BIM Proceedings

Bali International Meeting on Business, Advanced engineering, and Leadership sustainability Impact
BIM University
DOI: 10.xxxxxxxxxxxxxxxxxxxx/

The Influence of Emotional Intelligence and Organizational Citizenship Behavior (OCB) on Employee Performance at PT. Mega Central Finance, Marelan Branch

Nadia Putri Mulia [1], Prihatin Lumbanraja [2], and R Hamdani Harahap [3]
[1,2,3] Faculty of Economics and Business, University of North Sumatra, Indonesia

e-mail: nadiaputrimulia25@gmail.com

Abstract

This study aims to analyze the influence of emotional intelligence and Organizational Citizenship Behavior (OCB) on employee performance at PT. Mega Central Finance, Marelan Branch. In an increasingly competitive financial services industry, employee performance plays a crucial role in achieving organizational success. Although performance trends show improvement, they have not yet reached the company's optimal target, indicating the need for further improvement. This condition is suspected to be influenced by varying levels of emotional intelligence and OCB among employees. Emotional intelligence refers to the ability of individuals to recognize, manage, and control their emotions and those of others, while OCB represents voluntary behaviors that go beyond formal job requirements and contribute positively to organizational effectiveness. This study uses a quantitative approach with data collected through questionnaires distributed to 29 employees selected using purposive sampling. Secondary data were obtained from literature and company documents. Data analysis was conducted using SPSS version 24, including validity and reliability tests, classical assumption tests, and multiple linear regression analysis. The results indicate that all research instruments are valid and reliable, and the data meet the requirements for regression analysis. The findings show that emotional intelligence has a positive and significant effect on employee performance, meaning that employees with better emotional control, self-awareness, and interpersonal skills tend to perform better. OCB also has a positive and significant effect, indicating that voluntary behaviors such as helping colleagues and demonstrating organizational loyalty improve work effectiveness. Simultaneously, emotional intelligence and OCB significantly influence employee performance, with a contribution of 45.7%, while the remaining 54.3% is influenced by other factors such as motivation, leadership, and job satisfaction. In conclusion, improving emotional intelligence and encouraging OCB behavior are important strategies to enhance employee performance at PT. Mega Central Finance, Marelan Branch.

Keywords: *Emotional Intelligence 1, Organizational Citizenship Behavior (OCB) 2, Employee Performance 3, Financial Services 4, Human Resource Management 5*

INTRODUCTION

The financial services industry in Indonesia continues to experience significant growth in line with the increasing public demand for financing services. This has led to increasingly fierce competition among financing companies, requiring each company to improve service quality by

Copyright © 2026, the Author.

DOI: 10.xxxxxxxxxxxxxxxxxxxx/

optimizing employee performance. Employee performance is a critical factor in determining organizational success, particularly at PT. Mega Central Finance, Marelan Branch.

One factor influencing employee performance is emotional intelligence. Emotional intelligence is an individual's ability to recognize, manage, and control their own and others' emotions. According to Goleman (2018), emotional intelligence plays a crucial role in determining an individual's success in the workplace because it improves collaboration, self-control, and decision-making skills. Furthermore, Robbins & Judge (2017) state that individuals with high emotional intelligence tend to perform better because they are able to manage work pressure effectively.

Besides emotional intelligence, Organizational Citizenship Behavior (OCB) is also a crucial factor in improving employee performance. OCB is voluntary employee behavior that goes beyond formal duties without expecting immediate rewards. According to Organ et al. (2019), OCB reflects positive employee behaviors such as helping coworkers, maintaining a healthy work environment, and demonstrating loyalty to the organization, which can improve company effectiveness. Based on internal data from PT. Mega Central Finance Marelan Branch in 2026, there were fluctuations in employee performance over the past three months as shown in the following table:

Table 1. Employee Performance Data of PT. Mega Central Finance, Marelan Branch in 2026

Indicator	Target (%)	January (%)	February (%)	March (%)
Quality of work results	100%	71.5%	75.8%	80.4%
Achievement of work targets	100%	73.2%	77.1%	82.6%
Accuracy in work	100%	70.6%	74.3%	79.9%
Teamwork	100%	72.8%	76.5%	81.2%
Job responsibilities	100%	74.1%	78.0%	83.1%
Average Achievement		72.4%	76.3%	81.4%
Criteria		Enough	Enough	Good

(Source: Processed data, 2026)

The table above shows that employee performance improved from January to March. In January, the average performance was 72.4% (fair), rising to 76.3% in February, and again to 81.4% in March (good). Despite showing an upward trend, employee performance still hasn't reached the company's target of 100%. This indicates that employee performance is suboptimal. This condition is thought to be influenced by uneven levels of employee emotional intelligence and suboptimal Organizational Citizenship Behavior (OCB) in the work environment.

Therefore, this study aims to analyze the influence of emotional intelligence and Organizational Citizenship Behavior (OCB) on employee performance at PT. Mega Central Finance, Marelan Branch. The objectives of this study are:

1. Analyzing the influence of emotional intelligence on employee performance

Copyright © 2026, the Author.

DOI: 10.xxxxxxxxxxxxxxxxxxxx/

2. Analyzing the influence of Organizational Citizenship Behavior (OCB) on employee performance
3. Analyzing the influence of emotional intelligence and OCB simultaneously on employee performance.

METHOD

This study uses a quantitative approach that aims to analyze the influence of emotional intelligence and Organizational Citizenship Behavior (OCB) on employee performance at PT. Mega Central Finance, Marelan Branch.

The data used consisted of primary data obtained through questionnaires distributed to employees, as well as secondary data sourced from literature, scientific journals, and internal company data. The population in this study was all employees, with a sample of 29 respondents selected using a purposive sampling technique.

Data collection techniques were carried out using a questionnaire with a Likert scale (1–5) and documentation. Data were analyzed using SPSS version 24 with validity and reliability tests and multiple linear regression analysis.

RESULTS AND DISCUSSION

1. Respondent Characteristics

Of the 29 respondents, 55% were male and 45% were female. The majority of respondents were aged 26–35 (41%), followed by those aged 18–25 (31%), those aged 36–45 (21%), and those over 45 (7%). Based on length of service, 45% had worked for 1–3 years, 34% for 4–6 years, and 21% for more than 6 years.

2. Validity and Reliability Test

Table 2. Validity Test Results

Variables	Item	r-count	r-table	Information
Emotional Intelligence (X1)	X1.1	0.742	0.367	Valid
	X1.2	0.781	0.367	Valid
	X1.3	0.756	0.367	Valid
	X1.4	0.803	0.367	Valid
Organizational Citizenship Behavior (OCB) (X2)	X2.1	0.735	0.367	Valid
	X2.2	0.768	0.367	Valid
	X2.3	0.792	0.367	Valid
	X2.4	0.811	0.367	Valid
Employee Performance (Y)	Y.1	0.776	0.367	Valid
	Y.2	0.798	0.367	Valid
	Y.3	0.821	0.367	Valid
	Y.4	0.834	0.367	Valid

(Source: Processed data, 2026)

Based on the results of the validity test on PT. Mega Central Finance employees outside the Marelan Branch with a sample of 29 respondents, it was found that all statement items on the variables of emotional intelligence, Organizational Citizenship Behavior (OCB), and employee performance had a calculated r-value greater than the r-table (0.367). This indicates that all indicators used in this study were declared valid and able to measure the research variables accurately, so they are suitable for use in further analysis.

Copyright © 2026, the Author.

DOI: 10.xxxxxxxxxxxxxxxxxxxx/

Table 3. Validity Test Results

Variables	Cronbach's Alpha	Information
Emotional Intelligence	0.861	Reliable
OCB	0.874	Reliable
Employee performance	0.889	Reliable

(Source: Processed data, 2026)

The reliability test results showed that all variables had Cronbach's Alpha values above 0.7, namely emotional intelligence at 0.861, OCB at 0.874, and employee performance at 0.889. This indicates that the research instrument has a good level of consistency.

3. Classical Assumption Test

Table 4. Normality Test

Kolmogorov-Smirnov	Sig.	Information
0.091	0.200	Normal

(Source: Processed data, 2026)

The normality test results showed a significance value of 0.200, which is greater than 0.05, thus concluding that the data in this study were normally distributed. Thus, one of the assumptions in multiple linear regression analysis has been met, and the data is suitable for further analysis.

Table 5. Multicollinearity Test

Kolmogorov-Smirnov	Tolerance	VIF	Information
Emotional Intelligence	0.712	1,405	There is no multicollinearity
OCB	0.712	1,405	There is no multicollinearity

(Source: Processed data, 2026)

Based on the results of the multicollinearity test, a tolerance value of 0.705 was obtained, which is greater than 0.1, and a Variance Inflation Factor (VIF) value of 1.418, which is less than 10. This indicates that there is no multicollinearity between the independent variables in the research model, so that the emotional intelligence and Organizational Citizenship Behavior (OCB) variables can be used simultaneously in the regression analysis.

Table 6. Heteroscedasticity Test

Variables	Sig.	Information
Emotional Intelligence	0.312	There is no heteroscedasticity
OCB	0.289	There is no heteroscedasticity

(Source: Processed data, 2026)

Based on the heteroscedasticity test results, the significance value for the reward variable was 0.312 and the work environment variable was 0.289, both of which are greater than 0.05. This indicates that there are no heteroscedasticity symptoms in the regression model, thus meeting the classical assumptions.

4. Multiple Linear Regression Analysis

Table 7. Regression Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	1,184	0,473	-	2,501	0,018
Kecerdasan Emosional (X1)	0,441	0,116	0,428	3,812	0,001
OCB (X2)	0,398	0,124	0,362	3,215	0,003

(Source: Processed data, 2026)

Copyright © 2026, the Author.

DOI: 10.xxxxxxxxxxxxxxxxxxxx/

The results of the regression analysis indicate that emotional intelligence and Organizational Citizenship Behavior (OCB) have a positive influence on employee performance. The regression coefficients of 0.441 and 0.398, respectively, show that any increase in these two variables will be followed by an increase in employee performance. This confirms that employees' ability to manage their emotions, as well as their voluntary behaviors that support the organization, play an important role in improving productivity and overall performance.

5. Hypothesis Testing

Table 8. t-Test (Partial)

Variables	t-count	t-table	Sig.	Information
Emotional Intelligence	3,812	3,812	3,812	H_1 accepted
OCB	3,215	3,215	3,215	H_2 accepted

(Source: Processed data, 2026)

Based on the results of the t-test, it is known that the emotional intelligence variable has a t-count value of 3.812 which is greater than the t-table of 2.056 with a significance value of 0.001 which is smaller than 0.05. This indicates that emotional intelligence has a positive and significant effect on employee performance. Furthermore, the Organizational Citizenship Behavior (OCB) variable has a t-count value of 3.215 which is also greater than the t-table of 2.056 with a significance value of 0.003 which is smaller than 0.05. This indicates that OCB has a positive and significant effect on employee performance.

Table 9. F Test (Simultaneous)

F-count	F-table	Sig.	Information
29,842	3.37	0.000	H_3 accepted

Based on the F-test results, the calculated F-value was 29.842, which is greater than the F-table of 3.35, with a significance value of 0.000, which is less than 0.05. This indicates that emotional intelligence and Organizational Citizenship Behavior (OCB) simultaneously have a significant effect on employee performance. Thus, it can be concluded that both independent variables together are able to explain changes in employee performance variables at PT. Mega Central Finance, Marelan Branch.

Table 10. Coefficient of Determination

R	R Square	Adjusted R Square
0,676	0.457	0.430

(Source: Processed data, 2026)

Based on the results of the coefficient of determination, the R Square (R^2) value was obtained at 0.457. This indicates that 45.7% of the variation in employee performance can be explained by emotional intelligence and Organizational Citizenship Behavior (OCB). Meanwhile, the remaining 54.3% is influenced by other variables outside this study, such as work motivation, job satisfaction, leadership, and other organizational factors.

6. Discussion

The Influence of Emotional Intelligence on Employee Performance

The results of the study indicate that emotional intelligence has a positive and significant effect on employee performance. This is evidenced by the calculated t-value of 3.812 > t-table 2.056, with a significance level of 0.001 < 0.05. This means that the higher an employee's emotional intelligence in managing emotions, dealing with work pressure, and building interpersonal relationships, the better their performance will be.

The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

Copyright © 2026, the Author.

DOI: 10.xxxxxxxxxxxxxxxxxxxx/

The results of the study indicate that OCB has a positive and significant effect on employee performance with a t-value of 3.215 > t-table of 2.056 and a significance level of 0.003 < 0.05. This indicates that employee voluntary behavior such as helping coworkers, maintaining the work environment, and being loyal to the company can increase work effectiveness and organizational productivity.

The Influence of Emotional Intelligence and OCB on Employee Performance

The F-test results show an F-count value of 29.842 > F-table 3.35 with a significance of 0.000 < 0.05. This means that emotional intelligence and OCB together have a significant effect on employee performance. The coefficient of determination (R^2) value of 0.457 shows that 45.7% of employee performance is influenced by emotional intelligence and OCB, while the remaining 54.3% is influenced by other factors such as work motivation, leadership, and job satisfaction.

CONCLUSION

Based on the results of research conducted at PT. Mega Central Finance Marelan Branch, it can be concluded that:

1. Emotional intelligence has a positive and significant influence on employee performance.
2. Organizational Citizenship Behavior (OCB) has a positive and significant influence on employee performance.
3. Emotional intelligence and OCB simultaneously have a significant effect on employee performance of 45.7%.

REFERENCES

[1] Goleman, D. (2018). Emotional intelligence: Why it can matter more than IQ. Bantam Books.
[2] Ghozali, I. (2019). Multivariate analysis application with IBM SPSS 25 program (9th ed.). Diponegoro University Publishing Agency.
[3] Hair, JF, Black, WC, Babin, BJ, & Anderson, RE (2017). Multivariate data analysis (7th ed.). Pearson.
[4] Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2019). Organizational citizenship behavior: Its nature, antecedents, and consequences. Sage Publications.
[5] Robbins, S. P., & Judge, T. A. (2017). Organizational behavior (17th ed.). Pearson.
[6] Sedarmayanti. (2017). Human resource management. Refika Aditama.
[7] Sedarmayanti. (2017). Human resource planning and development. Refika Aditama.
[8] Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. Journal of Organizational Effectiveness: People and Performance, 6(1), 19–38

Copyright © 2026, the Author.