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# 1 The Mediating Role of OCB (Organization Citizenship Behavior) on the Relationship of Human Capital, Emotional Intelligence and Self-Efficacy with Officers Performance

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1 **Abstract**— Human resources are a major factor in quality in government and in this research. Therefore, the government must strive to develop the human workforce holistically, by well managing its human resources. The target of this research was to evaluate the importance of Human Capital, Emotional Intelligence, and Self-Efficiency as Performance factors through Organization Citizenship Behavior (OCB). then this dissertation research looked the relationship of variables through quantitative research surveys with a population of 435 Ministry employees. Organizational cycles were needed to improve Human Capital, Emotional Intelligence, and Self Efficacy as Performance factors mediated with OCB. The results showed that; The human capital variable has a significant effect on OCB and employee performance; The emotional intelligence variable has a significant effect on OCB and employee performance; The variable self-efficacy has a significant effect on OCB and employee performance; OCB variables significantly influence employee performance; OCB mediates fully on the effect of human capital on employee performance; OCB mediates fully on the effect of emotional intelligence on employee performance and OCB mediates fully on the effect of self-efficacy on employee performance. Theoretically, this study showed that OCB variables can also be used as a positive mediation of the influence of human capital, emotional intelligence, self-efficacy on performance.

**Keywords**- OCB, Human Capital, Emotional Inteligent, and Self Efficacy as a performance facto

## I. INTRODUCTION

29 Performance is the result of work achieved in a certain period. In public organizations, performance is the achievement of public service results that lead to the realization of good government. According to (Moorhead & Griffin, 2008) performance explains the achievement of complex efforts in achieving previously set goals.

Other factors that can affect performance are emotional intelligence (emotional intelligence or emotional quotient) and self-efficacy (Robbins & Judge, 2008; Baron & Byrne, 2004). Emotional intelligence is the ability to listen to emotional whispers, and make it the most important source of information for understanding oneself and others in order to achieve goals (Robbins & Judge, 2008).

Similarly, self-efficacy, because it is an individual's assessment of the ability or competence to do a task, achieve a goal, and produce something. According to (Organ et al., 2005) emotional intelligence and self efficacy can encourage an employee to manage feelings, motivate yourself, empathize, and cooperate with others.

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According to (Robbins & Judge, 2009), the fact shows that organizations that have employees with good OCB, will have better performance than other organizations. Meanwhile, Van Dyne et al said that OCB or so-called extra-role behavior (ERB), is behavior that benefits the organization or is directed to benefit the organization, is done voluntarily, and exceeds expectations of existing roles. That is, OCB can simply be said as an individual's behavior that is rooted in his willingness to contribute beyond his core role or duty to his organization. The behavior is carried out, both consciously and unconsciously, directed or not directed, to be able to provide benefits and advantages for the organization (Aaron and Abedallah, 2015).

This study refers to research conducted by (Aaron and Abedallah, 2015) and (Adianita et al., 2017) by making some modifications to the model, namely removing the burnout variable and placing the OCB variable as a mediator. This is based on the consideration that it eliminates the negative effects of burnout, making it difficult to explain the mediating effect on performance variables. This is based on the opinion of (Frederick Luthan, 2006) which confirms that psychological capital such as human capital, emotional intelligence and self efficacy is a positive psychological state that is oriented to the success of individual goals through its ability to find various paths to success. Furthermore, OCB is a positive behavior that can increase employee productivity (Luthans, 2009). Psychological capital can bring up the desired employee's work behavior both set in the job description (job description) and not specified (extra-role) (Podsakoff et al., 1997).

The study was conducted on Civil Servants (PNS) in the Ministry of Manpower and Transmigration of the Republic of Indonesia-Jakarta. The Ministry of Manpower and Transmigration of the Republic of Indonesia as one of the government agencies that works for the interests of the community, has the main task of being responsible for productivity performance in Indonesia, and as the formulation of policies in the field of supervision of work norms, occupational health of employees in Indonesia. This research is interesting because it is based on phenomena that occur in these objects, including:

1) The findings of the PPATK (Center for Reporting and Analysis of Financial Transactions) of corruption, collusion and nepotism (KKN) in the procurement of Solar Power Plants (PLTS) for transmigration areas involving employees and officials in the Ministry of Manpower and Transmigration of the Republic of Indonesia . In these findings, there has been an abuse of authority in the work of PLTS who won certain parties.

2) there are 27 PNS terminated sanctions with respect not at their own request (PDHTAPS), 2 of whom are civil servants in the Ministry of Manpower and Transmigration of the Republic of Indonesia.

Thus, based on the conditions that have been described above regarding the importance of human capital, emotional intelligence, self efficacy and OCB owned by everyone who works in an organization, researchers are interested in proving it to employees in the Ministry of Manpower of the Republic of Indonesia. For that reason, the issues that will be discussed in this study are broadly whether Human Capital, emotional intelligence and self efficacy affect OCB employees; Does Human Capital, emotional intelligence and self efficacy affect performance; does OCB affect performance; and Does OCB mediate the effect of human capital, emotional intelligence, self-efficacy on employee performance.

## II. LITERATURE REVIEW AND DEVELOPMENT OF HYPOTHESES

### The Effect of Human Capital on OCB and Performance

Human Capital is defined as humans themselves who are personally lent to companies with their individual capabilities, commitments, knowledge, and personal experience. Although not solely seen from individually but also as a work team that has personal relationship both inside and outside the company (Totanan, 2004). (Dharma, 2004) explains that human capital is the accumulation of capabilities, capacities and opportunities owned by members of the organization. Capability is the ability of members of the organization to do something both a capacity and opportunity to achieve the desired goals. Capacity is

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focused on what can be done by members of the organization, while meaningful opportunities available to members of the organization to get personal rewards including salaries, bonuses and so on as a result of using their capacity, so capability is formulated as capacity x opportunity.

### H1, H2 : Human capital has a significant effect on OCB and performance

#### The Effects of Emotional Intelligence on OCB and Performance

Emotional intelligence is an ability to listen to the whisper of emotions, and make it the most important source of information for understanding yourself and others in order to achieve goals. The concept of emotional intelligence means having self-sufficiency that allows individuals to recognize feelings and manage their own emotions, and that involves self-motivation and being able to focus on a goal rather than demanding immediate fulfillment.

Likewise with his research IWG (Sarmawa et al., 2015) shows that teacher commitment and competence are predictors of OCB. Teacher commitment does not significantly affect teacher performance, the most influencing factor of teacher performance in this study is competence. While his research (Hemmati et al., 2013) shows that there is a positive and significant relationship between emotional intelligence and OCB behavior. (Korkmaz & Arpacı, 2009) have conducted research on "Relationship of Organizational Citizenship Behavior with Emotional Intelligence" and the results show that emotional intelligence and organizational behavior are only contributing factors

### H3, H4 : Emotional intelligence has a significant effect on OCB and Performance

#### The Effect of Self Efficacy on OCB and Performance

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Organizational Citizenship Behavior according to (Spitzmuller et al., 2008) is an individual behavior that is not regulated by the organization, and which is not taken into account in a formal reward system, but this behavior will encourage the effectiveness and efficiency of the overall organizational function. (Novliadi, 2007) good performance requires employees not only to do the employee's in-role work but also work that is outside the employee's main work (extra-role). This extra-role behavior is also called Organizational Citizenship Behavior (OCB).

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(Borman & Motowidlo, 1993) mention that OCB will be influenced by the individual level of self-efficacy. Empirical support for this proposition was examined by (Speier & Frese, 1997) and (Morrison, 1994) who found that overall self efficacy had a positive effect on OCB.

### H5, H6: Self Efficacy has a significant effect on OCB and Performance

#### The Effect of OCB on Performance

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(Burhanudin, 2015) defines that organizational behavior is a field of study that studies the influence of individuals, groups and structures on behavior in organizations, which aims to make organizations more effective. Organizational behavior teaches three determinants of behavior in organizations, namely individuals, groups, and structures. Organizational behavior also applies knowledge gained about individuals, groups, and the influence of structure on behavior, with the aim that the organization can work more effectively. In line with the opinion expressed by (Robbins & Judge, 2009) that organizational behavior is related to the study of what is done by individuals in an organization and how the influence of their behavior on organizational performance (Purba & Seniati, 2004) argue that the benefits of OCB are that it can increase work productivity. The statement was reinforced by Podsakoff et al. (2000) which revealed that OCB can influence organizational performance. Several studies on the effect of the relationship between OCB and employee performance have a significant positive relationship (Chao-Chien & I-Han, 2014); (Alhamda, 2006); (Bachrach et al., 2006).

### 26 H7 : OCB has a significant effect on performance

### The Role of OCB Mediation on the Effects of Human Capital on Performance

<sup>32</sup>In contrast to Schuller, Davenport (1999) has a different view of the essence of human capital. Employees should not be treated as passive assets that can be bought, sold and replaced by the owner of the organization, but it should be noted that employees also actively have control over their <sup>32</sup> working lives. Employees, especially educated employees, can determine for themselves that they are free agents who can determine how and where they can invest their talents, time and energy. So that important thoughts about human capital theory, <sup>26</sup> not be separated from three aspects (Armstrong, 2009).

#### H8: OCB mediates the effect of human capital on performance

### The Role of OCB Mediation on the Effects of Emotional Intelligence on Performance

<sup>8</sup>The concept of emotional intelligence (Emotional Quotient) is a phenomenon that is still relatively new in the world of industrial and organizational psychology, but its use in the world of work is urgently needed. Emotional intelligence allows a person to manage his emotions well, so that they are expressed precisely and effectively, which in turn will bring the person able to work together smoothly towards the goals and objectives of the organization. <sup>5</sup>

(Robbins & Judge, 2008) put forward the fact that shows that organizations that have employ <sup>29</sup> who have good OCB, will have better performance than other organizations. According to Wu Wanyi et al., (2007) positive employee behavior will be able to support individual performance and organizational performance for better organizational <sup>1</sup> development.

#### H9: OCB mediates the effect of Emotional Intelligence on Performance

### The Role of OCB Mediation on the Effect of Self Efficacy on Performance

Self-efficacy is one's belief about the opportunity to succeed in a task (Robert & Angelo, 2010). Self-efficacy can also be interpreted as confidence in the abilities possessed by an individual in carrying out the task, this ability is inherent in the individual concerned (Pajares, 2002). (Gulliver & Gulliver, 1979) assume that an individual has different characteristics <sup>42</sup> regarding self-efficacy with other individuals. Research (Gardiner et al., 2013) and (Engko, 2008) found that the higher the self-efficacy of an employee, the higher the level of performance. This means that high self-efficacy can influence the achievement of high employee performance as well. <sup>42</sup>

#### H10: OCB mediates the effect of Self-Efficacy on Performance

### III. RESEARCH RESULT

In the analysis of structural models with mediating effects, hypothesis testing was carried out with two models, namely testing hypotheses on the main effects with path coefficients and testing the mediating effects with total effects. The structural model of bootstrapping results with smart PLS as shown in Figure 1 and Table 1.

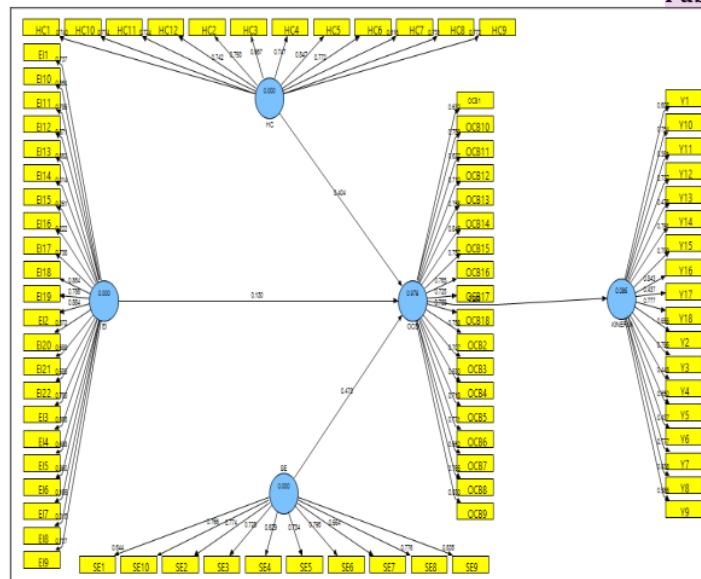


Figure 1. Test Result

Source: Result Study 2020

Table 1.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
HC -> P	0.120572	0.126950	0.036775	0.036775	3.278632
EI -> P	0.037898	0.039198	0.017868	0.017868	2.121050
SE -> P	0.141913	0.146715	0.035521	0.035521	3.995214
EI -> OCB	0.127066	0.125287	0.051460	0.051460	2.469212
HC -> OCB	0.404259	0.410233	0.104502	0.104502	3.868447
SE -> OCB	0.475810	0.471277	0.082511	0.082511	5.766643
OCB-> P	0.298255	0.310746	0.047519	0.047519	6.276582

Source: Result Study 2020

Discription of abbreviation:

EI = Emotional Integleacy

SE = Self-Efficacy

HC = Human Capital

P = Performance

OCB = Organizational Citizenship Behavior

Based on Table 1 it was known that to test the effects of mediation on structural equations, based on the (Baro & Kenny, 1986). which stated the following assumptions:

1) The independent variable directly must have a significant influence on the dependent variable. Test results showed that:

- a) The human capital variable has a significant effect on employee performance variables.
- b) The variable emotional intelligence has a significant effect on employee performance variables.
- c) The variable self-efficacy has a significant effect on employee performance variables.

2) The independent variable must have a significant influence on the mediation variable. Test results show that:

- a) The variable of human capital has a significant effect on employee OCB.
- b) Variable emotional intelligence has a significant effect on employee OCB.
- c) The variable self-efficacy has a significant effect on employee OCB.

Mediation variables must have a significant effect on the dependent variable. The test results show that the OCB variable has a significant effect on employee performance.

Based on the evaluation of mediation effects on testing the total effect, it can be seen that:

- 1) OCB fully mediates the influence of human capital on the performance of employees of the Regional Secretariat of the Ministry of Manpower of the Republic of Indonesia.
- 2) OCB mediates fully on the influence of emotional intelligence on the performance of employees of the Regional Secretariat of the Ministry of Manpower of the Republic of Indonesia.
- 3) OCB fully mediates the effect of self-efficacy on the performance of employees of the Regional Secretariat of the Ministry of Manpower of the Republic of Indonesia.

#### IV. DISCUSSION

The analysis showed that the accuracy of the research model could explain the OCB within the Ministry of Manpower of the Republic of Indonesia was influenced by Human Capital, Emotional Intelligence, and self Efficacy by 97.5% while 2.25% was influenced by other variables outside the model studied.

The findings presented here excluded the burnout variable (emotional, depression and decreased personal achievement) in (Cohen & Abedallah, 2015) research, and replaced it with OCB as a mediator. This method supported the research conducted by (Ciu & Whu, 2018) that burnout had a negative effect on OCB and burnout was negatively related to performance (Cohen, 2015). As well as the reasons for using OCB as a mediating variable by referring to the results of a meta-analysis of research (Organ et al., 2005). He examined the trends and developments of studies on OCB and suggested that OCB was better used as a mediating variable. The effect of using OCB as a mediating variable will have a major impact on performance.

The findings of this study indicated a modification of the model by issuing demographic characteristics variables in the study of (Cohen & Abedallah, 2015). Modifications were made by replacing these variables with human capital variables. This was based on the research of (Adianita et al., 2017) which used competency as one of the factors that influence OCB and performance. In connection with these results, (Robbins & Judge, 2014) suggested that human capital investment, emotional intelligence, self efficacy, self esteem, employee motivation are factors that can affect one's performance. Human capital as an important component in the organization. This is due to human capital can provide added value in the institution every day, through motivation, commitment, competence and effectiveness of teamwork (Mayo & Lu et al., 2013).

Other findings in this study that could affect performance are emotional intelligence and self efficacy (Baron & Kenny, 1986). Emotional intelligence is the ability to listen to emotional whispers, and make it the most important source of information for understanding oneself and others in order to achieve goals (Robbins & Judge, 2014).

## V. CONCLUSION

Referring back to the research objectives stated earlier, the conclusions of this study indicate that: The variable of human capital has a significant effect on OCB and employee performance; The emotional intelligence variable has a significant effect on OCB and employee performance; The variable self-efficacy has a significant effect on OCB and employee performance; OCB variables significantly influence employee performance; OCB mediates fully on the effect of human capital on employee performance; OCB mediates fully on the effect of emotional intelligence on employee performance and OCB mediates fully on the effect of self-efficacy on employee performance.

Theoretically, this study showed that OCB variables can also be used as positive mediations that affect human capital, emotional intelligence, self-efficacy on performance. In line with the suggestions of (Cohen & Abedallah, 2015) and (Organ, 2017) trends and developments from studies of OCB are better used as mediating variables. The effect of using OCB as a mediating variable will have a major impact on performance. This is evident from the results of this study that OCB has an effective role in mediating performance improvement. Practically, this research opens the discourse for employees while affirming that the strategic effort of human capital that can be done is to increase employee work knowledge as indicated by increased insight into thinking, conceptual knowledge, work knowledge, work completion knowledge, and increasing individual capacity in general.

This research was conducted using a mediator variable, in future studies, it can use a moderator variable to see the effect of human capital, emotional intelligence, self-efficacy on employee performance.

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