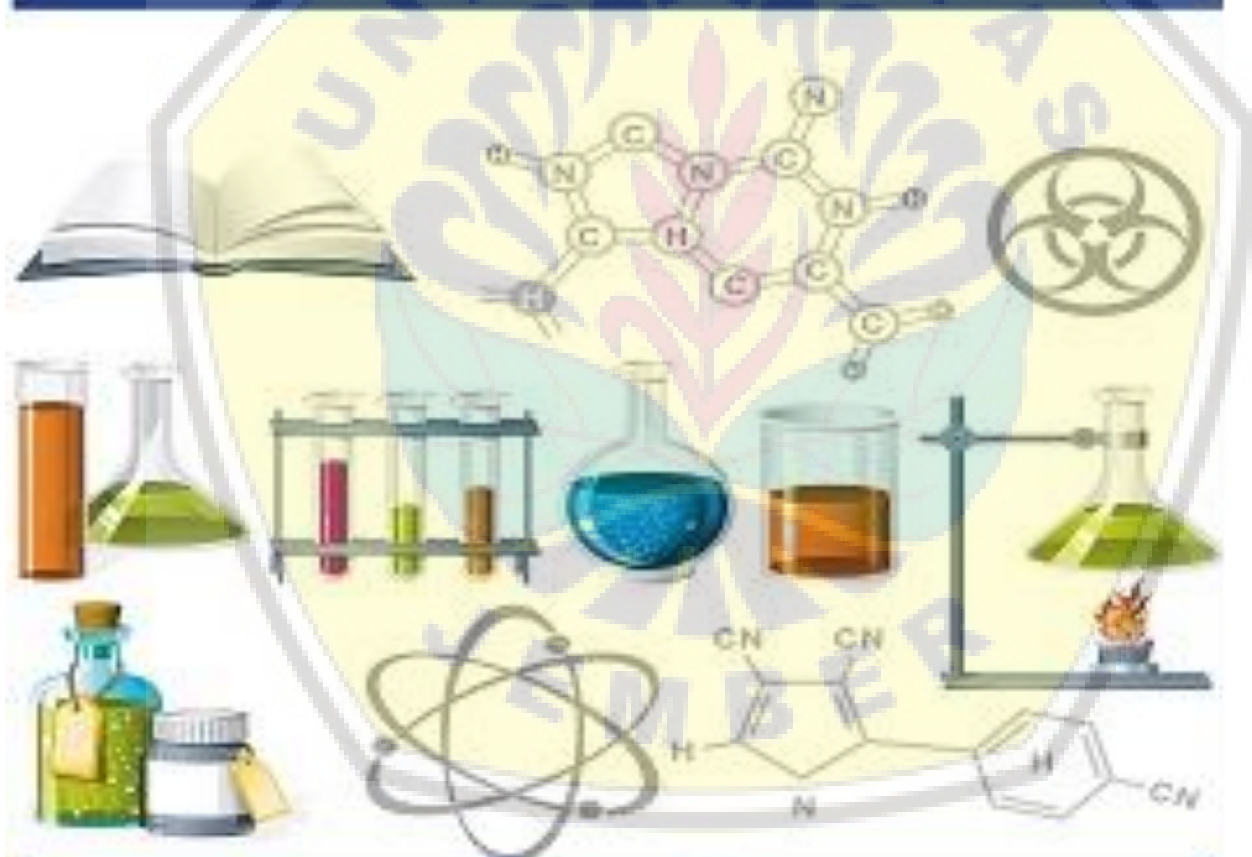


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The Role of Emotional Intelligence and Organizational Commitment in Increasing OCB and Employee Performance

Via Lailatur Rizki¹, Purnamie Titisari², Dewi Prihatini³
^{1,2,3} Faculty of Economics and Business, Universitas Jember
Kalimantan Road No. 37, Jember 68132, Indonesia

Abstract:

The need for high quality and highly contributing human resources in providing their best performance is an opportunity for organizations to achieve goals especially in the current millennial era. Employee performance can be influenced by several factors such as emotional intelligence, organizational commitment and Organizational Citizenship Behavior (OCB) which are this research variables. The purpose of this study is to determine and to analyze the influence of emotional intelligence, organizational commitment on the employee performance with Organization Citizenship Behavior (OCB) as an intervening variable at PT. Panin Dubai Syariah Bank in Surabaya area. The population in this study were all employees of PT. Panin Dubai Syariah Bank in Surabaya area, Indonesia, as many as 60 employees, consisting of 40 employees of Main Branch Office of Panin Dubai Syariah Bank and 20 employees of Sub-Branch Office of Panin Dubai Syariah Bank, Ngagel Surabaya). The sampling method used is census which uses the entire population of employees of PT. Panin Dubai Syariah Bank in Surabaya. Path analysis was performed to answer research hypotheses. The results of this study are emotional intelligence and organizational commitment have a significant effect on Organizational Citizenship Behavior (OCB), emotional intelligence and organizational commitment have a significant effect on employee performance, OCB has significant effect on employee performance, and emotional intelligence and organizational commitment have a significant effect on employee performance through OCB at PT. Panin Dubai Syariah Bank in Surabaya.

Keywords: Emotional Intelligence, Employee Performance, Organizational Citizenship Behaviour (OCB), Organizational Commitment

Introduction

Human resources are the key to an organization to determine the development of the company. Human resources are the most important assets in the organization because they have their own role. The need for high quality and highly contributing human resources in providing their best performance is an opportunity for organizations to achieve goals especially in the current millennial era. Qualified human resources are capable to compete in the desired position. Adjustment to face human resources in the millennial era is a challenge for an organization because some millennial employees tend to not show their loyalty to the company but they are able to compete for something they want. Many of them sometimes prioritize ego and have bad communication. This attitude has negative

impact on the organization and directly affects the performance of employees.

According to Goleman (2009), emotional intelligence is an ability such as the ability in motivating oneself, surviving frustration, controlling impulses, not exaggerating pleasure, regulating moods, being empathize, praying, and keeping the stress burden from paralyzing the ability to think. This is also supported by a research by Sukmawati and Gani (2014) which states that emotional intelligence simultaneously and partially has a positive effect on employee performance.

In addition to emotional intelligence, each organization has an organizational commitment that must be obeyed by all employees, where this commitment will determine the integrity of the employees themselves. According to Luthans (2002), organizational commitment is a strong desire to maintain a member of a particular organization, a

strong willingness to try to maintain the name of the organization and the conviction of acceptance of values and goals of the organization. This is also supported by the research of Trigunajasa (2017) which states that organizational commitment has a significant influence on employee performance.

Robbins and Judge (2008: 40) defines Organizational Citizenship Behavior (OCB) as a choice behavior that is not part of an employee's formal work obligations, but supports the functioning of the organization effectively. Ticoalu's research (2013) states that organizations that have employees who have good Organizational Citizenship Behavior (OCB) will have better performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2005: 9). Professional performance, capable of acting in accordance with the principles or organizational commitment both inside and outside of its role contributes well to the pace of the organization.

Banking is an organization that is engaged in services that also requires employees who have good performance and potential to help achieving the goals. PT. Panin Dubai Syariah Bank is one of the Islamic banks in Indonesia, where Islamic banks is open to all segments of society and serves all classes of Indonesian society without exception, both Muslims and non-Muslims.

PT Panin Dubai Syariah Bank in Surabaya has contributed to the achievement of the performance of Panin Dubai Syariah Bank nationally. The contribution was made by applying some human resource development to employees such as emotional intelligence, organizational commitment and Organizational Citizenship Behavior (OCB) which aims to improve employee performance that can help achieve the target of the Panin Dubai Syariah Bank in Surabaya.

The objectives of this research are to analyze the effect of emotional intelligence and organizational commitment on Organizational Citizenship Behaviour (OCB), to analyze the effect of motional intelligence and organizational commitment on employee performance, to analyze the effect of OCB on employee performance, and to analyze the effect of emotional intelligence and organizational commitment on employee performance through Organizational Citizenship Behaviour (OCB) in PT. Panin Dubai Syariah Bank in Surabaya .

1. Literature Review

Emotional Intelligence

Intelligence, according to Agus (2005: 81), is the ability to solve or create something of value for a particular culture. According to Dusek in (Casmini, 2007: 14), intelligence can be defined through two ways namely quantitatively and qualitatively. Quantitatively, it is a learning process to solve problems that can be measured by intelligence tests, and qualitatively, it is a way of thinking in the form of constructs how to connect and manage information from outside that is tailored to him.

Organizational Commitment

Robbins and Judge (2012: 123) defines commitment as a condition where an individual sided with the organization and its goals and desires to maintain its membership in the organization. According to Luthans (2002: 236), organizational commitment is a strong desire or motive to stay becoming organization member; a desire to show a high level of effort in the name of the organization; and strong beliefs in accepting the values and goals of the organization.

Organizational Citizenship Behaviour (OCB)

Robbins and Judge (2008: 40) defines OCB as a choice behavior that is not part of an employee's formal work obligations, but it supports the functioning of the organization effectively. Sweta and Srirang (2009) state that OCB is characterized by any form of business and done based on employee policy that provides benefits to the organization without expecting any reward.

Employee Performance

Performance is the result of work both in quality or quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara, 2005: 9). According to Build (2012: 231), performance is the result of work achieved by someone or job requirements.

Conceptual Framework

This research has a conceptual framework based on theories, phenomena occurred at PT. Panin Dubai Syariah Bank in Surabaya and previous researchers. In terms of theory and phenomena that exist in PT. Panin Dubai Syariah Bank Surabaya, it can be seen from three independent variables used in the study, namely emotional intelligence, organizational commitment and Organizational Citizenship Behavior (OCB) to improve employee performance in achieving the target. Below is the theoretical framework of path analysis model presented in

Figure 1:

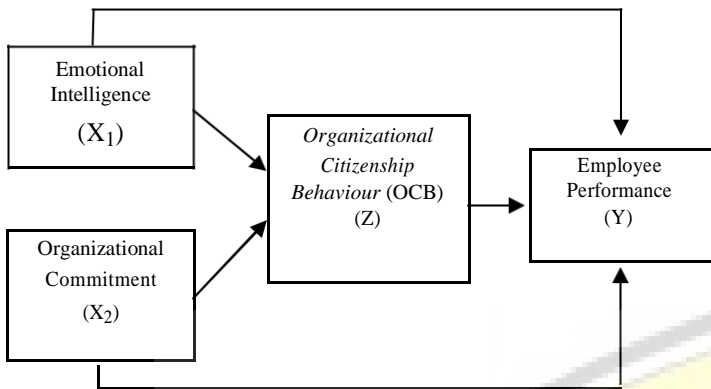


Figure 1. Conceptual Framework **Research Hypotheses**

- a. Emotional Intelligence (X₁) has a significant effect on Organizational Citizenship Behavior (OCB)(Z) at PT. Panin Dubai Syariah Bank
- b. Organizational commitment (X₂) has a significant effect on Organization Citizenship Behavior (OCB)(Z) at PT. Panin Dubai Syariah Bank.
- c. Emotional Intelligence(X₁) has a significant effect on employee performance (Y) at PT. Panin Dubai Syariah Bank.
- d. Organizational commitment (X₂) has a significant effect on employee performance (Y) at PT. Panin Dubai Syariah Bank.
- e. Organizational Citizenship Behavior (OCB)(Z) has a significant effect on employee performance at PT. Panin Dubai Syariah Bank(Y).

2. Methodology

The population in this study are all employees of PT. Panin Dubai Syariah Bank Area Surabaya as many as 60 employees, consisting of 40 employees of Panin Dubai Syariah Bank Main Branch Office of HR Muhammad Surabaya and 20 employees of Panin Dubai Syariah Bank Ngagel Sub-Branch Office Surabaya. The sampling technique used in this study is census which uses the entire population of employees of PT. Panin Dubai Syariah Bank in Surabaya as a sample of 60 employees.

Data Analysis

This study uses two independent variables namely emotional intelligence and organizational commitment, a dependent variable namely employee performance, and an intervening variable, namely Organization Citizenship Behavior (OCB). The path analysis model used in this study can be described in

the following structural equation:

$$Z = \beta X_1 Z + \beta X_2 Z + \epsilon_1 \dots \dots \dots \text{(Equation 1)}$$

$$Y = \beta X_1 Y + \beta X_2 Y + \beta X Y + \epsilon_2 \dots \dots \dots \text{(Equation 2)}$$

Where:

X₁ = Emotional Intelligence

X₂ = Organizational Commitment

Z = *Organizational Citizenship Behaviour* (OCB).

Y= Employee Performance

3. Result and Discussion 4.1 Results

Path analysis is used to find out and to analyze causal relationships among variables and to test the research hypothesis. In the path analysis, there are paths that show direct and indirect effects and the total influence of emotional intelligence and organizational commitment on performance through Organizational Citizenship Behavior (OCB) at PT. Panin Dubai Syariah Bank in Surabaya.

Table 1. Recapitulation of Path Analysis (Equation 1)

| Variable | B | t-value | t-table (α=5%) | Interpretation |
|---------------------------|-------|---------|----------------|----------------|
| Emotional Intelligence | 0,324 | 4,157 | 2,003 | Significant |
| Organizational Commitment | 0,649 | 8,317 | 2,003 | Significant |

Source: SPSS Output, 2019

Table 1. shows the results of the direct influence of emotional intelligence and organizational commitment on Organizational Citizenship Behavior (OCB), so that the first equation of the study is as follows:

$$Z = 0.324X_1Z + 0.649X_2Z + \epsilon_1$$

From equation 1, we can explain the direct influence of emotional intelligence and organizational commitment on Organizational Citizenship Behavior (OCB). Emotional intelligence has a significant effect on Organizational Citizenship Behavior (OCB) with an effect coefficient of 0,324. Organizational commitment also has a significant effect on Organizational Citizenship Behavior (OCB) with an effect coefficient of 0,649.

Table 2. Recapitulation of Path Analysis Result (Equation 2)

| Variable | β | t-value | t-table (α=5%) | Interpretation |
|---------------------------|-------|---------|----------------|----------------|
| Emotional Intelligence | - | 2,984 | 2,003 | Significant |
| Organizational Commitment | 0,516 | 4,078 | 2,003 | Significant |
| OCB | 0,548 | 3,796 | 2,003 | Significant |

Source: SPSS Output, 2019

$$Y = -0,290X_1 + 0,516X_2 + 0,548Z + \epsilon_2$$

From equation 2, we can explain the direct influence of emotional intelligence, organizational commitment, and Organizational Citizenship Behavior (OCB) on employee performance. Emotional intelligence has a significant effect on performance with an effect coefficient of -0,290. Organizational commitment also has a significant effect on performance with an influence coefficient of 0,516. Organizational Citizenship Behavior (OCB) has a significant effect on performance with an effect coefficient of 0,548.

Result of Hypotheses Testing

The level of significant level used in the study to test the hypothesis is 0,05. Table 3 is showing the recapitulation of t-test result.

Table 3. Result of t-test

| Path | t-value | t-table | Sig. | Decision |
|-------------------|---------|---------|-------|---|
| X ₁ →Z | 4,157 | 2,003 | 0,000 | Rejecting H ₀ , Accepting H _a |
| X ₂ →Z | 8,317 | 2,003 | 0,000 | Rejecting H ₀ , Accepting H _a |
| X ₁ →Y | 2,984 | 2,003 | 0,004 | Rejecting H ₀ , Accepting H _a |
| X ₂ →Y | 4,078 | 2,003 | 0,000 | Rejecting H ₀ , Accepting H _a |
| Z→Y | 3,796 | 2,003 | 0,000 | Rejecting H ₀ , Accepting H _a |

Source: SPSS Output, 2019

According to Table 3, here are some explanation of t-test result.

a. The Effect of Emotional Intelligence (X₁) on Organizational Citizenship Behavior (OCB)(Z) at PT. Panin Dubai Syariah Bank in Surabaya

From the results of t-test, emotional intelligence has a significant effect on Organizational Citizenship Behavior (OCB) with an influence coefficient of 0,324 and t-value of 4,157. It indicates that there is a significant effect of emotional intelligence on Organizational Citizenship Behavior (OCB) at PT. Panin Dubai Syariah Bank in Surabaya.

b. The Effect of Organizational Commitment (X₂) on Organizational Citizenship Behavior (OCB)(Z) at PT. Panin Dubai Syariah Bank in Surabaya

From the results of t-test, emotional intelligence has a significant effect on Organizational Citizenship Behavior (OCB) with an effect coefficient of 0,0649 and t-value of 8,317. Thus

there is a significant effect of organizational commitment on Organizational Citizenship Behavior (OCB) at PT. Panin Dubai Syariah Bank in Surabaya.

c. The Effect of Emotional Intelligence (X₁) on Employee Performance (Y) at PT. Panin Dubai Syariah Bank in Surabaya

From the results of t-test, emotional intelligence has a significant effect on performance with the coefficient of influence of -0.290 and t-value of 2,984. It indicates that there is a significant effect of emotional intelligence on employee performance at PT. Panin Dubai Syariah Bank in Surabaya.

d. The Effect of Organizational Commitment (X₂) on Employee Performance (Y) at PT. Panin Dubai Syariah Bank in Surabaya

From the results of t-test, organizational commitment has a significant effect on performance with an effect coefficient of 0,516 and t-value of 4,078. Thus, there is a significant effect of organizational commitment on employee performance at PT. Panin Dubai Syariah Bank in Surabaya.

e. The Effect of OCB (Z) on Employee Performance (Y) at PT. Panin Dubai Syariah Bank in Surabaya

From the results of t-test, the Organizational Citizenship Behavior (OCB) variable has a significant effect on performance with an effect coefficient of 0,548 and t-value is 3,796. It indicates that there is a significant influence of Organizational Citizenship Behavior (OCB) on employee performance at PT. Panin Dubai Syariah Bank in Surabaya.

The Calculation of Direct Effect/DE

- 1) The direct effect of Emotional Intelligence (X₁) on Organizational Citizenship Behaviour (OCB) (Z)

$$DE_{ZX1} = X_1 \rightarrow Z = 0,324$$

- 2) The direct effect of Organizational Commitment (X₂) on Organizational Citizenship Behaviour (OCB)

$$DE_{ZX2} = X_2 \rightarrow Z = 0,649$$

- 3) The direct effect of Emotional Intelligence (X₁) on Employee Performance (Y)

$$DE_{YX1} = X_1 \rightarrow Y = -0,290$$

- 4) The direct effect of Organizational Commitment (X₂) on Employee Performance (Y)

$$DE_{YX2} = X_2 \rightarrow Y$$

$$= 0,516$$

- 5) The direct effect of *Organizational Citizenship Behaviour* (OCB) (Z) on Employee Performance (Y)

$$DE_{ZY} = Z \rightarrow Y$$

$$= 0,548$$

The Calculation of Indirect Effect/IE

- 1) The indirect effect of Emotional Intelligence (X_1) on Employee Performance (Y) through *Organizational Citizenship Behaviour* (OCB) (Z)

$$IE_{YZX1} = X_1 \rightarrow Z \rightarrow Y$$

$$= (0,324).(0,548)$$

$$= 0,177$$

- 2) The indirect effect of Organizational Commitment (X_2) on Employee Performance (Y) through *Organizational Citizenship Behaviour* (OCB) (Z)

$$IE_{YZX2} = X_2 \rightarrow Z \rightarrow Y$$

$$= (0,649).(0,548)$$

$$= 0,356$$

The Calculation of Total Effect/TE

- 1) The total effect of Emotional Intelligence (X_1) on Employee Performance (Y) through *Organizational Citizenship Behavior* (OCB) (Z)

$$TE_{YZX1} = X_1 \rightarrow Z \rightarrow Y$$

$$= -0,290 + 0,177$$

$$= -0,113$$

- 2) The total effect of Organizational Commitment (X_2) on Employee Performance (Y) through *Organizational Citizenship Behavior* (OCB) (Z)

$$TE_{YZX2} = X_2 \rightarrow Z \rightarrow Y$$

$$= 0,516 + 0,356$$

$$= 0,872$$

4.2 Discussion

- a. *The Effect of Emotional Intelligence on Organizational Citizenship Behavior (OCB) at PT. Panin Dubai Syariah Bank in Surabaya*

The results shows that emotional intelligence has a significant effect on Organizational Citizenship Behavior (OCB). It can be seen in Table 1 which shows the effect of emotional intelligence on Organizational Citizenship Behavior (OCB) of 0,324 and the t-value of 4,157. It can be concluded that if employees of PT. Panin Dubai Bank Syariah in Surabaya are better in managing their emotions and having good emotional intelligence in their work, the Organizational Citizenship Behavior (OCB) of

employees will also increase in carrying out their duties to assist companies in achieving company goals.

The high level of emotional intelligence employees of PT. Panin Dubai Syariah Bank Surabaya area affects how to be responsive in work or the problems faced by the other workers. Employees of PT. Panin Dubai Syariah Bank in Surabaya have good emotional intelligence where they have ability to handle their emotions by well-absorbing information given by supervisor. If employees of PT. Panin Dubai Syariah Bank can control their emotion, each finished task and responsibility will give good impact in company, especially for jobs provided to employees will be based on target and it would help PT. Panin Dubai Syariah Bank in achieving its goal. The existence of good emotional intelligence will improve Organizational Citizenship Behavior (OCB), for example helping arranging files which has not done in its own and have their discipline and loyalty against the company.

Significant influence of emotional intelligence on Organizational Citizenship Behavior (OCB) is evidenced by the research of Suwandewi and Dewi (2016) with the result that emotional intelligence has a positive and significant effect on Organizational Citizenship Behavior (OCB), the higher the emotional intelligence of employees, the higher OCB of employees. This shows that there are self motivating abilities and self-awareness of employees that can increase OCB behavior. In addition, this result is also in line with a research Kanimozhi (2016) which found that emotional intelligence has a significant effect on Organizational Citizenship Behavior (OCB).

- b. *The Effect of Organizational Commitment on Organizational Citizenship Behaviour (OCB)* The results shows that organizational commitment has a significant effect on Organizational Citizenship Behavior (OCB). This can be seen in Table 1 which shows the influence of organizational commitment on Organizational Citizenship Behavior (OCB) of 0,649 and the t-value of 8,317. it can be interpreted that the better employees of PT. Panin Dubai Syariah Bank in Surabaya in implementing organizational commitment in work, the Organizational Citizenship Behavior (OCB) will also increase in carrying out its duties to assist companies in achieving company goals. Therefore good employees will comply with the provisions in organizational commitment, so that committed employees will provide the best performance in

accordance with the values and objectives of PT. Panin Dubai Syariah Bank.

PT. Panin Dubai Syariah Bank in Surabaya applies organizational commitment with „I CARE“ values which stands for „Integrity, Collaboration, Accountability, Respect, and Excellence“. Every employee must be able to commit value well in working such as, in resolving a work assignment, employees must have a sense of responsibility, honesty, quickness, and accuracy to meet the target. Employee who be able to apply the organizational commitment will have the trait of being loyal to the company and will help the company to reach its goal by finishing the tasks and responsibilities as well as they can, although there are some tasks that should be done outside their job description.

This result is in line with previous research conducted by Trigunajasa (2017) with the results of organizational commitment having a positive and significant influence on Organizational Citizenship Behavior of officers at Ijen Crater Nature Park. In addition, it is also supported by Mazin and Hana (2017) who states that organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB).

c. The Effect of Emotional Intelligence on Employee Performance

The results shows that emotional intelligence has a significant effect on the performance of PT. Panin Dubai Syariah Bank. This can be seen in Table 1 which shows the effect of emotional intelligence on performance of 0,290 and the t-value of 2,984. It can be concluded that the better employees of PT. Panin Dubai Bank Syariah Surabaya in managing emotions in work, it will provide good performance in carrying out their duties to assist companies in achieving company goals. Therefore employees who have a professional spirit will be able to manage emotions, motivate themselves, control themselves and regulate the mood to be able to think and be able to complete tasks and responsibilities too.

Professional employees are able to manage their emotions, to motivate themselves, and control their mood to be able to think and to finish their job and responsibilities in good result. This condition is reflected by processed respondents“ answers, that the higher emotional intelligence, the higher the performance shown by the employees in every service with the customers. Thus, this condition will give positive impact on the achievement of PT. Panin Dubai Syariah Bank in Surabaya.

This is evidenced by the research of Sukmawati and Gani (2014) with the results that emotional

intelligence has a positive and significant effect on employee performance in the Employee Cooperative of PT. Makassar Siporennu Telkom. This was also supported by Oladepo (2014) who found that emotional intelligence, organizational commitment and interpersonal relations significantly influence the performance of the Dangote Flour Worker.

d. The Effect of Organizational Commitment on Employee Performance

The statistical result shows that organizational commitment has a significant effect on the performance of PT. Panin Dubai Syariah Bank. It can be seen in Table 1 which shows the influence of organizational commitment on performance of 0,516 and the t-value of 4,078. It indicates that the better employees of PT. Panin Dubai Bank Syariah in Surabaya in implementing organizational commitment to work, the better their performance in carrying out its duties to assist companies in achieving company goals. Therefore, employees of PT. Panin Dubai Syariah Bank must know and be able to apply the values of the commitment that exists in the organization.

The employees of PT. Panin Dubai Syariah Bank in Surabaya will also experience stages of organizational commitment, moreover the employees should also implement values applied in PT. Panin Dubai Syariah Bank in Surabaya. The values applied purposes to make the employees have integrity, trusteeship,activeness in communication, and have responsibilities in finishing their tasks based on target. Through „I CARE“, the employees can give their best performance to PT. Panin Dubai Bank Syariah.

This result is supported by Ranti (2016) who found that that organizational commitment has a positive effect on the performance of employees of PT. PLN Pekanbaru. This is also supported by Hafiz (2017) who states that organizational commitment has a positive effect on the performance of Lahore banking sector employees.

e. The Effect of Organizational Citizenship Behaviour (OCB) on Employee Performance

The analysis result shows that Organizational Citizenship Behavior (OCB) has a significant effect on the performance of PT. Panin Dubai Syariah Bank“s employee. This can be seen in Table 1 which shows the influence of Organizational Citizenship Behavior (OCB) on the performance of 0,548 and the t-value of 3,796. It can be concluded that the better employees of PT. Panin Dubai Bank Syariah area of Surabaya in implementing Organizational

Citizenship Behavior (OCB) in work, the better their performance in carrying out its duties to assist companies in achieving company goals. The application of the Organizational Citizenship Behavior (OCB) values can be in the form of caring among fellow employees such as helping to complete the work of friends, loyalty to the company by not demanding overtime pay, and being able to complete tasks outside of their jobdesc.

The implementation of OCB values can be in form of helping the colleagues' task, being loyal to the company, and be able to finish the task outside the jobdesc. By having OCB, the overload tasks in the company can be reduced because the employees have the responsive behavior to help their partners in finishing the job for common goals. This condition will increase the performance of employees in PT. Panin Dubai Syariah Bank in Surabaya.

This result is in line with a research by Putri (2017) with the results of Organizational Citizenship Behavior (OCB) having a positive effect on employee performance in TASPEN Cirebon. This is also supported by Chelagat, et al. (2015) with the results of Sportsmanship, Altruism, Civic Virtue and Courtes having a positive and significant influence on employee performance in the Banking Sector, Nairobi Regency, Kenya.

f. The Effect of Emotional Intelligence on Employee Performance through OCB

The path analysis result shows that emotional intelligence has a significant effect on employee performance through Organizational Citizenship Behavior (OCB) with an effect coefficient of 0,113. This means that the better employees of PT. Panin Dubai Syariah Bank in managing its emotions and being professional in working, the better their performance in a company thus it can help them completing tasks and responsibilities according to the company's goals and objectives. Employees who have good emotional intelligence will be able to motivate himself to be able to work well and be able to solve problems or obstacles existed. In addition, employees of PT. Panin Dubai Syariah Bank applies the values of Organizational Citizenship Behavior (OCB) related to work such as caring for fellow employees, helping the work of friends, being loyal to the company and making good contributions. Therefore, it can be concluded that employees of PT. Panin Dubai Syariah Bank which has good emotional intelligence, good emotion control, and can work professionally, will increase the Organizational Citizenship Behavior (OCB) within the employees which will have an impact on good

employee performance and can help companies achieve its goals.

When the employees of PT. Panin Dubai Syariah Bank in Surabaya have good emotional intelligence while working, they will have a sense of caring such as helping their colleagues, can absorb information well, not easily provoked, have good discipline, and will be loyal to companies. These kind of behaviors indirectly help employees in working and in contributing the progress of company. This is evidenced by a research by Suwandewi and Dewi (2016) resulting that emotional intelligence has a positive and significant effect on Organizational Citizenship Behavior (OCB), the higher the emotional intelligence of employees, the higher the OCB of employees. This shows that there are self motivating abilities and self-awareness of employees that can improve OCB behavior. In addition, this finding also supported by Kanimozhi (2016) resulting that emotional intelligence has a significant effect on Organizational Citizenship Behavior (OCB). This result is also evidenced by a study by Sukmawati and Gani (2014) who found that emotional intelligence has a positive and significant effect on employee performance in Employee Cooperative of PT. Makassar Siporennu Telkom. This is also supported by the international journal Gunudan Oladepo (2014) with the results of emotional intelligence, organizational commitment and interpersonal relations significantly influencing the performance of the Dangote Flour Workers Case Study.

g. The Effect of Organizational Commitment on Employee Performance through OCB

The results shows that organizational commitment has a significant effect on employee performance through Organizational Citizenship Behavior (OCB) with a coefficient of 0,872. This means that the better employees of PT. Panin Dubai Syariah Bank in applying the values of commitment existed at PT. Panin Dubai Syariah in working, the better their performance, so it can help them completing tasks and responsibilities according to the company's goals and objectives. Employees who have organizational commitment of "I CARE" means that they have "Integrity" or being honest, trustworthy, and ethical, "Collaboration" or being pro-active, full of synergy and solutions, "Accountability" or measurable, accurate, objective and responsible, "Respect" or being humble, empathy and mutual respect, "Excellence" or being fast, precise and friendly. It can be seen from these values that employees of PT. Panin Dubai Syariah

Bank has a very high commitment. Therefore, employees of PT. Panin Dubai Syariah Bank is able to apply the values of the commitment that will be lead them to work well and be able to solve problems or obstacles existed in the work. In addition to the commitment, employees of PT. Panin Dubai Syariah Bank is able to implement Organizational Citizenship Behavior (OCB) which is related to the awareness of an employee to complete his task well, to help among fellow employees so that all work can be completed correctly according to the target. Therefore, it can be concluded that employees of PT. Panin Dubai Syariah Bank is having the values of organizational commitment well, or they have a sense of responsibility to contribute to the achievement of company's goals, besides that they can implement Organizational Citizenship Behavior (OCB) well within the company which will have an impact on good employee performance and can help companies achieving its goals.

Employees implement organizational commitment with "I CARE" values, which stands for „Integrity (honest, trustworthy and ethical), Collaboration (proactive, synergetic and rich in solutions) , Accountability (measurable, accurate, objective and responsible), Respect (humility, empathy and mutual respect), and Excellence (fast, precise and friendly). From this values, it is seen that employees in PT. Panin Dubai Syariah Bank in Surabaya is trying to foster their employee to have high commitment. Besides having high commitment, the employees of PT. Panin Dubai Syariah Bank in Surabaya also have OCB that is related to the awareness to finish its job in good way, helping their colleagues so the task can be finishing as targeted.

This is in line with previous research conducted by Trigunajasa (2017) resulting that organizational commitment has a positive and significant influence on Organizational Citizenship Behavior among Officers at Ijen Crater Nature Park. In addition, it is also supported by Mazin and Alrfou Hana (2017) stating that organizational commitment has a positive impact on Organizational Citizenship Behavior (OCB). This is also evidenced by a research of Ranti (2016) which found that organizational commitment has a positive effect on the employees of PT. PLN Pekanbaru's performance. This is also supported by Hafiz (2017) stating that organizational commitment has a positive effect on the performance of the Lahore banking sector employees.

5. Conclusion

Based on the statistical result, the effect of emotional intelligence and organizational commitment on employee performance with OCB as intervening variable at PT. Panin Dubai Syariah Bank in Surabaya can be highlighted as follows:

- a. Emotional intelligence (X1) has a significant effect on Organizational Citizenship Behavior (OCB) (Z) at PT. Panin Dubai Syariah Bank in Surabaya.
- b. Organizational commitment (X2) has a significant effect on Organizational Citizenship Behavior (OCB) (Z) at PT. Panin Dubai Syariah Bank in Surabaya.
- c. Emotional intelligence (X1) has a significant effect on employee performance (Y) at PT. Panin Dubai Syariah Bank in Surabaya.
- d. Organizational commitment (X2) has a significant effect on employee performance (Y) at PT. Panin Dubai Syariah Bank in Surabaya.
- e. Organizational Citizenship Behavior (OCB) (Z) has a significant effect on employee performance at PT. Panin Dubai Syariah Bank in Surabaya.
- f. Emotional intelligence has a significant effect on employee performance through Organizational Citizenship Behavior (OCB) at employees of PT. Panin Dubai Syariah Bank in Surabaya.
- g. Organizational commitment has a significant effect on employee performance through Organizational Citizenship Behavior (OCB) at employees of PT. Panin Dubai Syariah Bank in Surabaya.

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