

## The Influence of Emotional Intelligence Level, Job Satisfaction and Organizational Culture on Organizational Citizenship Behavior (OCB) of PT. Hilon Medan Employees

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### Manuscript Information

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### Abstract

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*The formulation of the problem in this research is how the effect of emotional intelligence level, job satisfaction and organizational culture partially or simultaneously toward Organizational Citizenship Behavior (OCB) of PT.Hilon Medan. This research aims to determine and analyze the effect of emotional intelligence level, job satisfaction and organizational culture on Organizational Citizenship Behavior (OCB) of Staff PT.Hilon Medan either partially or simultaneously.*

*The method of analysis used in this research is descriptive data analysis and then emotional analyze by using multiple linier regression. The variables in this research by intelligence level, job satisfaction and organizational culture as independent ivariables and organizational citizenship behavior (OCB) as dependent variable. The sample. Used in this research is 30 people. The results showed partially variable emotional intelligence level have a positive and significant effect on Organizational Citizenship Behavior (OCB), variable of job satisfaction have a positive and significant effect on Organizational Citizenship Behavior (OCB) and variable of organizational culture have a positive and significant effect on Organizational Citizenship Behavior (OCB). Simultaneously variables emotional intelligence level, job satisfaction and organizational culture have an effect on on Organizational Citizenship Behavior (OCB) equal 11,176 and significance value 0,000. The value of R Square is 0,563. This shows that 56,3% organizational citizenship behavior (OCB) of Staff PT.Hilon Medan can be explained by the variables level emotional intelligence, job satisfaction and organizational culture, while the rest 43,7% not done research.*

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### INTRODUCTION

Human resources are a very important element in an organization, because the effectiveness and success of an organization is very dependent on the quality and performance of human resources in the organization. High performance of human resources (employees) will encourage the emergence of Organizational Citizenship Behavior (OCB), namely behavior beyond what has been standardized by the company (in Darmawati, et al., 2013: 10).

To achieve organizational goals, human resources have a very important role in addition to other resources owned by the organization. The study of organizational behavior (OB) suggests that there are three determinants of behavior in organizations, namely individuals, groups and structure. These three things are studied for their influence on the organization with the aim of applying knowledge to increase the effectiveness of an organization. Several dependent variables in PO include: productivity, absenteeism, turnover, and job satisfaction. Then Robbins (2006: 28-29) added two other variables, namely deviant behavior at work and Organizational Citizenship Behavior (OCB).

Organizational culture is a set of values and strategies, leadership style, vision & mission as well as norms of trust and understanding shared by members of the organization and considered as truth for new members which becomes a guide for every element of the

organization to shape attitudes and behavior. In essence, organizational culture is not an easy way to gain success, a strategy is needed that can be utilized as one of the mainstays of organizational competitiveness. Organizational culture is a concept as one of the keys to the success of an organization in achieving its goals.

According to Harvey and Brown (2009: 135) defines organizational culture as a system of shared values and beliefs that interact with people, structures and systems of an organization to produce behavioral norms. Organizational culture is a guideline of behavior for people in the organization. Organizational culture is a system of spreading beliefs and values that develops in an organization and directs the behavior of its members. Organizational culture can be the main competitive advantage instrument, that is, if the organizational culture supports the organization's strategy, and if the organizational culture can answer or overcome environmental challenges quickly and precisely.

Preliminary research conducted at PT. Hilon Medan showed that there was a tendency for employees who arrived late, did not attend the morning assembly and went home early. They also do not know anything about the work difficulties experienced by their co-workers. In fact, it is often found that an employee at work will rarely help his colleague even though the work he has done has been completed, because they assume that other people's work is not their responsibility. properly sufficient so that the Organizational Citizenship Behavior of employees is not optimal in carrying out their work.

## RESEARCH METHODOLOGY

This type of research is quantitative descriptive. The object of research is the level of emotional intelligence, job satisfaction, and organizational culture on organizational Citizenship Behavior (OCB). Research conducted at PT. Hilon Medan Bedagai Jl. Jamin Ginting KM. 11. No. 64 A, Simpang Selayang, Kec. Medan Tuntungan Medan City, North Sumatra

The population in this study amounted to all employees of PT. Hilon Medan Bedagai totaled 32 people, the sample in the study was the same as the total population, namely 32 people. Data was collected using a questionnaire and analyzed using the F test, T-test, Coefficient of Determination, Validity Test, reliability, Normality test, multicollinearity, heteroscedasticity,.

## RESULTS AND DISCUSSION

### Regression Efficiency Statistical Test Results

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.353	7.984		1.046	.305
	kecerdasan.emo si	.364	.096	.512	3.790	.001
	kepuasan.kerja	.257	.107	.332	2.394	.024
	budaya.organisa si	.251	.161	.208	2.557	.031

Dependent Variable: OCB

Based on the table above, the regression equation can be made as follows:

$$Y = 8.353 + 0.364X_1 + 0.257X_2 + 0.251X_3 + \epsilon$$

The equation above explains that the X1 coefficient (emotional intelligence) has a positive value of 0.364, this shows that the emotional intelligence variable has a positive influence on organizational citizenship behavior (OCB). So if the emotional intelligence shown by employees is right on target, it will have a positive impact on organizational citizenship behavior (OCB).

Based on the equation above, the X2 coefficient (job satisfaction) also has a positive value of 0.257. This shows that the variable job satisfaction also has a positive influence on organizational citizenship behavior (OCB).

Based on the equation above, the X3 coefficient (organizational culture) also has a positive value of 0.251. This shows that organizational culture variables also have a positive influence on organizational citizenship behavior (OCB). This means that if PT. Hilon Medan pays attention to emotional intelligence, job satisfaction and organizational culture of its employees properly and carefully it will have a positive impact on organizational citizenship behavior (OCB) of employees of PT. Hilon Medan.

### Simultaneous Testing (Test F)

The results of testing the hypothesis that simultaneously influences emotional intelligence, job satisfaction and organizational culture on organizational citizenship behavior (OCB) can be seen in the table below.

**Table of Simultaneous Statistical Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.315	3	5.438	11.176	.000 <sup>b</sup>
	Residual	12.652	26	.487		
	Total	28.967	29			

Dependent Variable: OCB

Predictors: (Constant), budaya.organisasi, kecerdasan.emosi, kepuasan.kerja

Source: SPSS Out Put Data Processed-2018

In the table above it can be seen that the Fcount value is 11.176 and a significance value of 0.000. It is known that the Ftable value with a 95% confidence level ( $\alpha : 0.05$ ) is 3.320. Therefore the value of  $F_{count} > F_{table}$  ( $11.176 > 3.320$ ) then  $H_0$  is rejected and accepts the hypothesis in this study namely that emotional intelligence, job satisfaction and organizational culture simultaneously have a positive and significant effect on organizational citizenship behavior (OCB) of PT. Hilon Medan employees.

### Partial Test (t test)

**Table of Partial Test Results of Variable X Against Y**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.353	7.984		1.046	.305
	kecerdasan.emosi	.364	.096	.512	3.790	.001
	kepuasan.kerja	.257	.107	.332	2.394	.024
	budaya.organisasi	.251	.161	.208	2.557	.031

a. Dependent Variable: OCB

Source: SPSS Out Put Data Processed-2018

### Effect of X1 on Y

To determine partially the effect of emotional intelligence (X1) on organizational citizenship behavior (OCB) can be seen in table 5.9 above. Based on the table, the tcount value is 3.790 and a significance value is 0.001. While the ttable value at the 95% confidence level ( $\alpha$ : 0.05) is 1.697. Therefore the value of tcount > ttable (3.790 > 1.697) then Ho is rejected and accepts the hypothesis in this study that the emotional intelligence variable partially has a positive and significant effect on organizational citizenship behavior (OCB) of PT. Hilon Medan employees.

### Effect of X2 on Y

To determine partially the effect of job satisfaction (X2) on organizational citizenship behavior (OCB). Based on the table, a tcount value of 1.557 is obtained and a significance value is 0.024. While the ttable value at the 95% confidence level ( $\alpha$ : 0.05) is 1.697. Therefore the value of tcount > ttable (2.394 > 1.697) then Ho is rejected and accepts the hypothesis in this study, namely the variable job satisfaction partially has a positive and significant effect on organizational citizenship behavior (OCB) of PT. Hilon Medan employees.

### Effect of X3 on Y

To determine partially the influence of organizational culture (X3) on organizational citizenship behavior (OCB) can be seen in table 5.9 above. Based on the table, the tcount value is 2.557 and a significance value is 0.031. While the ttable value at the 95% confidence level ( $\alpha$ : 0.05) is 1.697. Therefore the value of tcount > ttable (2.557 > 1.697) then Ho is rejected and accepts the hypothesis in this study that organizational culture variables partially have a positive and significant effect on organizational citizenship behavior (OCB) of PT. Hilon Medan employees.

### Determination Coefficient Test (R2)

The determinant test is to find out how much influence the independent variable has on the dependent variable. To see the results of the determinant test, you can know the R Square value or the coefficient of determination and can be seen below.

**Table Model Summary**

Model Summary <sup>b</sup>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F Change	df1
1	.750 <sup>a</sup>	.563	.513	.69757	.563	11.176	3

Predictors: (Constant), budaya.organisasi, kecerdasan.emosi, kepuasan.kerja

Dependent Variable: OCB

Source: SPSS Out Put Data Processed-2018

The R Square value in the table above is 0.563. This shows that 56.3% of the organizational citizenship behavior (OCB) variables of PT. Hilon Medan employees can be explained by the variables of emotional intelligence, job satisfaction and organizational culture while the remaining 43.7% is not conducted research.

### Data Validity Test

The validity test was carried out to find out whether the measuring instruments that have been prepared can be used to measure what is to be measured precisely. The validity of an instrument describes the ability level of the measuring instrument used to reveal something that is the main target of measurement. If the instrument is able to measure the variable being measured it is called valid, and vice versa if it is unable to measure the variable being measured it will be called invalid.

Testing the validity of the instrument using Analyst Correlate Bivariate to find the correlation coefficient of Product Moment Pearson with SPSS. Then it is compared with the rtable value for  $\alpha = 0.05$  with degrees of freedom ( $dk=n-2$ ) to get rtable. For statement items with a correlation coefficient (r count) > r table, the statement items are declared valid.

Because the number of respondents used for the validity test was 30 people, the rtable value can be determined from:  $dk = n - 2 = 30 - 2 = 28$   
 The value of r table with  $dk = 28$  is 0.361. So, if  $r_{count} > 0.361$  then the question item is declared valid.

**Table of Variable Validity Test Results (X1)**

Variable	$r_{hitung}$	$r_{tabel}$	Information
1	0,534	0,361	Valid
2	0,424	0,361	Valid
3	0,823	0,361	Valid
4	0,823	0,361	Valid
5	0,607	0,361	Valid
6	0,424	0,361	Valid
7	0,534	0,361	Valid
8	0,823	0,361	Valid
9	0,434	0,361	Valid
10	0,424	0,361	Valid

Source: Data processed-2018

**Table of Variable Validity Test Results (X2)**

Soal Number	$r_{hitung}$	$r_{tabel}$	Information
1	0,377	0,361	Valid
2	0,530	0,361	Valid
3	0,721	0,361	Valid
4	0,721	0,361	Valid
5	0,641	0,361	Valid

**Connection Table of Variable Validity Test Results (X2)**

Soal Number	$r_{hitung}$	$r_{tabel}$	Informatio
6	0,375	0,361	Valid
7	0,444	0,361	Valid
8	0,721	0,361	Valid
9	0,721	0,361	Valid
10	0,530	0,361	Valid

Source: Data processed-2018

**Table of Variable Validity Test Results (X3)**

Soal Number	$r_{hitung}$	$r_{tabel}$	Information
1	0,670	0,361	Valid
2	0,442	0,361	Valid
3	0,827	0,361	Valid
4	0,827	0,361	Valid
5	0,670	0,361	Valid
6	0,442	0,361	Valid

7	0,536	0,361	Valid
8	0,827	0,361	Valid
9	0,362	0,361	Valid
10	0,442	0,361	Valid

Source: Data processed-2018

**Table of Variable Validity Test Results (Y)**

Soal Number	$r_{hitung}$	$r_{tabel}$	Information
1	0,636	0,361	Valid
2	0,674	0,361	Valid
3	0,694	0,361	Valid
4	0,720	0,361	Valid
5	0,529	0,361	Valid
6	0,674	0,361	Valid
7	0,424	0,361	Valid
8	0,723	0,361	Valid
9	0,393	0,361	Valid
10	0,725	0,361	Valid

Source: Data processed-2018

Based on the table, all statements in each variable have a corected item correlation (rcount) value that is greater than rtable. If there are invalid items, they will not be forwarded in reliability testing.

### Data Reliability Test

Instrument reliability describes the stability of the measuring instrument used. A measuring instrument is said to have high reliability or can be trusted, if the measuring instrument is stable so that it is dependable and can be used for predictability.

In this study, the reliability test used the Cronbach Alpha method. Reliability is measured by testing the level of consistency of measurement results if measurements are repeated. Whether or not a data is reliable can be seen from the resulting alpha coefficient, data that is close to the number 1 (one) can be said to have high reliability. The Cronbach Alpha coefficient value which is close to 1 indicates that the results obtained are more consistent so that it is said to have high reliability. A data is said to be accurate if the minimum Cronbach alpha coefficient is 0.60. The reliability test in this study used the SPSS version 20.0 program.

**Table of Reliability Test Results**

Variable	Cronbach's Alpha	N of Items	Reabilitas Status
X <sub>1</sub>	.839	10	Reliabel
X <sub>2</sub>	.793	10	Reliabel
X <sub>3</sub>	.855	10	Reliabel
Y	.825	10	Reliabel

Source: Data processed-2018

Based on the table above, it can be seen that the Cronbach alpha values for all variables range from 0 to 1 and are more likely to approach the number 1, thus all items in the measurement instrument can be categorized as highly reliable.

## Classic assumption test

### Data Normality Test

The data normality test aims to see whether or not the distribution of the data to be analyzed is normal. A good regression model is a normal distribution or close to normal. To see the normality of this data, a graphical approach is used, namely the Normality Probability Plot.

Detect normality by looking at the spread of data (points) on the diagonal axis of the graph. According to Santoso (2004:214), the basis for decision making is:

- If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption.
- If the data spreads away from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not meet the normality assumption.

In the SPSS output of the normal part of the P-P Plot of Regression Standardized Residual, it can be explained that the data (dots) tend to follow a straight diagonal line so that the data in this study tend to be normally distributed, as shown in the figure below.

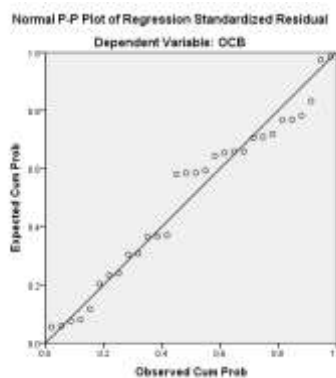


Figure Data Normality

Source: SPSS Out Put Data Processed-2018

### Multicollinearity Test

Multicollinearity testing was carried out to see whether the regression model found a correlation between the independent variables. If there is a correlation, then it is called a multicollinearity problem. The way to detect it is to look at the Variance Inflation Factor (VIF) value. According to Santoso (2004; 203), in general if the VIF is greater than 5, then the independent variable has a multicollinearity problem with other independent variables.

In the Coefficient section of the SPSS output, all VIF numbers are below 5, this indicates that there is no multicollinearity, as can be seen in the table below.

Multicollinearity Test Table

#### Coefficients<sup>a</sup>

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	kecerdasan.emosi	.920	1.087
	kepuasan.kerja	.873	1.145
	budaya.organisasi	.943	1.061

Dependent Variable: OCB

Source: SPSS Out Put Data Processed-2018

### Heteroscedasticity Test

Heteroscedasticity testing aims to see whether in a regression model there is an inequality of

variance from the residual which is one observation to another. If the variance of the residual which is an observation to another observation has a fixed value, then the data result is called homoscedasticity and if the variance is different or has a variable value, it is called heteroscedasticity. A good regression model is a model with a fixed value or homoscedasticity or no heteroscedasticity.

Heteroscedasticity detection is done by seeing whether there is a certain pattern in the processed data. According to Santoso (2004; 208), the basis for decision making is:

- a. If a certain pattern, such as the existing dots, forms a certain regular pattern, then there is a heteroscedasticity situation.
- b. If there is no clear pattern, and the points spread above and below zero on the Y axis, then there is no heteroscedasticity.

In the SPSS output in the Scatterplot section, it can be seen that the dots spread randomly, do not form a clear pattern, and are spread both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model is feasible to use. The Scatterplot pattern can be seen in the image below.

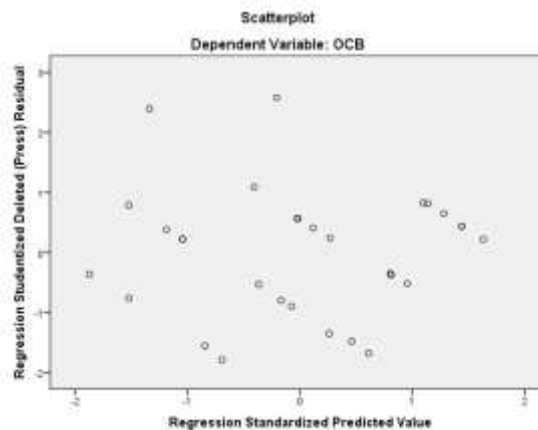


Image of Heteroscedasticity Test  
Source: SPSS Out Put Data Processed-2018

## CONCLUSION

1. The emotional intelligence variable partially has a positive effect on organizational citizenship behavior (OCB) of PT. Hilon Medan employees of 3.790 and a significance value of 0.001.
2. Job satisfaction variable partially has a positive effect on organizational citizenship behavior (OCB) of PT. Hilon Medan employees of 2.394 and a significance value of 0.029.
3. The organizational culture variable partially has a positive effect on organizational citizenship behavior (OCB) of PT. Hilon Medan employees of 2.557 and a significance value of 0.031.
4. The variables of emotional intelligence, job satisfaction and organizational culture simultaneously influence organizational citizenship behavior (OCB) of PT. Hilon Medan employees of 11.176 and a significance value of 0.000.
5. The value of R Square is 0.563. This shows that 56.3% of the organizational citizenship behavior (OCB) variables of PT. Hilon Medan employees can be explained by the variables of emotional intelligence, job satisfaction and organizational culture while the remaining 43.7% is not conducted research.

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