

# Strengthening Organizational Citizenship Behavior Through Emotional Intelligence and Work Ethics

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## Abstract

The purpose of this research is to analyze the effect of emotional intelligence and work ethics on increasing employee organizational citizenship behavior in one of the government agencies in Jakarta. The research design used in this study is a quantitative associative approach by using SPSS software, that is research that tests the causal relationship between independent variables, namely emotional intelligence ( $X_1$ ) and work ethics ( $X_2$ ) with the dependent variable, organizational citizenship behavior (Y). In conducting this research, questionnaires were distributed to 100 related samples, namely state civil servants in one of the government agencies located in Jakarta. Based on the results of the data analysis that has been carried out, there is a first hypothesis ( $H_1$ ), emotional intelligence has a positive and significant effect on organizational citizenship behavior and the second hypothesis ( $H_2$ ) is that work ethics has a positive and significant effect on organizational citizenship behavior. Hence, emotional intelligence and work ethics have positive and significant effect on organizational citizenship behavior.

*Keywords:* Emotional Intelligence, Work Ethics, Organizational Citizenship Behavior

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## 1. Introduction

Organizations are social entities that are consciously coordinated, with relatively identifiable boundaries, working continuously to achieve goals (Robbins, 2001). Organization is one of the most important things in an agency's success, because organization plays an important role in arranging quality human resources. If an organization cannot manage its human resources well, it will be difficult for them to achieve the targets they want.

In society, there are two types of organizations, namely private and public. Private organizations are organizations that are managed independently without any state assistance in running them and usually they get funds from investors from various parties. Public organizations are organizations that work directly for the state with the aim of helping and serving the community by creating several sections that are tailored to the needs of the community. Government officials are the main parties driving the implementation of a state development process, therefore the progress or decline of development will be greatly influenced by the quality of employees in each government agency (Bleskadit et al., 2020). Government of employees have several tasks such as carrying out public policies determined by the Civil Service Development Officer which are adjusted to statutory regulations, providing professional and quality public services, and strengthening the unity and integrity of the Unitary State of the Republic of Indonesia (NKRI) (Komara, 2019).

Organizational Citizenship Behavior is an important aspect that needs to be carried out in every task and obligation given to employees in order to increase the possibility that an agency can achieve success (Wijaya & Yuniawan, 2017). OCB is a positive attitude carried out by an individual with the aim of supporting and helping an organization to more easily achieve success without expecting anything in return from the agency (Verianto, 2018).

An individual's ability to handle situations can be related to emotional intelligence because an individual's behavior when interacting with co-workers or dealing with conflicts that occur will be different when outside the office compared

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to inside the office (Solichin, 2018). Instilling positive feelings comes from the thoughts they instill, which are usually associated with emotional intelligence. According to Pratama (2016), it is important to have good emotional intelligence to make it easier for employees to face problems at work related to cooperation and relationships with co-workers, making it easier for them to interact with fellow co-workers as well as superiors and subordinates. He also said that individuals who have high emotional intelligence will make it easier for them to adapt to their work environment so that it is easier to achieve higher levels of success. People who have EI will find it easy to solve various problems and shape their personality into someone who is better in terms of responsibility, productivity and optimism which are important characteristics for organizations in recruiting employees (Septiani, 2018). Someone who cannot control their emotions well will find it difficult to work in a team and prefer to work individually even though this is impossible to do, so that is where emotional intelligence is really needed in organizations (Anwar, 2016). As a result of their difficulty in controlling their emotions and their lack of understanding of their condition, they have difficulty doing their work so that a lot of work is not completed and some work is completed but exceeds the time limit that has been given. Employees who have good emotional intelligence will make it easier for them to produce work that meets the given targets compared to employees who have poor emotional intelligence (Hakiki et al., 2022).

The way individuals control their emotions will greatly influence their behavior both outside and inside the office environment, and can be seen when faced with a situation and how they will respond to it. According to Pandiangan et al (2022), individuals who have good emotional intelligence will make it easier for them to develop their personality (attitude and mentality) so that they are more motivated to show their seriousness in helping the company achieve success which is closely related to work ethic. Employees who apply a good work ethic will have more awareness so they can work better for the organization (Darmawan et al., 2020). Work ethic is an important variable that is closely related to cultivating OCB in each individual. Hidayati et al (2022) explain that employees who have a good work ethic will find it easier to have OCB within themselves. Every employee should have a work ethic because if they do not have self-awareness that they must be highly dedicated to their organization, it will make it difficult for the organization to achieve its goals (Simanjuntak, 2020).

This research aims to show how emotional intelligence and work ethic can improve organizational citizenship behavior in employees who work in one of the government agencies in Jakarta.

## 2. Literature Review

### 2.1. Emotional Intelligence

According to Khan et al. (2018) emotional intelligence is an individual's ability to understand everything related to emotions, such as identifying emotions that can be seen from facial expressions, the sounds made by individuals, as well as knowing physical and mental conditions related to emotions. When emotional intelligence is related to the work context, emotional intelligence can be defined as an individual's skill in identifying what can be felt both by oneself and others such as colleagues, superiors and subordinates (Widiani, 2019).

According to Jannah (2021), individuals who have good emotional intelligence will make it easier for them to identify their strengths and weaknesses and know their limitations. They will also be more open to input from people in their work environment to provide learning for them in the future. Everyone can have emotional intelligence by learning and all employees have the same right to get that kind of training if the company wants their employees more aware with EI that can make them more productive and focus on their goals (Gottman, 2014).

Mayer & Salovey on Brackett *et al* (2013) stated that there are four branches of the emotional intelligence's model:

- a) **Comprehending and Appraising Emotion** Ability to discover their own emotions and can express it well so that they can be easily understood by the people around them. Moreover, they can also understand the other people's emotions by looking at their expressions.
- b) **Accommodating Thoughts by Utilizing Emotion** Ability to utilize their emotions in cognitive activities such as looking for the best way to solve problems. In addition, they can identify various benefits that can support their productivity from the emotions they feel, as well as create certain emotions that can make it easier to complete their work.

- c) **Figuring Out Emotions** Ability to understand causes of feeling certain emotions and be aware with the impact that these emotions will cause and feel.
- d) **Arranging Emotions** Ability of acceptance when experiencing good or bad emotions, can identify the benefits of the emotions, and determine the right strategy to be able to manage emotions well in order to support achieving goals.

Based on the explanations from several experts who put forward emotional intelligence, it seems similar understanding that emotional intelligence can be considered as people's intelligence in understanding their physical and psychological conditions related to emotions and being able to receive input from other people regarding their own condition in order to overcome or improve it in the future. Furthermore, someone who has emotional intelligence will find it easier to complete their work, because they can look for opportunities in every emotion they feel.

The indicators used in measuring emotional intelligence in this research are the indicators proposed by Goleman (1995), namely self-awareness, self-regulation, self-motivation, social awareness, and social skills.

According to research proposed by Chehrazi *et al* (2014) that emotional intelligence has a positive and significant influence on organizational citizenship behavior. Apart from that, Solichin (2018) also conducted research showing that there is a positive and significant influence of emotional intelligence on organizational citizenship behavior.

## 2.2. Work Ethics

According to Nitisemo in Prasada *et al* (2020) work ethic is the effort one wants to make in doing work more diligently with the hope of getting results that are as expected or exceeding them. There is a slightly different explanation regarding work ethic, namely that according to Priansa (2018) work ethic is a set of attitudes or views held by employees with the aim of viewing work as a positive thing to improve the quality of life, so that it can influence their work behavior in the organization.

Nowadays, most of companies want to recruit someone who have many soft skills (not only hard skills), and one of the most important is work ethics (Robles, 2012). Osibanjo *et al* (2015) stated that a strong work ethics in organizations can produce many benefit such as their employees can be more focus and productive on their tasks, they can easily adapt in any conditions (because sometimes there will be uncertainties on achieving company's goals), aware of every existing problem in order to find the best solution, do not have any trouble in carrying out complex works, and can also save the company budget because the tasks can be done effectively and on time.

Work ethic is a positive attitude that employees apply towards their work, such as the desire to work hard, work diligently, respect and implement applicable organizational values, be highly dedicated to the company, and be responsible for the tasks given. Work ethic is one of the important aspects that every employee in the organization must have because those who have good work ethics will find it easier to do their works splendidly and can help the organization achieving the predetermined targets.

The indicators used to measure work ethic in this research are the indicators proposed by Miller & Whoer (2002), namely self-reliance, morality, leisure, hard work, centrality of work, wasted time, and delay of gratification.

There is research conducted by Cheng (2009) which shows that work ethics has a positive and significant influence on organizational citizenship behavior. Putra *et al* (2020) also conducted research which showed the results that emotional intelligence has a positive and significant influence on organizational citizenship behavior.

## 2.3. Organizational Citizenship Behavior

Organizational Citizenship Behavior is the action that carried out voluntarily by individuals in the work environment, both with colleagues and the company (Lukito, 2020). According to Khairuddin (2020), organizational citizenship behavior is extra-role behavior, namely other behavior carried out towards the company and not included in the job duties. Khairuddin's statement correspond with the explanation stated by Smith *et al* in Qamar (2012) regarding OCB, namely that behavior in organizations requires not only in-role behavior, which is behavior that is in accordance with role demands in the workplace, but also extra-role behavior, which is behavior that goes beyond his or her duties in the workplace. Employees who implement this behavior are seen more as social creatures than individual creatures who

only care about themselves, have a sense of sympathy and empathy for the environment around them, and apply behavior based on applicable values to create better social interactions (Bustomi *et al.*, 2020).

Based on the understanding of OCB by several experts, it can be concluded that Organizational Citizenship Behavior is a behavior shown by employees by doing things that are not included in their job duties and are voluntary in nature which aims to support the success of the organization.

According to Priansa (2017) there are several factors that can foster organizational citizenship behavior (OCB), including:

a) Individual characteristics

Employees who have good personalities and attitudes can be seen from their patient nature, always being optimistic, trying to interact with everyone, showing empathy, and prioritizing the interests of the team.

b) Characteristics of the task or job

When employees are given interesting tasks and make them more interested in doing their tasks, employees will be able to do their jobs better, which makes them want to do more tasks than they are given (extra-role).

c) Leadership characteristics

A leader's leadership style has a significant relationship with OCB, because leaders who treat their employees well will make their employees more enthusiastic about producing better work and have the desire to work extra than required.

d) Organizational characteristics

Having clarity in the organizational structure while still providing freedom for employees will further encourage employees to implement strong OCB.

The emergence of OCB comes from the feelings of individuals who are members of an organization who have satisfaction if they can do something more than is required by the organization (Saleem and Amin, 2013). Employees who carry out OCB can be said to be people who spread a positive aura and create a healthy work environment for parties in the organization whose impact will be very beneficial and profitable for the company. Success can be achieved by an organization if its members can carry out extra tasks outside of their main tasks, such as the desire to work together, have a spirit of helping each other, provide advice, play an active role, provide more services than required, and also want to use their working time more effectively. (Robbins & Judge, 2013).

The indicators used in measuring organizational citizenship behavior in this research are the indicators proposed by Organ *et al* (2006), namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

#### 2.4 Research Hypothesis

There are two research hypotheses contained in this research, including:

Hypothesis 1: Emotional Intelligence has a positive and significant effect on organizational citizenship behavior.

Hypothesis 2: Work ethic has a positive and significant effect on organizational citizenship behavior.

### 3. Research Method and Materials

#### 3.1. Research Design and Sample

The research design used in this research is quantitative associative methods, namely to find out strengthening organizational citizenship behavior (Y) through emotional intelligence ( $X_1$ ) and work ethics ( $X_2$ ) on employees in one of the government agencies in Jakarta. The sample used in this research is state civil servants who work in one of the government agencies in Jakarta with a total sample of 100 people. This research uses primary data obtained from distributing questionnaires to employees by Google form. The questionnaire distributed is a closed questions with a scale of 1 to 5.

## 3.2 Instrument Test

### 3.2.1 Validity Test

Validity test is a test carried out to determine whether or not the use of a measuring instrument is appropriate in measuring the items that should be measured. The data in this research was tested by carrying out multiple regression analysis using the SPSS application. Data can be declared valid if the calculated  $r$  value is greater than the  $r$  table value, and conversely if the calculated  $r$  value is smaller than the table  $r$  value then the data is declared invalid (Firdaus, 2021).

### 3.2.2 Reliability Test

Reliability test is a test that aims to determine the extent to which the measuring instrument used can produce relatively the same numbers if repeated measurements are made on the same object and to see the extent to which the instruments used are reliable for use in research. The minimum acceptable reliability value is if the Cronbach's Alpha value reaches 0.60 or more (Yadewani & Wijaya, 2017).

## 3.3 Classic Assumption Test

### 3.3.1 Heteroscedasticity Test

The heteroscedasticity test is a test that aims to find out whether there is an inequality of variance from the residuals from one observation to another in the regression model. A good regression model is one that does not contain heteroscedasticity (homoscedasticity), which means that the residual variance is not the same for all observations. If there is heteroscedasticity, then the regression model cannot be declared valid. This research uses a scatter plot to test heteroscedasticity. A model can be declared valid if the points scattered do not form a certain pattern (randomly).

## 3.4 Hypothesis Test

### 3.4.1 Coefficient of Determination Test ( $R^2$ )

The R-square found in the regression test is a measure that can be used to identify how well the independent variable can explain variations in the dependent variable in the research. The R-Square value (0-1) which is getting closer to 1 indicates that the model used is good for explaining variations in the dependent variable.

### 3.4.2 $t$ -Test

This technique can show the results of the direct effect and the significance of the path coefficient (significant or not) by using the  $p$ -value that has been calculated. If the  $p$ -value is less than 0.05 then the hypothesis is accepted ( $H_a$ ), but conversely if the value is more than 0.05 then the hypothesis is rejected ( $H_0$ ).

## 4. Results and Discussion

### 4.1. Instrument Test Results

#### 4.1.1. Validity Test Results

Based on the results of the validity tests that have been carried out, there are test results listed in table 1 with results showing that each item studied is declared valid and can be used as a research instrument. All items were declared valid because they had an  $r$ -count value that was greater than the  $r$ -table, and the  $r$ -table value used was 0.1966.

Determining the  $r$ -table value is obtained from:

The five items used in the emotional intelligence variable ( $X_1$ ) have an  $r$ -count value ranging from 0.749 to 0.833, which means it is greater than the  $r$ -count value which is 0.1966. The work ethics variable ( $X_2$ ) has 7 items which have an  $r$ -count value ranging from 0.539 to 0.792, which means it is greater than the  $r$ -count value of 0.1966. Organizational citizenship behavior ( $Y$ ), which is the dependent variable in this study, uses 5 items which have an  $r$ -count value ranging from 0.591 to 0.712, which means it is greater than the  $r$ -table value which is 0.1966.

#### 4.1.2. Reliability Test Results

Based on the reliability test results listed in table 2, the three variables on this research have consistent and reliable measurement items in this study because they have a Cronbach's Alpha ( $\alpha$ ) value that is higher than the predetermined standard of 0.60. The emotional intelligence variable ( $X_1$ ) has a value of 0.896, the work ethics variable ( $X_2$ ) has a value of 0.815, and the organizational citizenship behavior variable ( $Y$ ) has a value of 0.748.

**Table 1.** Validity Test Results

Variable	Inquiry Code	Corrected Item-Total Correlation	r Table	Information
Emotional Intelligence	X <sub>1.1</sub>	0.749	0.1966	Valid
	X <sub>1.2</sub>	0.833	0.1966	Valid
	X <sub>1.3</sub>	0.779	0.1966	Valid
	X <sub>1.4</sub>	0.801	0.1966	Valid
	X <sub>1.5</sub>	0.787	0.1966	Valid
Work Ethics	X <sub>2.1</sub>	0.539	0.1966	Valid
	X <sub>2.2</sub>	0.765	0.1966	Valid
	X <sub>2.3</sub>	0.379	0.1966	Valid
	X <sub>2.4</sub>	0.792	0.1966	Valid
	X <sub>2.5</sub>	0.753	0.1966	Valid
	X <sub>2.6</sub>	0.682	0.1966	Valid
	X <sub>2.7</sub>	0.653	0.1966	Valid
Organizational Citizenship Behavior	Y <sub>1.1</sub>	0.712	0.1966	Valid
	Y <sub>1.2</sub>	0.600	0.1966	Valid
	Y <sub>1.3</sub>	0.591	0.1966	Valid
	Y <sub>1.4</sub>	0.608	0.1966	Valid
	Y <sub>1.5</sub>	0.706	0.1966	Valid

Source: Primary data processed, 2023.

**Table 2.** Reliability Test Results

Variable	Cronbach’s Alpha	Cronbach’s Alpha standard	Decision
Emotional Intelligence	0.896	0.60	Reliable
Work Ethics	0.815	0.60	Reliable
Organizational Citizenship Behavior	0.748	0.60	Reliable

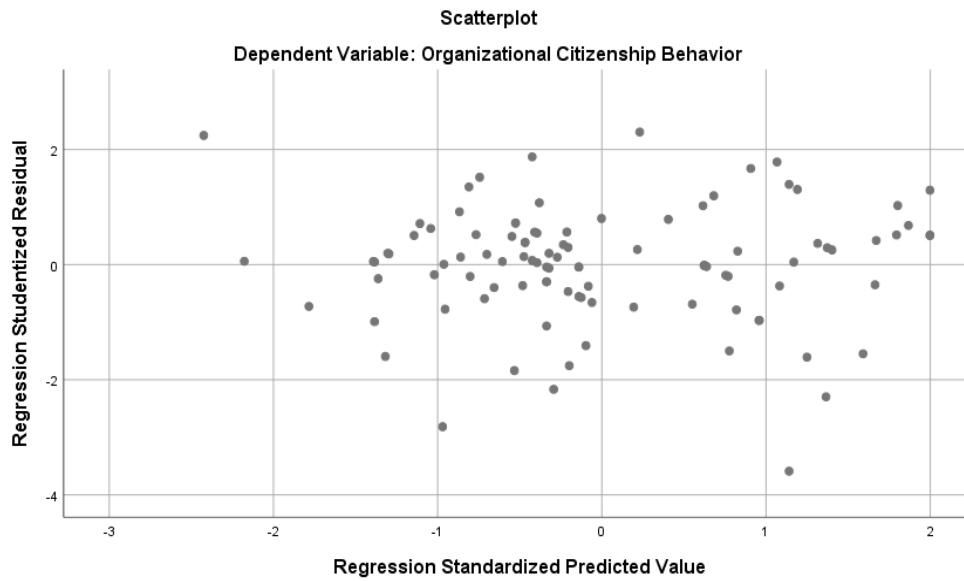
Source: Primary data processed, 2023.

#### 4.2. Classic Assumption Test

##### 4.2.1. Heteroscedasticity Test Results

By doing a heteroscedasticity test, it will be obtained the pattern of relationships between the variables studied to ascertain whether there are symptoms that indicate heteroscedasticity or not in each variable. If there is heteroscedasticity, then the test method can be changed or the number of outlier data can be reduced. The scatterplot test results shown in figure 1 show that the points in the scatterplot graph are distributed irregularly and do not form a particular pattern, which means they do not show heteroscedasticity. This shows that the regression model can be used in this research. The absence of heteroscedasticity in all variables indicates that there is no need to take further action to improve data processing and be able to continue to the next step of regression.

The coefficient of determination test is carried out to find out how much contribution each independent variable makes in explaining the dependent variable in this research. The greater the test results, the better the model used. Based on the results of the tests carried out, there are coefficient of determination test results which have an R-square value of 0.63. These results indicate that the independent variables studied were able to explain the variation in the dependent variable, namely 63.10%. Furthermore, it can also be explained that the emotional intelligence and work ethics variables have an influence on increasing organizational citizenship behavior by 63.10% and there are 36.9% other variables that can influence the increase in the dependent variable.



**Figure 1.** Heteroscedasticity Results  
Source: Primary data processed, 2023.

**Table 3.** Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.795 <sup>a</sup>	0.631	0.624	3.931

Source: Primary data processed, 2023.

4.2.2. *The t-Test Results*

Hypothesis testing is carried out by carrying out a t-Test by looking at the t-count which has a value greater than the t-Table. The first hypothesis (H<sub>1</sub>) explains that emotional intelligence has a positive and significant influence on organizational citizenship behavior.

Based on the results of hypothesis testing listed in table 4, the t-count value is 11.603, which means it is greater than the t-table value, namely 1.6607. The t-Table value is obtained using the formula  $df = n - k - 1$  with a significance level of 0.05. Moreover, the significance value stated in the test results is 0.000, which means it is smaller than the significance value which has been specified of 0.05 or 5%. With the t-test results showing that the t-count value is greater than the t-table value and the significance value is less than 0.05, it can be explained that the first hypothesis (H<sub>1</sub>) is accepted, which means that emotional intelligence influences organizational citizenship behavior positively and significantly. These results are supported by research conducted by Miao *et al* (2020), namely that emotional intelligence has a strong influence on organizational citizenship behavior, and carrying out training that related to emotional intelligence will make employees have strong organizational citizenship behavior.

**Table 4.** The Results of The Hypothesis Test of Emotional Intelligence on The Increasing Organizational Citizenship Behavior

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.565	3.585		6.015	.000
	Emotional Intelligence (X <sub>1</sub> )	.666	.057	.761	11.603	.000

Source: Primary data processed, 2023.

Hypothesis testing is carried out by carrying out a t-Test by looking at the t-count which has a value greater than the t-Table. The second hypothesis ( $H_2$ ) explains that work ethics has a positive and significant influence on organizational citizenship behavior.

**Table 5.** The Results of The Hypothesis Test of Work Ethics on The Increasing Organizational Citizenship Behavior

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	20.238	3.729		5.427	.000
	Work Ethics ( $X_2$ )	.619	.054	.758	11.508	.000

Source: Primary data processed, 2023.

Based on the results of hypothesis testing shown in table 5, the t-count value is 11,508, which means it is greater than the t-table value, namely 1.6607. The t-Table value is obtained using the formula  $df = n - k - 1$  with a significance level of 0.05. Besides that, the significance value stated in the test results is 0.000, which means it is smaller than the significance value of 0.05 or 5%. With the t-test results showing that the t-count value is greater than the t-table value and the significance value is less than 0.05, it can be explained that the second hypothesis ( $H_2$ ) is accepted, which means that work ethics influences organizational citizenship behavior positively and significantly. The results of this research are supported by research conducted by Baker *et al* (2006) which explains that employees who have high ethical values will be more likely to develop organizational citizenship behavior and of course this will be perceived by the organization because their productivity will increase.

## 5. Conclusion

This research tested the independent variables emotional intelligence and work ethics with organizational citizenship behavior as the dependent variable. There are two hypotheses tested, namely ( $H_1$ ) emotional intelligence has a positive and significant effect on organizational citizenship behavior and ( $H_2$ ) work ethics has a positive and significant effect on organizational citizenship behavior. The results of data analysis that has been carried out using regression analysis show that the first hypothesis ( $H_1$ ) has a t-count of 11,603, which means it is bigger than the t-table of 1.6607 and the second hypothesis ( $H_2$ ) has a t-count of 11,508, which means it is also bigger. compared to the t-table of 1.6607. Furthermore, both hypotheses have a significance value of 0.000, which means it is greater than the predetermined significance value of 0.05. This shows that the two hypotheses tested are declared valid, which means that emotional intelligence and work ethics have a positive and significant influence on organizational citizenship behavior. The test results also show that the R-square value is 0.63, which means that the emotional intelligence and work ethics variables have an influence of 63.10% on increasing organizational citizenship behavior and there are 36.9% other factors that influence OCB.

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