



## The Effect of Emotional Intelligence and Work Environment on Organizational Citizenship Behaviour at Disdukcapil Surakarta

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**Abstract.** Government agencies are organizations chosen to carry out state functions. The most valuable possession of any organization is the human resources employed in its activities. Human resource management is thus needed in the control and rationalization of the administration of human resources in an organization. Emotional intelligence refers to the capability to identify and know one's own emotions and feelings. The work environment, too, might affect employees in the demonstration of OCB. OCB refers to employee behavior beyond their routine activities. It involves displaying personal interest in fellow employees, giving suggestions for the better performance of fellow employees, and respecting and committing to the company. This study, therefore, aims at ascertaining the extent to which Emotional Intelligence and Work Environment influence the organizational citizenship behavior of Disdukcapil employees. The research design employed in this research is quantitative, with primary data sources. The sample used in this research includes all staff members from the Disdukcapil in Surakarta City. Data obtained by the researcher were analyzed using SPSS version 27. The results of this study conclude that emotional intelligence has a significant effect on OCB, work environment has a significant effect on OCB, and emotional intelligence and work environment both have a significant influence on OCB.

**Keywords:** Emotional Intelligence, Work Environment, Organizational Citizenship Behavior.

### 1. INTRODUCTION

A government agency is an organization chosen to carry out state-owned tasks. Government agencies have different characteristics compared to private companies. With many procedures, the responsibility for public services that must be carried out makes employees have their own challenges. The bureaucratic nature of these agencies often requires one to adhere to strict regulations and protocols.

The most important thing in the company is the human resources that the company uses to run its operations (Hernawan & Srimulyani, 2021). To maximize employee competence and performance, management is needed in management so that the results are effective (Setiyati & Hikmawati, 2019). Not only that, the workload given by the company causes a high level of stress to employees. This can affect the company's operational activities. In this case it should be noted that the work environment, emotional intelligence, spirituality can be the main trigger of Organizational Citizenship Behavior.

A company or agency usually expects optimal performance from all employees in order to achieve company goals. The achievements that must be obtained in an agency on its duties such as the Disdukcapil which takes care of the population administration of the people of Surakarta City.

Indikator Sasaran	Satuan	Capaian Tahun 2021 (%)			Capaian Tahun 2022 (%)			Capaian Tahun 2023 (%)		
		Target	Realisasi	Capaian	Target	Realisasi	Capaian	Target	Realisasi	Capaian
Persentase kepemilikan dokumen administrasi kependudukan	%	95,10	99,74	104,68	97,82	99,32	101,53	98,16	99,71	101,58
Persentase dokumen pencatatan sipil yang diterbitkan	%	92,40	99,94	108,16	100	99,95	99,95	100	99,97	99,97
Persentase kepemilikan dokumen pendaftaran penduduk	%	99,87	98,63	98,76	95,64	98,69	103,19	96,31	99,27	103,07
Persentase database yang valid dan update	%	100	100	100	100	100	100	100	100	100
Nilai PIPDB	Skor	84,50	86,69	102,36	35,20	35,01	99,46	35,30	35,01	99,18

From the figure above, it can be seen that all work achievements in the Surakarta City Disdukcapil are already in the good category. Good achievement and in accordance with organizational goals have many supporting factors or influencing factors. The influencing factors are emotional intelligence and the work environment in the Surakarta City Disdukcapil.

Looking at the data obtained from the LKJP Disdukcapil in 2023, the problem is the lack of service innovation in registration and civil registration in Disdukcapil. Lack of innovation allows employees to not be involved in or lack of Organizational Citizenship Behavior. This is evidenced by research belonging to Widaya et al. (2020), which contains Emotional Intelligence has an effect on Organizational Citizenship Behavior. The higher the Emotional Intelligence, the more positive the influence on Organizational Citizenship Behavior. In contrast to Aziza & Andriany (2020), research where the results showed that Emotional Intelligence has no effect on Organizational Citizenship Behavior. The purpose of this study is to understand the extent of the influence of Emotional Intelligence and Work Environment on Organizational Citizenship Behavior owned by Disdukcapil employees in Surakarta City.

## 2. LITERATURE REVIEW

### A. Emotional Intelligence

The definition of Emotional Intelligence according to Goleman (2006), emotional intelligence includes the ability to motivate oneself, control one's impulses, not to overdo it in enjoying the pleasure that exists, can manage moods and maintain stress levels so as not to interfere with the ability to think. According to Agustian & Alamsyah (2001), there are 8 characteristics of emotional intelligence, namely: Consistency, Humility, Striving and surrender, Sincerity, Totality, Balance, Integrity and Refinement. There are 5 indicators for emotional intelligence according to Aziza & Andriany (2020), namely: self-awareness, self-control, motivation, empathy, social skills.

## **B. Work Environment**

According to Sedarmayanti & Rahadian (2018), the work environment is a place where workers can work optimally, so as to be able to complete tasks according to predetermined targets. The work environment is everything around employees that affects the work process, both physically and non-physically, and creates a positive impression for each employee (Rampisela & Lumintang, 2020).

There are several factors that influence the work environment according to (Sedarmayanti & Rahadian, 2018), namely: comfortable physical work environment, effective and efficient work system planning, ergonomic room arrangement. According to Sedarmayanti (2017), the indicators of the work environment are: workplace lighting, workplace temperature, air circulation, workspace size, workspace layout, privacy, cleanliness, noise, work equipment.

## **C. Organizational Citizenship Behavior**

According to Organ et al. in (Kreitner & Kinicki, 2014) argue that Organizational Citizenship Behavior is employee behavior outside of routine tasks, such as expressing personal interest in coworkers, making suggestions to improve employee performance, showing respect and commitment to the company. According to Organ (2003) in (Purjani & Riana, 2018) explains that there are 5 main indicators, namely: altruism, conscientiousness, sportsmanship, courtesy, civic virtue.

From the results of the theory above, it is supported by research belonging to Malahayati et al. (2020) with the title “Spiritual Intelligence and Emotional Intelligence on Organizational Citizenship Behavior (OCB) in State Civil Apparatus” stating that emotional intelligence affects Organizational Citizenship Behavior.

In other research on variables that affect Organizational Citizenship Behavior, there is research Aziza & Andriany (2020) entitled “The Effect of Emotional and Spiritual Intelligence on Nurse Performance with Organizational Citizenship Behavior as an Intervening Variable The Effect of Emotional and Spiritual Intelligence on Nurse Performance with Organizational Citizenship Behavior” states that there is no direct influence of emotional intelligence on OCB.

Another variable that affects Organizational Citizenship Behavior is the work environment. This is supported by research from Amjad Maulana et al. (2022) entitled “The effect of compensation, transformational leadership, and work environment on organizational citizenship behavior (ocb) through work motivation as an intervening

variable” the study states that there is a significant positive relationship between work environment variables on organizational citizenship behavior.

The research above contradicts that of Saputra et al. (2021) entitled “The Effect of Work Environment, Work Motivation and Job Satisfaction on Organizational Citizenship Behavior (OCB)” the result of this study is that the Work Environment has a negative effect on Organizational Citizenship Behavior (OCB).

From some of the research that has been described, it can be seen that there are differences in results between one researcher and another. This causes researchers to want to further examine these variables, namely Emotional Intelligence, Work Environment and Organizational Citizenship Behavior. Based on the explanation given, the research hypothesis is as follows:

H1 : The effect of Emotional Intelligence on Organizational Citizenship Behavior.

H2 : Effect of Work Environment on Organizational Citizenship Behavior.

H3 : Emotional Intelligence and Work Environment jointly affect Organizational Citizenship Behavior.

### **3. METHODS**

This research uses quantitative methods with several analyzes carried out, such as the validity test, reliability, normality, multicollinearity, heteroskedasticities, multiple regression test, T test (partial), F test (simultaneous), and determination coefficient test. The data used in this study is primary data taken using a questionnaire of employees at the Surakarta City Population and Civil Registration Office. This questionnaire uses a Likert scale. The Likert scale can be used to measure the views, assumptions, and opinions of a person or group on social phenomena (Sugiyono, 2013). The data processing process uses the SPSS version 27 programs.

According to Sugiyono (2013), population refers to a group of objects or subjects with certain characteristics that have been determined for research purposes. In this study, all 76 employees of the Surakarta City Population and Civil Registration Office were part of the population under study. The sampling used in the study used non-probability sampling techniques, and the type was saturated sampling.

#### 4. RESULTS

Table 1. Validity Testing Results

Question Items	R Value	Description	Question Items	R Value	Description
EQ1	0,618	Valid	WE5	0,705	Valid
EQ2	0,692	Valid	WE6	0,788	Valid
EQ3	0,605	Valid	WE7	0,616	Valid
EQ4	0,658	Valid	WE8	0,646	Valid
EQ5	0,714	Valid	WE9	0,7	Valid
WE1	0,74	Valid	OCB1	0,794	Valid
WE2	0,747	Valid	OCB2	0,794	Valid
WE3	0,745	Valid	OCB3	0,794	Valid
WE4	0,809	Valid	OCB4	0,68	Valid

All items of each variable in table 1 have a calculated R-value of more than R-table (0.2257). So, it can be confirmed that each variable item above is valid.

Table 2. Reliability Testing Results

Variabel	Cronbach's Alpha
EQ	0,672
WK	0,877
OCB	0,758

Based on observations in the table above, it is obtained that all question items get a value of more than 0.6 in the Cronbach's Alpha table. So that all factors in this study can be considered consistent (reliable) and can be studied.

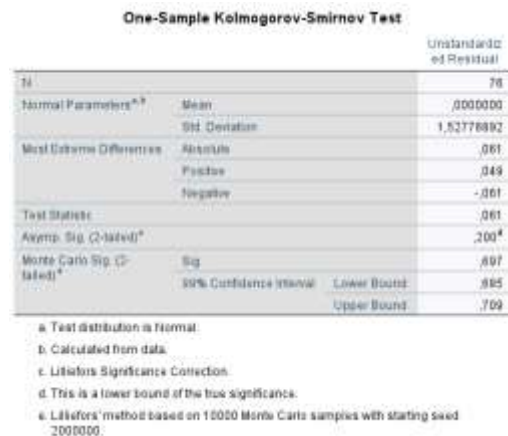


Figure 1. Normality Test

From Figure 1 it is obvious that the data is normally distributed because the Kolmogorov-Smirnov normality test findings show a sig value of  $0.200 > 0.05$ .

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,238	1,853		2,286	,025		
	Emosional Quotient	,265	,097	,294	2,741	,008	,734	1,362
	Lingkungan Kerja	,183	,047	,413	3,847	<,001	,734	1,362

a. Dependent Variable: OCB

Figure 2. Multicollinearity Test

From Figure 2, it is obtained that the VIF value for the emotional intelligence and work environment variables is  $< 10$ , meaning that these variables do not have multicollinearity symptoms.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,635	1,115		,569	,571
	Emosional Quotient	,102	,058	,235	1,761	,082
	Lingkungan Kerja	-,042	,029	-,197	-1,480	,143

a. Dependent Variable: Abs\_RES

Figure 3. Heteroscedasticity Test

Based on Figure 3 above, the results of the Heteroscedasticity test show the sig. value is  $0.323, 0.415, \text{ and } 0.100 > 0.05$ , it can be concluded that there are no symptoms of Heteroscedasticity.

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a. Dependent Variable: OCB

Figure 4. T Test (Partial)

The t test can be seen from the acquisition of the t value. A variable can have an effect if the t value  $> t$  table. The t table value above is obtained from  $df = n - k - 1 = 76 - 2 - 1 = 73$ . Where the df value of 73 is 1.666. The t value of the above variables obtained by  $X1 = 2.741$  and the value of  $X2 = 3.847 > 1.666$  means that the variables X1 and X2 have an effect on the Y variable.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108,352	2	54,176	22,592	<,001 <sup>b</sup>
	Residual	175,056	73	2,398		
	Total	283,408	75			

a. Dependent Variable: OCB

b. Predictors: (Constant), Lingkungan Kerja, Emosional Quotient

Figure 5. F Test (Simultaneous)

Based on Figure 5, the f test can be recognized if the sig result is <0.05. Based on the value above shows sig 0.001 < 0.05 for factors X1, X2 it can be stated that each of these factors has a significant effect together on variable Y.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,618 <sup>a</sup>	,382	,365	1,549

a. Predictors: (Constant), Lingkungan Kerja, Emosional Quotient

b. Dependent Variable: OCB

Figure 6. Test of the Coefficient of Determination

Based on Figure 6, the R-Square value is 0.382. This means that the Emotional Intelligence and Work Environment variables affect OCB by 38.2% and the remaining 61.8% is influenced by other variables outside the Emotional Intelligence and Work Environment variables.

### A. Multiple Regression Test

Based on Figure 4, the regression equation  $Y = 4.238 + 0.256 X_1 + 0.183 X_2 + e$  is obtained. From that equation, it can be described as follows:

1. A constant of 4.238 means that if Emotional Intelligence and Work Environment do not exist, then there is an Organizational Citizenship Behavior value of 4.238.
2. The regression coefficient of the independent variables, namely Emotional Intelligence and Work Environment, has a positive and significant effect on Organizational Citizenship Behavior. This means that if the emotional intelligence and work environment variables increase, the Organizational Citizenship Behavior variable will increase.

## **5. DISCUSSION**

### **A. Emotional Intelligence on Organizational Citizenship Behavior**

When viewed from the sig value of Emotional Intelligence  $0.008 < 0.05$  and the t-count value  $2.741 > 1.666$ . It can be concluded that Organizational Citizenship Behavior is positively and significantly influenced by Emotional Intelligence. This research is in line with the research of Supriyanto et al. (2019) which shows that Emotional Intelligence affects Organizational Citizenship Behavior. Employees who have good Emotional Intelligence can control their behavior in the work environment.

### **B. Work Environment on Organizational Citizenship Behavior**

When viewed from the sig value of Work Environment  $0.001 < 0.05$  and the t-count value of  $3.847 > 1.666$ . It is acceptable to determine that the Work Environment has a positive and significant influence on Organizational Citizenship Behavior. This contradicts previously conducted research from Saputra et al. (2021) which contains Work Environment has a negative effect on Organizational Citizenship Behavior.

### **C. Emotional Intelligence and Work Environment jointly affect Organizational Citizenship Behavior**

If we look at the F test (simultaneous), the sig value is 0.001. This hypothesis can be accepted if the sig value is less than 0.05. This means that the variables of Emotional Intelligence and Work Environment together affect Organizational Citizenship Behavior. Therefore, it can be concluded that both factors play a significant role in influencing how employees exhibit behaviors that go beyond their routine tasks.

## **6. CONCLUSION**

The results of the analysis obtained show that emotional intelligence has a significant effect on organizational citizenship behavior. Employees who have emotional intelligence can manage conflicts in the workplace to create harmony between employees, which can then influence other employees so that the level of organizational citizenship behavior of employees towards the company increases. In addition, the work environment also has a significant influence on organizational citizenship behavior. A good work environment can influence employee behavior and encourage them to show higher organizational citizenship behavior towards the company. Based on the discussion, the author offers several suggestions, such as: companies should implement programs aimed at improving the emotional intelligence of each employee; foster open and transparent communication between employees and provide feedback that can strengthen the relationship between them;



and future researchers are encouraged to explore other variables to expand the scope of the study, such as motivation, performance, and others.

## 7. LIMITATION

Limitations in this study include several factors. (1) the variables of emotional intelligence and work environment used in this study do not cover all aspects that can affect disturbing behavior. (2) the study is carried out with a specific organization, so the results may not be available in other organizations. (3) the methods of data collection acquired on this study depend entirely on questionnaires and therefore make responses from the respondents biased.

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