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THE INFLUENCE OF EMOTIONAL INTELLIGENCE, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Abstract

Observations of the leadership and various employees at the Pasuruan Regency Education and Culture Office indicate that employee performance remains suboptimal, primarily due to insufficient emotional intelligence, which hampers their ability to manage personal emotions and interact effectively with others. This deficiency adversely affects their thoughts and actions. Additionally, there is a notable lack of Organizational Citizenship Behavior (OCB), characterized by employees' reluctance to assist colleagues with incomplete tasks and limited interaction among peers, which complicates the provision of advice when encountering work-related issues. From the performance assessment survey results indicate that employee initiative and cooperation are considered lacking. This can lead to suboptimal work performance, which will have an impact on the company's sustainability. Therefore, this study was conducted to further discuss this issue. Furthermore, employees exhibit a preference for solitary work and display dissatisfaction when required to engage in teamwork. Moreover, the absence of incentive from both superiors and colleagues results in employees neglecting their respective responsibilities and failing to assist one another. The work atmosphere is detrimental due to loudness and lack of cleanliness, resulting in decreased employee comfort and ultimately diminishing performance. This study's results revealed a substantial simultaneous impact on Employee Performance (Y). Furthermore, there exists a partial significant effect of Emotional Intelligence, organizational citizenship, and work environment variables on employee performance. The motivation variable is recognized as having no meaningful influence.

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Keywords: emotional intelligence, organizational citizenship behavior, motivation, work environment, employee performance

Introduction

In global competition, companies face major challenges to win the competition, so accurate tactics and strategies are needed. Reliable human resources can help organisations face the challenges of global competition. Employees are the main implementers of every

organisational function in relation to existing facilities, infrastructure and resources. Employees are one of the key factors in an organisation that must be considered because they always experience various dynamics within the organisation. To have good employees, an organisation must also have good human resource management in managing the employees within the organization.

Based on the employee performance assessment survey and the results obtained, the following conclusions can be drawn:

Table 1. Employee Performance Assessment Survey

No	Name	Position	Assessment Criteria	Score 1 -5	Description
1	NH	Staff	Work Quality	4	Work results are up to standard, neat, and on time.
			Productivity	4	Work results are up to standard and on time.
			Initiative	3	Initiative and reasoning regarding work are still lacking.
			Cooperation	3	There is a lack of collaboration between teams.
			Attendance	5	Full attendance.
2	RD	Staff	Work Quality	5	Quality of work exceeds targets
			Productivity	5	Productivity is on target
			Initiative	3	Lack of initiative at work
			Cooperation	3	Lack of initiative to cooperate with the team
			Attendance	5	Full attendance

The performance assessment in Table 1 illustrates several issues, one of which is that employees are considered to lack initiative and cooperation. This can be seen from the employees' initiative and cooperation scores, which are lower than those in other assessment categories. This lack of initiative and cooperation is considered to be an obstacle to the company's sustainability, given that employees are the functional executors who determine the company's future with their various competencies in overcoming global competition.

Daniel Goleman's Theory (1995) posits that emotional intelligence encompasses the capacity to regulate one's own emotions and the proficiency in managing the emotions of others. Emotions influence an individual's thoughts and actions, necessitating effective emotional management. This capability enables an employee to cultivate positive emotions, enhancing sensitivity, empathy, and alignment with their environment, thereby improving performance. A lack of initiative and cooperation among employees can lead to

suboptimal work performance and affect results. This is certainly not in line with the company's expectations. Initiative and cooperation are included in the Organizational Citizenship Behavior (OCB) variable in this study.

(Brembs et al., 2023) Another factor that can enhance employee performance is Organizational Citizenship Behavior (OCB), which refers to actions that extend beyond formal job responsibilities but contribute to overall organizational effectiveness. Employees exhibiting actions beyond their assigned responsibilities, known as extra-role behavior, are crucial since they can yield significant advantages and contribute to the success of a company. Employees exhibiting elevated Organizational Citizenship Behavior facilitate the attainment of optimal performance.

(H Dethan et al., 2023) an additional component, specifically motivation. Motivation encompasses the entire process of instilling work incentives in subordinates, hence fostering their desire to diligently pursue objectives. The emergence of motivation in an individual is contingent upon the presence of life demands, encompassing both fundamental and secondary needs. If these demands are satisfied, an individual will exert effort and enhance their work motivation. Motivation is a state or force that propels employees towards the attainment of organizational objectives. The proactive and positive mental attitude of employees towards their work environment enhances their motivation, hence optimizing performance and improving overall employee efficacy.

(Uddin, 2020) Furthermore, the work environment is a significant factor influencing employee performance. This encompasses both the material environment, including locations and facilities, and the psychological environment, which pertains to the social dynamics among employees. An optimal work environment for employees in any organization enhances work enthusiasm, motivating them to perform at their highest capacity, so ensuring the seamless execution of organizational functions.

(Kusuma et al., 2020) report that observations of leadership and employees at the Pasuruan Regency Education and Culture Office reveal a relatively low level of employee performance. This deficiency is attributed to inadequate emotional intelligence, which hampers the management of personal emotions and interpersonal relations, consequently affecting thoughts and actions. Additionally, there is a notable lack of Organizational Citizenship Behavior (OCB), characterized by employees' reluctance to assist colleagues with unfinished tasks, insufficient interaction among peers, and difficulty in providing advice when encountering work-related issues. Furthermore, employees exhibit a preference for individual work and display dissatisfaction when required to engage in teamwork. Moreover, the absence of incentive from both superiors and colleagues results in employees neglecting their respective responsibilities and failing to assist one another. The work atmosphere is detrimental due to noise and uncleanliness, resulting in decreased employee comfort and ultimately diminishing performance.

This study aims to identify whether emotional intelligence, organizational citizenship behavior, and work environment influence the employee performance. According to (Almaududi et al., 2021), performance is the outcome attained by an individual in executing duties, contingent upon skills, experience, sincerity, and time, in accordance with established standards and criteria. According to (Kurnia & Sitorus, 2022) employee performance is defined as an individual's entire capacity to work efficiently in order to attain work objectives and diverse aims, while incurring minimal sacrifices relative to the outcomes attained. Performance assessment encompasses various factors, including quality of work, quantity, timeliness, effectiveness, and autonomy.

Research Method

The study's population comprised all 84 workers of the Education and Culture Office of Pasuruan Regency. This study employed a saturation sampling technique, wherein the entire population participated as respondents. This study employs multiple data collection methods, including interviews, questionnaires, observation, and literature review. This study utilised qualitative research methods with several testing stages, including multiple linear regression testing, simultaneous testing, and partial testing. This study employed SPSS 16.00 as the statistical tool for data analysis.

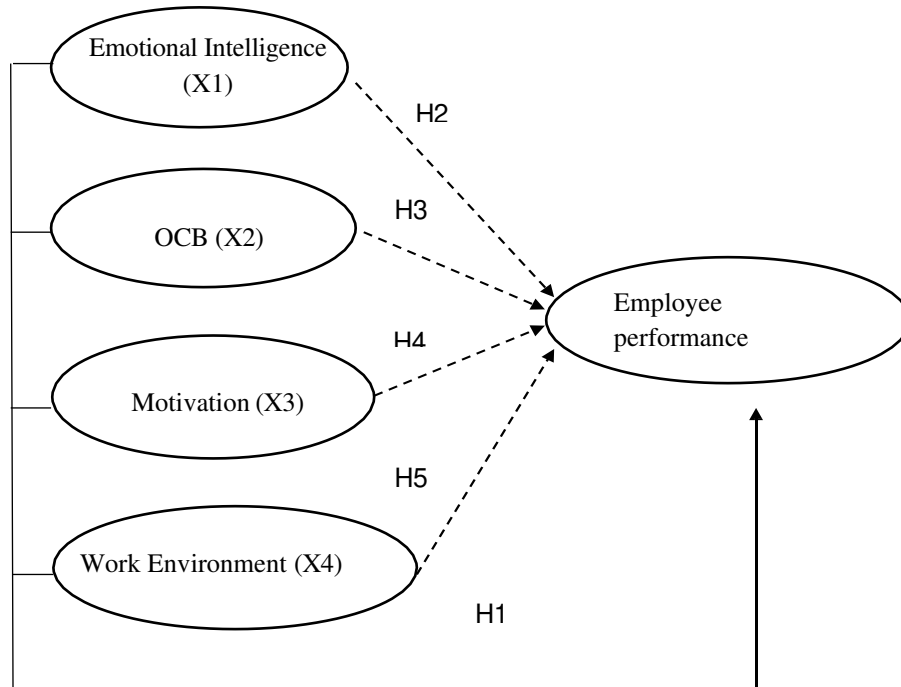


Figure 1. Framework

Result and discussion

Result

Table 2. Multiple Linear Regression

Model		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.027	.171	
	X1	.248	.063	.285
	X2	.217	.077	.205
	X3	.112	.058	.101
	X4	.413	.083	.429

The result of the explanation from the multiple linear regression equation is:

1. Emotional Intelligence (X1), Organisational Citizenship Behaviour (OCB) (X2), Motivation (X3) and Work Environment (X4) are equal to 0, then the value of variable Y is 0.027.

2. If X1 (Emotional Intelligence) is considered 1, the equation $Y = 0.027 + 0.248$ is obtained. This means that if X1 increases by 1 level, Employee Performance increases by 0.275.
3. If X2 (Organisational Citizenship Behaviour (OCB)) is considered 1, the equation $Y = 0.027 + 0.217$ is obtained. This means that if X2 increases by 1 level, employee performance increases by 0.244.
4. If X3 (Motivation) is considered 1, the equation $Y = 0.027 + 0.112$ is obtained. This means that if X3 increases by 1 level, employee performance increases by 0.139.
5. If X4 (Work Environment) is considered 1, the equation $Y = 0.027 + 0.413$ is obtained. This means that if X4 increases by 1 level, employee performance increases by 0.440.

Table 3. Hypothesis Testing Results I

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.449	4	5.362	177.746	.000 ^b
	Residual	2.383	79	.030		
	Total	23.833	83			

Based on the computation, the determined F value is 177.746. While the F table (df1 = 4 and df2 = 79) is 2.49 with a level of significant (a) of 0.05 and sig F of 0.000. Since the value for F exceeds that of the F table, specifically 177.746 is greater than 2.49, and the significance level for F is below the significance threshold (alpha), that is 0.000 is less than 0.05, the null hypothesis is dismissed while the alternative hypothesis is accepted. Therefore, it can be concluded that the dependent variable, Employee Performance (Y), is significantly affected by Emotional Intelligence (X1), Organizational Citizenship Behavior (OCB) (X2), Motivation (X3), and Work Environment (X4) in combination.

Table 4. Hypothesis Testing Results II

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.027	.171		.159	.874
	X1	.248	.063	.285	3.956	.000
	X2	.217	.077	.205	2.813	.006
	X3	.112	.058	.101	1.920	.058
	X4	.413	.083	.429	4.961	.000

The t table value is 1.99045 (df residual = 84) $n-k / 84-5 = 79$, according to the calculation. at a level of significance (a) = 0.05. And got these results:

1. The t value for the Emotional Intelligence variable (X1) is 3.956, which is greater than the t table value of 1.99045. The sig value is also less than a, which is 0.000, which is less than 0.05. This means that there is a substantial positive effect on Employee Performance (Y).
2. The Organizational Citizenship Behavior (OCB) variable (X2) exhibits a t value exceeding the t table value, specifically $2.813 > 1.99045$, and a significance level

below alpha, indicated by $0.006 < 0.05$. Consequently, it is concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, demonstrating a partially significant positive effect on Employee Performance (Y).

3. The Motivation factor (X3) registers a t statistic of 1.920, falling short of the t critical value of 1.99045, and has a significance value of 0.058, exceeding the alpha threshold of 0.05. Consequently, this indicates the rejection of H_0 and the acceptance of H_a , suggesting that the impact on employee performance (Y) is minimal.
4. The Work Environment variable (X4) has a t value that is greater than the t table, which is 4.961, and a sig value that is less than α , which is 0.000. This means that H_0 is rejected and H_a is approved, which means that there is a partially significant positive effect on employee performance (Y).

Discussion

The results of the hypothesis testing reveal that Emotional Intelligence (X1), Organizational Citizenship Behavior (OCB) (X2), Motivation (X3), and Work Environment (X4) together have a meaningful impact on Employee Performance (Y). This is substantiated by the F statistic, where F count exceeds F table ($177.746 > 2.49$) and the significance level (sig F) is less than the alpha level ($0.000 < 0.05$).

The emotional intelligence variable (X1) has a t value greater than the t table, which is $3.956 > 1.99045$, and a sig value less than α , which is $0.000 < 0.05$. This means that there is a significant positive influence in part. The employees of Pasuruan Regency Education and Culture have a lot of emotional intelligence, which is shown by their capacity to do their work on time and help each other out.

The Organizational Citizenship Behavior (OCB) variable (X2) has a t value greater than the t table, which is $2.813 > 1.99045$, and a sig value less than α , which is $0.006 < 0.05$. This means that there is a substantial positive influence, but only partially. This is because the employees of Pasuruan Regency Education and Culture have very strong Organizational Citizenship Behavior (OCB). They show this by being kind, tolerant, and willing to help their coworkers finish their work, even when they aren't asked to.

The Motivation variable (X3) has a t value of $1.920 < 1.99045$ and a sig value of $0.058 > 0.05$, which implies that there is no significant partial effect. Because Pasuruan Regency Education and Culture's bosses don't typically motivate their employees, they only do it at specified periods by giving them recognition or bonuses for doing a good job. The provision of non-intensive appreciation bonuses is considered insufficient to foster motivation among workers. Employee motivation can be increased in other ways, such as by holding gatherings and other events that foster emotional closeness. Organising events such as these can be a way for leaders to express their gratitude through actions that can be considered rewards for workers.

The Work Environment variable (X4) has a t value of 4.961, which is greater than the t table value of 1.99045, and a sig value of 0.000, which is less than 0.05. This means that there is a somewhat significant positive influence. The work environment at Pasuruan Regency Education and Culture Office is very clean, well-organized, and employees like to assist each other out when they need it. For example, if a teammate is having problems, employees will often help each other out.

The coefficients table indicates that the unstandardized coefficient B for emotional intelligence (X1) is 0.248, for Organizational Citizenship Behavior (OCB) (X2) is 0.217, for motivation (X3) is 0.112, and for the work environment (X4) is 0.413. The results indicate that the unstandardized coefficient B value for the work environment variable (X4) exceeds that of emotional intelligence (X1), Organizational Citizenship Behavior (OCB) (X2), and motivation (X3). This result indicates that the work environment (X4) exerts a more significant influence on employee performance (Y).

The regression analysis results indicate that the correlation between the purchasing decision variable and all independent variables—Emotional Intelligence (X1), Organizational Citizenship Behavior (OCB) (X2), Motivation (X3), and Work Environment (X4)—is 0.900, which exceeds 0.05. The regression coefficient or adjusted R² is calculated as 0.895. Consequently, 89.5% of employee performance is determined by independent variables, specifically Emotional Intelligence (X1), Organizational Citizenship Behavior (OCB) (X2), Motivation (X3), and Work Environment (X4), while the remaining 10.5% is attributed to other factors, including bonuses and punitive measures.

Conclusion and Recommendation

From the discussion outlined above, the following conclusions can be drawn. First, the results of the ANOVA table calculation show that the dependent variable Employee Performance (Y) is significantly influenced by Emotional Intelligence (X1), Organisational Citizenship Behaviour (OCB) (X2), Motivation (X3), and Work Environment (X4) collectively. This is because the calculated $F > \text{table } F$ and $\text{sig } F < \text{significance level } (\alpha)$, so H1 accepted. Therefore, it can be concluded that the variables Emotional Intelligence (X1), Organisational Citizenship Behaviour (OCB) (X2), Motivation (X3), and Work Environment (X4) simultaneously have a significant influence, because these table values are able to improve Employee Performance (Y) among employees of the Pasuruan Regency Education and Culture Office.

Second, the coefficient calculation results show that Emotional Intelligence (X1) has a $t\text{-value} > t\text{-table}$ and $\text{sig} < \alpha$, which means there is a significant positive partial effect. This is due to the high level of emotional intelligence among employees of the Pasuruan Regency Education and Culture Office, which can be seen from their ability to complete tasks well and on time and to help each other.

Third, the calculation of coefficients shows that the Organizational Citizenship Behaviour (OCB) variable (X2) has a $t\text{-value} > t\text{-table}$ and $\text{sig} < \alpha$, which means that there is a significant positive partial effect. This is because the Organizational Citizenship Behaviour (OCB) of employees at the Pasuruan Regency Education and Culture Office is very good and excellent, as seen from their concern, tolerance and willingness to help colleagues complete their tasks, as well as their willingness to work overtime without being assigned to do so.

Fourth, the calculation of coefficients shows that the Motivation variable (X3) has a $t\text{-value} < t\text{-table}$ and $\text{sig} > \alpha$, which means that there no significant partial effect. This is because superiors at the Pasuruan Regency Education and Culture Office do not often motivate their employees; only at certain times do superiors provide motivation in the form of recognition or bonuses for work that employees have completed well. The calculation of coefficients shows that the Work Environment variable (X4) has a $t\text{-value} > t\text{-table}$ and $\text{sig} < \alpha$, which means that there is a significant positive partial effect. This is because the work environment at the Pasuruan Regency Education and Culture Office is very clean and

tidy, and employees are willing to help each other if a colleague has not finished their work and also often help each other if a colleague is having difficulties.

From the coefficient table, it can be seen that the unstandardised coefficient B value for the Work Environment variable (X4) is greater than that of the other variables. Therefore, it can be concluded that the Work Environment (X4) is the variable that has the most dominant influence on employee performance (Y).

Further studies are recommended to include more factors contributing to the employee performance, such as company facilities related to IT.

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