



# The Impact of Emotional Intelligence and Self-Efficacy on Employee Performance Through Organizational Citizenship Behavior: A Case Study of PDAM Tirta Jati Cirebon

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## Abstract

This study aims to analyze the effect of emotional intelligence and self-efficacy on employee performance of PDAM Tirta Jati Cirebon Regency, with Organizational Citizenship Behavior (OCB) as a mediating variable. In the midst of increasingly fierce global competition, human resource development is the key for companies to stay ahead. Employee performance is influenced by internal factors such as emotional intelligence and self-efficacy, as well as external factors such as OCB. This research uses a quantitative approach with a causal associative method. Data were collected through questionnaires with 180 respondents and employee interviews selected by simple random sampling from a total of 325 employees. The results showed that emotional intelligence and self-efficacy have a significant effect on employee performance, and OCB acts as a significant mediating variable. Developing emotional intelligence and increasing self-efficacy are important to improve OCB, which in turn will contribute to overall employee performance.

**Keywords:** Emotional Intelligence, Self-Efficacy, Employee Performance, Organizational Citizenship Behavior (OCB), Mediation

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## 1. Introduction

In the era of increasingly competitive global competition, companies need to develop human resources (HR) to stay ahead. Human Resource Management (HRM) plays an important role in improving employee performance, which is a key factor in achieving organizational goals. In the context of HRM, performance improvement becomes the main focus to ensure organizational efficiency and effectiveness. Employee performance depends not only on technical skills, but also on psychological factors and the work environment. One factor that plays a role is emotional intelligence, which relates to an individual's ability to manage emotions and interact effectively with others. In addition, self-efficacy or an individual's belief in his or her own abilities also affects motivation and resilience in the face of challenges.

However, while emotional intelligence and self-efficacy play an important role, their effectiveness in improving performance may depend on the work behaviors that emerge within the organization. One behavior that can be a link between individual psychological factors and performance is Organizational Citizenship Behavior (OCB), which is voluntary behavior that is not included in the formal job description but contributes to a more positive and productive work environment. Employees who have high OCB tend to be more proactive in helping colleagues, have a high commitment to the organization, and create a conducive work atmosphere. Previous studies show that employees with high emotional intelligence and self-efficacy tend to have better OCB, which ultimately improves individual and organizational performance (Anisagita & Murniningsih, 2023)

In PDAM Tirta Jati Cirebon Regency, as a Regional-Owned Enterprise (BUMD) providing clean water, employee performance is a crucial factor in providing optimal service. Based on interviews with HRD and employees, it was found that there are still obstacles in coordination between employees, such as a lack of empathy and ability to manage emotions in dealing with customers. In addition, some employees show low self-efficacy, which can be seen from dependency in completing tasks and lack of initiative in working. Employees who are not confident in getting the job done tend to hinder team productivity and overall organizational effectiveness.

One aspect that needs attention is the lack of social interaction and routine activities that can strengthen relationships between employees. Limited interaction in the work environment can affect the level of OCB, which ultimately impacts employee performance. Thus, this study focuses on how emotional intelligence and self-efficacy affect employee

performance, with OCB as a mediating variable. This mediation model is supported by previous research, such as that conducted by (Sancaya et al., 2021), which shows that emotional intelligence and OCB have a significant influence on the performance of employees of PDAM Tirta Mahottama Klungkung Regency. By understanding this mechanism, it is hoped that this research can provide deeper insight into the role of OCB in bridging the relationship between emotional intelligence, self-efficacy, and employee performance.

## 2. Literature Review

### 2.1 Definition of Emotional Intelligence

Emotional intelligence plays an important role in social interactions and the management of individual emotions. Emotional intelligence involves the ability to recognize, understand, and manage one's own emotions as well as the emotions of others. According to Goleman, D. (1996) in his book *"Emotional Intelligence: Why It Can Matter More Than IQ"* Bantam Books, "Emotional Intelligence is the ability to motivate oneself and persevere in the face of pressure. Such as, controlling impulses and delaying gratification, regulating moods and preventing pressure that can overwhelm thinking skills, as well as the ability to empathize and hope" (Goleman, 2009).

Cooper dan Sawaf (2002) in their article (Suarsa, 2020) define emotional intelligence as an action based on social intelligence, where feelings play a role in the selection and use of information. In addition, Cooper and Sawaf (2020) emphasize several aspects of dimensions and indicators, which include 1) self-awareness characterized by the ability to recognize and control situations and understand self- limitations, 2) self-regulation which is reflected in the ability to manage emotions and openness to new ideas, 3) self-motivation oriented towards achieving organizational goals, 4) empathy which is shown by the ability to understand the perspectives and feelings of others, and 5) social skills which are seen from the ability to read situations and collaborate actively. They explained that not all personal aspects of employees can be considered as competencies; only certain aspects that can encourage individuals to achieve optimal performance are included in the competency category, one of which is emotional intelligence.

The emotional intelligence model first proposed by Salovey and Mayer (1990) describes emotional intelligence as the ability to process and act effectively on affective information gathered about oneself and others (Rivers et al., 2019). The most widespread model of emotional intelligence ability today according to Salovey and Mayer (1990) is based on several interrelated skills that define four categories of ability, including: Perceiving emotions, Using emotions to facilitate thought, Understanding emotions, and Regulating emotions.

### 2.2 Definition of Self-efficacy

Self-efficacy refers to an individual's belief in his ability which affects the way he reacts to various situations and challenges. Flora Puspitaningsih (2016: 76) in (Siregar & Anggina, 2020), states that self-efficacy is an individual's belief in the ability to organize and carry out a series of activities that demand an achievement or achievement. In addition, it includes several aspects that can be used to measure an individual's belief in their ability to achieve goals or complete certain tasks, where there are successful experiences through challenging tasks, training, and leadership support. Then there are also observations of success from coworkers and the company, positive communication from superiors and leaders and internal belief in the ability to achieve goals. These four factors interact with each other in shaping an individual's belief in his or her abilities.

Bandura (1997) defines self-efficacy as an individual's belief in their abilities, which affects the way the individual reacts to various situations and conditions. The three main dimensions of self-efficacy from Bandura (1997) include magnitude, strength, and generality. These three dimensions together form a deep self-efficacy construct. (Lianto, 2019).

### 2.3 Definition of Employee Performance

Employee Performance (EP) is defined as a measure of achievement achieved by an employee, both in terms of quality and quantity, in accordance with the duties and responsibilities that have been assigned to him (Mangkunegara, 2002, in (Suarsa, 2020)). This includes the results achieved by employees in carrying out their duties, which are measured based on certain criteria. Mangkunegara (2002) divides performance into four aspects: quality (knowledge, ability, skills), quantity (achievement of HR targets), time (discipline, efficiency), and cooperation (receiving suggestions, communication) (Suarsa, 2020).

Performance according to Sedarmayanti (2017) quotes from (Juliani et al., 2023) in an organizational context, employee performance is a tangible representation of the actions performed and can be measured objectively. Meanwhile, Robbin (2016: 260) in the study of (Nur Aziz & Dewanto, 2022), argues that performance is a manifestation of employee work results that can be measured quantitatively and qualitatively. This measurement refers to performance standards that have been set and adjusted to the specific characteristics of each type of work. In addition, performance

also includes actions taken or not taken by employees in carrying out their work. So performance is an important indicator in assessing the effectiveness and contribution of individuals to organizational goals. (Maryam et al., 2020)

## 2.4 Definition of Organizational Citizenship Behavior (OCB)

In (Anggraeni et al., 2023) Robbins and Judge (2018) explain that organizational citizenship behavior (OCB) refers to voluntary actions taken by employees outside of their formal obligations. OCB includes various forms of contributions that can improve the psychological and social atmosphere at work, such as helping colleagues, participating in organizational activities, and showing a positive attitude towards work and the organization.

Organizational Citizenship Behavior (OCB) according to (Organ, 1988: 4) in the book (Organ, 2009) "Individual behavior that is voluntary, not directly or explicitly recognized by a formal reward system, and in aggregate promotes the effective functioning of the organization" (Khaerunisah et al., 2021). Refers to individual behaviors that are voluntary and not directly recognized or rewarded by formal reward systems. Nonetheless, these behaviors can contribute significantly to the overall effectiveness and support the functioning of the organization. Beyond formal imperatives, Organizational Citizenship Behavior (OCB) provides contributions, which include peer assistance, active participation, and supportive attitudes, essential in creating a conducive psychosocial environment and supporting the achievement of organizational targets. As stated by Dennis W. Organ (1997) in "Human Performance" (Organ, 2009), OCB, which has five essential dimensions for positive employee performance, includes: (1) Altruism: the act of helping other individuals. (2) Conscientiousness: discipline in deadlines, work quality, and compliance. (3) Sportsmanship: helping coworkers, positive attitude. (4) Civic Virtue: active participation, caring about organizational policies. (5) Courtesy: tolerance at work.

Referring to the literature review that has been discussed, this study proposes the following hypothesis:

$H_1$ : Emotional intelligence has a positive effect on employee performance.

$H_2$ : Self-efficacy has a positive effect on employee performance.

$H_3$ : Emotional intelligence has a positive effect on Organizational Citizenship Behavior (OCB).

$H_4$ : Self-efficacy has a positive effect on Organizational Citizenship Behavior (OCB).

$H_5$ : Organizational Citizenship Behavior (OCB) has a positive effect on employee performance.

$H_6$ : Organizational Citizenship Behavior (OCB) mediates the relationship between emotional intelligence and employee performance.

$H_7$ : Organizational Citizenship Behavior (OCB) mediates the relationship between self-efficacy and employee performance.

## 3. Research Methods

### 3.1. Type of Research

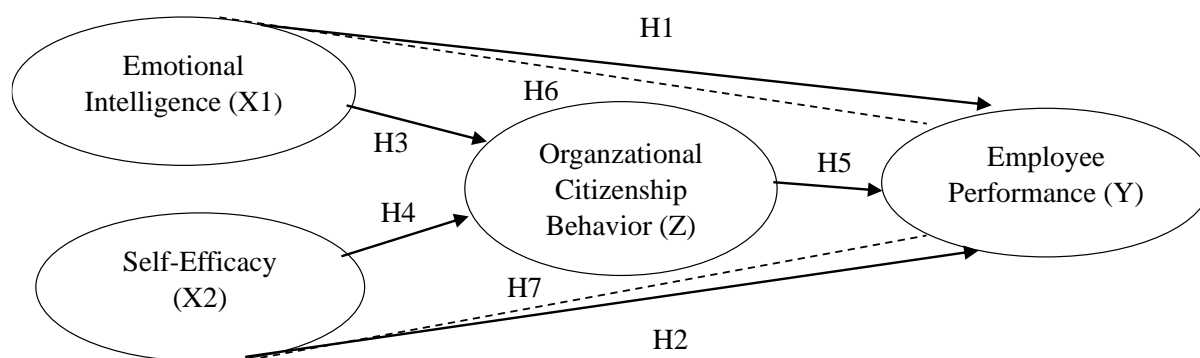
This research uses a quantitative approach, thus quantitative methods can be interpreted as research methods based on the positivisme philosophy, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses (Sugiyono 2020: 14). Through structured field studies, data collection in this research is categorized into two main sources, namely primary data and secondary data. By combining the two types of data, this research seeks to provide an in-depth understanding of the relationship between variables through the integration of field data and literature studies.

### 3.2. Research Design

Based on consideration of the research title, this study uses causal associative research methods. As stated by (Sugiyono, 2020) causal associative research is a type of research that aims to identify cause-and-effect relationships between two or more variables. The causal associative method was chosen because it allows testing of predetermined hypotheses, thus helping researchers understand the phenomenon being studied.

This study examines the effect of emotional intelligence and self-efficacy as determining factors on employee performance. Organizational Citizenship Behavior (OCB) acts as a link that mediates the relationship between emotional intelligence and self-efficacy with employee performance. This approach allows detailed exploration of how

the two factors influence each other and ultimately increase individual effectiveness in an organizational environment. The conceptual model of this research is depicted in the following scheme:



**Figure 1.** Research Framework

### 3.3. Population and Sample

The object of this research includes a number of employees of the Tirta Jati Regional Drinking Water Company located on Jl. Sunan Drajat No.12, Sumber, Sumber District, Cirebon Regency, West Java 45611.

Population is a generalization area that includes objects or subjects that have certain qualities or characteristics that have been determined by researchers to be analyzed and conclusions drawn (Firmansyah et al., 2020). According to Sugiyono (2021: 127), samples taken from the population must be truly representative (representative). Proper sample selection is very important to ensure that the data obtained can accurately reflect the characteristics of the population. This study sampled a population of employees of PDAM Tirta Jati Cirebon Regency with a total of 325 employees and used a questionnaire as the main instrument in data collection, where the questionnaire used will be processed into values for measurement purposes.

The population under study requires a minimum sample to be selected as respondents in the study. To calculate the sample size of the population in all employees of PDAM Tirtajati Cirebon Regency of 325 employees using the Slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Source : (Sugiyono, 2021:137)

Where:

$$n = \frac{325}{1 + 325(0.05)^2}$$

$$n = \frac{325}{1.8125} = 179.3$$

$$n = 179.3 \text{ rounded } 180$$

Through this calculation, the minimum sample size determined was determined to be 180 respondents. This figure is obtained by setting an error rate of 5%, which is calculated using the Slovin formula for a population of 325 employees.

### 3.4 Data Analysis Technique

The data collection process was conducted online through an online survey platform by several employees of PDAM Tirta Jati, where respondents were asked to fill out a questionnaire within a predetermined time. The data obtained will then be analyzed using the SmartPLS method, with the aim of evaluating the effect of emotional intelligence and self-efficacy on employee performance, as well as testing Organizational Citizenship Behavior (OCB) as a mediating variable. The collected data is analyzed using a Structural Equation Model (SEM) through SmartPLS 4

statistical software that applies Partial Least Squares Regression (PLS) techniques, with sampling conducted using the simple random sampling method. This method was chosen to understand the relationship between independent and dependent variables in more depth.

### 3.5 Outer Model

Outer model assessment is carried out to measure or evaluate the relationship between indicator scores and construct scores, which indicates the validity level of each statement item. Outer model testing is carried out based on the results of the questionnaire trials that have been carried out for all research variables. There are several criteria in measuring the outer model, namely Convergent Validity, which encompasses loading factors, Composite Reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

### 3.6 Inner Model

The inner model is carried out to validate the relationship between constructs that have been formulated in the research hypothesis. The assessment of the feasibility of the structural model focuses on the R-Square value of the influenced construct, which represents the proportion of variation explained by the influencing construct. Structural model implementation and data analysis were conducted with SmartPLS software:

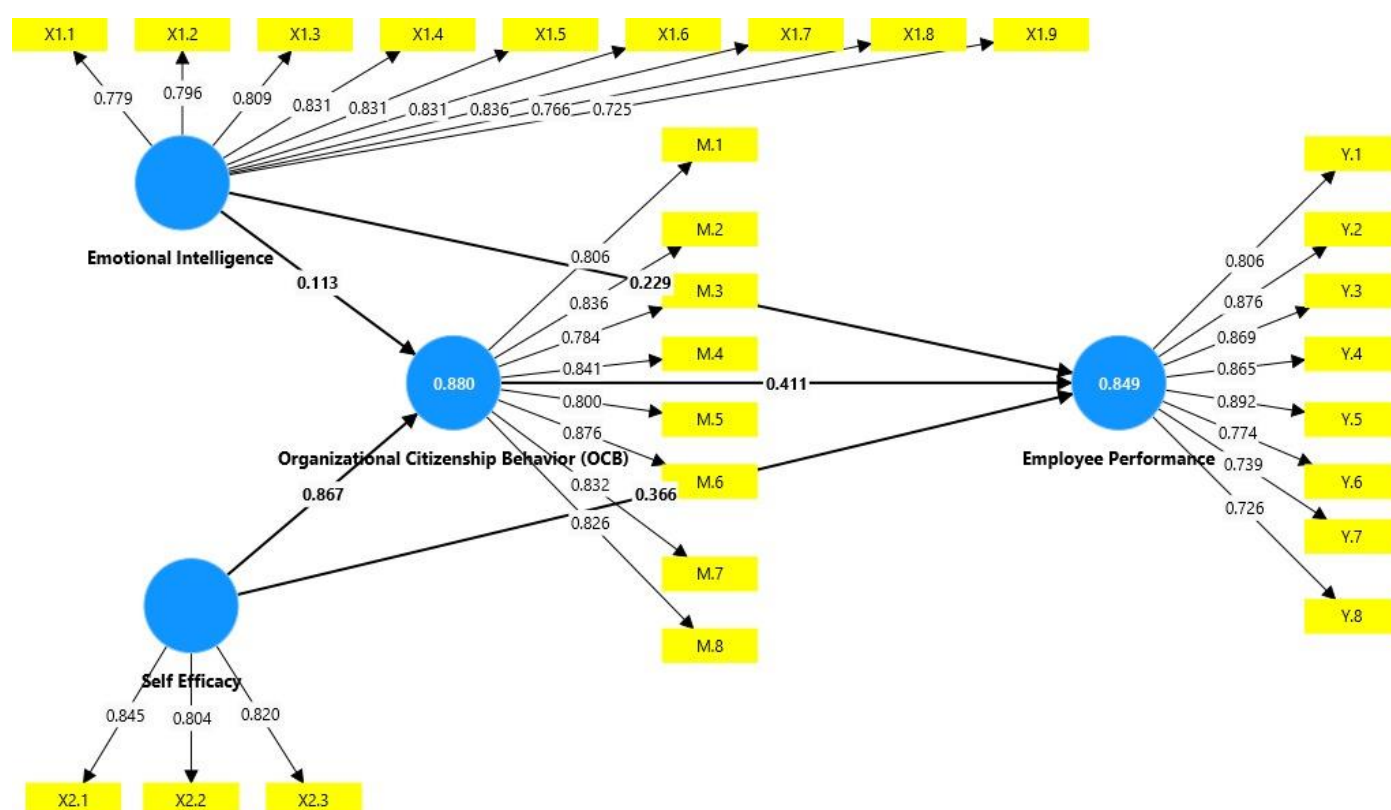


Figure 2. Structural inner model

## 4. Result and Discussion

### 4.1. Result

#### 4.1.1. Validity Test

The results of validity testing using the Average Variance Extracted (AVE) method show that all constructs in the measurement model have sufficient ability to explain data variation. As shown in table 1, the Emotional Intelligence variable produces an AVE value of 0.642, Self-Efficacy of 0.678, Organizational Citizenship Behavior (OCB) of 0.682, and Employee Performance of 0.673. All of these AVE values exceed the recommended minimum threshold of 0.5. This implies that each construct is valid, which means that the construct effectively measures what it is supposed to measure.

**Table 1:** Validity Test

Variable	AVE	Result
Emotional intelligence	0.642	Valid
Self-Efficacy	0.678	Valid
Organizational Citizenship Behavior (OCB)	0.682	Valid
Employee Performance	0.673	Valid

#### 4.1.2. Reliability Test

Reliability analysis has been conducted using two approaches, namely Cronbach's Alpha and Composite Reliability (CR). The analysis results (Table 2) show that the Cronbach's Alpha value for all research variables is above the minimum limit of 0.7. These results indicate that each variable has a good level of reliability, with indicators in each construct consistently and reliably measuring the intended concept.

In addition, the Composite Reliability (CR) test results also show that all constructs have values exceeding the minimum threshold of 0.7 and indicate a high level of reliability. Overall, these results indicate that each construct has a high level of reliability.

**Table 2:** Reliability Test

Variable	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Result
Emotional intelligence	0.937	0.980	0.942	Reliable
Self-Efficacy	0.762	0.763	0.863	Reliable
Organizational Citizenship Behavior (OCB)	0.933	0.934	0.945	Reliable
Employee Performance	0.930	0.932	0.943	Reliable

#### 4.1.3. R Square

The R-square value shows how much the independent variables in this study are able to explain variations in the dependent variable. Based on the analysis results (Table 3), Emotional Intelligence, Self-Efficacy, and Organizational Citizenship Behavior (OCB) together explain 84.9% of the variation in Employee Performance, with an R-square value of 0.849. The remaining 15.1% is influenced by other factors outside the study. Because this R-square value is in the range  $> 0.67 - 1.00$ , the influence of Emotional Intelligence, Self-Efficacy, and OCB variables on Employee Performance is in the strong category.

The R-square value for the effect of Emotional Intelligence and Self-Efficacy variables together on OCB is 0.880. This means that the variables of Emotional Intelligence and Self-Efficacy simultaneously affect Organizational Citizenship Behavior (OCB) by 88.0%, and the remaining 12.0% is influenced by other factors outside the study. Just like before, because this R-square value is in the range  $> 0.67 - 1.00$ , the influence of Emotional Intelligence and Self-Efficacy variables on Organizational Citizenship Behavior (OCB) is included in the strong category.

**Table 3:** R Square

Variable	R-Square	R-Square Adjusted
Employee Performance	0.849	0.847
Organizational Citizenship Behavior (OCB)	0.880	0.878

#### 4.1.4. Path Coefficient

The results of path analysis show that Emotional Intelligence and Self-Efficacy, as independent variables, have a significant influence on Employee Performance, both directly and through the mediation of Organizational Citizenship Behavior (OCB). Seen in Table 4, the magnitude of the path coefficient between Self-Efficacy and OCB is very high, indicating that employee self-belief has a very strong role in encouraging OCB behavior. Overall, these findings confirm the importance of Emotional Intelligence and Self-Efficacy as key factors contributing to Employee Performance, with OCB acting as a mediator in this relationship. The implication is that organizations are advised to invest in the development of employees' Emotional Intelligence and Self-Efficacy to encourage OCB and improve overall Employee Performance.

**Table 4:** Bootstrapping Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis
Emotional intelligence -> Employee Performance	0.229	0.230	0.037	6.117	0.000	Positively Significant
Self-Efficacy -> Employee Performance	0.366	0.364	0.081	4.498	0.000	Positively Significant
Emotional intelligence -> Organizational Citizenship Behavior (OCB)	0.113	0.113	0.043	2.663	0.008	Positively Significant
Self-Efficacy -> Organizational Citizenship Behavior (OCB)	0.867	0.868	0.031	27.988	0.000	Positively Significant
Organizational Citizenship Behavior (OCB) -> Employee Performance	0.411	0.411	0.080	5.105	0.000	Positively Significant

#### 4.1.5. Spesific Inderekt Effects

The results of the analysis of specific indirect effects revealed two significant mediation paths. First, emotional intelligence has an indirect effect on employee performance through the mediation of Organizational Citizenship Behavior (OCB). Second, self-efficacy also has an indirect effect on employee performance through OCB mediation. In table 5 below, shows the original sample value for this mediation pathway.

**Table 5:** Bootstrapping Spesific Inderekt Effects

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis
Emotional intelligence -> Organizational Citizenship Behavior (OCB) -> Employee Performance	0.047	0.047	0.021	2.235	0.025	Positively Significant
Self-Efficacy -> Organizational Citizenship Behavior (OCB) -> Employee Performance	0.356	0.356	0.070	5.095	0.000	Positively Significant

It can be seen that the original sample value for emotional intelligence on employee performance through the mediation of Organizational Citizenship Behavior (OCB). This indicates that emotional intelligence significantly affects employee performance through increased OCB. In other words, employees who have a high level of emotional intelligence tend to show better OCB behavior, which in turn improves their performance. Meanwhile, the original sample value for self-efficacy on employee performance through OCB mediation shows that the effect of self-efficacy

on employee performance through OCB is very significant. This means that employees' belief in their abilities is very important in encouraging OCB behavior, which then has a major impact on improving their performance.

Overall, these results highlight the important role of OCB as a mediator between emotional intelligence and self-efficacy with employee performance. Improving emotional intelligence and self-efficacy can be an effective strategy to increase employee OCB, which will ultimately improve organizational performance.

## **4.2. Discussion**

### **4.2.1. Emotional Intelligence has a positive and significant effect on Employee Performance**

Emotional intelligence greatly affects employee performance as it encompasses the ability to recognize, understand and manage one's own emotions as well as those of others. In the context of PDAM Tirta Jati, where there are challenges such as a lack of regular activities to strengthen relationships between employees, emotional intelligence is crucial to improving collaboration and teamwork. Employees with high emotional intelligence tend to be more empathetic, able to listen well, and more open to feedback. This allows them to adapt to change and resolve conflicts better.

From the results of the analysis, it can be seen that there is a positive and significant influence between the emotional intelligence variable and the employee performance variable. This is supported by a t-statistic value of 6.117 ( $>1.96$ ) and a p value of 0.000 ( $<0.05$ ) so that it meets the criteria. Thus, it can be concluded that there is a positive and significant influence between emotional intelligence and employee performance variables. This result is in line with research (Firmansyah et al., 2020) which shows that emotional intelligence has a positive and significant effect on employee performance.

### **4.2.2. Self-Efficacy has a positive and significant effect on Employee Performance**

Self-efficacy, or an individual's belief in their own ability to complete tasks, has a very important role in improving employee performance at PDAM Tirta Jati. Employees who have high levels of self-efficacy tend to be more confident in facing challenges and completing the tasks assigned to them. In PDAM Tirta Jati, where performance evaluation is still limited to aspects of speed and timeliness, self-efficacy can encourage employees to not only meet targets but also strive to improve the quality of services provided to the community. Employees who believe that they can provide good services will be more proactive in finding ways to improve their work efficiency and effectiveness.

There is a positive influence and significant relationship between the self-efficacy variable and the employee performance variable that meets the criteria in the analysis results, namely with a t-statistic value of 4.498 ( $>1.96$ ) and a p value of 0.000 ( $<0.05$ ). Thus, it can be concluded that there is a positive and significant influence between self-efficacy and employee performance variables. This result is consistent with the findings of (Dalimunthe & Zuanda, 2020) which shows that self-efficacy has a positive and significant effect on employee performance.

### **4.2.3. Emotional Intelligence has a positive and significant effect on Organizational Citizenship Behavior (OCB)**

Employees with high emotional intelligence are more likely to collaborate and exhibit voluntary behaviors that support positive employee relations. In situations where there is a lack of good coordination between employees, Organizational Citizenship Behavior (OCB) becomes important to create initiative and support between colleagues. Employees who are able to manage their emotions well are more likely to contribute voluntarily, which creates a supportive work atmosphere.

The analysis showed a positive and significant influence between emotional intelligence and OCB, with a t-statistic value of 2.663 ( $>1.96$ ) and a p-value of 0.008 ( $<0.05$ ), meeting the significance criteria. Thus, it can be concluded that there is a positive influence and significant relationship between emotional intelligence and OCB variables. Research by (Anisagita & Murniningsih, 2023). shows that emotional intelligence has a positive and significant effect on OCB. With these results, Organizational Citizenship Behavior (OCB) can increase employee emotional intelligence.

### **4.2.4. Self-Efficacy has a positive and significant effect on Organizational Citizenship Behavior (OCB)**

Self-efficacy, or an individual's belief in their own ability to complete tasks, has a very important role in encouraging Organizational Citizenship Behavior (OCB) at PDAM Tirta Jati. Employees who have high levels of self-efficacy tend to be more proactive in helping colleagues and participating in activities that support organizational goals. At PDAM Tirta Jati, employees with high self-efficacy feel more responsible for the success of the team and organization, and are more likely to take initiative in solving problems.

Through the analysis, it is found that there is a positive influence and a significant relationship between the self-efficacy variable and the employee OCB variable. This is indicated by the t-statistic value of 27.988 ( $>1.96$ ) and a p value of 0.000 ( $<0.05$ ). Thus, it can be concluded that self-efficacy has a positive and significant influence on the Organizational Citizenship Behavior (OCB) behavior of PDAM Tirta Jati employees. This analysis is in line with



research conducted by (Dalimunthe & Zuanda, 2020) which indicates that self-efficacy has a positive and significant effect on employee OCB at PDAM Padang City.

#### **4.2.5. Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance**

Organizational Citizenship Behavior (OCB) or voluntary behavior shown by employees, has a very important role in improving employee performance at PDAM Tirta Jati. Employees who actively demonstrate OCB, such as helping coworkers and contributing to a positive work atmosphere, can create a better work environment. At PDAM Tirta Jati, OCB not only improves interpersonal relationships, but also creates a more collaborative and productive work atmosphere, which in turn improves the quality of services provided to the community.

There is a positive influence and significant relationship between OCB variables and employee performance, with a t-statistic value of 5.105 ( $>1.96$ ) and a p value of 0.000 ( $<0.05$ ). In connection with research conducted by (Hikmah & Lukito, 2021), which shows that OCB has a positive and significant influence on employee performance at PT PLN (Persero) UP2B Sumbagteng. Therefore, it can be concluded that OCB has a positive and significant effect on the performance of PDAM Tirta Jati employees.

#### **4.2.6. Organizational Citizenship Behavior (OCB) Mediates the Relationship between Emotional Intelligence and Performance**

Organizational Citizenship Behavior (OCB) mediates significantly and positively between the influence of Emotional Intelligence on Employee Performance. Judging from the t-statistic value of 2.235 ( $>1.96$ ) and the p value of 0.025 ( $<0.05$ ). Thus, it can be concluded that OCB has a positive and significant influence on employee performance. These results are supported by research conducted by (Anisagita & Murniningsih, 2023) which shows that OCB can mediate the effect of emotional intelligence on employee performance at LAZ Al Bunyan Bogor.

Organizational Citizenship Behavior (OCB) or voluntary behavior shown by employees, acts as a mediator in the influence between emotional intelligence on employee performance. Employees with high emotional intelligence tend to show better OCB, which further contributes to improving their performance. With increased OCB, employees are not only focused on formal tasks, but are also willing to help their peers and participate in activities that support organizational goals, thus overall improving performance.

#### **4.2.7. Organizational Citizenship Behavior (OCB) Mediates the Relationship between Self-efficacy and Performance**

Significantly Organizational Citizenship Behavior (OCB) mediates the positive effect of self-efficacy on employee performance. This can be seen from the t-statistic value of 5.095 ( $>1.96$ ) and a p value of 0.000 ( $<0.05$ ). So, it can be concluded that OCB has a positive and significant influence on employee performance. This conclusion is commensurate with research conducted by (Anisagita & Murniningsih, 2023), which states that OCB has a significant mediating role in the relationship between self-efficacy and employee performance at PT Ungaran Sari Garment III.

Employees who have high self-efficacy tend to be more proactive in showing OCB behavior, which helps create a better work atmosphere and improve overall performance. The higher the self-efficacy of PDAM Tirta Jati employees, the more likely they are to engage in OCB behavior, which ultimately has a positive impact on improving individual and organizational performance.

## **5. Conclusion**

Based on the analysis and discussion that has been done, it can be concluded that emotional intelligence and self-efficacy have a significant impact on employee performance at PDAM Tirta Jati Cirebon Regency. In addition, Organizational Citizenship Behavior (OCB) also serves as a significant mediating variable between emotional intelligence and self-efficacy on employee performance.

These findings suggest that an increase in employees' emotional intelligence and self-efficacy can contribute to an increase in their OCB behavior, which will further positively impact the overall performance of employees. Therefore, PDAM Tirta Jati Cirebon Regency needs to focus more on training and development programs that aim to improve employees' emotional intelligence and self-efficacy.

In addition, the company should also create a work environment that supports OCB behavior, such as rewarding employees who demonstrate a positive and proactive attitude in helping colleagues and participating in organizational activities. With these steps, companies can improve employee performance and gain a competitive advantage in the midst of increasingly fierce global competition.

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