, it can be shown that the Cronbach's alpha value for emotional intelligence, psychological capital, OCB, and employee performance is > 0.7, thus it can be concluded that all variables are declared reliable.

Results of Multiple Linear Regression Analysis

Table 4
Results of Multiple Linear Regression Analysis

Model	Independent Variables	Adjusted R2	Anova		Standardized Coefficients		Information
			F	Sig	Beta	Sig	
Model I: Y=0.311X1 + 0.606X2							
Model I: The influence of emotional intelligence and psychological capital on OCB	Emotional intelligence	0.542	69,656	0,000	0.311	0,000	Hypothesis 1 Accepted
	Psychological capital				0.606	0,000	Hypothesis 2 Accepted
Model II: Y=0.145X1 + 0.200X2 + 0.573 Y1							
Model II: The influence of emotional intelligence, psychological capital, and OCB on employee performance	Emotional intelligence	0.622	64,752	0,000	0.145	0.026	Hypothesis 3 Accepted
	Psychological capital				0.200	0.012	Hypothesis 4 Accepted
	OCB				0.573	0,000	Hypothesis 5 is accepted

Source: Data processed in 2025

Based on Table 4, the test results for Model I can be seen:

- In the F test results, the sig value is $0.000 < 0.05$, meaning this model is fit or suitable for further analysis.
- The results of the determination coefficient test obtained an Adjusted R2 value of 0.542, which means that the emotional intelligence and psychological capital variables are able to explain 54.2% of the OCB variable, while the remaining 45.8% is explained by other variables outside the research model.
- H1: Emotional intelligence has a positive effect on OCB
The sig value of $0.000 < 0.05$ and the beta value of 0.311 are positive, meaning that emotional intelligence has a positive effect on OCB. Thus, H1 is accepted.

H2: Psychological capital has a positive effect on OCB.

The sig value of $0.000 < 0.05$ and the beta value of 0.606 are positive, meaning that psychological capital has a positive effect on OCB. Thus, H2 is accepted.

Based on Table 4, the test results for Model II can be shown:

- In the F test results, the sig value is $0.000 < 0.05$, meaning the model is fit or suitable for further analysis.
- The results of the determination coefficient test obtained an Adjusted R² value of 0.622, which means that the variables of emotional intelligence, psychological capital and OCB are able to explain 62.2% of the employee performance variable, while the remaining 37.8% is explained by other variables outside the study.
- H3: Emotional intelligence has a positive effect on employee performance.

The sig value of $0.026 < 0.05$ and the beta value of 0.145 are positive, meaning that emotional intelligence has a positive effect on employee performance. Thus, H3 is accepted.

H4: Psychological capital has a positive effect on employee performance.

The sig value of $0.012 < 0.05$ and the beta value of 0.200 are positive, meaning that psychological capital has a positive effect on employee performance. Thus, H4 is accepted.

H5: OCB has a positive effect on employee performance

The sig value of $0.000 < 0.05$ and the beta value of 0.573 are positive, meaning that OCB has a positive effect on employee performance. Thus, H5 is accepted.

Mediation Test Results

H6: Emotional intelligence influences employee performance mediated by OCB

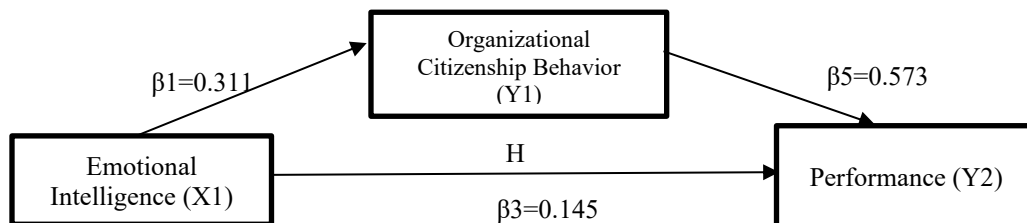


Figure 2
Mediation Test Results 1

The value of $\beta_1 \times \beta_5 = 0.311 \times 0.573 = 0.178$ and the value of $\beta_3 = 0.145$. Because $\beta_1 \times \beta_5$ is greater than β_3 or the value of $0.178 > 0.145$, it means that OCB mediates the effect of emotional intelligence on employee performance. Thus, hypothesis 6 is accepted.

H7: Psychological capital influences employee performance mediated by OCB.

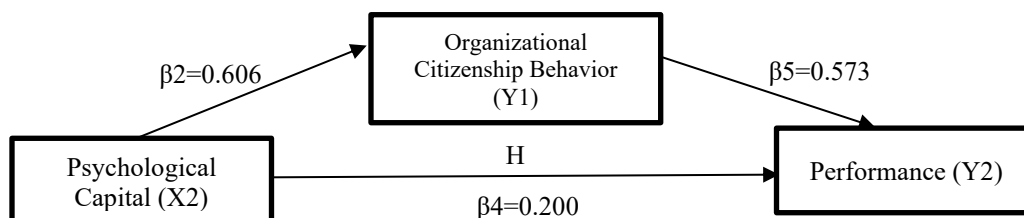


Figure 2

Mediation Test Results 2

The value of $\beta_2 \times \beta_5 = 0.606 \times 0.573 = 0.347$ and the value of $\beta_4 = 0.200$. Because $\beta_2 \times \beta_5$ is greater than β_4 or the value of $0.347 > 0.200$ means that OCB mediates the effect of psychological capital on employee performance. Thus, hypothesis 7 is accepted.

Emotional intelligence has a positive effect on OCB

The majority of respondents were aged 20-40 and had a bachelor's degree (S1). This age range indicates that many respondents are in their productive years, actively working and developing themselves. With a bachelor's degree, respondents also possess adequate knowledge and analytical skills. This combination of age and education indicates that respondents tend to have the ability to manage emotions and understand social dynamics in the workplace. Good emotional intelligence in this group is crucial because it can encourage them to demonstrate OCB behaviors, namely voluntary actions outside of formal duties that benefit the organization, such as helping coworkers or complying with regulations without coercion.

In the emotional intelligence variable, the indicator with the highest mean value was emotional self-awareness. This indicates that respondents have a strong understanding of their emotions. This high level of emotional self-awareness is crucial in shaping OCB behavior. Employees who are aware of their emotions are able to manage their reactions to work situations, which then allows them to interact more positively with coworkers and the organizational environment. This ability encourages them to be more empathetic, cooperative, and proactive in helping others or maintaining team harmony, even outside the scope of their duties. Thus, emotional self-awareness becomes a strong foundation for the emergence of various forms of OCB that contribute to effectiveness and collaboration within the organization. Furthermore, with well-managed emotional intelligence, employees tend to be able to assess themselves accurately, have self-confidence, have considerable empathy, always prioritize a service orientation in transactions and interactions with customers, can control their emotions when facing work problems, always maintain transparency in their work, are able to adapt to new teams, have inspirational leadership, are able to influence their surroundings, are able to manage conflict with coworkers, and are able to collaborate and work with coworkers.

Employees who are able to manage their emotional state at work are able to control their emotions and monitor their own and others' feelings. With well-managed emotional intelligence, employees can create a sense of comfort in working together and even help coworkers. Through good emotional intelligence management, it can also reflect OCB behavior by increasing efficiency and effectiveness in organizational operations. Research supported by Guruge and Yapa (2023), Santa et al. (2023), Sefira et al. (2023), Rizki et al.

(2019), Sharma and Mahajan (2017), and Sabali and Naser (2016) suggests that emotional intelligence has a positive and significant effect on OCB.

Psychological capital has a positive effect on OCB

Based on respondent data, the majority of respondents were aged 20-40 years and had 1 to 14 years of service. This age range is often associated with a period in which individuals are actively building their careers and seeking stability, while longer service tenure indicates experience and a deep understanding of organizational dynamics. This combination of age and service tenure indicates that respondents have the potential to develop strong psychological capital. Good psychological capital, such as optimism and resilience, in this group can encourage Organizational Citizenship Behavior (OCB) because they are more likely to voluntarily contribute beyond formal duties for the good and efficiency of the organization.

In the psychological capital variable, the indicator with the highest mean value was the belief that failure is not the end of everything. This indicates that most respondents have a high level of optimism and resilience in facing challenges in the workplace. The belief that failure is simply part of the process and not the end of everything is highly relevant to OCB behavior. Employees who have a positive outlook on failure are more willing to take risks, are more resilient in helping colleagues or the organization, and tend to exhibit proactive behaviors such as altruism and civic virtue, which are dimensions of OCB. They view every obstacle as an opportunity to learn and develop, thus being more motivated to make extra efforts for mutual progress. Furthermore, with good psychological capital, character traits such as confidence and belief in my own abilities, confidence in overcoming problems at work, confidence in opportunities, confidence in achieving life goals in the future, confidence in being able to bounce back after failure, being able to face every challenge at work, and being able to cope with problems or pressure in completing each task will develop.

Psychological capital is crucial for employees because it demonstrates confidence, optimism, hope, and resilience in their work. Employees with strong psychological capital consistently strive to provide their best for the organization through various means. One behavior that benefits the organization is employee OCB. In other words, employees with strong psychological capital strive to collaborate and assist their colleagues to contribute their best to the organization. This finding aligns with findings by Ginting et al. (2024), Arief et al. (2022), Ansori and Nury (2021), Gustari and Widodo (2021), Oktiani et al. (2017), and Kumar et al. (2016). The study concluded that psychological capital has a positive and significant impact on OCB.

Emotional intelligence has a positive influence on employee performance

The majority of respondents in this study were female and had a bachelor's degree (S1). This characteristic is important to consider, given that research shows that women often have a higher tendency to score higher in aspects of emotional intelligence, such as empathy and self-awareness. With a bachelor's degree, respondents are also expected to possess analytical skills and a good understanding of job demands. This combination of factors suggests that respondents are likely able to manage their emotions effectively and understand interpersonal dynamics in the workplace, which can ultimately contribute positively to their performance.

In the emotional intelligence variable, the indicator with the highest mean value was emotional self-awareness. This indicates that respondents deeply understand their emotions.

Emotional self-awareness is the foundation of emotional intelligence and is crucial for performance. Employees with high emotional self-awareness are able to recognize their own feelings, understand how these emotions influence their thinking and behavior, and identify their strengths and weaknesses. With this in-depth understanding, they can manage stress, make better decisions, and adjust their emotional reactions to work situations, which directly increases performance effectiveness and productivity.

Each employee has varying levels of emotional intelligence, depending on their personal emotional management. Through strong emotional intelligence, employees can demonstrate good character at work. Well-managed employee emotional intelligence will impact their performance output. This aligns with research conducted by Sefira et al. (2023), Ratnasari et al. (2020), Sari and Meilaty (2021), Asral et al. (2017), and Muhammad and Juraifa (2015). The results of these studies concluded that emotional intelligence has a positive and significant impact on performance.

Psychological capital has a positive influence on employee performance

The majority of respondents in this study were female and held group B positions or staff positions. In the workplace, staff roles often require high levels of adaptability and resilience in dealing with various task demands and team dynamics. Women, as frequently noted in the literature, tend to demonstrate strengths in empathy and positive interpersonal relationships. This combination of factors supports the development of strong psychological capital, such as hope and optimism, which in turn can drive higher performance. Employees with strong psychological capital are more proactive in achieving targets and overcoming obstacles, positively impacting their work performance.

In the psychological capital variable, the indicator with the highest mean value was the belief that failure is not the end of everything. This reflects a high level of optimism and resilience among respondents. This belief is fundamental in influencing performance, as individuals who persist in giving up and view failure as a learning experience are more likely to continuously strive to improve their abilities. They are more persistent in completing tasks, seek creative solutions when faced with problems, and maintain motivation despite challenges. This positive attitude allows them to bounce back more quickly from setbacks, which directly correlates with improvements in the quality and quantity of overall performance.

As a form of performance improvement, it cannot be separated from the psychological state of employees. Employees who are confident in facing challenges and possess high optimism tend to deliver maximum performance. Therefore, it can be concluded that employees with strong psychological capital will deliver maximum performance. This aligns with research conducted by Arifin et al. (2024), Nguyen and Ngo (2020), Thanh Ngo (2021), Sukiman and Bambang (2020), and Putri and Anang (2019). The results of these studies concluded that psychological capital can have a positive and significant impact on performance.

OCB has a positive effect on employee performance

Most of the respondents in this study were aged 20 to 40 and had a bachelor's degree (S1). The combination of productive age and high education level indicates that respondents have the capacity to understand and internalize organizational values, as well as the maturity to behave proactively outside of formal duties. Individuals in this group tend to be more aware of the importance of extra-curricular contributions (OCB) in creating a harmonious

and efficient work environment, which in turn will support improved personal and team performance. OCB behaviors, such as helping coworkers or voluntarily complying with organizational rules, will create synergy that drives overall performance improvement.

In the OCB variable, the indicator with the highest mean value was avoiding complaining at work. This indicates that respondents tend to have a positive and constructive attitude at work and are able to manage their expressions of dissatisfaction. This attitude of not complaining is highly relevant to improving performance because it reflects individuals who focus on solutions rather than problems, and do not let small things interfere with productivity. Employees who avoid complaining will be more focused on completing tasks, collaborating well, and maintaining team morale, which directly impacts the efficiency and quality of work results. This attitude also demonstrates a high level of professionalism and emotional maturity, which are important foundations for optimal performance. Employees with high OCB will also be ready to help coworkers avoid problems, are ready to help coworkers solve problems, are always on time, always work effectively, are ready to help coworkers when needed, and always do something to improve the company's reputation.

The relationship between employees and organizations is complex, requiring employees to provide their best for the organization, and vice versa. Employees who are consistently engaged in the organization will deliver optimal performance. In other words, employee OCB behavior can benefit the organization, which will ultimately lead to improved performance. This is in line with research conducted by Sefira et al. (2023), Qalati et al. (2022), Tahier et al. (2022), Almahdali et al. (2021), and Rusilawati (2023). The results of this study indicate that OCB has a positive and significant impact on performance.

Emotional intelligence influences employee performance mediated by OCB.

The majority of respondents in this study were female and had between 1 and 14 years of service. The female gender is often associated with a better ability to identify and manage emotions, as well as exhibit prosocial behavior. Meanwhile, longer service tenure indicates experience and a mature adaptation to organizational culture. This combination of factors supports the argument that respondents tend to have good emotional intelligence, which can encourage them to exhibit Organizational Citizenship Behavior (OCB). These OCB behaviors, such as helping coworkers or actively participating in informal activities, will create a positive and cohesive work environment, which will ultimately mediate or strengthen the relationship between emotional intelligence and overall performance improvement.

In the emotional intelligence variable, the indicator with the highest mean value was emotional self-awareness. This indicates that respondents have a strong understanding of their own emotions. This high level of emotional self-awareness is a crucial foundation that enables individuals to manage their emotions effectively, not only for personal gain but also to better interact with others. This ability directly contributes to the development of OCB behaviors, such as altruism and hospitality, because emotionally aware individuals are better able to empathize and respond to collective needs. Through OCB, emotional intelligence can indirectly improve performance, as individuals who voluntarily make extra efforts and create a positive atmosphere in the workplace will result in a more productive and efficient environment.

Employees with high levels of OCB will strive to deliver optimal performance. In other words, an employee's demeanor in the work environment will also influence the atmosphere within the organization, which in turn impacts their performance output. This

aligns with research conducted by Sefira et al. (2023) that found emotional intelligence has a positive and significant effect on performance through OCB.

Psychological capital influences employee performance mediated by OCB

The majority of respondents in this study were aged 20 to 40 and were group B or staff. The combination of productive age and staff position indicates that respondents are in a phase where they actively contribute and have the opportunity to demonstrate initiative. Staff positions often require adaptability and mental resilience in dealing with various routine and unexpected tasks. These characteristics support the development of strong psychological capital, such as hope and optimism, which in turn can encourage them to demonstrate Organizational Citizenship Behavior (OCB). OCB behaviors such as helping coworkers in need or voluntarily following company procedures can create a supportive and efficient work environment, thus mediating the impact of psychological capital on improving individual and team performance.

In the psychological capital variable, the indicator with the highest mean value was the belief that failure is not the end of everything. This indicates high levels of optimism and resilience among respondents, which are key components of psychological capital. This belief is highly relevant in fostering OCB, as individuals who persist in giving up and view failure as a learning experience are more likely to take extra initiative and help others without expecting reward. They are more likely to persist in participating in volunteer activities outside their job descriptions, such as mentoring colleagues or actively participating in improvement initiatives. Through these OCB behaviors, psychological capital can indirectly improve performance, as employees who are proactive and have a positive attitude towards challenges will create positive synergy that contributes to the overall effectiveness and productivity of the organization.

Therefore, employees who are able to face challenges and are optimistic about their work will contribute their best to the organization, which will impact the performance output they produce in line with their assigned responsibilities. This aligns with research by Artanti et al. (2016) that found that OCB mediates the influence of psychological capital on performance.

CONCLUSION

Based on the results of the study, it can be concluded that emotional intelligence has a positive effect on OCB, psychological capital has a positive effect on OCB, emotional intelligence has a positive effect on employee performance, psychological capital has a positive effect on employee performance, OCB has a positive effect on employee performance, emotional intelligence affects employee performance mediated by OCB, and psychological capital affects employee performance mediated by OCB. Based on the highest beta value on the influence on OCB, namely on the psychological capital variable, it can be concluded that psychological capital has a great opportunity to increase employee OCB where employees have confidence and optimism to act for the advancement of the organization. Furthermore, based on the beta value on the influence on employee performance, namely on the OCB variable, it means that with the existence of free attitudes or behaviors that are not marked by rewards to advance the organization, it will greatly help the organization to achieve maximum performance.

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