Mediation model of organizational citizenship behavior to improve employee performance with training and emotional intelligence

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Abstract

This study aims to examine and analyze factors that can improve employee performance by designing a model formulated by the researcher, including variables such as training and emotional intelligence through organizational citizenship behavior, which can accelerate improvements in employee performance. The research design used by the researcher in this study is a quantitative approach with a causal design. The population in this study consisted of civil servants in the Regional Apparatus Organization in four government agencies in Tangerang Regency, namely the Housing, Settlement and Cemetery Agency, the Spatial Planning and Building Agency, the Road and Water Resources Agency, and the Environment and Sanitation Agency, with a total of 386 respondents comprising groups one to four. The sample in this study consisted of 196 civil servants using a simple random sampling technique. The data analysis technique in this study used IBM SPSS Version 30 and SEM Amos Version 30. The data collection method in this study used a questionnaire with a Likert scale of 1 (strongly disagree) to 5 (strongly agree). The results of this study indicate that training and emotional intelligence significantly influence employee performance, and training and emotional intelligence significantly influence organizational citizenship behavior. Thus, organizational citizenship behavior mediates the influence of training and emotional intelligence on employee performance.

Keywords: Emotional intelligence, Employee performance, Organizational citizenship behavior, Structural equation modeling, Training.

1. Introduction

In the modern work environment, there are more and more effective governance approaches that are undergoing rapid changes, which improve the performance and competitiveness of the organization. Therefore, greater emphasis is placed on professional practices that help achieve the agency's objectives and excellence [1]. Innovations in products, services, procedures, or practices found to be progressive for a business can result from implementing new ideas. An organization is a collection of individuals who function as a driving force [2-4]. There are interconnected subsystems that work together to plan the goals to be achieved. In an organization, it is expected that there are human resources who have high abilities in their field of work [5-7]. Human resources in the public sector play a significant role in carrying out various government functions and public services. Competent, skilled, and high-integrity human resources will be very influential in creating effective and efficient public services, as well as in supporting the achievement of national development goals [8-10]. In the public sector, human resources are not only related to government employees or employees, but also to the quality of service to the community. As a public service provider, the government is responsible for meeting the community's basic needs, such as education, health, infrastructure, and security [11, 12]. For this reason, having quality human resources, good communication skills, and understanding existing regulations and policies is crucial [1, 13].

Public sector organizations play an important role in providing services to society [14]. In the context of employees in developing countries, employee training and development are becoming increasingly important to improve their competencies and ultimately improve employee performance and accelerate organizational performance improvement [15, 16]. Capacity building through training has become a common approach to improve the skills and knowledge of public sector employees [14, 17]. However, the effectiveness of training programs in improving employee performance is a complex issue that requires a deeper understanding of the underlying factors [16]. Training is widely recognised as an important factor that affects employee performance [18]. Employee engagement, which is often supported by training initiatives, plays an important role in the relationship between individual morale and performance, especially in the context of spatial planning functions [19]. This suggests that organizations that invest in comprehensive training programs tend to see a corresponding improvement in employee performance, as motivated employees are more engaged and productive [20]. Employee morale plays an important role, and simply investing in training does not guarantee increased productivity [21]. Employee morale plays an important role, and simply investing in training does not guarantee increased productivity [22]. Organizations should carefully consider factors beyond the provision of training, such as aligning training content with the organization's goals and ensuring employee support, to see the desired improvement in employee performance [23]. Effective training programs should improve employee skills, but their impact on overall performance may be limited [24].

Employee emotional intelligence plays a crucial role in improving the effectiveness and efficiency of public sector organizations [25]. Emotional Intelligence, as the ability to recognise, understand, and manage one's own emotions and those of others, is increasingly recognised as an important competency for employees, especially in government settings where interpersonal interaction and public service are paramount [26, 27]. High levels of EI among employees contribute to improved team cohesion [28], effective communication, and improved problem-solving skills, which are important in an often complex and high-risk public administration environment [29]. Emotional Intelligence can increase employee engagement and organizational performance [30].

Training is a significant focus of researchers as a crucial predictor of performance in all sectors of the world. The influence of training and emotional intelligence on employee performance has become a debate/controversy in all sectors of the world, which is of interest to researchers [31-33]. Training significantly impacts employee performance across various sectors by improving overall skills, knowledge, and productivity [34, 35]. There are differences of opinion, among others, that training programs often provide mixed results regarding their impact on employee performance. We highlight from the research study results that it does not affect performance [36-38]. Likewise, with emotional Intelligence on employee performance in various sectors. Emotional Intelligence significantly affects performance in various sectors, especially in improving team dynamics and effectiveness [39, 40]. This difference of opinion is debated, with few studies showing minimal or no significant impact of the research [39, 41].

We formulated the research purpose to study and identify factors that can improve employee performance. The researcher's model design, among other things, includes training variables and emotional intelligence through organizational citizenship behavior, which can accelerate improvements in employee performance.

2. Literature Review

Organizational change is critical for developing countries as it encourages adaptability and resilience in a rapidly evolving economic landscape. Organizations often face unique challenges in this context, such as outdated management practices and insufficient human resources, which require structural changes to improve performance and sustainability [42, 43]. For example, training in emotional intelligence, which is a dominant factor for employees, can significantly improve their well-being and productivity, indicating a shift from traditional management to more inclusive practices [44, 45]. In addition, integrating innovative practices and learning orientations is essential for organizations in developing countries to leverage their unique capabilities and overcome resource constraints [46]. As organizations adapt to new technologies and market demands, they must also embrace a culture of continuous learning and innovation to stay competitive [47]. Effective organizational change improves operational efficiency and contributes to broader economic development by enabling agencies/organizations to proactively respond to challenges and opportunities in their environment [48]. We will explain how

training and emotional intelligence affect performance. As a result, we will determine the role of organizational citizenship behavior mediation that can accelerate employee performance improvement.

2.1. Training, Emotional Intelligence, and Employee Performance

Training can serve as a moderator in accommodating the diverse needs and demands that compete with each other in a pluralistic society [49]. Improving the quality and effectiveness of training is essential to ensure that employees are aware of the regulations and can provide relevant advice and assistance to executives and stakeholders [48]. Although a comprehensive training program can improve employee skills and contribute to improved performance [50]. The relationship between training and performance is complex and not always easy [23].

Emotional intelligence can influence employee performance, which is important in increasing public sector organizations' effectiveness and efficiency [25]. Emotional Intelligence, as the ability to recognise, understand, and manage one's own emotions and those of others, is increasingly recognised as an important competency for employees, especially in government settings where interpersonal interaction and public service are paramount [27]. High levels of EI among employees contribute to improved team cohesion [28], effective communication, and improved problem-solving skills, which are important in an often complex and high-risk public administration environment [29]. Emotional Intelligence can increase employee engagement and organizational performance [30]. Positive emotions, such as gratitude and compassion, foster employee engagement, which is critical to achieving organizational goals [51]. The role of EI in engaging employees suggests that higher EI leads to better performance and job satisfaction [52]. This is especially relevant in public sector organizations, where employee engagement can directly impact service delivery and community satisfaction [53]. The ability to effectively manage emotions is linked to resilience in the face of crises. During difficult times, organizations with emotionally intelligent individuals are better equipped to navigate crises and make informed decisions [30]. This resilience is particularly important in the public sector, where stakeholders should respond frequently to emergencies and adapt to rapidly changing circumstances [54].

Recent studies have consistently shown that emotional intelligence (EI) positively impacts employee performance across various sectors. EI improves individual adaptive performance and safety performance [55]. It also mediates the relationship between job satisfaction and company performance in small businesses [56]. Managers' EI competencies, especially adaptability and optimism, positively impact organizational performance [57]. Developing an emotionally intelligent work team improves the overall well-being and performance of the organization [58]. In nursing, EI positively correlates with work performance and engagement [59]. For street-level bureaucrats, the ability to assess the emotions of others and use them intelligently is associated with better performance [60]. In addition, EI leaders have a direct and indirect positive relationship with employee work performance, which is mediated by trust.

From the literature review above, we argue that they must be trained appropriately to support employees' work in transforming their internal parts by entering the current industrial era. Emotional intelligence is significant in fostering bonds between fellow human beings because emotions play a role in improving institutions or agencies, fostering curiosity, supporting future estimations, mastering, and being able to solve significant problems, so that they can quote the proper regulations for themselves or the public in an institution or agency. We constructed the following hypotheses:

H_1: *Training affects employee performance in regional apparatus organizations within Tangerang Regency, Banten.*

H_2: *Emotional intelligence affects the performance of employees in regional apparatus organizations within the scope of Tangerang Regency, Banten.*

2.2. Training, Emotional Intelligence, and Organizational Citizenship Behavior

The training is positioned to improve OCB through various mechanisms, including increased employee satisfaction, commitment, and performance. Training programs are designed to improve employees' skills and knowledge, which can lead to improved work performance [33]. Practical training not only improves organizational performance but also fosters employee satisfaction and commitment, which is an important component of OCB. Job satisfaction mediates between training and OCB, suggesting that practical training leads to higher job satisfaction, increasing OCB [61]. In addition, the role of leadership in facilitating a conducive training environment for OCB cannot be ignored. Servant leadership emphasises employee growth and well-being and can significantly motivate employees to engage in OCB. This suggests that when combined with supportive leadership, training can create a culture that encourages employees to go beyond their formal job requirements [62]. The relationship between job satisfaction and OCB has been well documented. Job satisfaction positively affects OCB, reinforcing that training can indirectly improve OCB through increased job satisfaction.

Furthermore, the impact of organizational culture and support for OCB must be considered [63, 64]. A supportive organizational culture fosters OCB by encouraging voluntary behaviors that contribute to effectiveness. This suggests that training programs must be aligned with the organization's culture to maximize their impact on OCB [65-67].

Emotional Intelligence, the ability to recognise, understand, and manage one's emotions and those of others, plays an important role in fostering OCB among employees [68]. Research shows that higher levels of emotional Intelligence are associated with improved organizational civic behaviour. Emotional Intelligence is significantly associated with OCB, indicating that employees with higher EI are more likely to engage in behaviours that benefit the organization outside their formal job requirements [69]. Emotional intelligence serves as a pathway to OCB, thereby improving psychological well-being and fostering a positive work environment. Emotionally intelligent employees are more likely to feel committed to their organization, thus indicating higher levels of OCB. Emotional intelligence contributes to OCB by improving coping skills, further supporting the idea that EI fosters a supportive work environment conducive to OCB [70]. In addition, the

effects of job satisfaction on emotional intelligence and OCB have been explored. Emotionally intelligent employees are more likely to perform well when demonstrating OCB. The importance of employees who have high emotional intelligence in increasing the impact on OCB suggests that effective leadership can reinforce the positive effects of EI on organizational civic behavior [71-73].

From the above literature review, we argue that training equips employees with the necessary skills and increases their commitment and satisfaction, which are critical to fostering OCB. Future research could explore how training affects OCB, potentially leading to more targeted training interventions that improve organizational effectiveness. Emotional Intelligence enhances employees' ability to engage in OCB through increased organizational commitment, improved coping skills, and leadership style influence. Future research could explore how Emotional Intelligence influences OCB, potentially leading to more effective organizational interventions to foster EI and OCB among employees. We constructed the following hypotheses:

H_3: *Training affects organizational citizenship behaviour in regional apparatus organizations within Tangerang Regency, Banten.*

H_4: *Emotional Intelligence affects organizational citizenship behaviour in regional apparatus organizations within the scope of Tangerang Regency, Banten.*

2.3. The Mediating Role of Organizational Citizenship Behavior on Performance

Recent studies highlight the significant impact of emotional Intelligence (EI) and training on organizational performance and civic behaviour. EI positively influences organizational civic behaviour (OCB) and operational effectiveness [68]. In high-risk contexts, EI improves situational awareness and safety performance, especially when safety training is inadequate [74]. For tour guides, EI is associated with higher civic performance. The perception of training affects OCB, with the organization's commitment as a partial mediator [34]. Adaptability and optimism of managers have a positive impact on organizational performance [57]. Training promotes OCB towards the environment, while top management's commitment improves environmental performance [33]. As a training technique, training improves performance when mediated by OCB [75]. In addition, green HR practices and corporate social responsibility contribute to the sustainable performance of OCB towards the environment [76].

Organizational Citizenship Behaviour is important in improving organizational effectiveness Algarni et al. [77], fostering a positive workplace environment [78]. Empowerment is an important antecedent of OCB, as it encourages employees to engage in behaviours beyond their formal job requirements, thereby contributing to the organization's goals [79]. The interaction between employee autonomy and OCB is essential; When employees perceive their organization as supporters, they are more likely to show proactive behaviour that aligns with the organization's goals [80]. OCB is influenced by various factors, including employee training and emotional Intelligence, which can improve knowledge sharing and employee engagement [81]. Fostering an effective, supportive organizational climate is essential to achieving sustainable organizational success [82].

The influence of training and emotional intelligence on employee performance has become a debate in all sectors of the world, which is of interest to researchers. Training significantly impacts employee performance across various sectors by improving overall skills, knowledge, and productivity. Emphasising that tailored training programs, especially those that utilise smart technologies, can improve operational performance in manufacturing environments. Similarly, Núñez-Ríos et al. [83] affirm that effective training strategies positively affect organizational performance, product quality, and competitiveness, especially in small and medium-sized businesses. Research findings by Abdolahi et al. [84] show that comprehensive training and development practices are strongly correlated with the success of projects in construction, highlighting the importance of management support in these initiatives. Research findings, Shah et al. [85] show that employee satisfaction, fostered through effective talent management and training, mediates the relationship between training practices and organizational performance. Collectively, these studies underscore the critical role of training in improving employee capabilities and driving organizational success. There are differences of opinion, among others, that training programs often provide mixed results regarding their impact on employee performance.

Emotional Intelligence significantly affects performance in various sectors, especially in improving team dynamics and individual effectiveness. Research shows that high EI fosters team cohesiveness, critical for project success, especially in complex environments such as construction [39]. Individuals with high emotional Intelligence can effectively navigate challenges in the workplace, thereby motivating their teams and improving overall performance [40, 86]. EI contributes to organizational resilience, enabling businesses to respond proficiently to crises and maintain performance during turbulent times [87]. EI improves stakeholder relationships and supports longevity in family businesses through effective relationship marketing strategies [25]. In addition, research has shown that EI has a positive impact on work performance, especially among employees in the hospitality sector, where interpersonal interaction is essential [88]. As such, the evidence strongly supports the assertion that emotional Intelligence is an important component of performance improvement in various organizational contexts. Based on the above literature study, we formulated the following hypothesis:

H_5: *Organizational citizenship behaviour affects employee performance in regional apparatus organizations within the scope of Tangerang Regency, Banten.*

H_6: *Organizational citizenship behaviour mediates the effect of training on employee performance.*

H_7: *Organizational citizenship behaviour mediates the influence of emotional Intelligence on employee performance.*

2.4. Research Framework

The main variables and hypotheses under investigation in this study are listed in Figure 1. After the influence of OCB mediation, employee performance is determined by the impact of emotional intelligence and training.
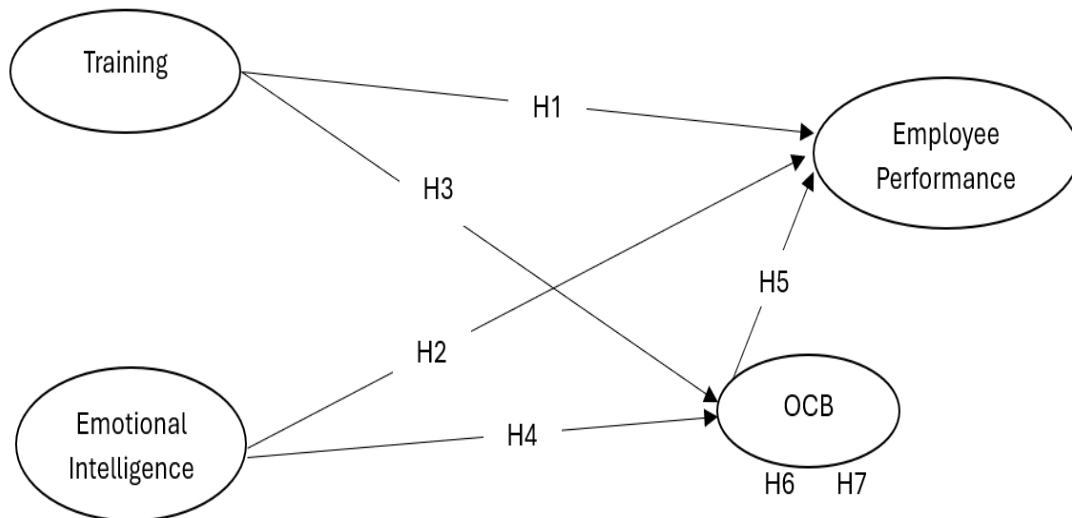

Figure 1.
Research framework.

3. Method

In Indonesia, one of the districts in Banten Province, Tangerang Regency, has a strategic location because it is close to the capital city and connected to toll roads. In addition, Tangerang Regency is famous for its area of a thousand industries. Four agencies are under the auspices of the Public Works and Spatial Planning Office: the Housing, Settlement, and Cemetery Office, the Spatial and Building Service, the Highways and Water Resources Office, and the Environment and Hygiene Service. To achieve the productivity of employee performance that the organization desires, various parties must participate in maintaining and improving the quality of services. High-quality human resources will ensure optimal employee performance. Due to the development of the times and the increasingly advanced and sophisticated media, the state civil apparatus is also required to improve performance, accompanied by innovation. In addition, the performance of service-oriented employees in the 2019-2023 period also decreased. Data shows that in 2019, the performance of service-oriented employees reached 85.5%; in 2020, it decreased to 84.2%; in 2021, it remained at 84.2%; in 2022, it increased to 85.7%; and in 2023, it experienced a significant decrease with a percentage of 77.37%. Even though the management expects 100% achievement every year, to meet the public's expectations for excellent service, attention should be paid to how public organizations perform. Every public organization should have an understanding of the purpose behind its formation. Public organizations must focus on employee engagement and strategic planning to meet the expectations of excellent service. Employee engagement is related to increased organizational productivity and effectiveness [89].

Strategic planning has a positive impact on the perception of performance through its influence on external relations [90]. Performance measurement is critical for accountability and improvement across hybrid social entities [91]. Adopting lean principles can improve an organization's performance in public service [92]. However, citizens' expectations and the reputation of institutions also play a role in the quality of service [93]. Organizations must align performance management practices with organizational culture for better results [94]. Public organizations' unique hybrid nature affects their services' performance and quality [95]. Project performance measurement should consider the dynamic nature of expectations and perceptions rather than focusing solely on closing gaps [96].

This study uses instruments to assess aspects of employee performance in the public sector with indicators of work quality, quantity of work, punctuality, productivity, and comparative attitudes adopted from the results of research developed fifteen statements to assess employee performance, research developed previously from various studies [97]. The training was developed through five indicators, which developed fifteen statements, including training materials and methods, instructors, criteria for training participants, effectiveness of training programs, and training feedback [19]. Emotional Intelligence, through five indicators with fifteen statements, is developed with indicators of self-awareness, self-management, motivation, empathy, and relationship management [98]. Through five indicators, organizational citizenship behaviour was developed, including fifteen statements of care, politeness, positive attitude, conscience, and wisdom [99].

This research is quantitative because the relationship between variables is assumed to be empirical. Therefore, convenience sampling was used, and data were collected using a questionnaire distributed to 196 respondents from a total population of 386 employees of regional apparatus organizations within the scope of four agencies in Tangerang Banten Regency. Sampling Technique from a population of 386 Respondents with the Slovin formula, with an error of 5% [100, 101]. A sample of 196 respondents was obtained, and then we used a stratified random sampling proportional approach to obtain a sample by drawing a random sample in each agency [102]. To measure the indicators of each variable, we use a Likert 5-point scale, namely "1 strongly disagree", "2 disagree", "3 neutral", "4 agree", and "5 strongly agree" [103, 104].

Furthermore, the obtained data is analysed using a computer device with SEM-AMOS Version 30 software.

4. Results

Each part of this research paper begins with a three-stage analysis, including "Measurement Model Assessment," "Structural Model," and "Hypothesis Testing." The first step is to test the validity and reliability of the construct, which is the focus of the first stage. The second stage is to test the model's accuracy. The third is the structural model, namely, the relationship assessment, which focuses on the model, as shown in Figure 1.

4.1. Measurement Model Assessment

Assessment of the validity and reliability of the "Confirmatory Factor Analysis" (CFA) variable is the first step in this analysis. The reliability value of the composite is used to evaluate the reliability of each construct [105]. To be considered reliable, the reliability value of the composite must be greater than 0.70. The validity of the construct is measured through the extracted mean variance (AVE), whose value must be greater than 0.50 to achieve acceptance [106, 107]. In addition, validity is measured through the value of the holding factor, which must be greater than 0.50 according to the previously established criteria [108]. The Amos Application Version 30 algorithm is used to assess the measurement model. Confirmatory Factor Analysis can be presented in Table 1.

Table 1.
Confirmatory Factor Analysis.

Variable Indicator	Loading Factor				Decision (> 0,50)	AVE	CR
	T	**EI**	**OCB**	**EP**			
T.5	0.816				Valid		
T.4	0.821				Valid		
T.3	0.831				Valid	0.939	0.987
T.2	0.998				Valid		
T.1	0.992				Valid		
EI.5		0.794			Valid		
EI.4		0.849			Valid		
EI.3		0.752			Valid	0.878	0.973
EI.2		0.887			Valid		
EI.1		0.768			Valid		
OCB.5			0.613		Valid		
OCB.4			0.659		Valid		
OCB.3			0.986		Valid	0.870	0.969
OCB.2			0.980		Valid		
OCB.1			0.673		Valid		
EP.1				0.622	Valid		
EP.2				0.802	Valid		
EP.3				0.825	Valid	0.838	0.962
EP.4				0.750	Valid		
EP.5				0.798	Valid		

As a result of the validity test, all indicator variables met the validity criteria of confirmatory factor analysis by having an additional factor value above 0.50. If each indicator for each variable has a filler factor value greater than 0.50, it is considered valid. Convergent reliability is observed in the Composite Reliability of all four variables, which has a value greater than 0.70 [105, 109]. Thus, it can be concluded that all variables are reliable and meet the reliability test. In addition to examining the value of the loading factor, convergent validity can also be assessed from the Average Variance Extracted (AVE) value of this study; the AVE value of each variable is > 0.50 [110, 111]. In addition, the evaluation of the normality of the data is to ascertain whether our research data comes from a population with a normal distribution. Skewness and kurtosis values are used to test normally distributed data; the critical ratio value can also indicate variables with a skewness or kurtosis coefficient. If the critical ratio is greater than ± 2.58 (a significance level of 1%), it indicates an abnormal distribution, and vice versa indicates a regular distribution. [107, 109] as shown in Table 2.

Table 2.
Normality Test.

Assessment of normality (Group number 1)						
Variable	**Min.**	**Max.**	**Skew**	**C.R.**	**Kurtosis**	**C.R.**
EP.5	2	5	-0.911	-2.207	0.933	2.666
EP.4	2	5	-0.28	-1.601	0.299	0.855
EP.3	2	5	-0.045	-0.255	0.422	1.207
EP.2	2	5	-0.732	-2.181	0.591	1.689
EP.1	2	5	0.183	1.045	2.035	2.816
OCB.1	3	5	0.145	0.826	-1.436	-2.105
OCB.2	3	5	-0.357	-2.039	-0.837	-2.393
OCB.3	3	5	-0.267	-1.524	-1.018	-2.909
OCB.4	3	5	-0.248	-1.419	-1.265	-3.615
OCB.5	3	5	0.432	2.468	-0.919	-2.625
EI.1	3	5	0.088	0.502	-1.259	-2.599
EI.2	3	5	0.214	1.222	-0.982	-2.807
EI.3	3	5	-0.014	-0.078	-1.711	-2.891
EI.4	3	5	-0.056	-0.322	-1.483	-2.238
EI.5	3	5	-0.383	-2.19	-1.345	-2.843
T.1	3	5	-0.429	-2.451	-1.518	-2.338
T.2	3	5	-0.451	-2.576	-1.497	-2.278
P3	3	5	-0.429	-2.451	-1.518	-2.338
P4	3	5	-0.362	-2.07	-1.361	-2.891
P5	3	5	-0.301	-1.721	-1.619	-2.627
Multivariate					6.391	1.939

The normality test results showed that all the indicators used in this study had a critical skewness ratio value between ±2.58, which indicates a normal distribution.

4.2. Model Fit Test

A model accuracy test is a series of statistical and index tests that evaluate how well a theoretical model fits the observed empirical data [105]. The fit test model is presented in Figure 2.
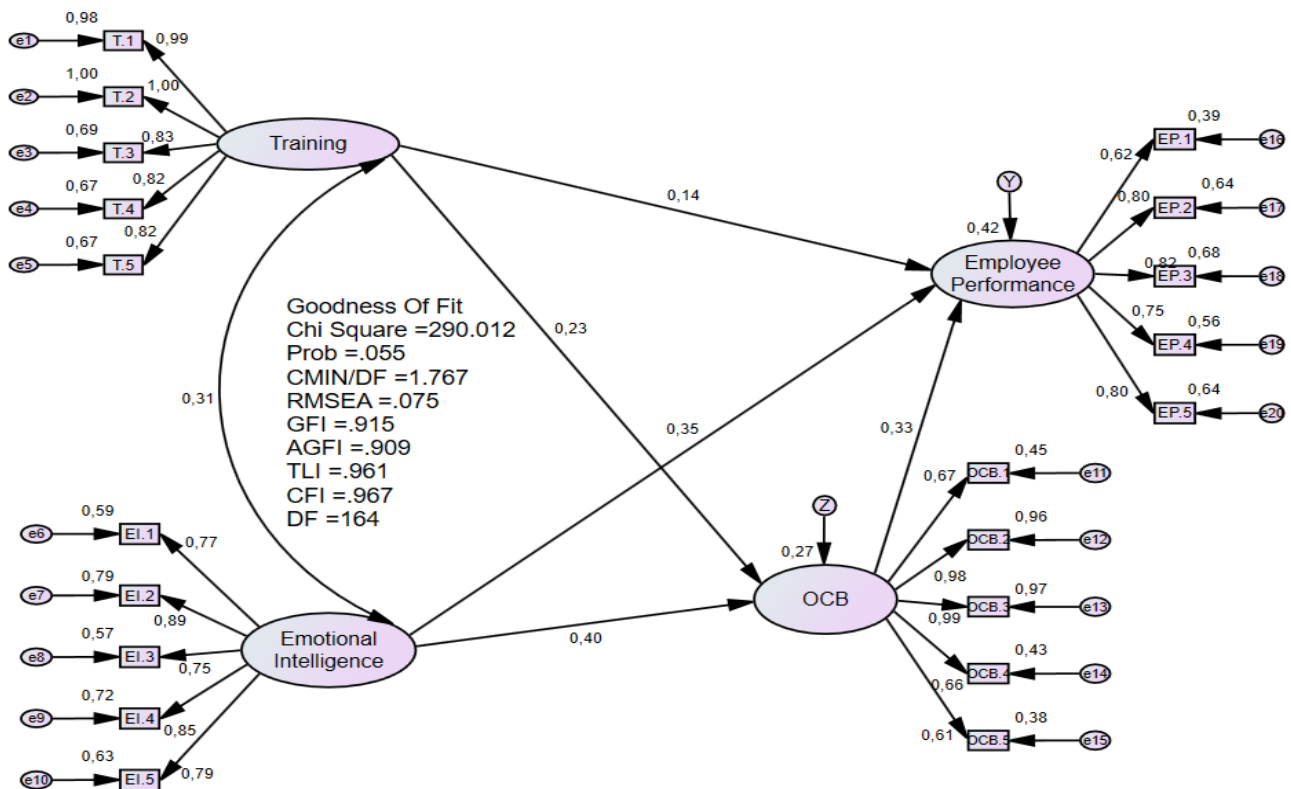

Figure 2.
Model Fit Test.

All the criteria are reasonable based on the overall measurement of goodness of fit above; however, the probability criteria are close to their limits. Therefore, the model proposed in this study is acceptable because the RMSEA, CFI, GFI, AGFI, CMIN/DF, and TLI values meet the fit criteria. The results of the goodness of fit are presented in Table 3.

Table 3.
Goodness of Fit Index.

Goodness of fit index	Cut-off value	Research Model	Model
Chi-Square (X^2)	Expected to be small	290.012	
Probaility	≥ 0.05	0.055	Fit
RMSEA	≤ 0.08	0.075	Fit
GFI	≥ 0.90	0.915	Fit
AGFI	≥ 0.90	0.909	Fit
CMIN/DF	≤ 2.00	1.767	Fit
TLI	≥ 0.95	0.961	Fit
CFI	≥ 0.95	0.967	Fit

4.3. Hypothesis

The coefficient of influence between variables, which is indicated by the value of the regression coefficient, can be seen from the hypothetical data analysis. If the C.R. is more than 1.960 and the P value is more than 0.05, then the relationship between the positive variables and vice versa is significant [107]. Table 4 shows the results of the hypothesis test.

Table 4.
Direct Effect.

Relationships Between Variables	β	S.E	C.R	P-Value	Decision
T → OCB	0.166	0.052	3.226	0.001	Acceptens
EI → OCB	0.297	0.060	4.943	0.000	Acceptens
T → EP	0.101	0.049	2.075	0.038	Acceptens
EI → EP	0.251	0.060	4.211	0.000	Acceptens
OCB → EP	0.327	0.084	3.889	0.000	Acceptens

Note: Training (T), Emotional Intelligence (EI), Organizational Citizenship Behavior (OCB), Employee Performance (EP).

5. Discussion of Hypothesis

The study's first finding (H1), as seen in Table 4, shows that training affects employee performance. Table 4 shows that training affects employee performance positively. When the instructor is engaged in the interaction, they can provide helpful feedback. This feedback helps employees understand areas that need improvement and encourages them to improve the quality and quantity of their work [112]. A well-interacting instructor can help employees develop social and communication skills. These skills are essential for working cooperatively and increasing overall productivity [113]. Instructors who encourage interaction can create a culture of collaboration, where employees feel comfortable sharing ideas and solving problems together. This can speed up task completion and improve punctuality. Employees who feel connected to instructors and colleagues are more likely to feel responsible for their work. This sense of responsibility can improve the timeliness and quality of the output [114].

The following finding (H2), as seen in Table 4, shows that emotional intelligence variables affect employee performance. When they can prioritize tasks and complete work on time, they increase timeliness in completing work. With good self-management, employees can focus more and concentrate on their tasks. This allows them to pay more attention to detail, improving quality [115]. Employees who can manage themselves often have strong intrinsic motivation. This motivation encourages them to strive to achieve high work results, both in terms of quality and quantity. Effective self-management allows employees to cope with distractions and stay focused on tasks. This contributes to overall productivity, as they can get more work done simultaneously. Individuals who are good at self-management are usually better able to interact well with colleagues [116].

The third finding (H3), as seen in Table 4, in this study shows that training can affect organizational citizenship behaviour. An engaged and responsive instructor can provide emotional support and motivation to employees. When employees feel supported, they are more likely to participate in positive behaviours that support the organization, such as helping colleagues and contributing to a harmonious work environment [76]. High interaction from instructors can increase employee engagement in the training process. This engagement often relates to increased commitment to the organization and a desire to contribute further, which is at the core of OCB. An actively engaged instructor can provide constructive feedback, helping employees understand strengths and areas for improvement [61]. This feedback can encourage employees to take the initiative and proactively support the organization's goals. Instructors who demonstrate a positive attitude and OCB behaviour can be role models for employees. Employees who see these positive behaviours are more likely to imitate them, creating an OCB culture. Thus, instructors with a high interaction value improve the training experience and contribute to developing OCB-positive attitudes among employees [34].

This study's findings (H4), as seen in Table 4, show that emotional Intelligence affects OCB. Employees who can manage themselves well tend to have better emotional control. This helps them interact with colleagues positively, creating

a harmonious work environment. Good self-management encourages employees to be polite and respectful of others [116]. This politeness is important in building good relationships in the workplace and supporting OCB's attitude. Employees with good self-management tend to be more empathetic. They can understand the feelings and needs of others, which increases their concern for colleagues and creates an atmosphere of mutual support [68]. Individuals who can manage themselves well often have a strong moral conscience. They are more likely to make decisions that consider the interests of others and behave ethically, which is an important aspect of OCB [70]. Self-management also includes the ability to think critically and make wise decisions. Employees who act wisely can better understand the situation and respond in a way that supports collaboration and cooperation. Thus, high interaction values on self-management indicators contribute to forming positive attitudes and encourage behaviors of politeness, caring, conscience, and wisdom in the workplace. This is crucial in creating a strong OCB culture in the organization [117].

Findings (H5), as seen in Table 4, in this study show that OCB can affect employee performance. Employees with a positive attitude tend to be more enthusiastic and motivated to complete tasks on time and well. Employees with a positive attitude are more likely to see challenges as opportunities to learn and grow. This encourages them to do the job with better quality [5]. A positive attitude increases employee engagement in their work. This engagement contributes to the efficient and timely completion of tasks and improves overall work outcomes. Employees with a positive attitude tend to be more cooperative and open to working with colleagues. Good collaboration improves efficiency and quality of work [118]. Employees with a positive attitude are often more open to new ideas and innovations. This can improve the quality of work results and boost productivity. A positive attitude can be contagious among employees. When one individual shows a positive attitude, it can influence colleagues and create a more productive and collaborative work environment [119]. Thus, a positive attitude is important in motivating employees to complete work on time, improving the quality and quantity of work results, and encouraging overall productivity [120].

The following finding (H6), in Table 5 of total influence, it shows that OCB mediates the training effects on employee performance. Training is seen as an important practice for improving behavior voluntarily. This is consistent with the argument that employees will be more willing to participate in environmental activities in the workplace when organizations effectively implement practices to enhance environmental capabilities by developing environmentally friendly competencies, such as environmental training. The organization's civic behavior affects employees' performance and is important and positive. The increase in OCB is demonstrated by a positive attitude, sincere help, and participation in supporting teams looking to improve performance [121]. Because large-capacity groups have high-quality employees, employees' attitudes toward the group differ from those of employees working in departments with smaller capacities. Thus, it can be seen that the ability of employees to perform increases based on employees' positive attitudes [122].

The findings (H7), as seen in Table 5 of the total influence, in this study show that OCB mediates emotional Intelligence that affects employee performance, when an organization with employees who have good organizational citizenship behaviour will outperform its group. Organizational citizenship behaviour is often approached as helpful behaviour or known in Islam as attawun (please help) [123]. Organizational citizenship behavior is also known in Islam as habbluminnas (bonds between others) the design of this study also shows that it is a competency of many employees to continue or ensure that employees continue to have a good organizational citizenship behavior, and as a result can have a positive influence on their group, in other words employees have a good organizational citizenship behavior attitude [124].

Table 5.
Total Effect.

Variable			Coefficient	
Exogenous	**Intervening**	**Endogen**	**Direct**	**Total**
T	-	EP	0.101	-
T	OCB	-	0.166	-
-	OCB	EP	0.327	0.155
EI		EP	0.251	-
EI	OCB		0.297	-
-	OCB	EP	0.327	0.348

6. Conclusion

Employee performance is influenced by training and emotional intelligence. This means that employee performance can be influenced by training. Suppose the training is developed with training that employees participate in. In that case, it provides positive benefits in the current job, and the training that employees participate in improves their abilities. This means that the more appropriate the training employees follow, the more employee performance will improve. Emotional intelligence can influence employee performance. Suppose emotional intelligence can be developed by doing something while completing work. In that case, employees can do work without having to be directed by the leader and have the spirit to improve. The higher the emotional intelligence employees possess, the higher the employees' performance.

Organizational citizenship behavior is influenced by training and emotional intelligence, meaning that organizational citizenship behavior will increase if the training is developed by delivering training materials explained by instructors that are easy to understand. Training materials explained by instructors are related to current work, accepted, and proven, meaning that the more appropriate the training that employees follow, the more organizational citizenship behavior will increase. In the context of emotional intelligence, this can affect organizational citizenship behavior if emotional intelligence is developed

with employees having the ability to understand the work that has been assigned, maintain the tasks that have been mandated by the leadership as well as possible, and employees are happy to work together to be able to communicate in the agency environment. This means that the higher the emotional intelligence possessed by employees, the higher the organizational citizenship behavior.

Employee performance can be influenced by organizational citizenship behavior. If organizational citizenship behavior is developed with employees willing to help colleagues complete work at any time, employees are willing to help colleagues even during break hours. Employees have a sense of concern for the development of the agency where they work. The higher the organizational citizenship behavior employees exhibit, the higher the employees' performance.

The role of organizational citizenship behavior can mediate the influence of training and emotional intelligence on employee performance. That is, training has an impact on employees who are willing to complete additional work given by the leadership. Employees have a sense of concern for the development of the agency where they work, so that high employee performance is created, enabling employees to complete the work charged with the quality standards set by the agency. Emotional intelligence impacts employees who have a sense of concern for the development of the agency where they work and have responsibility for the results of their work, which can ultimately accelerate the improvement of employee performance, allowing employees to complete work to the target quantity set by the agency.

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