

The Relationship Between Emotional Intelligence and Organizational Citizenship Behavior in Employees During the Covid-19 Pandemic

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Abstract. The organization anticipates that representatives should show hierarchical citizenship conduct (OCB), in light of the fact that OCB can build the viability, efficiency, and government assistance of the association. This study intends to decide the connection between the ability to understand people on a deeper level and OCB. The subjects of this study were 98 workers in organizations spread across Semarang region. The inspecting method was done by corresponding irregular testing. The information assortment strategy utilizes two scales, specifically the OCB size of 5 things and the passionate size of 5 things. The strategy for investigation utilizing basic relapse examination. From the aftereffects of the theory test, the connection importance esteem is 0.000 ($p < 0.05$), and that intends that there is a huge connection between the ability to understand anyone on a deeper level and OCB. The positive sign on the connection coefficient shows the heading of the positive relationship, and that implies that the higher the capacity to understand anyone on a profound level, the higher the OCB. Emotional intelligence contributes 23.8% of OCB. There are other factors of 72.2% that also play a role but are not revealed in this study.

Keywords: Emotional Intelligence; Organizational Citizenship Behavior

1 Introduction

It is undeniable that Indonesia is currently experiencing a Covid-19 pandemic where the government provides several policies ranging from wearing masks when going out of the house, doing social distancing, reducing activities outside the home, reducing mobility, avoiding crowds, carrying out other health protocols that have been implemented, and there are many more old habits that currently have to be changed, one of which is keeping a distance from each other to avoid crowds, especially when the government established the Large-Scale Social Restrictions (PSBB) policy which was first implemented in April 2020. With these policies from the government, all companies in Indonesia are experiencing problems starting from difficulties in supplying raw materials, being unable to sell their products abroad, and having to temporarily stop the production process, from this incident many employees who work at the company have to be temporarily laid off.

The overview results from the Ministry of Manpower expressed that around 88% of organizations impacted by the pandemic during the most recent a half year were by and large in a condition of misfortune. It was even expressed that 9 out of 10 organizations in Indonesia were straightforwardly impacted by the Covid-19 pandemic. The information depends on a review he led web based, including by phone and email, of 1,105 organizations chose by

likelihood testing of 95% and a room for mistakes (MoE) of 3.1 percent in 32 territories in Indonesia. Be that as it may, he proceeded, most organizations actually utilize their laborers. There is just 17.8 percent of organizations authorize end of business, 25.6 percent of organizations that lay off their laborers, and 10 percent that do both. [1]

Table 1. Semarang Regency Employment Situation 2021

Information	Total
Working age population	850,24 k
Affected by covid	109,37 k
Unemployment due to covid-19	11,56 k
Not the workforce because of covid	5,99 k
Temporarily not working due to covid-19	5,86 k
Working with reduced working hours due to covid-19	85,95 k

Source : BPS, Sakernas 2021

Sakernas recorded that 109.37 thousand people in Semarang Regency were affected by COVID-19 in terms of employment. Of this number, there are 11.56 thousand unemployed people, 5.99 thousand people are not in the labor force (eg; taking care of the household). In addition, as many as 5.86 thousand people admitted that they were temporarily not working due to the COVID-19 pandemic. Another group is still lucky enough to reach 85.95 thousand people admitted that they experienced a reduction in working hours during the COVID-19 pandemic. [1].

Because of the Covid-19 pandemic, organizations should make strides for functional proficiency, including via completing the most required innovative abilities, including dominance of data and correspondence innovation, and authority of modern innovation for item expansion. The ramifications is that both the public authority and the private area need to give training and abilities that are loaded with capability in innovation. The progress of an association in answering the difficulties that come not entirely settled by the way of behaving of workers who are allocated assignments as indicated by their sets of responsibilities. That agreeable and accommodating ways of behaving that go past proper necessities are crucial for the working of an association. Extra ways of behaving beyond sets of responsibilities in associations are frequently alluded to as hierarchical citizenship conduct or authoritative citizenship conduct. [2]

Organizational Citizenship Behavior (OCB)

OCB as behavior that is informal in nature exceeds the assumptions for the association, what not that can ultimately make the welfare of the organization.[3] OCB has five dimensions which include:

- a. Altruism is the way of behaving of helping other people deliberately, particularly those connected with errands beyond their obligations inside the association.
- b. Courtesy is a way of behaving in which representatives are amiable and as per the standards, to forestall relational contentions inside the association.
- c. Sportsmanship is a way of behaving that shows a high capacity to bear the association so somebody will act decidedly and keep away from grumblings.
- d. Conscientiousness is intentional way of behaving that surpasses the essential or least necessities in conforming to work rules and participation in the association.
- e. Civic uprightness is conduct that shows cooperation and worry for the endurance of the association, like going to authoritative gatherings.

OCB can improve organizational performance because this behavior is the "lubricant" of the social engine in the organization. [4] The statement shows that with the OCB of representatives, social communication among individuals from the association becomes smooth, diminishes the event of debates, and increments productivity. Knowing the importance of OCB for employees for the progress and sustainability of the company, OCB needs to be raised and improved. Organizational leaders must set an example and pay attention to the factors that influence the emergence of employee OCB. Broadly speaking, two factors influence the high and low appearance of OCB of employees, namely: internal and external factors from the individual.

The results of several analytical studies identify those external factors that influence OCB include job satisfaction, organizational commitment, and leadership. Satisfied employees will have better performance and attendance than employees with low job satisfaction.[5] Highly committed employees are willing to give their energy and responsibility in supporting the welfare and success of the organization where they work. [6].

Meanwhile, one of the internal factors that influence OCB is the personality and positive affect of employees. The results of Purba, D. E., & Seniat [7] showed that emotional instability had a significant negative effect on the sportsmanship dimension of OCB. Individuals who have emotional stability can tolerate discomfort and do not complain about small management mistakes that occur in the workplace. Meanwhile, another study conducted by Elanain (2007) showed a relationship between the five personality dimensions (big five personalities) and OCB in 230 workers in various service organizations in Dubai. [8] Personality dimensions such as conscientiousness and openness to experience are thought to have an important influence on the emergence of OCB.

Personality is one source of individual effect. Affects felt by individuals will affect their behavior at work. [9] Positive affect at work needs more attention because individuals who feel positive affect tend to have good interpersonal relationships, make decisions more accurately, and have better managerial potential than individuals who feel the negative affect. [10] Affection is a feeling experienced by an individual which includes both emotions and moods.[9] According to Goleman (2007), emotion is a mental condition that involves biological, psychological aspects, a tendency to act. [11] Therefore, emotions will affect the thoughts and actions of an individual.

The relationship between one's emotions and behavior requires the individual's ability can manage emotions. Through the ability to manage emotions, a person (employee) will feel and bring out positive emotions from within himself so that the individual becomes more sensitive and able to understand or empathize with other people and their environment, and can harmonize the values adopted by their environment. This statement is supported by research results showing that emotions, in this case, a good mood can make a person view other people or events more positively. In turn, it will make people feel more optimistic about their ability to achieve goals, increase creativity and decision-making skills, and make people more helpful.[12]

More abilities possessed by an individual in self-motivation, resilience in the face of failure, controlling emotions, placing emotions in the right portion, sorting satisfaction, and regulating moods are called emotional intelligence.[13]

Emotional Intelligence

The capacity to understand anyone on a profound level is a subset of social knowledge that includes the capacity to screen sentiments and feelings both in oneself and in others, figure them out, and utilize this data to foster considerations and activities.[14] The definition makes sense

of that capacity to appreciate individuals on a deeper level is connected with guiding one's activities in private and public activity. Mayer, J. D., Ciarrochi, J. & Forgas (2001) defines emotional intelligence as a set of personal, emotional, and social abilities that affect a person's ability to succeed in coping with environmental demands and pressures.

[14] Goleman divides aspects of emotional intelligence into five basic aspects, including:[13]

- a. Self-Awareness is the ability to know what is felt.
- b. Self-regulation is the ability to regulate one's own emotions so that it has a positive impact on the performance of tasks.
- c. Motivation is the ability to use desire to move and guide oneself towards goals.
- d. Empathy is the ability to feel the feelings of others and can understand the perspectives of others.
- e. Social Skills, the ability to respond to emotions well When dealing with other people, can read situations and social networks carefully, can interact or work together smoothly.

People need to have the capacity to understand individuals on a deeper level in light of the fact that enthusiastic circumstances can influence considerations, words, and conduct, including works. People who have the ability to appreciate anyone on a profound level will actually want to know their passionate state and how to communicate their feelings suitably so their feelings can be controlled and give many advantages in regular daily existence. Many individuals who are scholastically clever yet need the capacity to understand people on a deeper level neglected to make progress in the working environment.[13] The capacity to understand individuals on a deeper level can decide an individual's capability to acquire viable abilities and backing execution.[11]

OCB and Emotional Intelligence

Every association has arrangements that manage crafted by every representative so the work can be facilitated appropriately. The association directs it by setting sets of responsibilities that should be finished by workers. A set of working responsibilities is a coordinated assertion of the obligations and obligations of a specific work.[15] The job description determines the divisions that carry out the work so that the company can achieve its goals efficiently. Ideally, OCB of employees is needed by the organization or company to achieve effectiveness and company goals.

Production and marketing activities, including distribution activities carried out, are closely related and depend on each other so that if one part of the activity is problematic, it will result in chaos and losses for the company. Therefore, to avoid or minimize this, employees must be proactive in their work, both in the production process and in product marketing. Supportive and helpful work behavior among employees (altruism), being motivated and innovative (civic virtue), as well as discipline at work (conscientiousness), avoiding interpersonal conflicts (sportsmanship) are indispensable.

In addition to the motivation of each employee to perform better, the success and survival of an organization will also be realized because of teamwork at work. To unify the diverse backgrounds of each team member to create understanding and helping behavior among employees in the process of interaction in the workplace requires emotional management or management.[16]

In addition, based on research on 111 employees of the operations and support functions of PT. Pertamina Balongan Indramayu unit found that worker productivity has a positive relationship with employees' ability to manage emotions or what is often referred to as

emotional intelligence, especially with aspects of social skills (ability to establish relationships, communicate, and cooperate with others) of emotional intelligence. [17]

Individuals with good social skills will be able to communicate and negotiate in solving a problem, able to create group synergy, and be able to work together with others for common goals.[13] Good communication will create cooperation between employees so that organizational effectiveness and a conducive psychological work environment can be realized.[18] Conducive work can create employee motivation. Employees with high motivation will increase satisfaction and are more motivated to excel in their work, are committed to groups and organizations, and have high initiative and optimism.[13]

A person's success in work is not solely based on skills and high intellect but is also based on emotional intelligence. That 80% of a person's success in life, including success in a business or work environment, is influenced by emotional intelligence.[11] Emotional intelligence can help an employee in carrying out or carrying out his work, which also motivates employees to carry out extra positive work behaviors sincerely and help build social relations in the family environment, work or office environment, as well as the social environment. The creation of social relations will improve team performance and create a conducive psychological work environment. These conditions can increase job satisfaction and productivity which will ultimately realize the goals and success of the organization. Work productivity is a key factor in developing an effective and efficient organization.[17]

2 Research Method

The research was conducted in the Semarang Regency area to determine the relationship between Emotional Intelligence and Organizational Citizenship Behavior (OCB) of employees during the covid-19 pandemic. The population in this study are all employees who work in the Semarang regency area and are listed as active employees in the company. The method used in this research is to use quantitative research methods. The data collection tool or measuring instrument used was a scale to obtain the data. Organizational Citizenship Behavior (OCB) scale from Organ which includes aspects of altruism, courtesy aspects, sportsmanship aspects, civic virtue aspects, and conscientiousness aspects. Then the second scale is the emotional intelligence scale proposed by Golman, namely self-awareness, self-regulation, motivation, empathy, and social skills.

The sampling technique used is proportional random sampling, which is a combination of sampling techniques of population members which are carried out randomly on subjects consisting of groups that are parallel in the population and are thought to affect the results of the study.[19] The criteria for selecting the sample are listed as active employees in the company, the service period is more than two years, each company in Semarang Regency represents 1 sample from a total of 158 companies. The study population was 158 people. While the number of samples was 95 people, the number of representative samples for the study was 60% of the total population.[19]

3 Result and Discussion

3.1 Result

Table 2. Validity Test Results

Variable	Indicator	Validity Test Results	R table	Information
	X1.1	0,614	0,168	Valid

	X1.2	0,613	0,168	Valid
Emotional Intelligence	X1.3	0,620	0,168	Valid
	X1.4	0,759	0,168	Valid
	X1.5	0,735	0,168	Valid
Organizational Citizenship Behavior	Y1.1	0,898	0,168	Valid
	Y1.2	0,826	0,168	Valid
	Y1.3	0,790	0,168	Valid
	Y1.4	0,849	0,168	Valid
	Y1.5	0,656	0,168	Valid

Source: processed data, 2022

Table 3. Reliability Test Result

Variable	Reliability Test Result	p>0,6	Information
Emotional Intelligence	0,614	0,693	Reliable
Organizational Citizenship Behavior	0,613	0,799	Reliable

Source: processed data, 2022

Table 4. Multiple Regression Test Results

Model	Adjusted R Square	F-test F	F-test Sig.	T-test t	T-test Sig	Information
Emotional Intelligence towards Organizational Citizenship Behavior	0,238	28,991	0,000	5,384	0,000	Hypothesis accepted

Source: processed data, 2022

3.2 Discussion

In light of the experimental outcomes utilizing different relapse investigation, it is realized that the connection coefficient esteem is 0.487 with sig = 0.000; ($p < 0.01$) actually intends that there is a positive and huge connection between the ability to appreciate people on a deeper level and hierarchical citizenship conduct on representatives who work in Semarang locale organizations.

The accompanying outcomes are the proposed speculation, in particular that there is a positive connection between Emotional Intelligence and Organizational Citizenship Behavior (OCB), implying that the more sure Emotional Intelligence, the higher the OCB conduct; as well as the other way around, the more pessimistic Emotional Intelligence, the lower the OCB conduct. The linearity trial of the connection between the ability to appreciate anyone on a profound level and OCB showed that the connection between the two factors was direct $F_{Lin} = 28.991$ with an importance worth of 0.00 ($p < 0.05$).

The ability of employees to manage emotions well or have high emotional intelligence can reflect high OCB as well, such as understanding the needs of others by showing concern (Social awareness) seen from the work behavior of an employee who supports and helps each other among other employees (altruism), a person's ability to control or control his emotions (Self-regulation) can maintain good relations with co-workers to avoid disputes (courtesy), Someone with high self-motivation always has reasons to encourage to always improve performance, discipline in work (conscientiousness), and have the responsibility to be involved in activities

(civic virtue), the ability to establish social relationships (social skills) can avoid interpersonal conflicts (sportsmanship).

Employees in Semarang Regency who have high emotional intelligence will have high hierarchical citizenship conduct (OCB), the examination is in accordance with past exploration which demonstrates the way that ability to understand anyone at their core can decide OCB in representatives, workers who have the capacity to appreciate individuals on a deeper level will feel feelings good and tomfoolery (blissful, other work, more agreeable in working with different divisions or collaborators to further develop execution.[20]

Emotional intelligence in this study gave an efficient contribution of 0.238, meaning that 23.8% of employees' OCB was determined by emotional intelligence, and the remaining 76.2% was determined by other factors not disclosed in this study and suspected to have a role in employee OCB. High emotional intelligence of employees will provide opportunities for individuals to show OCB.

The results of the analysis of emotional intelligence variables show that the empirical mean (RE) is 122.19 and the hypothetical mean (RH) is 102.5, which means that the emotional intelligence variable is included in the high category. Based on the category of the emotional intelligence scale, it is known that 2.4% (2 people) have low emotional intelligence; 24.6% (30 people) have moderate emotional intelligence; 64% (60 people) have high emotional intelligence, and 9% (3 people) have very high emotional intelligence. It shows that the percentage of the largest number is in a high position. It means that employees who work in companies in the Semarang district can fulfill the emotional intelligence aspects of Goleman, namely self-awareness, self-regulation, motivation, empathy, and social skills.

The variable organization citizenship behavior (OCB) has an empirical mean (RE) of 78.5 and a hypothetical average (RH) of 62.5, which means that the variable organization citizenship behavior (OCB) is included in the high category. Based on the category of organizational citizenship behavior (OCB) scale, it is known that there are 3.4% (2 people) who are classified as low in OCB behavior; 13.8% (11 people) classified as moderate in OCB behavior; and 60.7% (61 people) who are high in OCB behavior; and 22.1% (21 people) classified as very high in OCB behavior.

It shows that the percentage of the largest number is in an upper position. It means that employees who work in companies around Semarang Regency can fulfill OCB aspects of the Organ which include philanthropy (conduct of stepping up to the plate and help; helping partners in the association willfully), kindness (individual way of behaving that keeps up with great relations with collaborators to stay away from questions between individuals from the association), sportsmanship (person's eagerness to acknowledge not set in stone by the association even in improper conditions), community ethicalness (individual way of behaving that demonstrates that the individual has an obligation to be involved, take part, partake and mind in exercises coordinated by the association), reliability (high commitment or devotion to work or the longing to surpass the norm of accomplishment in each perspective).

The results indicate that emotional intelligence is influencing organizational citizenship behavior (OCB) in employees who work in the Semarang Regency area. However, there are some limitations in this study, the sampling carried out in this study was limited or specific were the research subjects were only employees who were actively working during the covid-19 pandemic, and this research was not accompanied by an interview method, so the results obtained in this study still needs to be dug deeper.

4 Conclusion

4.1 Conclusion

In light of the consequences of the investigation and conversation of the exploration, it very well may be presumed that there is a huge positive connection between the ability to understand people at their core and hierarchical citizenship conduct (OCB) in representatives who work in the Semarang Regency region. The capacity to understand anyone at their core in this study gives a viable commitment of 0.238, implying that the OCB of representatives is 23, not entirely set in stone by the ability to appreciate people on a deeper level, and the leftover still up in the air by different variables that are not uncovered in this review and are thought to play a part in worker OCB. High ability to understand people on a deeper level of representatives will give open doors to people to show OCB.

4.2 Suggestion

Based on the research results and conclusions, the suggestions put forward in connection with the research results:

- a. The level of emotional intelligence of employees in Semarang Regency is relatively high, it can be increased through pieces of training that can increase the level of emotional intelligence, such as outbound that prioritizes training on teamwork.
- b. For other researchers, it is suggested that the results of this research can be used as a study in the development of science in the field of psychology and provide theoretical contributions, especially regarding the connection between the capacity to appreciate individuals on a deeper level and authoritative citizenship conduct (OCB) in representatives, not limited to active employees, but at employees who during the pandemic were laid off or terminated as well. For further researchers, the validity and reliability test should use a larger number of respondents than this study so that more valid items may be obtained; improve the emotional intelligence scale with organizational citizenship behavior (OCB) on employees

It may be summarized based on the study's findings, first, the legal tool of corruption in restoring assets from corruption is not perfect at current time since it only prioritizes replacement money over the earnings of corporate corruption crimes. Second, the upcoming legal concept in the return of corruption assets by Corporate Actors in the Indonesian legal system should be aimed at improving laws and regulations that can Prosecute not just the offenders of corruption acts, but also their successors.

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