

Employee Performance in Islamic Banking: The Role of Emotional Intelligence, Organizational Commitment, and Organizational Citizenship Behavior

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ABSTRACT

This study aims to analyze the influence of emotional intelligence, organizational commitment, and organizational citizenship behavior (OCB) on employee performance at Bank Syariah Indonesia KCP Bengkulu Panorama. The study used a quantitative approach with a survey method of 38 employees through a total sampling technique. Data were collected using a Likert scale questionnaire and analyzed using multiple linear regression. The results showed that emotional intelligence, organizational commitment, and OCB had a positive and significant effect on employee performance, both partially and simultaneously. This finding emphasizes the importance of managing emotional aspects, organizational loyalty, and volunteer work behavior in improving employee performance in Islamic banking.

INTRODUCTION

Every organization faces various challenges related to Human Resources (HR) in its efforts to improve optimal performance. HR is a key factor that enables organizations to achieve optimal results, so they play a crucial role in overcoming various problems faced (Kamuri, 2017). Organizational success is highly dependent on maximum efforts in improving employee performance, where each individual is expected to produce work in accordance with their duties and responsibilities to achieve organizational goals (Sekarningtyas, 2011). Employee performance is not only measured by how well they do their jobs, but also by their ability to manage themselves and build relationships with others (Edwardin, 2006).

In carrying out their duties, employees need to have the ability to control, understand, and apply their emotional strength and acuity as a source of energy, information, connection, and influence at work. This is known as emotional intelligence, which is very important for achieving success at work and producing good performance (Goleman, 2002). Trihandini (2005) shows that emotional intelligence has a positive and significant influence on employee performance. In addition, organizational commitment is also an important factor that affects performance. The high level of commitment is associated with good performance, low absenteeism, and minimal employee turnover (Luthans, 2002). The aspect of Organizational Citizenship Behavior (OCB) also has a close relationship with performance, where employees with good OCB behavior can indirectly influence the achievement of organizational goals (Fitriastuti, 2013).

Based on initial observations through interviews with Mr. YS, the head of Bank Syariah Indonesia KCP Bengkulu Panorama, on November 11, 2024, several performance issues were identified that were caused by poor human resources. This was evidenced by the large number of unresolved issues that impacted the company's target achievement. Additionally, according to Ms. NH, there are still employees whose performance does not meet standards, a lack of responsibility for their work, signs of work-related stress that affect employees' emotional well-being, and employee behavior that shows a lack of concern for issues within the company. These conditions can affect their commitment to the organization and cause a decline in employee loyalty, a reduction in work quality, and a decrease in sympathy among coworkers, also known as organizational citizenship behavior (OCB).

This study is expected to contribute to efforts to improve human resource quality, particularly in understanding the importance of emotional aspects and work behavior in supporting productivity and the achievement of organizational goals. This research can be used by companies to assess the influence of emotional intelligence, organizational commitment, and organizational citizenship behavior on employee performance. For academics, this research can be used as reference material for students majoring in human resource management, especially those related to emotional intelligence, organizational commitment, and organizational citizenship behavior. Therefore, this study aims to analyze the influence of emotional intelligence, organizational commitment, and Organizational Citizenship Behavior (OCB) on employee performance at

Bank Syariah Indonesia KCP Bengkulu Panorama. The purpose of this study is to determine and examine the influence of emotional intelligence, organizational commitment, and organizational citizenship behavior, both partially and simultaneously, on employee performance at Bank Syariah Indonesia KCP Bengkulu Panorama.

LITERATURE REVIEW

Employee Performance

Performance is the work achievement attained by an individual in carrying out tasks in accordance with their responsibilities (Siswanto, 2015). Rivai (2012) states that performance is the actual behavior displayed as work achievements in accordance with one's role in the company. Mangkunegara (2002) mentions that the characteristics of performance include high personal responsibility, courage to take risks, having realistic goals, comprehensive work plans, and utilizing concrete feedback. Armstrong & Baron in Wibowo (2007) identify factors that influence performance, namely personal factors (knowledge, skills, emotional intelligence, motivation, organizational commitment), leadership factors, team factors (peer support, cohesiveness, organizational citizenship behavior), system factors, and situational factors. Indicators of performance according to Mangkunegara (2017) include work quality, work quantity, responsibility, cooperation, and initiative.

Emotional Intelligence

Robbins (2015) defines emotional intelligence as the ability to assess one's own emotions and those of others, understand the meaning of emotions, and regulate emotions regularly. Goleman (2012) explains that emotional intelligence is the ability to control oneself, regulate mood, manage anxiety, and empathize. Goleman (2003) shows that empathy, self-discipline, and initiative influence success at work, where 85% of life success is determined by mental attitude or personality (Mangkunegara, 2010). Cherniss (2010) found that consultants and sales agents with high EQ competency scores produced high performance. Eynollahzadeh & Ali (2015) state that emotional intelligence evaluates emotional aspects related to awareness of feelings and how to regulate them. Goleman (1997) identified indicators of emotional intelligence, including Self-Awareness, Self-Regulation, Relationship Management, and Social Skills.

Organizational Commitment

Luthans (2006) explains that organizational commitment is the strong desire of employees to remain members of the organization, to work hard in accordance with the organization's wishes, and to accept the organization's goals. Robbins (2008) defines it as a state in which employees side with a particular organization and desire to maintain their membership. Steers & Porter (2011) state that organizational commitment includes liking the organization and being willing to make a high effort for the benefit of the organization. Umam (2010) argues that if workers feel that their souls are bound to organizational values, they will enjoy working, thereby improving performance. Fitriastuti (2013) found that

organizational commitment can improve employee performance optimally. Nydia (2012) shows that organizational commitment has a positive effect on employee performance. Luthans (2006) identifies indicators of organizational commitment, including Affective Commitment, Continuance Commitment, and Normative Commitment.

Organizational Citizenship Behavior

Organ (1988) defines Organizational Citizenship Behavior (OCB) as behavior that goes beyond formal role requirements, is not directly recognized by the compensation system, but facilitates organizational functioning. Kreitner & Kinicki (2010) explain OCB as behavior outside of work such as personal interest in others' work, suggestions for improvement, respect, and concern for the company. Satwika & Himam (2014) state that OCB is a constructive helping attitude, appreciated by the company, but not directly related to individual productivity. Michael (2017) emphasizes that organizational success depends on employees who not only complete their main tasks but also have the desire to be good employees. Fitriastuti (2013) found that employees who behave OCB indirectly influence the achievement of organizational goals. Robbins & Judge (2008) state that organizations with employees who have good OCB will have better performance. Organ (1988) identified five indicators of OCB, namely Altruism, Sportsmanship, Courtesy, Civic Virtue, and Conscientiousness. Ticoalu (2013) found that OCB and organizational commitment have a significant effect on employee performance. Edwardin (2006) showed that communication competence, emotional intelligence, and organizational culture play an important role in improving performance. Nydia (2012) proved that organizational commitment has a positive effect on performance. Fitriastuti (2013) found that emotional intelligence, organizational commitment, and OCB have a significant effect on employee performance.

Hypothesis

Emotional Intelligence on Employee Performance

Robbins (2015) defines emotional intelligence as the ability to assess one's own and others' emotions, understand the meaning of emotions, and regulate emotions effectively. Eysenck's theory and Goleman's (2002) perspective on the importance of emotional intelligence in the workplace. Eynollahzadeh & Ali (2015) emphasize that emotional intelligence is not only related to emotional awareness but also the ability to manage work pressure and maintain motivation. Fitriastuti (2013) found that emotional intelligence, organizational commitment, and OCB significantly influence employee performance. Based on the theoretical foundation and previous research, the hypothesis proposed in this study is:
H1: Emotional intelligence influences employee performance at Bank Syariah Indonesia KCP Bengkulu Panorama

Organizational Commitment to Employee Performance

Luthans (2006) explains that organizational commitment is an employee's strong desire to remain a member of an organization, strive to achieve

organizational goals, and accept organizational goals. Umam (2010) and Luthans (2006) argue that employees' psychological attachment to the organization is important. Ticoalu (2013) found that OCB and organizational commitment significantly influence employee performance. Based on the theoretical foundation and previous research, the hypothesis proposed in this study is:

H2: Organizational commitment influences employee performance at Bank Syariah Indonesia KCP Bengkulu Panorama.

Organizational Citizenship Behavior on Employee Performance

Organ (1988) defines Organizational Citizenship Behavior (OCB) as behavior that goes beyond formal role requirements, not directly recognized by the compensation system, but facilitates organizational functioning. Organ's (1988) theory and Michael's (2017) perspective suggest that organizational success is determined not only by the execution of formal duties but also by voluntary extra-role behavior. Fitriastuti (2013) found that emotional intelligence, organizational commitment, and OCB significantly influence employee performance. Based on the theoretical foundation and previous research, the hypothesis proposed in this study is:

H3: Organizational citizenship behavior influences employee performance at Bank Syariah Indonesia KCP Bengkulu Panorama

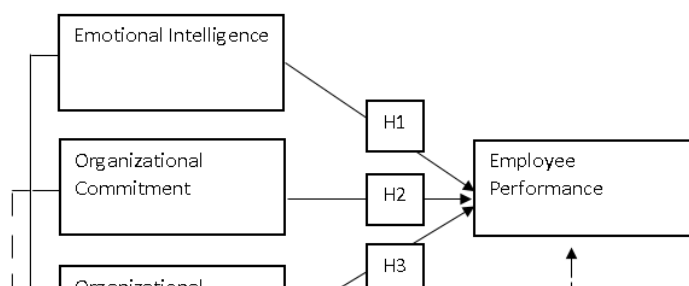
Emotional Intelligence, Organizational Commitment, Organizational Citizenship Behavior, and Employee Performance

Employee performance is the result of the interaction of various individual and organizational factors. Armstrong and Baron (2004) stated that performance is influenced by personal factors such as emotional intelligence and commitment, as well as behavioral factors such as cooperation and extra-role behavior. Mangkunegara (2017) emphasized that optimal performance will be achieved when individual abilities are supported by positive work attitudes and behaviors. Empirically, Edwardin (2006), Fitriastuti (2013), and Ticoalu (2013) demonstrated that emotional intelligence, organizational commitment, and OCB simultaneously have a significant effect on employee performance. Therefore, the combination of these three variables is believed to be able to improve employee performance overall.

H4: Emotional intelligence, organizational commitment, and organizational citizenship behavior simultaneously have a positive and significant effect on employee performance.

Conceptual Framework

Conceptual framework, the influencing variable (X) is used to influence the influencing variable (Y). In the research conducted by Andi (2019), namely the Influence of Emotional Intelligence, Organizational Commitment and Organizational Citizenship Behavior on Employee Performance. The following is an overview of the analytical framework regarding the concept of thinking between



METHODOLOGY

This study uses a quantitative approach with a survey method conducted at Bank Syariah Indonesia KCP Bengkulu Panorama for the period of October 2024 until completion. The study population was all 38 employees of Bank Syariah Indonesia KCP Bengkulu Panorama, and all of them were used as research samples using total sampling techniques because the population was less than 100 (Sugiyono, 2013). Data collection was carried out through observation, interviews with leaders and employees, and questionnaires distributed through Google Forms using a 5-point Likert scale. The research instruments consisted of employee performance variables (5 items from Mangkunegara, 2017), emotional intelligence (4 items from Goleman, 1997), organizational commitment (3 items from Luthans, 2006), and organizational citizenship behavior (5 items from Organ, 1988). Instrument testing was conducted on 30 respondents outside the sample with the results that all items were valid (r count > 0.306) and reliable (Cronbach's Alpha > 0.60). Data analysis used multiple linear regression analysis with SPSS version 26, including classical assumption tests (normality, multicollinearity, heteroscedasticity), descriptive analysis, regression equation analysis, determination coefficient analysis (R^2), t test (partial), and F test (simultans).

RESEARCH RESULT

This study involved 38 employees of Bank Syariah Indonesia, Bengkulu Panorama Branch, as respondents. The respondent profile shows that the majority were female (55.3%), with a dominant age group of 20-30 years (89.5%). In terms of education, the majority of respondents had a bachelor's degree (64.2%), followed by high school graduates (34.2%), and master's degrees (2.6%). This demographic composition reflects the characteristics of the modern Islamic banking workforce, which is dominated by highly educated young people.

Validity and Reliability Results

Table 1. Questionnaire Validity Test Results

Variable	Item	R count	R table	Description
	Y1	0.560	0.306	Valid

Variable	Item	R count	R table	Description
Employee Performance (Y)	Y2	0.609	0.306	Valid
	Y3	0.606	0.306	Valid
	Y4	0.715	0.306	Valid
	Y5	0.746	0.306	Valid
Emotional Intelligence (X1)	X1.1	0.616	0.306	Valid
	X1.2	0.790	0.306	Valid
	X1.3	0.773	0.306	Valid
	X1.4	0.584	0.306	Valid
Organizational Commitment (X2)	X2.1	0.746	0.306	Valid
	X2.2	0.781	0.306	Valid
	X2.3	0.744	0.306	Valid
Organizational Citizenship Behavior (X3)	X3.1	0.741	0.306	Valid
	X3.2	0.675	0.306	Valid
	X3.3	0.758	0.306	Valid
	X3.4	0.730	0.306	Valid
	X3.5	0.723	0.306	Valid

Source: Processed Data, 2025

Table 1. shows that validity testing using Pearson correlation shows that all statement items have a calculated r value > r table (0.270) with a significance of <0.05. This indicates that all measurement instruments are valid and capable of measuring the intended construct.

Table 2. Questionnaire Reliability Test Results

Statement	Number of items	Cronbach's Alpha	R table	Description
Employee Performance (Y)	5	0.639	0.60	Reliabel
Emotional Intelligence (X1)	4	0.634	0.60	Reliabel
Organizational Commitment (X2)	3	0.636	0.60	
Organizational Citizenship Behavior (X3)	5	0.752	0.60	Reliabel

Source: Processed Data, 2025

Table 2. shows that the reliability test using Cronbach's Alpha produced values for employee performance (0.639), emotional intelligence (0.634), organizational commitment (0.636), and organizational citizenship behavior (0.752). All values were above the minimum limit of 0.60, indicating good internal consistency.

Description of Research Variables

Table 3 Respondents' Responses

NO	Question Items	SS	S	N	TS	STS	Total Score	Average
1	I always ensure that the work I complete meets the quality standards set by the company, in addition to meeting targets.	4	29	5			151	3.87
2	I often use the tools or technology provided by my company to make my work easier.	5	27	6			151	3.97

NO	Question Items	SS	S	N	TS	STS	Total Score	Average
3	I always try to give my best in every task I receive.	4	24	10			146	3.84
4	I feel confident to complete my tasks without the help of others.	5	20	9	4		140	3.68
5	I can easily adapt to different working styles and approaches used by my colleagues.	4	29	5			151	3.97
Average value							3.86	

Source: Processed Data, 2025

Table 3. shows that based on respondents' responses, the employee performance variable obtained an average value of 3.86 (good category), with the highest item on the ability to adapt to various work styles (3.97). Emotional intelligence had an average of 3.59 (good category), with the highest item on the ability to calm oneself when angry (3.71). Organizational citizenship behavior showed an average of 3.65 (good category), with empathy towards coworkers who face problems obtaining the highest score (3.84). Interestingly, organizational commitment showed the lowest average of 2.58 (fair category). This value indicates a challenge in building emotional attachment and employee loyalty to the organization, even though other aspects such as emotional intelligence and organizational citizenship behavior are already at a good level.

Classical Assumption Test Results

Table 4 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.38863511
Most Extreme Differences	Absolute	.135
	Positive	.135
	Negative	-.077
Test Statistic		.135
Asymp. Sig. (2-tailed)		.078 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Processed Data, 2025

Table 4. shows that the normality test using Kolmogorov-Smirnov produces a significance value of 0.078 > 0.05, indicating that the data is normally distributed.

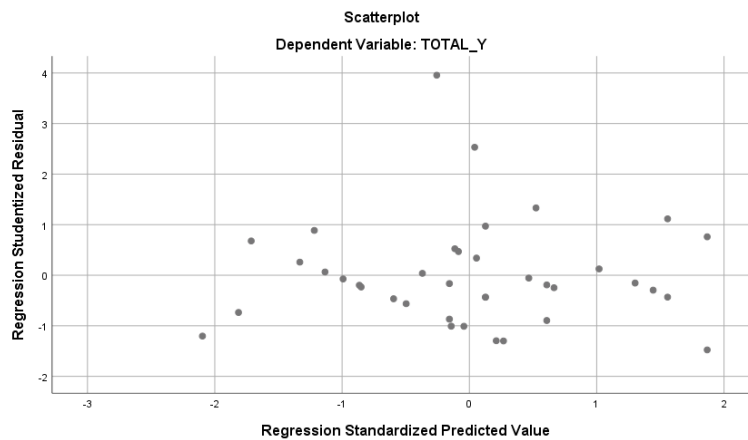
Table 5 Multicollinearity Test Results

Coefficients^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Emotional Intelligence	.768	1.302
	Organizational Commitment	.902	1.109
	Organizational Citizenship	.844	1.185
a. Dependent Variable: Employee performance			

Source: Processed Data, 2025

Table 5. shows that the multicollinearity test shows that the tolerance value for all variables is > 0.10 and VIF < 10, indicating that there is no multicollinearity.

Table 6 Results of Heteroscedasticity Test



Source: Processed Data, 2025

Table 6. shows that the heteroscedasticity test using a scatterplot shows that the points are spread randomly without any particular pattern, confirming that there is no heteroscedasticity problem. The fulfillment of all these classical assumptions guarantees the validity of the regression analysis results.

Results of Multiple Linear Regression Analysis

Table 7 Results of Multiple Linear Analysis

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.965	2.395		2.491	.018
	Emotional Intelligence	.365	.161	.317	2.261	.030
	Organizational Commitment	.384	.176	.282	2.185	.036
	Organizational Citizenship Behavior	.288	.103	.375	2.803	.008

a. Dependent Variable: Employee performance

Source: Processed Data, 2025

Table 7. shows that the regression equation obtained is: $Y = 5.968 + 0.365X_1 + 0.384X_2 + 0.288X_3 + e$ This model shows that the three independent variables have a positive influence on employee performance. The constant value of 5.968 indicates that without the contribution of the three independent variables, employee performance still has a positive baseline value.

Hypothesis Testing Results

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Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.965	2.395		2.491	.018
	Emotional Intelligence	.365	.161	.317	2.261	.030
	Organizational Commitment	.384	.176	.282	2.185	.036
	Organizational Citizenship Behavior	.288	.103	.375	2.803	.008

a. Dependent Variable: Employee performance

Source: Processed Data, 2025

Table 8 shows that partial testing shows that emotional intelligence has a significant effect on employee performance ($t \text{ count } 2.491 > t \text{ table } 2.024$; $\text{sig. } 0.030 < 0.05$). The regression coefficient of 0.365 indicates that every one unit increase in emotional intelligence will increase employee performance by 0.365 units, assuming other variables are constant. Organizational commitment is proven to have a significant effect on employee performance ($t \text{ count } 2.185 > t \text{ table } 2.024$; $\text{sig. } 0.036 < 0.05$). The regression coefficient of 0.384 indicates a fairly substantial effect, where an increase in organizational commitment will increase performance by 0.384 units. Organizational citizenship behavior shows a significant effect on employee performance ($t \text{ count } 2.803 > t \text{ table } 2.024$; $\text{sig. } 0.008 < 0.05$). With a coefficient of 0.288, this variable has a positive influence on improving employee performance.

Table 9 Simultaneous Test Results (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.047	3	22.682	10.809	.000 ^b
	Residual	71.347	34	2.098		
	Total	139.395	37			

a. Dependent Variable: Employee performance
 b. Predictors: (Constant): Organizational Citizenship Behavior, Organizational Commitment, Emotional Intelligence

Source: Processed Data, 2025

Table 9. shows that simultaneous testing produces a calculated F value of $10.809 > F \text{ table } 4.113$ with a significance of $0.000 < 0.05$. These results confirm that emotional intelligence, organizational commitment, and organizational citizenship behavior together have a significant effect on the performance of Bank Syariah Indonesia KCP Bengkulu Panorama employees.

Coefficient of Determination (R²)

Table 10 R² test (coefficient of determination test)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.699 ^a	.488	.443	1.449
a. Predictors: (Constant): Organizational Citizenship Behavior, Organizational Commitment, Emotional Intelligence				
b. Dependent Variable: Employee performance				

Source: Processed Data, 2025

Table 10 shows that the Adjusted R-Square value of 0.443 indicates that 44.3% of the variation in employee performance can be explained by the three independent variables in this research model. The remaining 55.7% is influenced by other factors not included in the model, such as leadership style, compensation system, organizational culture, or external environmental factors.

DISCUSSION

The Influence of Emotional Intelligence on Employee Performance

The research findings showing the significant influence of emotional intelligence on employee performance provide empirical evidence that strengthens Eysenck's theory and Goleman's (2002) view on the importance of emotional intelligence in the workplace. These results indicate that employees of Bank Syariah Indonesia KCP Bengkulu Panorama who have better abilities in recognizing, understanding, and managing emotions, both their own and others' emotions, tend to show more optimal performance. Theoretically, these findings are in line with the research of Eynollahzadeh & Ali (2015) which emphasizes that emotional intelligence is not only related to emotional awareness, but also the ability to manage work pressure and maintain motivation. In the context of Islamic banking that demands intensive interaction with customers and effective stress management, emotional intelligence is a critical competency that distinguishes high-performing employees from average ones. The results of this study also confirm the study of Edwardin (2006) which found that emotional intelligence has an equally important role as communication competency and organizational culture in improving performance. The practical implication is that Islamic banking organizations need to integrate emotional intelligence development into their HR training and development programs, not just focusing on technical banking competencies. Interestingly, the average emotional intelligence score, which is in the "good" category (3.59), indicates that employees already have a solid foundation in this aspect. However, there is still room for improvement, especially in the aspect of the ability to complete tasks on time in team collaboration (score 3.47), which is relatively lower than other aspects. This indicates the need to strengthen the dimensions of social awareness and relationship management within Goleman's emotional intelligence framework.

The Influence of Organizational Commitment on Employee Performance

The research findings, which demonstrate the significant influence of organizational commitment on employee performance, provide empirical validation for Umam's (2010) and Luthans' (2006) theories on the importance of employees' psychological attachment to the organization. These findings confirm that when employees have a strong emotional bond with organizational values

and feel like an integral part of Bank Syariah Indonesia, they tend to perform more optimally and contribute maximally to achieving organizational goals. The highest regression coefficient for organizational commitment (0.384) indicates that this variable has the strongest influence compared to emotional intelligence and OCB. This is in line with research by Fitriastuti (2013) and Ticoalu (2013) which found that organizational commitment can produce optimal performance because committed employees maximize their abilities and skills. However, the most interesting finding is that the average value of organizational commitment, which is only in the "fair" category (2.58), is much lower than the other variables. This phenomenon reveals an important paradox: although organizational commitment has the strongest influence on performance, the actual level of employee commitment is actually the lowest. This condition indicates a critical gap between potential and reality that requires serious attention from management. This low organizational commitment can be explained through Meyer & Allen's (1990) theory of three dimensions of commitment: affective, continuance, and normative. The data shows that employees feel less happy working with a team (2.53) and do not feel good career development opportunities (2.66). This indicates a weak effective commitment, the most stable and profitable form of commitment for the organization. The strategic implication is that Bank Syariah Indonesia KCP Bengkulu Panorama needs to carry out comprehensive interventions to increase organizational commitment, especially through: (1) creating a more collaborative and supportive work climate, (2) providing clear career paths and professional development opportunities, and (3) strengthening the sense of belonging through internalizing organizational values that are in line with employees' personal values.

The Influence of Organizational Citizenship Behavior on Employee Performance

Organizational citizenship behavior on employee performance validates Organ's (1988) theory and Michael's (2017) view that organizational success is not only determined by the implementation of formal tasks, but also by voluntary extra-role behavior. These findings indicate that employees who demonstrate behavior beyond job descriptions such as helping coworkers, being loyal to the organization, and being proactive in facing change contribute significantly to improving individual and organizational performance. The results of this study confirm the studies of Fitriastuti (2013) and Khazaei & Khalkhali (2011) who found that OCB influences the achievement of organizational goals because it creates a more productive and harmonious work environment. In the context of Islamic banking that emphasizes the values of togetherness and mutual assistance, OCB behavior becomes very relevant and aligned with the organizational philosophy. The average OCB value is in the "good" category (3.65) with the highest score in the empathy dimension towards coworkers (3.84) indicating that a culture of altruism has been well established at Bank Syariah Indonesia KCP Bengkulu Panorama. This is in line with the concept of altruism in Organ's (1988) theory as one of the key dimensions of OCB. Employees show high concern for the difficulties of coworkers and are willing to provide assistance without expecting formal rewards. However, the dimensions of

conscientiousness reflected in early responsibility (3.58) and civic virtue related to supporting a positive company image (3.63) show relatively lower values. This indicates that although employees have high empathy, their personal awareness to go beyond minimal standards and sense of ownership of the organization's reputation has not yet fully developed. This finding provides important insight that the development of OCB cannot rely solely on individual moral values, but needs to be supported by a reward and recognition system that appreciates extra-role behavior. As stated by Triyanto & Elisabeth (2009), although OCB is voluntary, the existence of an appropriate reward and punishment system can strengthen the motivation to behave in a citizenship manner.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study indicate that emotional intelligence, organizational commitment, and OCB significantly influence employee performance, thus all objectives and research problem formulations have been clearly answered. These findings strengthen previous theories that emphasize the ability to manage emotions, organizational attachment, and extra-role behavior are important factors in improving performance, while providing practical implications that companies need to strengthen the development of emotional competence, internalization of organizational values, and collaborative work culture. This study is limited to one location and three main variables, so further research is recommended to expand the sample, add variables such as leadership or job satisfaction, and consider a more in-depth research design such as a longitudinal approach.

Based on the research findings, the management of Bank Syariah Indonesia KCP Bengkulu Panorama is advised to improve employee performance by strengthening emotional intelligence, organizational commitment, and organizational citizenship behavior in an integrated manner. Emotional intelligence development can be achieved through training programs that emphasize emotional control, empathy, and interpersonal communication. Increasing organizational commitment needs to focus on creating a conducive work climate, a clear career development system, and internalizing organizational values to foster employee loyalty and a sense of belonging. Furthermore, the organization is expected to be able to build a work culture that encourages voluntary work behavior through leadership role models and appreciation for extra-role behavior. For further research, it is recommended to expand the sample scope, add research variables, and use a more diverse methodological approach to gain a more comprehensive understanding of the factors that influence employee performance.

ADVANCED RESEARCH

Future research is recommended to expand the number of respondents and research locations to increase the generalizability of the results. The addition of other variables such as leadership style, job satisfaction, organizational culture, or compensation systems as mediating or moderating variables should also be considered. Furthermore, the use of longitudinal or mixed methods designs is

recommended to provide a more comprehensive understanding of the dynamics of factors influencing employee performance.

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