
THE EFFECT OF EMOTIONAL INTELLIGENCE, SITUATIONAL LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON EMPLOYEE PERFORMANCE PT. PAITON OPERATION & MAINTENANCE INDONESIA (POMI) IN PROBOLINGGO DISTRICT

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ABSTRACT

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This study aims to examine and analyze the direct and indirect effects of emotional intelligence, situational leadership style and organizational culture through Organizational Citizenship Behavior (OCB) on the performance of employees of PT. POMI. This research was conducted on permanent employees of PT. POMI with the number of respondents in this study as many as 210 people. The sampling technique used is proportional random sampling where the sample is taken proportionally from the entire existing population. The data analysis method used Path Analysis using SPSS 26 software. The results showed that directly emotional intelligence, situational leadership style and organizational culture had a positive and significant effect on Organizational Citizenship Behavior (OCB). Furthermore, emotional intelligence, organizational culture and Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance, while situational leadership style has no significant effect on employee performance. Indirectly emotional intelligence, situational leadership style and organizational culture have a positive and significant effect on employee performance through Organizational Citizenship Behavior (OCB).

KEYWORDS

Emotional Intelligence, Situational Leadership Style, Organizational Culture, Organizational Citizen Behavior (OCB), Employee Performance

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INTRODUCTION

The Indonesian government is currently conducting a program to accelerate the construction of a Steam Power Plant with a target of 35,000 MW to meet the national electricity demand which continues to increase every year. Fulfillment of electricity needs in Indonesia is an urgent matter and must be met immediately, if not immediately fulfilled, there will be an energy crisis within the next few years. Based on RUPTL 2015-2024, economic growth in 2015 in Indonesia reached 6.1% and electricity growth reached 8.7% per year. To pursue the target of the program, the government is also cooperating with private PLTU (Independent Power Producer) as a national electricity provider through a power purchase agreement. PT. Paiton Operation & Maintenance Indonesia (POMI) is a privately owned company engaged in the operation and maintenance of Paiton Units 3, 7 and 8 Steam Power Plants (PLTU). MW phase I with a capacity of 1X815 Net Mega Watt. The total capacity operated is 2,045 MW and is channeled to PT. PLN through the 500KV Java-Bali SUTET (Extra High Voltage Air Line) transmission network. The Paiton PLTU area is also categorized as a national vital object.

Human resources at PT. POMI is the main factor in achieving company goals and is the most important asset in running the organization's wheels. Quality human resources will give the best contribution to achieving the organization's vision and mission. Entering the modern era to manage human resources is a challenge for the organization due to human resources. Humans today lack a sense of loyalty to the company but they are still able to compete for something they expect. Some members of the organization still put personal interests ahead of common interests. Of course, this attitude will have an unfavorable impact on the organization and indirectly will also affect the performance of employees. Therefore, in organizational life, it is very necessary to have the ability to control one's emotions in order to achieve company goals. In order to support the improvement of employee performance of PT. POMI.

According to Steiner in 1997 in (Muryanti & Subowo, 2017) explains emotional intelligence is an ability that can understand the emotions of oneself and others, as well as knowing how one's own emotions are expressed to increase the maximum ethical as a personal strength. (Tiyas et al., 2017) suggests that emotional intelligence is the ability to know emotions effectively to achieve goals, and build productive relationships and can achieve success. Someone who has high emotional intelligence will have the ability to control his feelings, both related to his work and demands. and responsibilities within the organization. In addition, such a person will be able to prioritize the interests of the organization and be professional. This matter is also supported by research by (Seftiyana et al., 2021) which states that emotional intelligence simultaneously or partially has a positive effect on employee performance.

In addition, another element that affects employee performance is the situational leadership style which can determine the good or bad performance of an organization within a company. According to (Mappakaya et al., 2016) leadership style is a behavioral norm used by a person when influencing the behavior of others so that it is as desired. (Heydarinejad & Adman, 2010) state that leadership style is a process of influencing the activities of organized groups to achieve goals. The right leadership style is needed to condense the work environment and improve employee performance so that it is expected to produce high productivity (Ardana et al., 2012). Someone who is able to apply the right

leadership style will be easy to direct the behavior of others so that they are in accordance with what is desired. This is supported by research by (Jex & Britt, 2008) which states that leadership style has a positive effect on employee performance. Likewise, the results of research conducted by (Suharno, 2016) said that leadership style has a significant and influential effect on employee performance.

Furthermore, the factors that affect employee performance are organizational culture. Organizational culture according to (GURUH, 2018) is a system that is believed and values developed by the organization where it guides the behavior of members of the organization itself. With the existence of organizational culture, employees will be more easy to adjust with the company, and helping employees to find out what actions should be taken in accordance with the values that exist in the company and upholding these values as a guide for employees to behave in carrying out their duties and work (Saputra et al., 2021). The results of previous research conducted by (Nasir, 2020) shows that organizational culture has a significant and positive effect on employee performance. Similarly, (Girniawan et al., 2019) shows that organizational culture also has a significant effect on employee performance.

Organizational behavior is also a determining factor of good and bad employee performance which in this case is better known as Organizational Citizenship Behavior or OCB. Organizations will succeed if their employees have more loyal behavior and are willing to do extra tasks, such as the willingness to cooperate, help each other, provide input, provide extra services, and are willing to respond and use their work time effectively. does not become a person's work obligation in the organization but supports the functioning of the organization in accordance with the definition of Organizational Behavior Citizenship (OCB) where the individual's concern or behavior towards the organization exceeds his role in the organization and provides benefits to the organization. According to (Jex & Britt, 2008) OCB is a form of informal behavior that is raised by individuals in addition to formal behavior as a form of contribution to the progress of the organization. According to (Vandewalle et al., 1995) that the success and sustainability of an organization will be largely determined by the readiness of employees to behave not only in carrying out their duties, but also having the awareness to be good employees in the organization. According to (Fajrin et al., 2018) the definition of Organizational Citizenship Behavior or OCB is behavior that tends to benefit the organization, voluntarily and exceeds what its main role demands. Meanwhile, according to (Abadiyah, 2016) Organizational Citizenship Behavior or OCB is an individual contribution that exceeds the demands of the role in the workplace. The results of (Fajrin et al., 2018) research suggest that Organizational Citizenship Behavior or OCB has a positive and significant influence on employee 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. The success of an organization is also influenced by its individual performance. Every organization will try to improve the performance of its employees in the hope that the company's goals can be achieved. Based on the description above, it shows how important emotional intelligence, situational leadership style, organizational culture and Organizational Citizenship Behavior or OCB must be owned by a company or organization in order to achieve the targeted performance. The performance of professional resources who are able to act in accordance with organizational principles or commitments both inside and outside their role contributes both to the pace of the organization. Employees who have good performance will have a positive impact on the company which can help the company or organization to achieve its targets and objectives according to its vision and mission.

RESEARCH METHOD

This research was conducted using the path analysis method. Path analysis is part of the regression analysis used to analyze the relationship between variables, where the independent variables affect the dependent variable either directly or indirectly through one or more intermediaries (Ghozali, 2016 :72). In this study using SPSS 26 software for Windows. The path coefficient value is indicated by the SPSS output value which is called the standardized Coefficient or also called the Beta value.

The population in this study were all employees of PT. POMI a total of 430 employees. Based on the existing population showing more than 100 people, the sampling technique used in this study is probability sampling with a proportional random sampling approach where the sample is taken randomly and proportionally from the entire existing population. Furthermore, based on the calculation formula, the sample used in this study was 210 people.

The data used in this study are primary data and secondary data. The primary data used in the study were obtained directly through the answers to the questionnaires that were filled in by the respondents, employees of PT. POMI. Secondary data used in this study is information obtained through reports available at the HR department of PT. POMI which is still related to employee data. While the data collection method is carried out through field surveys:

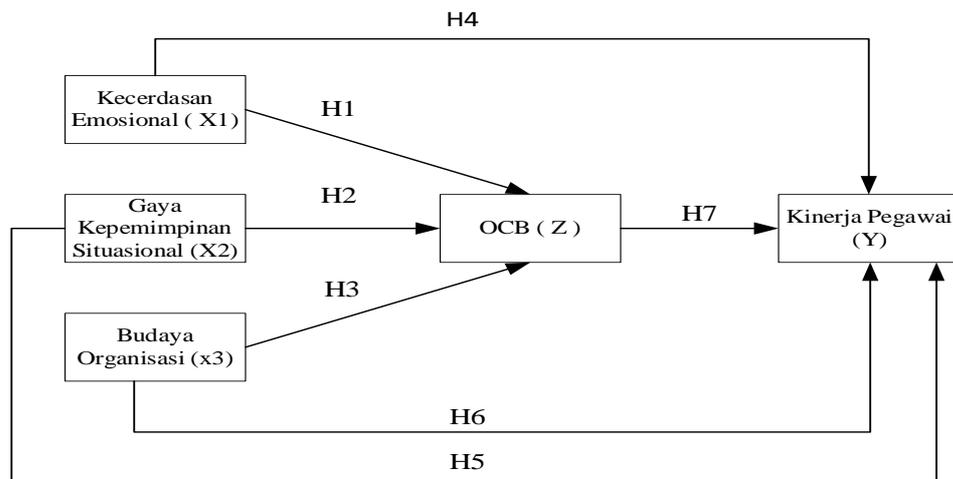


Figure 1. Conceptual Framework

Source: Data Processed 2022

The conceptual framework in this study aims to analyze and describe the variables that are independent variables, namely emotional intelligence (X1), situational leadership style (X2), organizational culture (X3), intervening variable Organizational Citizenship Behavior (OCB) (Z) and dependent variable employee performance (Y).

RESULT AND DISCUSSION

Characteristics of Respondents

The following is descriptive statistical data about the characteristics of respondents based on the results of research conducted on 210 respondents as a sample who are

employees of PT. POMI can be known characteristics of respondents based on age, education level and years of service of employees.

Table 1. Age of Respondents

| Age | Amount | Percentage (%) |
|--------------|------------|----------------|
| 20 – 30 year | 28 | 13,3 |
| 31 – 40 year | 52 | 24,7 |
| 41 – 50 year | 84 | 40,0 |
| 51 – 55 year | 46 | 21,9 |
| Total | 210 | 100 |

Source: SPSS 2022 Processed Data

Table 1 shows that the number of respondents aged 20 – 30 years as many as 28 people (13.3%), aged 31-40 years as many as 52 people (24.7%), aged 41-50 years as many as 84 people (40 %) and aged 51-55 years as many as 46 people (21.9%). The majority of respondents are between 41-50 years old (40%), this is because at that age employees have experienced mental maturity both psychologically and emotionally. Data for respondents based on education level is presented in table 2 below:

Table 2. Education Level

| Education | Amount | Percentage (%) |
|--------------|------------|----------------|
| Diploma | 84 | 40 |
| Bachelor | 118 | 56 |
| Postgraduate | 8 | 4 |
| Total | 210 | 100 |

Source: SPSS 2022 Processed Data

Table 2. shows that the number of respondents based on diploma education is 84 people (40%), Bachelor is 118 people (56%), and Postgraduate is 8 people (4%). The majority of respondents are employees of PT. POMI comes from the undergraduate education level. This is because employees who have a high level of education will have broader insights so that they are more enthusiastic in responding to research variables. For respondent data based on years of service, it is presented in table 3 below:

Table 3. Employee Working Period

| Working Period | Amount | Percentage (%) |
|----------------|------------|----------------|
| 0 – 5 year | 21 | 10,0 |
| 6 – 10 year | 27 | 12,8 |
| 11– 15 year | 46 | 22,0 |
| 16– 20 year | 64 | 30,4 |
| 20– 25 year | 52 | 24,8 |
| Total | 210 | 100 |

Source: SPSS 2022 Processed Data

Table 3. Shows that the respondent's working period of 0-5 years is 21 employees, for 6-10 years there are 27 employees, 64 employees for 11-15 years, 46 employees for 16-20 years, and 20 years of service. -25 years as many as 52 employees. So the majority of respondents based on years of service are respondents with a working period of 16-20 years with a percentage of 30.4%, while the least are respondents with a working period of 0-5 years with a percentage of 10%.

Validity test

Validity test aims to determine the extent to which the validity of a data obtained from distributing questionnaires. The validity test in this study was carried out using the Pearson Product Moment method. To find out the validity of the item or item of the statement, it should be compared with the r table at 0.05, namely by correlating each statement with a total score, then the results of the correlation were compared with a significant critical number 5 %, (Sugiyono, 2011: 115). The results of the validity test are as follows:

Table 4. Validity Test Results

| Variable | Item | R_{count} | R_{table} | Sig | Information |
|-----------------------------|-------------|--------------------------|--------------------------|------------|--------------------|
| Emotional Intelligence (X1) | X1.1 | 0,691 | 0,1345 | 0,000 | Valid |
| | X1.2 | 0,748 | 0,1345 | 0,000 | Valid |
| | X1.3 | 0,751 | 0,1345 | 0,000 | Valid |
| | X1.4 | 0,710 | 0,1345 | 0,000 | Valid |
| | X1.5 | 0,720 | 0,1345 | 0,000 | Valid |
| | X1.6 | 0,667 | 0,1345 | 0,000 | Valid |
| | X1.7 | 0,565 | 0,1345 | 0,000 | Valid |
| | X1.8 | 0,623 | 0,1345 | 0,000 | Valid |
| | X1.9 | 0,729 | 0,1345 | 0,000 | Valid |
| | X1.10 | 0,764 | 0,1345 | 0,000 | Valid |
| Leadership Style (X2) | X2.1 | 0,727 | 0,1345 | 0,000 | Valid |
| | X2.2 | 0,731 | 0,1345 | 0,000 | Valid |
| | X2.3 | 0,571 | 0,1345 | 0,000 | Valid |
| | X2.4 | 0,809 | 0,1345 | 0,000 | Valid |
| | X2.5 | 0,779 | 0,1345 | 0,000 | Valid |
| | X2.6 | 0,774 | 0,1345 | 0,000 | Valid |
| | X2.7 | 0,573 | 0,1345 | 0,000 | Valid |
| | X2.8 | 0,648 | 0,1345 | 0,000 | Valid |
| | X2.9 | 0,642 | 0,1345 | 0,000 | Valid |
| | X2.10 | 0,641 | 0,1345 | 0,000 | Valid |
| Organizational Culture (X3) | X3.1 | 0,718 | 0,1345 | 0,000 | Valid |
| | X3.2 | 0,716 | 0,1345 | 0,000 | Valid |
| | X3.3 | 0,771 | 0,1345 | 0,000 | Valid |
| | X3.4 | 0,747 | 0,1345 | 0,000 | Valid |
| | X3.5 | 0,731 | 0,1345 | 0,000 | Valid |

| | | | | | |
|--|-------|-------|--------|-------|--------------|
| | X3.6 | 0,822 | 0,1345 | 0,000 | Valid |
| | X3.7 | 0,771 | 0,1345 | 0,000 | Valid |
| | X3.8 | 0,640 | 0,1345 | 0,000 | Valid |
| | X3.9 | 0,653 | 0,1345 | 0,000 | Valid |
| | X3.10 | 0,725 | 0,1345 | 0,000 | Valid |
| <i>Organizational Citizenship Behavior (Z)</i> | Z.1 | 0,749 | 0,1345 | 0,000 | Valid |
| | Z.2 | 0,686 | 0,1345 | 0,000 | Valid |
| | Z.3 | 0,669 | 0,1345 | 0,000 | Valid |
| | Z.4 | 0,782 | 0,1345 | 0,000 | Valid |
| | Z.5 | 0,768 | 0,1345 | 0,000 | Valid |
| | Z.6 | 0,782 | 0,1345 | 0,000 | Valid |
| | Z.7 | 0,720 | 0,1345 | 0,000 | Valid |
| | Z.8 | 0,770 | 0,1345 | 0,000 | Valid |
| | Z.9 | 0,769 | 0,1345 | 0,000 | Valid |
| | Z.10 | 0,801 | 0,1345 | 0,000 | Valid |
| <i>Employee Performance (Y)</i> | Y.1 | 0,773 | 0,1345 | 0,000 | Valid |
| | Y.2 | 0,782 | 0,1345 | 0,000 | Valid |
| | Y.3 | 0,748 | 0,1345 | 0,000 | Valid |
| | Y.4 | 0,789 | 0,1345 | 0,000 | Valid |
| | Y.5 | 0,815 | 0,1345 | 0,000 | Valid |
| | Y.6 | 0,731 | 0,1345 | 0,000 | Valid |
| | Y.7 | 0,761 | 0,1345 | 0,000 | Valid |
| | Y.8 | 0,813 | 0,1345 | 0,000 | Valid |
| | Y.9 | 0,659 | 0,1345 | 0,000 | Valid |
| | Y.10 | 0,820 | 0,1345 | 0,000 | Valid |

Source: SPSS 2022 Processed Data

Table 4. Shows that the correlation between each variable indicator of Emotional Intelligence (X1), Situational Leadership Style (X2), Organizational Culture (X3), Organizational Citizenship Behavior (Z) and Employee Performance (Y) that has a Sig value of $0.000 < 0.05$ and the value of $r_{count} > r_{table}$. So it can be concluded that all the statement instruments of the research variables are declared valid.

Reliability Test

The reliability test aims to test the ability or reliability of a relatively consistent measurement result if the measurement is repeated two or more times (Ghozali, 2016: 75). Reliability concentrates on the problem of measurement accuracy and the results in other

words, reliability shows how much control measurement is on the same subject. The reliability test used the Cronbach alpha method. An instrument is declared reliable if the Cronbach alpha is greater than 0.6. The results of the reliability test are as follows:

Table 5. Reliability Test Results

| Research variable | Cronbach's Alpha | N of Item | Cutt Off | Information |
|---|-------------------------|------------------|-----------------|--------------------|
| Emotional Intelligence (X1) | 0,880 | 10 | > 0,60 | Reliable |
| Leadership Style (X2) | 0,877 | 10 | > 0,60 | Reliable |
| Organizational Culture(X3) | 0,901 | 10 | > 0,60 | Reliable |
| Organizational Citizenship Behavior (Z) | 0,911 | 10 | > 0,60 | Reliable |
| Employee Performance (Y) | 0,920 | 10 | > 0,60 | Reliable |

Source: SPSS 2022 Processed Data

Table 5. Shows that the data obtained are reliable because the Cronbach's Alpha value for the five research variables is above 0.60. So that the data obtained is declared reliable or feasible as a data collection tool.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables (Ghozali, 2013:105). A good regression model should not have a correlation between the independent variables. To detect the presence or absence of multicollinearity in the regression model is as follows: Multicollinearity can be seen from the value of tolerance and Variance Inflation Factor (VIF). Tolerance measures the variability of the selected independent variable which is not explained by other independent variables. The cut off values that are commonly used to indicate the absence of multicollinearity are the tolerance value 0.1 and the VIF value 10. If there is a correlation between independent variables, then the tolerance value < 0.1 and the VIF value > 10, multicollinearity will occur. The way to deal with multicollinearity is by transforming the data. The results of the multicollinearity test are presented in table 6 below:

Table 6 Multicollinearity Test Results

| Variable | Collinearity Statistics | | Information |
|-----------------|--------------------------------|------------|-----------------------|
| | Tolerance | VIF | |
| X1 → Z | 0,347 | 2,883 | Non-multicollinearity |
| X2 → Z | 0,315 | 3,176 | Non-multicollinearity |
| X3 → Z | 0,277 | 3,610 | Non-multicollinearity |
| X1 → Y | 0,347 | 2,883 | Non-multicollinearity |
| X2 → Y | 0,454 | 2,203 | Non-multicollinearity |
| X3 → Y | 0,256 | 3,909 | Non-multicollinearity |
| Z → Y | 0,271 | 3,686 | Non-multicollinearity |

Source: SPSS 2022 Processed Data

Based on the results of the Collinearity Statistics analysis which can be seen in table 6, it is known that all models do not have multicollinearity. This is because the value of VIF < 10 and tolerance > 0.1.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another (Ghozali, 2013: 139). A good regression model is that there is no heteroscedasticity. To determine whether there is heteroscedasticity or not, it can be done using the Glejser Test (Glejser Test). According to Ghozali (2016:81) heteroscedasticity testing using the Glejser test is carried out by regressing the absolute value of the residual on all independent variables. If the absolute regression results show that all independent variables have an insignificant t value, it can be interpreted that the research model does not have heteroscedasticity, with a significance value of > than 0.05. The results of the heteroscedasticity test are as follows in table 7:

Table 7 Glejser Test Results

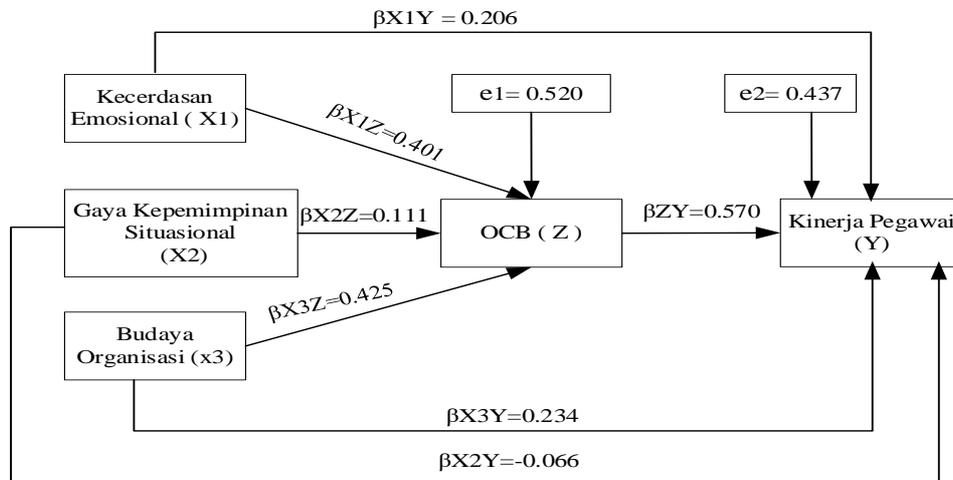
| Variable | Sig | Information |
|----------|-------|------------------------|
| X1 → Z | 0,404 | Non-Heteroscedasticity |
| X2 → Z | 0,860 | Non-Heteroscedasticity |
| X3 → Z | 0,214 | Non-Heteroscedasticity |
| X1 → Y | 0,174 | Non-Heteroscedasticity |
| X2 → Y | 0,214 | Non-Heteroscedasticity |
| X3 → Y | 0,418 | Non-Heteroscedasticity |
| Z → Y | 0,199 | Non-Heteroscedasticity |

Source: SPSS 2022 Processed Data

Based on Table 7 it can be seen that the significance value of each variable is greater than 0.05 so that from these results it can be concluded that there is no heteroscedasticity of the tested equations.

Path Analysis

Path analysis is part of the regression analysis used to analyze the relationship between variables, where the independent variables affect the dependent variable either directly or indirectly through one or more intermediaries (Ghozali, 2016: 72). In this study using SPSS26 for Windows software. . The path coefficient value is indicated by the SPSS output value which is called the standardized coefficient or also called the Beta value. The path coefficient in the structural model needs to be tested for its significance value, so that significant and insignificant paths will be obtained. The indirect effect of the independent variable on a dependent variable is through the intervening variable. The total effect of independent variables on the dependent variable is the sum of the direct and all indirect effects. The analysis path can be seen in Figure 2 below:



Source: SPSS 2022 Processed Data
Figure 2. Path Coefficient Value

The path coefficient value is calculated by making a structural model equation, namely a regression equation that shows a relationship. The path analysis model in this equation is as follows:

$$Z = -1.550 + 0.401 X1 + 0.111 X2 + 0.425 X3 + 0.520 e1 \dots \dots \dots \text{(Equation 1)}$$

$$Y = 3.732 + 0.206 X1 + 0.196 X3 + 0.557 Z + 0.437 e2 \dots \dots \dots \text{(Equation 2)}$$

Where:

- Y= Employee Performance
- X1= Emotional Intelligence
- X2= Situational Leadership Style
- X3= Organizational Culture
- Z = Organizational Citizenship Behavior
- e1, e2= residual variable / error

Hypothesis test

This study aims to test the hypothesis of direct and indirect effects. The t-statistical test basically shows how far the influence of one independent variable is partially in explaining the variation of the dependent variable (Ghozali, 2016: 156). This test aims to test whether the independent variable affects the dependent variable separately or together. At the same time to test the variables that influence between X1, X2, X3 and Z on Y partially or simultaneously. The results of the t test are as follows:

Table 8. T-test Result

| Variable | Sig |
|----------|-------|
| X1 → Z | 0,000 |
| X2 → Z | 0,038 |
| X3 → Z | 0,000 |
| X1 → Y | 0,002 |
| X2 → Y | 0,148 |
| X3 → Y | 0,000 |
| Z → Y | 0,000 |

Source: SPSS 2022 Processed Data

Table 8 is the result of the significance value obtained from the multiple linear regression equation using SPSS 26 software for Windows. According to the resulting data, there is only one path that is not significant, namely the emotional intelligence variable path (X2) on the employee performance variable (Y) with a significance value of 0.148. This shows that the emotional intelligence variable (X2) has no effect on the employee performance variable (Y) because the significance value is 0.148 > 0.005.

Direct Effects Testing

Testing the direct influence hypothesis aims to test how much direct influence the independent variable has on the dependent variable.

Table 9. Direct Effect Hypothesis Test

| Path of Influence | Cutt Off Sign. | Sign. | Information |
|---|-------------------|-------|-----------------|
| Emotional Intelligence (X1) -> OCB (Z) | ≤ 0,05 | 0,000 | Accepted |
| Situational Leadership Style (X2) -> OCB (Z) | ≤ 0,05 | 0,038 | Accepted |
| Organizational Culture (X3) -> OCB (Z) | ≤ 0,05 | 0,000 | Accepted |
| Emotional Intelligence (X1) -> Employee Performance (Y) | ≤ 0,05 | 0,002 | Accepted |
| Situational Leadership Style (X2) -> Employee Performance(Y) | ≤ 0,05 | 0,148 | Rejected |
| Organizational Culture (X3) -> Lecturer Performance (Y) | ≤ 0,05 | 0,000 | Accepted |
| OCB(Z) -> Employee Performance (Y) | ≤ 0,05 | 0,000 | Accepted |

Source: SPSS 2022 Processed Data

Emotional Intelligence (X1) Affects Organizational Citizenship Behavior (Z) Variables

Hypothesis testing shows that the significance level (α) of the Emotional Intelligence variable (X1) is 0.000 < 0.05. This shows that Emotional Intelligence (X1) has a significant effect on Organizational Citizenship Behavior (Z). Therefore, the first hypothesis which states that Emotional Intelligence has a significant effect on Organizational Citizenship Behavior (OCB) can be accepted.

Situational Leadership Style (X2) Affects Organizational Citizenship Behavior (Z) Variables

Hypothesis testing shows that the significance level (α) of the Situational Leadership Style variable (X2) is 0.038 < 0.05. This shows that Situational Leadership Style (X2) has a significant effect on Organizational Citizenship Behavior (Z). Therefore, the second hypothesis which states that Situational Leadership Style has a significant effect on Organizational Citizenship Behavior (OCB) can be accepted.

Organizational Culture (X3) Affects Organizational Citizenship Behavior (Z) Variables

Hypothesis testing shows that the significance level (α) of the Organizational Culture variable (X3) is 0.000 < 0.05. This shows that Organizational Culture (X3) has a significant effect on Organizational Citizenship Behavior (Z). Therefore, the third

hypothesis which states that Organizational Culture has a significant effect on Organizational Citizenship Behavior (OCB) can be accepted.

Emotional Intelligence (X1) Affects Employee Performance Variables (Y)

Hypothesis testing shows that the significance level (α) of the Emotional Intelligence variable (X1) is $0.002 < 0.05$. This shows that Emotional Intelligence (X1) has a significant effect on Employee Performance (Y). Therefore, the fourth hypothesis which states that Emotional Intelligence has a significant effect on employee performance is acceptable.

Situational Leadership Style (X2) Affects Employee Performance Variables (Y)

Hypothesis testing shows that the significance level (α) of the Situational Leadership Style variable (X2) is $0.148 > 0.05$. This shows that Situational Leadership Style (X2) has no significant effect on Employee Performance (Y). Therefore, the fifth hypothesis which states that Situational Leadership Style has a significant effect on Employee Performance is rejected.

Organizational Culture (X3) Affects Employee Performance Variables (Y)

Hypothesis testing shows that the significance level (α) of the Organizational Culture variable (X3) is $0.000 < 0.05$. This shows that Organizational Culture (X3) has a significant effect on Employee Performance (Y). Therefore, the sixth hypothesis which states that the organizational culture style has a significant effect on employee performance can be accepted.

Organizational Citizenship Behavior (Z) Affects Employee Performance Variables (Y)

Hypothesis testing shows that the significance level (α) of the variable Organizational Citizenship Behavior (Z) is $0.000 < 0.05$. This shows that Organizational Citizenship Behavior (Z) has a significant effect on Employee Performance (Y). Therefore, the seventh hypothesis which states that Organizational Culture has a significant effect on Organizational Citizenship Behavior (OCB) can be accepted.

Indirect Effects

The indirect effect hypothesis test in this study aims to test how strong the influence of the intervening variable is in linking the independent variable to the dependent variable.

Table 10. Indirect Effect Hypothesis Test

| | Direct Influence Value | Indirect Influence Value | Information |
|--|------------------------|--------------------------|-----------------|
| Emotional Intelligence (X1) -> OCB (Z) -> Employee Performance (Y) | 0,206 | 0,228 | Accepted |
| Situational Leadership Style (X2) -> OCB (Z) -> Employee Performance (Y) | -0,066 | 0,063 | Accepted |
| Organizational Performance (X3) -> OCB (Z) -> Employee Performance (Y) | 0,234 | 0,242 | Accepted |

Source: SPSS 2022 Processed Data

Emotional Intelligence Affects Employee Performance through Organizational Citizenship Behavior at PT. POMI

Hypothesis testing shows that the direct influence value is smaller than the indirect

influence value, namely 0.206 0.228, it can be concluded that Emotional Intelligence indirectly affects employee performance through Organizational Citizenship Behavior at PT. POMI

Situational Leadership Style Affects Employee Performance through Organizational Citizenship Behavior at PT. POMI

Hypothesis testing shows that the direct influence value is smaller than the indirect influence value, namely -0.066 0.063, it can be concluded that Situational Leadership Style indirectly affects employee performance through Organizational Citizenship Behavior at PT. POMI

Organizational Culture Affects Employee Performance through Organizational Citizenship Behavior at PT. POMI

Hypothesis testing shows that the direct influence value is smaller than the indirect influence value, namely 0.234 0.242, it can be concluded that Organizational Culture indirectly affects employee performance through Organizational Citizenship Behavior at PT. POMI

Total Effect

Calculating the total effect aims to find out how much the total value of the influence that affects the dependent variable is based on the existing path analysis. To find the value of the total effect, it is necessary to first know the value of the direct and indirect effects. Based on the data from Figure 2, it can be seen that the influence values are as follows:

1. The direct effect of Emotional Intelligence (X1) on the variable Organizational Citizenship Behavior (Z) is 0.401
2. The direct effect of Situational Leadership Style (X2) on the variable Organizational Citizenship Behavior (Z) is 0.111
3. The direct influence of Organizational Culture (X3) on the variable Organizational Citizenship Behavior (Z) is worth 0.425
4. The direct influence of the Emotional Intelligence variable (X1) on the Employee Performance variable (Y) is 0.206
5. The direct effect of Situational Leadership Style (X2) on Employee Performance variable (Y) is worth -0.066
6. The direct effect of Organizational Culture (X3) on the Employee Performance variable (Y) is 0.234
7. The direct effect of Organizational Citizenship Behavior (Z) on Employee Performance (Y) is 0.570

To calculate the indirect effect (Indirect Effect) can be done in the following way:

1. The indirect effect of Emotional Intelligence (X1) on Employee Performance (Y) through Organizational Citizenship Behavior (OCB) (Z) is $(0.401 \times 0.570) = 0.228$
2. The indirect effect of Situational Leadership Style (X2) on Employee Performance (Y) through Organizational Citizenship Behavior (Z) is $(0.111 \times 0.570) = 0.063$
3. The indirect effect of Organizational Culture (X3) on Employee Performance (Y) through Organizational Citizenship Behavior (Z) is $(0.425 \times 0.570) = 0.242$

Meanwhile, the total effect is obtained from the sum of the direct and indirect effects.

Then the resulting value is as follows:

Total Effect Y: $X1 \rightarrow Z \rightarrow Y$, $0.206 + 0.228 = 0.434$

Total Effect Y: $X2 \rightarrow Z \rightarrow Y$, $-0.066 + 0.063 = 0.003$

Total Effect Y: $X3 \rightarrow Z \rightarrow Y$, $0.234 + 0.242 = 0.476$

The total influence of emotional intelligence through Organizational Citizenship Behavior (Z) on employee performance is 0.434. The total influence of situational leadership style through Organizational Citizenship Behavior (Z) on employee

performance is 0.003. The total influence of organizational culture through Organizational Citizenship Behavior (Z) on employee performance is 0.476.

Discussion

The following discussion will describe the implications and interpretations of the results of data analysis that have previously been obtained. The description of the research variable indicators will provide information about the high and low influence of the indicator on the variables studied. The discussion of each research hypothesis is as follows.

Effect of Emotional Intelligence (X1) on Organizational variables Citizenship Behavior (Z)

The results of the path analysis on the t-test of the first hypothesis (H1) indicate that Emotional Intelligence has a positive effect on Organizational Citizenship Behavior by looking at the significance value of 0.000. The research shows that the indicators of managing self-emotions, self-awareness, self-motivation, empathy and social skills have a positive and significant effect on Organizational Citizenship Behavior in PT.POMI employees of 0.401. This indicates that the relationship shown by the regression coefficient is positive, meaning that the higher the employee's Emotional Intelligence, the higher the Organizational Citizenship Behavior, so that PT. POMI employees will behave more loyally to the company in order to achieve company goals.

The results also support the research of Suwandewi and Dewi (2016) with the results that emotional intelligence has a positive and significant effect on Organizational Citizenship Behavior (OCB), the higher the employee's emotional intelligence, the higher the employee's OCB. Each employee has a different level of emotional intelligence from one another, especially in managing their own emotions. The better an employee manages his emotions, the better he will be in contributing to the company. The self-awareness indicator shows that self-awareness in managing emotions in every employee of PT. POMI. The self-regulating indicator shows the individual ability of PT. POMI in dealing with feelings or professionally when facing problems that arise at work. Self motivation indicator shows the ability of employees of PT. POMI in motivating oneself to have perseverance to work better in order to achieve the target. Empathy indicator shows the awareness of employees of PT. POMI in understanding the feelings of others. Social skill indicators mean that the ability of employees of PT. POMI in collaborating or fostering good relations with other employees.

The Influence of Situational Leadership Style (X2) on Organizational Citizenship Behavior (Z) variable

The results of the path analysis on the t-test of the second hypothesis (H2) indicate that Situational Leadership Style has a positive effect on Organizational Citizenship Behavior by looking at its significance value of 0.038. This study shows that the indicators of leadership style in the form of directing behavior, selling behavior, participation and delegation behavior have a positive and significant impact on Organizational Citizenship Behavior on employees of PT. POMI of 0.111. This shows that the higher the value of the situational leadership style, the better the OCB value of the employee.

The results also strengthen the research of Lee Kim Lian (2012) which states that situational leadership style affects the behavior of organizational citizens (OCB), which means that the higher the level of situational leadership style, the higher the level of organizational behavior (OCB).) is the level where leaders at PT.POMI are able to organize subordinates, provide instructions on how tasks are carried out and supervise subordinates. Selling indicators are the level where PT.POMI leaders find things that make employees unmotivated, and the problems that employees face because these emerging problems often

lead to despair. The participation indicator is the maturity level of a leader to always be enthusiastic so that his employees always contribute to the achievement of company targets. Delegation indicator which means that the extent to which the leadership at PT. POMI is able to delegate its employees in dealing with all the problems that occur within the company.

The Influence of Organizational Culture (X3) on the variable Organizational Citizenship Behavior (Z)

The results of the path analysis on the t-test of the third hypothesis (H3) indicate that Organizational Culture has a positive effect on Organizational Citizenship Behavior by looking at the significance value of 0.000. This study shows that the indicators of Organizational Culture in the form of innovation, team orientation, result orientation, aggressiveness, stability and attention to detail have a positive and significant impact on Organizational Citizenship Behavior on employees of PT. POMI of 0.425. This shows that the higher the value of Organizational Culture, the better the value of Organizational Citizenship Behavior owned by employees of PT. POMI.

The results of the study also strengthen Husodo's research (2018) which states that organizational culture has a significant effect on Organizational Citizenship Behavior, which means that the higher the value of organizational culture, the higher the value of Organizational Citizenship Behavior owned by employees. Innovation and risk taking indicators show the degree to which the organization encourages employees of PT. POMI to be innovative and brave in taking risks. Results orientation indicators show how far the organization emphasizes achieving results to employees. Team orientation indicators show that how far the organization emphasizes getting work done on a team basis and not individually. Aggressiveness indicators show how far the organization pushes employees to complete work quickly rather than casually. Stability indicators show how far the organization emphasizes efforts to maintain the status quo in making decisions and actions. Attention to detail indicators show how far the organization requires PT. POMI employees to be able to show accuracy, analysis and attention to detail.

Effect of Emotional Intelligence (X1) on Performance variable Employee (Y)

The results of the path analysis on the t-test of the fourth hypothesis (H4) indicate that Emotional Intelligence has a positive effect on employee performance by looking at the significance value of 0.002. The research shows that the indicators of managing self-emotions, self-awareness, self-motivation, empathy and social skills have a positive and significant impact on employee performance at PT. POMI of 0.206. This shows that the higher the value of Emotional Intelligence, the higher the Employee Performance of PT. POMI.

The results of the study are also in line with research by Gunudan Oladepo (2014) which results in emotional intelligence having a significant effect on performance, this shows that the higher the emotional intelligence possessed by employees, the higher the performance. Empathy for fellow employees is the biggest thing in improving performance.

The Influence of Situational Leadership Style (X2) on the variable Employee Performance (Y)

The results of the path analysis on the t-test of the fifth hypothesis (H5) indicate that Situational Leadership Style has no effect on employee performance by looking at the significance value of 0.148. This study shows that the situational leadership style indicators in the form of directing behavior, selling behavior, participation behavior and delegation do not affect the performance of employees of PT. POMI is 0.066. This shows that the higher the value of situational leadership style will not affect the performance of employees of PT. POMI.

The results of this study contradict those conducted by Perizade (2019) which states that situational leadership style has a significant effect on employee performance.

The Influence of Organizational Culture (X3) on Employee Performance Variables (Y)

The results of the path analysis on the t-test against the sixth hypothesis (H6) indicate that organizational culture has a positive effect on employee performance by looking at the significance value of 0.000. This study shows that organizational culture indicators in the form of innovation, team orientation, result orientation, aggressiveness, stability and attention to detail have a positive and significant impact on employee performance at PT. POMI of 0.234. This shows that the higher the value of Organizational Culture, the better the performance of the employees of PT. POMI.

The results of this study also strengthen the research of Kusworo (2015) which shows that organizational culture has a positive effect on employee performance.

Effect of Organizational Citizenship Behavior (Z) on Employee Performance variable (Y)

The results of the path analysis on the t-test of the seventh hypothesis (H7) indicate that Organizational Citizenship Behavior has a positive effect on employee performance by looking at the significance value of 0.000. This study shows that the indicators of Organizational Citizenship Behavior in the form of Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship have a positive and significant effect on the performance of PT. POMI of 0.570. This shows that the higher the value of Organizational Citizenship Behavior, the better the performance of the employees of PT. POMI.

The results of this study are in line with the research of Eman Basu (2016) and Via (2019) which state that Organizational Citizenship Behavior has a significant effect on employee performance. The Civic virtue indicator is a form of employee behavior at PT. POMI who participates fully and pays more attention to the company as a form of support for organizational functions, both professionally or social so that it pays more attention to the interests of the company's organization. Conscientiousness indicator is a form of employee behavior of PT. POMI that exceeds the minimum prerequisites of an organization or company that has good self-control, is organized, prioritizes tasks, follows regulatory norms and so on. Courtesy indicator is a form of employee behavior of PT. POMI which relieves other people's problems when facing work. The Sportsmanship indicator is a form of employee behavior at PT. POMI with the ability to tolerate without complaining and emphasize more on the positive aspects of the organization than the negative aspects.

Effect of Emotional Intelligence (X1) on Employee Performance variable (Y) through Organizational Citizenship Behavior (Z)

The results showed that there was an influence of Emotional Intelligence on Employee Performance through Organizational Citizenship Behavior which had an indirect influence with a significance value of 0.228. This shows that the better the level of emotional intelligence, the performance of PT. POMI will also increase through Organizational Citizenship Behavior.

The results in this study also strengthen the research of Titisari and Via (2019) which shows that emotional intelligence has a positive and significant effect on employee performance through Organizational Citizenship Behavior.

The Influence of Situational Leadership Style (X2) on Employee Performance Variables (Y) through Organizational Citizenship Behavior (Z)

The results showed that there was an influence of Situational Leadership Style on Employee Performance through Organizational Citizenship Behavior which had an indirect influence with a significance value of 0.063. This shows that the better the Situational Leadership Style at PT. POMI then the Employee Performance of PT. POMI will also

increase through Organizational Citizenship Behavior. The results of this study also strengthen the research of Lusi (2020) which states that Situational Leadership Style has a positive and significant effect on employee performance through Organizational Citizenship Behavior.

The Influence of Organizational Culture (X3) on Employee Performance (Y) through Organizational Citizenship Behavior (Z)

The results showed that there was an influence of Organizational Culture on Employee Performance through Organizational Citizenship Behavior which had an indirect influence with a significance value of 0.242. This shows that the increasing Organizational Culture at PT. POMI then the Employee Performance of PT. POMI will also increase through Organizational Citizenship Behavior.

The results of this study also strengthen the research of Harwiki (2013) which states that Organizational Culture has a positive and significant effect on Employee Performance through Organizational Citizenship Behavior.

Direct Influence, Indirect Influence and Total Influence

The results showed that there was a direct significant effect of the Emotional Intelligence variable (X1) of 0.401, Situational Leadership Style (X2) of 0.111 and Organizational Culture (X3) of 0.425 on Organizational Citizenship Behavior (Z). Directly Emotional Intelligence (X1) of 0.206 Organizational Culture (X3) of 0.234 and Organizational Citizenship Behavior (Z) of 0.570 has a positive and significant influence on Employee Performance (Y) but Situational Leadership Style (X2) of -0.066 does not have influence on Employee Performance (Y). In this case, it can be seen that no matter how good the level of situational leadership style of PT. POMI does not directly affect employee performance.

Indirectly Emotional Intelligence (X1) is 0.228, Situational Leadership Style (X2) is 0.063 and Organizational Culture (X3) is 0.242 has a positive and significant influence on Employee Performance (Y) through Organizational Citizenship Behavior (Z). OCB values have been implemented well by employees of PT. POMI so that it remains only to improve so that organizational performance is even better.

For the total effect obtained from the sum of direct and indirect influences, the total influence of Emotional Intelligence (X1) on Employee Performance is 0.434 Situational Leadership Style (X2) worth 0.03 and Organizational Culture is worth 0.476. This matter shows that the employees of PT. POMI has good Emotional Intelligence, Leadership Style, and Organizational Culture so that it has a positive and significant effect on Employee Performance.

CONCLUSION

Based on the results of research and data analysis on employees of PT. POMI in Paiton sub-district, Probolinggo district, the following conclusions were obtained:

- a. Emotional Intelligence (X1) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Z) at PT. POMI Probolinggo district.
- b. Situational Leadership Style (X2) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Z) at PT. POMI Probolinggo district.
- c. Organizational Culture (X3) has a positive and significant effect on Organizational Citizenship Behavior (OCB) (Z) at PT. POMI Probolinggo district.
- d. Emotional Intelligence (X1) has a positive and significant effect on Employee Performance (Y) at PT. POMI Probolinggo district.
- e. Situational Leadership Style (X2) has no significant effect on Employee Performance (Y) at PT. POMI Probolinggo district.

- f. Organizational Culture (X3) has a positive and significant effect on Employee Performance (Y) at PT. POMI, Paiton sub-district, Probolinggo district.
- g. Organizational Citizenship Behavior (Z) has a positive and significant effect on Employee Performance (Y) at PT. POMI Probolinggo district.
- h. Emotional Intelligence (X1) has a positive and significant effect on Employee Performance (Y) through Organizational Citizenship Behavior (OCB) (Z) on employees of PT. POMI Probolinggo district.
- i. Situational Leadership Style (X2) has a positive and significant effect on Employee Performance (Y) through Organizational Citizenship Behavior (OCB) (Z) on employees of PT. POMI Probolinggo district.
- j. Organizational Culture (X3) has a positive and significant effect on Employee Performance (Y) through Organizational Citizenship Behavior (OCB) (Z) on employees of PT. POMI Probolinggo district.

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