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Effects of Emotional Intelligence, Self-Efficacy, and Job Satisfaction on Organizational Citizenship Behavior among Employees of Tegal Regency BKPSDM

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Abstract

Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior beyond formal job duties that can support organizational effectiveness. This study aimed to determine the effect of emotional intelligence, self-efficacy, and job satisfaction on OCB, both partially and simultaneously, among employees of the Civil Service and Human Resource Development Agency (BKPSDM) of Tegal Regency. This study used a quantitative approach with saturated sampling, involving all BKPSDM employees as the research sample. Data were collected through questionnaires and interviews and analyzed using validity and reliability tests, descriptive statistics, the Method of Successive Intervals (MSI), classical assumption tests, multiple linear regression, hypothesis testing, and coefficient of determination analysis using IBM SPSS. The results showed that emotional intelligence had a significant effect on OCB, with a t-value of 2.271 and a significance value of 0.028. Self-efficacy had no significant effect on OCB, with a t-value of -0.790 and a significance value of 0.433. Job satisfaction had a significant effect on OCB, with a t-value of 5.024 and a significance value of 0.000. Simultaneously, emotional intelligence, self-efficacy, and job satisfaction had a significant effect on OCB, with an F-value of 24.733 and a significance value of 0.000. Therefore, emotional intelligence and job satisfaction significantly affect OCB, while self-efficacy does not have a significant

partial effect. However, the three variables simultaneously affect OCB among BKPSDM employees of Tegal Regency.

Keywords: *Emotional Intelligence; Self-Efficacy; Job Satisfaction; Organizational Citizenship Behavior (OCB)*

I. INTRODUCTION

The development of information technology and public demands for public services are pushing government organizations to continuously improve the effectiveness and quality of their human resources. Human resources are an important element in achieving organizational goals because employees are not only required to complete formal tasks but are also expected to make additional contributions to the organization. One form of such contribution is Organizational Citizenship Behavior (OCB), that is, employees' voluntary behavior beyond formal tasks that can support organizational effectiveness.

OCB is important in government organizations because delivering public services requires cooperation, communication, and employees' willingness to help one another. This condition also exists at the Civil Service and Human Resource Development Agency (BKPSDM) of Tegal Regency, which emphasizes teamwork in carrying out its tasks. Every employee is required to contribute and help one another in completing work. However, a pre-survey of 30 employees showed that OCB is not yet fully optimal. This is evident from employees who are still unwilling to help colleagues when they have their own tasks and who tend to prioritize completing their main tasks when the workload increases.

Several factors presumed to be related to OCB include emotional intelligence, self-efficacy, and job satisfaction. Emotional intelligence relates to employees' ability to manage emotions, understand the conditions of others, and build good working relationships. The pre-survey results show that employees' emotional intelligence is fairly good but not yet fully optimal: 53.3% of respondents' answers indicated a positive condition, while 46.7% indicated the opposite. This shows that, when facing work pressure, some employees still have difficulty controlling their emotions and maintaining interactions with colleagues.

In addition to emotional intelligence, self-efficacy is also presumed to influence OCB. Self-efficacy is an individual's belief in their ability to complete tasks and face various obstacles. The pre-survey results show that employees' self-efficacy is in a relatively good condition, with 70% positive answers. Nevertheless, some employees are still less confident when facing high work pressure and limited deadlines, which shows that the level of self-belief is not yet evenly distributed among all employees.

Another factor is job satisfaction, which relates to employees' positive feelings about their work. The pre-survey results show that employees' job satisfaction is generally good, with 84.2% positive answers. However, some employees are still not fully satisfied, especially when facing increased tasks and work deadlines. This shows that job satisfaction is not yet evenly distributed and that some aspects of the job can still influence employee behavior in the organization.

Based on these conditions, there is a problem in that employees' OCB is not yet optimal even though emotional intelligence, self-efficacy, and job satisfaction generally show fairly good conditions. This calls for further examination of the extent to which these three factors influence employees' OCB. Therefore, this study was conducted to analyze the effect of emotional intelligence, self-efficacy, and job satisfaction on Organizational Citizenship Behavior among employees of BKPSDM Tegal Regency.

A. Problem Formulation

The research questions of this study are as follows:

1. Is there an effect of Emotional Intelligence on Organizational Citizenship Behavior among employees of the Civil Service and Human Resource Development Agency of Tegal Regency?
2. Is there an effect of Self-Efficacy on Organizational Citizenship Behavior among employees of the Civil Service and Human Resource Development Agency of Tegal Regency?

3. Is there an effect of Job Satisfaction on Organizational Citizenship Behavior among employees of the Civil Service and Human Resource Development Agency of Tegal Regency?
4. Is there an effect of Emotional Intelligence, Self-Efficacy, and Job Satisfaction on Organizational Citizenship Behavior among employees of the Civil Service and Human Resource Development Agency of Tegal Regency?

B. *Research Objectives*

The objectives of this study are as follows:

1. To determine and analyze the effect of Emotional Intelligence on Organizational Citizenship Behavior among employees of the Civil Service and Human Resource Development Agency of Tegal Regency.
2. To determine and analyze the effect of Self-Efficacy on Organizational Citizenship Behavior among employees of the Civil Service and Human Resource Development Agency of Tegal Regency.
3. To determine and analyze the effect of Job Satisfaction on Organizational Citizenship Behavior among employees of the Civil Service and Human Resource Development Agency of Tegal Regency.
4. To determine and analyze the effect of Emotional Intelligence, Self-Efficacy, and Job Satisfaction on Organizational Citizenship Behavior among employees of the Civil Service and Human Resource Development Agency of Tegal Regency.

II. LITERATURE REVIEW

Sugiyono (2023, p. 84) conceptualizes theory as a construct that combines various ideas, definitions, and scientific premises to map a phenomenon in a structured way by visualizing the relationships among variables. In the scientific field, a theory serves three fundamental operational purposes, namely explanation, prediction, and regulation of the dynamics of a phenomenon in the field (Sugiyono, 2023, pp. 86–87). The theoretical foundation of a study needs to be built strongly so that the study has a clear scientific basis and is not carried out merely on a trial basis. A theoretical foundation shows that the research is conducted using a scientific approach to obtain and analyze data (Sugiyono, 2023, p. 85).

A. *Organizational Citizenship Behavior (OCB)*

Organizational Citizenship Behavior is an employee's voluntary behavior in performing tasks or work outside their responsibilities or obligations for the progress or benefit of the organization (Afandi, 2018, p. 181). Similarly, Organizational Citizenship Behavior is an individual's voluntary attitude at work that is not directly part of the employee's formal tasks or obligations but can help the effectiveness and smooth running of the organization (Luthans, 2011, p. 149). According to Afandi (2018, p. 185), Organizational Citizenship Behavior consists of five dimensions: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. According to Munir (2020, as cited in Simarmata, 2020), the forms of Organizational Citizenship Behavior are a tangible manifestation of its application, reflected in various behaviors shown by employees in the work environment, namely compliance, loyalty, and participation.

B. *Emotional Intelligence*

Emotional intelligence is the ability to control one's own emotions, motivate oneself, and build good relationships with others (Goleman, 2007, p. 45). Emotional intelligence is a person's skill in identifying, understanding, and managing their own emotions and those of others. Emotional intelligence needs to be trained and learned from an early age because it does not appear suddenly (Fauziah et al., 2023). According to Goleman (2007), emotional intelligence has five indicators: self-awareness, self-regulation, motivation, empathy, and social skills. According to Mayer and Salovey (1997), emotional intelligence has four main aspects: perceiving emotions, using emotions, understanding emotions, and managing emotions.

C. *Self-Efficacy*

Self-efficacy can be defined as the belief in one's ability to organize and carry out the actions required to achieve certain results (Bandura, 1997, p. 11). Self-efficacy is an individual's belief in their ability to organize and carry out the actions required to achieve certain goals, which in turn influences the individual's choice

of attitude, effort, and persistence in facing various challenges (Maddux & Kleiman, 2016). These definitions show that the key to self-efficacy is the component of skill and ability in organizing and carrying out an action, and that self-efficacy plays an important role in influencing a person's behavioral motivation (Amirudin, 2020). According to Bandura (1997, pp. 15–25), self-efficacy has three main dimensions: level, strength, and generality. According to Bandura (1997, pp. 30–60), self-efficacy is influenced by four main sources: mastery experience, vicarious experience, social persuasion, and physiological and emotional states.

D. Job Satisfaction

Robbins and Judge (2013, p. 74) define job satisfaction as a positive feeling about one's job that results from an evaluation of its characteristics. Individuals with a high level of job satisfaction have a positive attitude toward their work; conversely, individuals with low job satisfaction have negative feelings toward their work. According to Smit et al. (as cited in Amirudin, 2020), job satisfaction has five dimensions: satisfaction with the work itself, with pay, with promotion, with supervisors, and with coworkers. According to Robbins and Judge (2013), job satisfaction is influenced by several factors: mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues.

E. Hypotheses

Based on the conceptual framework described above, the research hypotheses are formulated as follows:

- H1: There is an effect of emotional intelligence on organizational citizenship behavior among employees of BKPSDM Tegal Regency.
- H2: There is an effect of self-efficacy on organizational citizenship behavior among employees of BKPSDM Tegal Regency.
- H3: There is an effect of job satisfaction on organizational citizenship behavior among employees of BKPSDM Tegal Regency.
- H4: There is an effect of emotional intelligence, self-efficacy, and job satisfaction on organizational citizenship behavior among employees of BKPSDM Tegal Regency.

III. METHOD

This study uses a quantitative research design. It is a quantitative method because it is based on numerical data and uses statistical analysis to test the hypotheses that have been set (Sugiyono, 2023, p. 16). A population is a generalization area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn (Sugiyono, 2023, p. 126). The population in this study is all employees of the Civil Service and Human Resource Development Agency (BKPSDM) of Tegal Regency, totaling 54 employees. The sample was taken using non-probability sampling of the saturated sampling type, so that all 53 employees of BKPSDM Tegal Regency were used as respondents.

The analysis tools used are research instrument tests (validity and reliability tests), the Method of Successive Intervals (MSI), classical assumption tests, multiple linear regression analysis, hypothesis testing, and coefficient of determination analysis.

IV. RESULTS AND DISCUSSION

A. Kolmogorov-Smirnov Normality Test

TABLE I. KOLMOGOROV-SMIRNOV NORMALITY TEST RESULTS

		Unstandardized Residual
N		53
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.64068077
Most Extreme Differences	Absolute	.094
	Positive	.072
	Negative	-.094
Test Statistic		.094
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Primary data processed with SPSS 22 (2026). ^a Test distribution is Normal. ^b Calculated from data. ^c Lilliefors Significance Correction.

The normality test results show that the probability value, or Asymp. Sig. (2-tailed), is 0.200. The requirement for normality is that the significance value must be greater than 0.05, so the residual data can be said to be normally distributed because 0.200 is greater than 0.05. Thus, the regression model has met the normality test.

B. Multicollinearity Test

TABLE II. MULTICOLLINEARITY TEST RESULTS

Model	Variable	Tolerance	VIF
1	Emotional Intelligence	0.552	1.812
	Self-Efficacy	0.512	1.954
	Job Satisfaction	0.495	2.022

Source: Primary data processed with SPSS 22 (2026). Dependent variable: OCB.

Based on the multicollinearity test results, the "Collinearity Statistics" show VIF values < 10 and Tolerance values > 0.10. Therefore, it can be concluded that there is no multicollinearity in the regression model used in this study.

C. Heteroscedasticity Test

The scatterplot in Fig. 1 shows that the residual points are scattered randomly, above and below 0 on the Y axis. Therefore, it can be concluded that the regression model in this study does not suffer from heteroscedasticity and is feasible to use. In addition to the scatterplot, this study also uses the Glejser test (Table III).

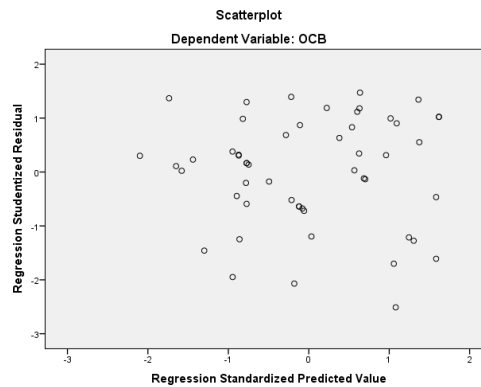


Fig. 1. Scatterplot of the Heteroscedasticity Test

TABLE III. GLEJSER HETEROSCEDASTICITY TEST RESULTS

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	-1.289	2.498		-.516	.608
Emotional Intelligence	-.068	.071	-.171	-.955	.344
Self-Efficacy	.019	.065	.055	.294	.770
Job Satisfaction	.034	.061	.105	.557	.579

Source: Primary data processed with SPSS 22 (2026). Dependent variable: Abs_RES.

Based on the SPSS 22 output, the Glejser test results shown above indicate that the significance values of the three variables, emotional intelligence, self-efficacy, and job satisfaction, are > 0.05 . In accordance with the decision rule of the Glejser test, it can be concluded that there is no heteroscedasticity in the regression model.

D. Multiple Linear Regression Analysis

TABLE IV. MULTIPLE LINEAR REGRESSION ANALYSIS RESULTS

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	8.493	4.657		1.824	.074
Emotional Intelligence	.303	.133	.275	2.271	.028
Self-Efficacy	-.096	.121	-.100	-.790	.433
Job Satisfaction	.570	.113	.644	5.024	.000

Source: Primary data processed with SPSS 22 (2026). Dependent variable: OCB.

The constant of 8.493 indicates the value of OCB when all independent variables, namely Emotional Intelligence (X1), Self-Efficacy (X2), and Job Satisfaction (X3), are zero (0).

E. Hypothesis Testing

1) t-Test

The partial test (t-test) uses the coefficients in Table IV. For Emotional Intelligence (X1) on OCB (Y), the calculated t value is $2.271 > t_{table} 2.009$ and the significance value is $0.028 < 0.05$, which means H_0 is rejected and H_1 is accepted. Thus, it is concluded that emotional intelligence partially has a positive and significant effect on OCB.

For Self-Efficacy (X2) on OCB (Y), the calculated t value is $-0.790 < t_{\text{table } 2.009}$ and the significance value is $0.433 > 0.05$, which means H0 is accepted and H2 is rejected. Thus, it is concluded that self-efficacy partially has no significant effect on OCB.

For Job Satisfaction (X3) on OCB (Y), the calculated t value is $5.024 > t_{\text{table } 2.009}$ and the significance value is $0.000 < 0.05$, which means H0 is rejected and H3 is accepted. Thus, it is concluded that job satisfaction partially has a positive and significant effect on OCB.

2) F-Test

TABLE V. F-TEST (ANOVA) RESULTS

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	549.092	3	183.031	24.733	.000 ^b
Residual	362.606	49	7.400		
Total	911.698	52			

Source: Primary data processed with SPSS 22 (2026). Dependent variable: OCB. Predictors: (Constant), emotional intelligence, self-efficacy, job satisfaction.

The simultaneous test (F-test) shows a calculated F value of 24.733 and a significance level of $0.000 < 0.05$. The significance value is smaller than the 5% level, which means H0 is rejected and H4 is accepted. It can be concluded that emotional intelligence, self-efficacy, and job satisfaction simultaneously affect OCB.

3) Coefficient of Determination (Adjusted R²)

TABLE VI. MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	0.602	0.578	2.720

Source: Primary data processed with SPSS 22 (2026). ^a Predictors: (Constant), Emotional Intelligence, Self-Efficacy, Job Satisfaction. Dependent variable: OCB.

The table above shows that the Adjusted R Square coefficient of determination is 0.578, or 57.8%. Thus, it can be concluded that emotional intelligence, self-efficacy, and job satisfaction simultaneously affect OCB by 57.8%, while the remaining 42.2% is influenced by factors outside this study.

F. Discussion

Based on the test results above, the results of the researchers' hypotheses can be interpreted as follows.

1) Effect of Emotional Intelligence on OCB

The results show that the emotional intelligence variable has a regression coefficient of 0.303 with a positive sign. In addition, the partial t-test of emotional intelligence on OCB gives a calculated t value of $2.271 > t_{\text{table } 2.009}$ with a significance value of $0.028 < 0.05$, which means H0 is rejected and H1 is accepted. Thus, it can be concluded that emotional intelligence has a positive and significant effect. The analysis shows that the first hypothesis (H1), which states that emotional intelligence affects OCB, is accepted.

2) Effect of Self-Efficacy on OCB

The results show that the self-efficacy variable has a regression coefficient of -0.096 with a negative sign. In addition, the partial t-test of self-efficacy on OCB gives a calculated t value of $-0.790 < t_{\text{table } 2.009}$, with a significance value of $0.433 > 0.05$, which means H0 is accepted and H2 is rejected. Thus, it is concluded that self-efficacy has no significant effect. The analysis shows that the second hypothesis (H2), which states that self-efficacy affects OCB, is rejected.

3) Effect of Job Satisfaction on OCB

The results show that the job satisfaction variable has a regression coefficient of 0.570 with a positive sign. In addition, the partial t-test of job satisfaction on OCB gives a calculated t value of $5.024 > t_{table} 2.009$, with a significance value of $0.000 < 0.05$, which means H_0 is rejected and H_3 is accepted. Thus, it can be concluded that job satisfaction has a positive and significant effect. The analysis shows that the third hypothesis (H_3), which states that job satisfaction affects OCB, is accepted.

V. CONCLUSIONS

A. Conclusion

Based on the results of the study and the discussion on the effect of Emotional Intelligence, Self-Efficacy, and Job Satisfaction on Organizational Citizenship Behavior (OCB) of employees at BKPSDM Tegal Regency, the researchers draw the following conclusions: 1) Emotional intelligence is proven to have a positive and significant effect on the OCB of BKPSDM Tegal Regency employees; 2) Self-efficacy has no significant effect on the OCB of BKPSDM Tegal Regency employees; 3) Job satisfaction is proven to have a positive and significant effect on the OCB of BKPSDM Tegal Regency employees; and 4) Emotional intelligence, self-efficacy, and job satisfaction simultaneously affect the OCB of BKPSDM Tegal Regency employees.

B. Suggestions

Based on the research conducted, several suggestions can be offered as input, as follows.

1) Emotional Intelligence

BKPSDM Tegal Regency is expected to improve employees' emotional intelligence to support the improvement of Organizational Citizenship Behavior (OCB). This can be done through emotion management training, especially for facing work pressure, and by building good communication and working relationships among employees. In addition, periodic evaluations can be conducted to determine employees' ability to control their emotions and maintain interpersonal relationships within the agency.

2) Self-Efficacy

BKPSDM Tegal Regency is expected to improve employees' self-efficacy so that they are more confident in their ability to complete work and face various obstacles. This can be done by assigning tasks according to employees' abilities and competencies, providing direction and feedback on work results, and giving employees opportunities to complete challenging tasks gradually. In this way, employees are expected to have stronger self-belief and be encouraged to contribute more to the organization.

3) Job Satisfaction

BKPSDM Tegal Regency is expected to maintain and improve employees' job satisfaction to support the improvement of OCB. This can be done by paying attention to the amount of work, creating good working relationships, giving rewards for work results, and ensuring that work facilities support the execution of tasks. In addition, periodic evaluations of job satisfaction can be conducted to determine which aspects of work still need improvement so that employees can work more comfortably and contribute better to the organization.

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