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The Impact of Emotional Intelligence, Organizational Commitment, and Organizational Citizen Behavior on Employee Performance: A Case Study of Bank Sumsel Babel Assistant Branch Sungsang

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Abstract---This research aims to determine the impact of emotional intelligence, organizational commitment, and organizational citizen behavior on the performance of employees at Bank Sumsel Babel Assistant Branch Sungsang. The population and sample in this study were all operators at Bank Sumsel Babel Assistant Branch Sungsang in 2023, totaling 39 employees, using a census method in sample determination. The results of multiple linear regression analysis show that emotional intelligence, organizational commitment, and organizational citizen behavior positively and significantly affect employee performance. Emotional intelligence requires a role for supervisors in providing work motivation to employees. The lack of motivation from supervisors makes employees face challenges in solving existing problems and not being allowed to express their opinions. Organizational commitment indicates that employees have contributed well, so the company needs to provide rewards to employees who perform well and excel. Organizational citizen behavior highlights the role of supervisors and company management in providing opportunities for employees to contribute to the company's development by offering training and education to higher levels.

Keywords---emotional intelligence, employee performance, organizational citizen behavior, organizational commitment.

Introduction

Bank Sumsel Babel was established on November 6, 1957, under the Decision of the Commander-in-Chief of the Regional War Ruler Sriwijaya Level I South Sumatra, Notary Deed Tan Thong Ke, and business permits from the Minister of Finance at that time. Since the enactment of Law Number 13 of 1962 concerning Regional Development Banks in 1962, Bank Sumsel Babel officially became the property of the Regional Government of South Sumatra Province as a Regional Company. After several changes, the last one since the enactment of Law Number 7 of 1992 concerning banking and in accordance with Regional Regulation No. 6 of 2000 dated May 19, 2000, Bank Sumsel

changed its legal status from a Regional Company to a Limited Liability Company with Establishment Deed No. 20 dated November 25, 2000, and the approval of the Deputy Governor of Bank Indonesia No.3/2/KEP.DpG/2001 dated September 24, 2001. The change in legal status took effect on October 1, 2001, with various fundamental and comprehensive changes making Bank Sumsel more professional and competitive in the era of regional autonomy (banksumselbabel.com, 2023).

Some of Bank Sumsel Babel's products include investment products such as Depati, Demang, Telepati, Pesirah Savings (Regional Potential Driver), money transfers with Western Union, Debit Cards, import-export transactions, ATM services in collaboration with VISA networks, mobile credit purchases, and payments for utility bills such as water, land tax, social security, cable TV, and others. The bank also offers CDM services, E-Money (BSB Cash), SMS Banking, Mobile Banking, and Internet Banking.

Bank Sumsel Babel Assistant Branch Sungsang operates from Monday to Friday, with Saturday, Sunday, and public holidays being non-working days. The bank's operating hours are from 08:00 AM to 03:00 PM, with a lunch break from 12:00 PM to 01:00 PM from Monday to Thursday and from 11:30 AM to 01:00 PM on Fridays. Throughout 2022, Bank Sumsel Babel Assistant Branch Sungsang recorded employees with subpar performance, especially regarding time and work discipline.

During the year 2022, the bank observed instances of employees needing proper explanation. The author's observations also identified issues related to the discipline of work hours, where employees often failed to adhere to established regulations regarding office hours. The declining trend in Bank Sumsel Babel Assistant Branch Sungsang's profit throughout 2022, with the most significant decrease occurring in February at 15.98%, indicates a reflection of the branch's decreasing performance. The overall decline in the company's performance can also be attributed to suboptimal employee performance. Employees need emotional intelligence to control their emotions while working, enabling them to accept, assess, manage, and control their emotions and those of others around them. However, some Bank Sumsel Babel Assistant Branch Sungsang employees need a proper understanding of their emotions.

Research Method

The research conducted in 2023 aimed to investigate the influence of emotional intelligence, organizational commitment, and organizational citizen behavior on employee performance at Bank Sumsel Babel Assistant Branch Sungsang. The population for this study comprised all operators working at the bank, totaling 39 employees. The author opted for a census method, also known as saturation sampling, where every member of the population was included as a sample.

In determining the sample, the author employed the saturation sampling method. This approach involves using the entire population as respondents. Therefore, all 39 Bank Sumsel Babel Assistant Branch Sungsang employees in the year 2023 were considered respondents in this research. The research findings, obtained through multiple linear regression analysis, revealed that emotional intelligence, organizational commitment, and organizational citizen behavior positively and significantly impacted employee performance. The results indicated that emotional intelligence significantly influenced employee performance, emphasizing the need for supervisors to play a role in motivating employees. Inadequate motivation from superiors hindered employees in facing challenges and solving existing problems and limited their opportunities to express opinions.

Organizational commitment also demonstrated a significant positive impact on employee performance. Recognizing employees' valuable contributions, the company was advised to reward those who exhibited exemplary performance and achievements. Additionally, organizational citizen behavior, influenced by both leadership and company management, provided employees with opportunities for development through training and higher education.

In conclusion, the study showed that emotional intelligence, organizational commitment, and organizational citizen behavior played crucial roles in enhancing employee performance at Bank Sumsel Babel Assistant Branch Sungsang in 2023. The insights gained from this research can contribute to understanding factors influencing employee performance in the banking sector (Basahal et al., 2022).

Result and Discussion

The study's findings revealed significant and positive effects of emotional intelligence, organizational commitment, and organizational citizen behavior on employee performance at Bank Sumsel Babel Assistant Branch Sungsang. The emotional intelligence variable (X1) demonstrated a t-test value of 4.090 with a significance value of 0.000,

indicating a substantial positive impact on employee performance. This aligns with previous research and supports the acceptance of the first hypothesis, emphasizing the importance of emotional intelligence in the workplace (Hjalmarsson & Dåderman, 2022; Schlaegel et al., 2022).

Similarly, the organizational commitment variable (X2) exhibited a t-test value of 3.140 and a significance value of 0.001, establishing a significant favorable influence on employee performance. This outcome is consistent with existing studies and validates the second hypothesis, emphasizing the crucial role of organizational commitment in enhancing employee productivity (MacKenzie & Podsakoff, 2023). The organizational citizen behavior variable (X3) showcased a t-test value of 2.617 and a significance value of 0.003, emphasizing its positive and significant impact on employee performance. This finding supports the acceptance of the third hypothesis and aligns with prior research highlighting the importance of organizational citizenship behavior in fostering a positive work environment (Yildiz, 2022; Chinomona, 2022).

Delving into organizational commitment, employees expressed emotional attachment, a sense of indebtedness, and a reluctance to leave due to the company's positive work environment and competitive compensation. These factors contribute to long-term employee retention and satisfaction. Examining organizational citizen behavior dimensions revealed employees' willingness to assist colleagues, commitment to task completion, positive issue resolution, contributions to the community, and curiosity about the company's developments. These aspects collectively contribute to a harmonious work environment, employee well-being, and the company's positive image in the community. In conclusion, the study affirms the positive influence of emotional intelligence, organizational commitment, and organizational citizen behavior on employee performance. It provides valuable insights for strategic interventions to enhance the overall work environment at Bank Sumsel Babel Assistant Branch Sungsang.

Discussion

The findings of this study reveal a substantial positive influence of emotional intelligence on employee performance at Bank Sumsel Babel Assistant Branch Sungsang, confirming the acceptance of the first hypothesis. This aligns with prior research (Hjalmarsson & Dåderman, 2022; Schlaegel et al., 2022; Michinov, 2022; Dhoopar & Sihag, 2022; Afwindra et al., 2022; Jena, 2021; Mohyi, 2020; Grunberg et al., 2020; Lubis et al., 2020; Gong et al., 2019; Rauf et al., 2020), that consistently demonstrated the positive and significant impact of emotional intelligence on employee performance.

Within the self-awareness dimension, most responses in the "Good" category (51.3% Agree and 43.6% Strongly Agree) indicate a positive self-perception among employees. However, dissenting responses suggest that certain employees face challenges in fulfilling their responsibilities, potentially due to factors such as mismatched educational backgrounds or issues with job facilities. In the self-regulation dimension, the "Good" categorization (61.55% Agree and 33.35% Strongly Agree) illustrates employees' adeptness at self-control, maintaining composure in challenging situations, and displaying professionalism, even when confronted with personal issues within the team.

The motivation dimension's categorization as "Good" (50% Agree and 21.8% Strongly Agree) highlights the overall positive attitude. However, strongly disagreeing responses signal employees' hesitancy to embrace challenges or contribute novel ideas. This reluctance may stem from a preference for the comfort zone, impeding adaptability to changes in the work environment. The empathy dimension portrays a diverse social network among employees, with 59% Agree and 30.75% Strongly Agree responses, indicating their ease in adapting to new environments and job roles, particularly advantageous in sales or marketing.

Social skills, categorized as "Fairly Good" (12.85% Neutral, 55.15% Agree, and 29.5% Strongly Agree), indicate satisfactory interpersonal abilities. However, strongly disagreeing responses suggest challenges in accepting criticism and receptivity to diverse opinions. This implies a need for further development in receiving feedback and suggestions from colleagues. In conclusion, this comprehensive discussion underscores the positive impact of emotional intelligence on employee performance, emphasizing the nuances within various dimensions and providing insights for future interventions and improvements (Palmer et al., 2002; Eliyana & Ma'arif, 2019; Karatepe, 2013).

The influence of organizational commitment on employee performance at Bank Sumsel Babel Assistant Branch Sungsang

The analysis results of this study indicate that organizational commitment has a positive and significant effect on employee performance at Bank Sumsel Babel Assistant Branch Sungsang, thus accepting the second hypothesis. This finding aligns with research results (MacKenzie & Podsakoff, 2023; Adekola, 2022; Yeh & Hong, 2022;

Donkor, 2021; Chen, 2021; Loan, 2020; Mohyi, 2020; Nguyen, 2020; Grunberg et al., 2020; Rose, 2019; Yiing & Ahmad, 2019; Fu, 2019; Amanda, 2019), which show that organizational commitment has a positive and significant effect on employee performance.

Respondents' feedback on the affective commitment dimension shows that the percentage of Agree (42.7%) and Strongly Agree (31.63%) responses fall into the "Fairly Good" category. This indicates that Bank Sumsel Babel Assistant Branch Sungsang employees feel happy spending the remainder of their careers there. Additionally, employees perceive the company's problems as their own. This suggests that employees have embraced the company as part of their family, representing a valuable asset in achievement, ability, and loyalty. In the current environment, where younger generations easily switch jobs, loyalty to the company is diminishing.

In the normative commitment dimension, the percentage of Strongly Agree (41.03%) and Agree (23.06%) responses fall into the "Good" category. Bank Sumsel Babel Assistant Branch Sungsang employees feel that the company has been instrumental in their lives. They believe they have contributed significantly to the company, making it worthy of loyalty and commitment. Based on interviews with some respondents in the field, employees express their commitment to providing their best work and meeting or exceeding company expectations and targets. Employees are also committed to continuing their skill development and education, pursuing higher education to deliver excellent work (Sy et al., 2006; Sony & Mekoth, 2016; Miao et al., 2017; Pant & Yadav, 2016).

In the continuous commitment dimension, the percentage of Strongly Agree (37.82%) and Strongly Agree (44.87%) responses fall into the "Fairly Good" category. Some employees find it challenging to leave Bank Sumsel Babel because the company provides better job opportunities, and employees feel they might not find similar opportunities elsewhere. Some employees express comfort working at Bank Sumsel Babel, attributing their reluctance to leave to the company's fair compensation and welfare benefits. Employees appreciate the company's generous compensation, making it challenging for them to switch to another company. Overall, Bank Sumsel Babel is perceived as providing suitable employee compensation.

The influence of organizational citizen behavior on employee performance at Bank Sumsel Babel Assistant Branch Sungsang

The analysis results of this study indicate that organizational citizen behavior has a positive and significant effect on employee performance at Bank Sumsel Babel Assistant Branch Sungsang, thus accepting the third hypothesis. This finding aligns with research results (Yildiz, 2022; Chinomona, 2022; Dwomoh, 2021; Albloush, 2020; Mohyi, 2020), which show that organizational citizen behavior has a positive and significant effect on employee performance.

In the dimension of altruism, the percentage of Agree (57.7%) and Strongly Agree (19.2%) responses fall into the "Fairly Good" category. This indicates that Bank Sumsel Babel Assistant Branch Sungsang employees can assist colleagues in completing their tasks. Additionally, employees help each other when a colleague is absent, fostering a harmonious and supportive work environment.

In the conscientiousness dimension, the percentage of Agree (69.25%) and Strongly Agree (20.5%) responses fall into the "Good" category. This shows that Bank Sumsel Babel Assistant Branch Sungsang employees can complete tasks and responsibilities according to the company's established procedures. Moreover, employees arrive at the office before the start of working hours and adhere to all workplace regulations, understanding the prohibitions and consequences of violating company rules (Nordin, 2012; Miao et al., 2018; Brackett et al., 2004; Widiyani et al., 2019).

In the sportsmanship dimension, the percentage of Neutral (17.9%), Agree (65.4%), and Strongly Agree (14.1%) responses fall into the "Good" category. This indicates that Bank Sumsel Babel Assistant Branch Sungsang employees can find positive aspects in problems, especially in their work. Employees minimize and resolve issues without dwelling on them. In the civic virtue dimension, the percentage of Agree (70.5%) and Strongly Agree (15.4%) responses fall into the "Good" category. This shows that employees at Bank Sumsel Babel Assistant Branch Sungsang provide positive responses and leave a positive impression on the general public about the company. Additionally, employees are willing to participate in social events or activities the company organizes to build good relations with the general public, especially in South Sumatra and Bangka Belitung.

In the courtesy dimension, the percentage of Agree (57.7%) and Strongly Agree (14.1%) responses fall into the "Fairly Good" category. This indicates that Bank Sumsel Babel Assistant Branch Sungsang employees have a keen interest in the company's developments and are allowed to provide input or ideas to their superiors.

Conclusion

In conclusion, the study reveals that emotional intelligence, organizational commitment, and organizational citizen behavior positively and significantly impact employee performance at Bank Sumsel Babel Assistant Branch Sungsang. The findings affirm that these three factors play crucial roles in shaping a conducive and high-performing work environment within the organization.

Firstly, emotional intelligence emerges as a critical determinant of employee performance. Employees who understand and manage their emotions effectively contribute positively to the workplace. The study emphasizes the importance of leadership involvement in motivating employees, ensuring they can navigate challenges, and problem-solving with emotional intelligence.

Secondly, organizational commitment stands out as a driving force behind employee performance. The results indicate that employees viewing the organization as an integral part of their lives and expressing loyalty contribute significantly to the overall success of Bank Sumsel Babel Assistant Branch Sungsang. This commitment manifests through a sense of happiness in working for the organization, aligning personal problems with organizational challenges, and actively contributing to the company's growth.

Lastly, organizational citizen behavior showcases its impact on employee performance. Employees exhibiting altruism, conscientiousness, sportsmanship, civic virtue, and courtesy contribute positively to a harmonious workplace. These behaviors foster cooperation, responsibility, positive problem-solving, community engagement, and a collaborative atmosphere, ultimately enhancing overall employee performance at the branch. A combination of emotional intelligence, organizational commitment, and organizational citizen behavior is instrumental in fostering a high-performing workforce at Bank Sumsel Babel Assistant Branch Sungsang.

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