

The impact of communication skills and emotional intelligence on employee performance through organizational citizenship behavior as mediation

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Abstract

This study aims to find out how communication skills and emotional intelligence affect the performance of Alfamart employees in West Kalimantan. This study explores the potential role of mediating Organizational Citizenship Behaviour in this relationship. This work uses the Structural Equation Model (SEM) to analyse the data using Smart PLS 4.0 software. This study integrates mediating variables and investigates the relationship between independent and dependent variables to provide empirical support for hypotheses. As part of the data collection strategy for this study, 214 Alfamart employees in the West Kalimantan region were given questionnaires. The study results show that organisational, civic behaviour, emotional intelligence, and communication skills positively and significantly influence worker performance. However, organisational citizenship behaviour only mediates communication skills; It does not link emotional intelligence to employee success.

Keywords: Communication Skills, Emotional Intelligence, Organizational Citizenship Behavior, Employee Performance

Abstract

Tujuan dari penelitian ini adalah untuk mengetahui bagaimana keterampilan komunikasi dan kecerdasan emosional mempengaruhi kinerja karyawan Alfamart di Kalimantan Barat. Studi ini mengeksplorasi peran potensial perilaku sipil dan organisasi mediasi dalam hubungan ini. Pekerjaan ini menggunakan Structural Equation Model (SEM) untuk menganalisis data menggunakan perangkat lunak Smart PLS 4.0. Studi ini mengintegrasikan variabel mediasi dan menyelidiki hubungan antara variabel independen dan dependen untuk memberikan dukungan empiris untuk hipotesis. Sebagai bagian dari strategi pengumpulan data untuk penelitian ini, 214 karyawan Alfamart di wilayah Kalimantan Barat diberikan kuesioner. Hasil penelitian menunjukkan bahwa kinerja pekerja dipengaruhi secara positif dan signifikan oleh perilaku organisasi, perilaku kewarganegaraan, kecerdasan emosional, dan keterampilan komunikasi. Namun, perilaku kewarganegaraan organisasi hanya memediasi keterampilan komunikasi; Itu tidak menghubungkan kecerdasan emosional dengan kesuksesan karyawan.

Kata Kunci: Keterampilan Komunikasi, Kecerdasan Emosional, Perilaku Kewarganegaraan Organisasi, Kinerja Karyawan

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1. Introduction

Employee success is linked to how well a company achieves its goals, making human resources (HR) crucial for organisations. Qualified HR is necessary for operational effectiveness and competitiveness. Human resources encompass thinking, communication, and ethical performance in technical and managerial tasks. However, employee performance often does not meet expectations, leading to ongoing challenges for management. Thus, understanding the factors influencing employee performance is essential.

According to Junianto (2020), Performance results from the employee's work and responsibilities. To achieve this, the company must have potential and professional resources. Performance is the level of success in carrying out tasks and the ability to achieve predetermined goals (Erlani et al., 2024). Alfamart's annual revenue shows that it has good human resources and performance. Good employee performance impacts the entire organisation, not just individuals. Supervision, motivation, and work discipline affect employee performance, which can improve the organisation's overall productivity (Dewi, 2021). Various variables can affect employee performance, including communication, motivation, and emotional intelligence. For example, research by Heryudanto & Suratman (2022). shows that effective communication improves employee performance. Overall, research on employee performance is essential for understanding what affects performance, creating a better work environment, and improving company productivity.

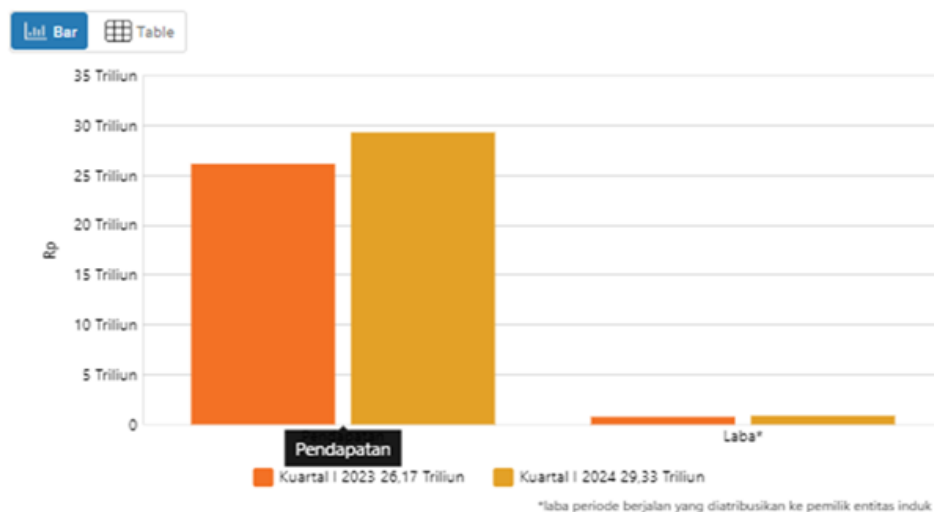


Figure 1. Alfamart's Profit Rises to IDR 890 billion in the First Quarter of 2024

Source: Databook (2024)

Figure 1 shows Alfamart's revenue and profit per first quarter (2023-2024). Alfamart's managing issuer, PT Sumber Alfaria Trijaya Tbk (AMRT), posted a profit of IDR 890.31 billion for the current quarter attributable to parent shareholders until March 2024. The company earned a profit of IDR 775.82 billion last year, up 14.75%.

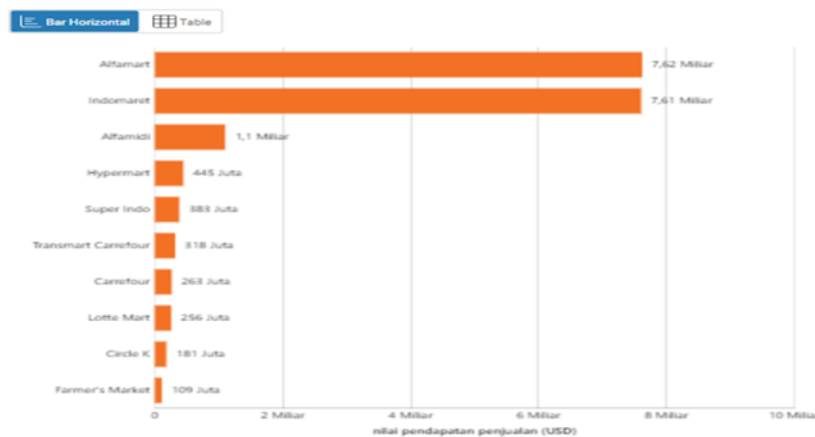


Figure 2. Top 10 Best-Selling Modern Retail Stores in the Food/Beverage/Daily Necessities Category in Indonesia (2022)
Source: DataBooks (2023)

Alfamart is Indonesia's best-selling contemporary retail company for selling food, beverages, and daily necessities, as seen in Figure 2. The United States Department of Agriculture (USDA) noted that throughout 2022, Alfamart scored sales revenue of USD 7.62 billion, an increase of 40% compared to 2021, and became the best-selling retail store in Indonesia in 2022. This achievement made Alfamart win narrowly from Indomaret after losing for four consecutive years. The existing information leads people to conclude that Alfamart is a prosperous company. This achievement allows Alfamart to achieve a superior position from Indomaret after suffering losses for four consecutive years.

Emotional intelligence and communication skills are the keys to success in improving employee performance. When employees have good emotional intelligence and communication skills, it can enhance Organizational Citizenship Behavior (OCB) to create employee productivity, which refers to improved performance. However, observations show that not all Alfamart employees can effectively apply their communication skills and emotional intelligence. Meanwhile, OCBs sometimes do not contribute significantly to improving individual performance, depending on the organisational context and team dynamics. Therefore, it is essential to conduct further research to understand what factors affect this relationship in Alfamart West Kalimantan.

Purnamasari & Cupiadi (2022) Employees, groups, and organisations achieve better results when workplace communication is present. In the day-to-day operations at Alfamart, good communication skills are essential, especially in interactions with customers and colleagues. As a minimarket serving many customers daily, Alfamart employees must communicate well and effectively. For example, cashiers serve customers, make transactions, provide information about promotions, and answer product questions. However, Alfamart employees who can communicate well are also essential in handling difficult situations, such as when customers are angry or disappointed. They can handle complaints calmly and professionally, provide clear explanations, and offer adequate solutions, ultimately turning a bad situation into a

good one. In addition, effective communication will make information clear and convenient for customers (Safarini & Asih, 2020).

Alfamart employees with high emotional intelligence tend to feel more empathetic with customers because they can feel their feelings, understand their needs, and provide appropriate responses. For example, an employee with good emotional intelligence will be patient and helpful attentively when a customer seems confused or frustrated looking for a particular product. This will make customers feel valued and more satisfied with the service they receive. High emotional intelligence also affects relationships between colleagues. Employees who can control their emotions tend to be more adaptable to the team, collaborate with colleagues, and avoid conflicts in the workplace. Alfamart employees can control and use emotional intelligence well, such as managing their feelings at work, working together in a team, and interacting well with customers (M. P. Sari et al., n.d.). Employees with emotional intelligence will perform better than employees who do not have emotional intelligence (Irfanudin, 2021). In addition, some previous studies that show the beneficial impact of emotional intelligence on worker performance support this, such as research Nurhasanah & Sumardi (2019) Rajak & Mumulati (2019) and Ramadhani (2019)

At Alfamart, the OCB phenomenon can be seen in various forms, demonstrating employees' commitment to the success of the business and its smooth operation. Nevertheless, neither their employer nor formal duties oblige them to act this way. In addition, Alfamart employees proactively keep the store clean and tidy, an example of OCB. They may tidy up products that customers cannot see or clean up cluttered shelves. Employees with this attitude work to meet operational standards and keep the store looking pleasant and comfortable for customers. This shows they care about the customer experience and the company's image. In addition, one of the OCB attitudes possessed by Alfamart employees can be shown by helping other employees overcome their difficulties. This can encourage a good relationship between one Alfamart employee and another employee to improve good performance. The urgency to test the effects of this mediation is also driven by the need to understand the specific context in which Alfamart employees operate. In a highly competitive retail industry, communicating well and managing emotions can be a key differentiator in individual and team performance. Thus, examining the mediating effect of organisational citizenship behaviour in the relationship between communication skills and emotional intelligence on employee performance at Alfamart will not only fill in the gaps in the literature but also provide practical insights that can be used to improve human resource management strategies in the company. This is also supported by several recent studies that show that OCB positively influences employee performance, such as research Lestari et al., (2018), Abrar & Isyanto (2019) and Hidayah (2019).

This study aims to determine the impact of communication skills and emotional intelligence on employee performance at Alfamart, with organisational citizenship behaviour as a mediating variable. The research concentrates on how good communication skills and emotional intelligence can help employees do better at their jobs by doing things that support their work environment, such as working together and

supporting each other. This research also provides practical insights for management in creating a more productive and harmonious work environment. By better understanding how communication skills and emotional intelligence interact with an organisation's citizenship behaviour

2. Literature Review

Communication Skills and Employee Performance

Effective organisational communication enhances performance, boosts job satisfaction, and minimises role hesitancy. It is crucial for addressing challenges and ensuring timely information dissemination. On the contrary, optimal employee performance is achieved when organisational goals are achieved through constructive interaction and collaborative contributions between employees and mutually beneficial entities (Lusiferina & Utami, 2023). Sari's research shows that communication strongly influences employee performance at Daima Hotel Padang, showing a significant relationship. (MP Sari et al., nd). Takrim & Santoso, (2023) found a significant relationship between employees' ability to maintain communication, user relationships, and supervisor ratings for their performance.

H1: Communication Skills Have a Positive and Significant Effect on Employee Performance

Emotional Intelligence and Employee Performance

The ability to recognise, understand, and manage one's own and others' emotions is known as emotional intelligence (EQ). This ability dramatically affects how well a person works. Research by Yasir et al (2021) Suggests that emotional intelligence and spiritual and intellectual intelligence significantly influence employee performance. This finding aligns with research by Mulyasari (2019), which also found that emotional intelligence positively and significantly affects employee performance. In addition, research by Nurhuda & Irfani (2023) confirms that emotional intelligence significantly influences employee performance, which shows that individuals with higher emotional intelligence tend to perform better. From these various studies, it can be concluded that emotional intelligence significantly influences employee performance.

H2: Emotional Intelligence Has a Positive and Significant Effect on Employee Performance

Communication Skills and Organizational Citizenship Behavior (OCB)

Practical communication skills in the workplace are expected to improve employees' organisational citizenship (OCB) behaviour. This can include voluntary actions that are not necessary but beneficial to the organisation. Learn Wahyudi (2022) Shows that the communication climate affects OCB more than leadership style. This shows how vital communication is to encourage good behaviour in the workplace (T. Ningsih et al., 2024). Research by Yusuf et al (2020) found that motivation and leadership positively affect OCB, which suggests that good communication can contribute to employee motivation to behave better in an organisational context. Based on the explanation,

good communication improves relationships, increases job satisfaction, and creates a fair and open work environment.

H3: Communication Skills Have a Positive and Significant Influence on Organizational Citizenship (OCB) Behavior

Emotional Intelligence and Behavioral Citizenship of Organizations (OCB)

Salovey and Mayer's (1990) Theory of Emotional Intelligence defines emotional intelligence as the ability to effectively identify, use, understand, and manage emotions. Individuals who can handle the feelings of others tend to be more engaged in positive behaviours, including OCB (Perveen et al., 2021). Emotional intelligence can help workers carry out their duties (Yusnita et al., 2023). Still, it can motivate workers to behave positively and build social relationships, improving team performance and creating a good psychological work environment. In their study, Hakim et al (2020) The emotional relationship of intelligence with OCB had a significant positive effect.

H4: Emotional Intelligence Has a Positive and Significant Effect on Organizational Citizenship (OCB) Behavior

Organisational Citizenship Behavior (OCB) and Employee Performance

The organisation's citizens' behaviour is considered a critical indicator in performance appraisal. OCB can predict quality, creativity, and performance efficiency, where employee confidence in their abilities plays an essential factor in driving OCB (Yaakobi & Weisberg, 2020). OCB links performance with training, which shows that OCB can be improved with good training, which in turn improves employee performance (Kadarningsih et al., 2020). Research by Supriyanto et al. (2019) It is emphasised that OCB has a positive relationship with employee performance, where OCB functions as a mediator between emotional intelligence and performance.

H5: Organizational Citizenship Behavior (OCB) Has a Positive and Significant Influence on Employee Performance

Communication Skills and Employee Performance with Organizational Citizenship Behavior (OCB) as Mediation

Interpersonal communication skills positively affect employee performance, where effective communication can improve interaction and collaboration between colleagues (Nursita et al., 2024). This shows that good communication skills can encourage employees to behave in OCB. Additionally, research by Hysadha et al. (2022) shows that good communication contributes to improved employee performance, which suggests that OCBs can act as mediators in the relationship between communication skills and employee performance. From these various studies, it can be concluded that good communication skills positively affect OCB, which contributes to improving employee performance.

H6: Communication Skills Have a Positive and Significant Effect on Employee Performance Mediated by Organizational Citizenship Behavior (OCB)

Emotional Intelligence and Employee Performance with Organizational Citizenship Behavior (OCB) as Mediation

Emotional intelligence (EI) is an individual's ability to recognise, understand, and manage their emotions and those of others. Emotional intelligence positively influences employee performance, and individuals with high EI tend to perform better (Nurhuda & Irfani, 2023). In addition, emotional intelligence significantly influences employee performance, suggesting that OCB can mediate the relationship between EI and performance (Mulyasari, 2019). A. Manafe et al. (2023) emphasised that OCB positively influences employee performance, whereas employees who show high OCB tend to perform better.

H7: Emotional Intelligence has a positive and significant effect on employee performance mediated by Organizational Citizenship Behavior (OCB)

3. Research Methods

The quantitative research category includes this research. Quantitative methods focus on phenomena, precisely phenomena that show the unique characteristics of human life, referred to as variables (Hardani et al., 2020). This suggests the study uses a questionnaire-like instrument to collect data from a broader population sample. The data collection tool in this study uses a Google Forms questionnaire distributed to respondents based on the set requirements. The questionnaire uses a Likert scale of 1 to 5 with categories: Strongly Agree = 5 scores, agree = 4 scores, Hesitant = 3 scores, disagree = 2 scores and Strongly Disagree = 1 score.

The population that filled this study was 214 Alfamart employees in West Kalimantan. The respondents are active Alfamart employees who meet specific requirements, such as Indonesian citizens (WNI) who work as Alfamart employees and at Alfamart outlets in the West Kalimantan region. Sampling was carried out using probability sampling using the simple random sampling method. This selection method ensures that everyone has an equal opportunity to participate in research, and the process is based on luck (Lemeshow & Ferketich, 2020).

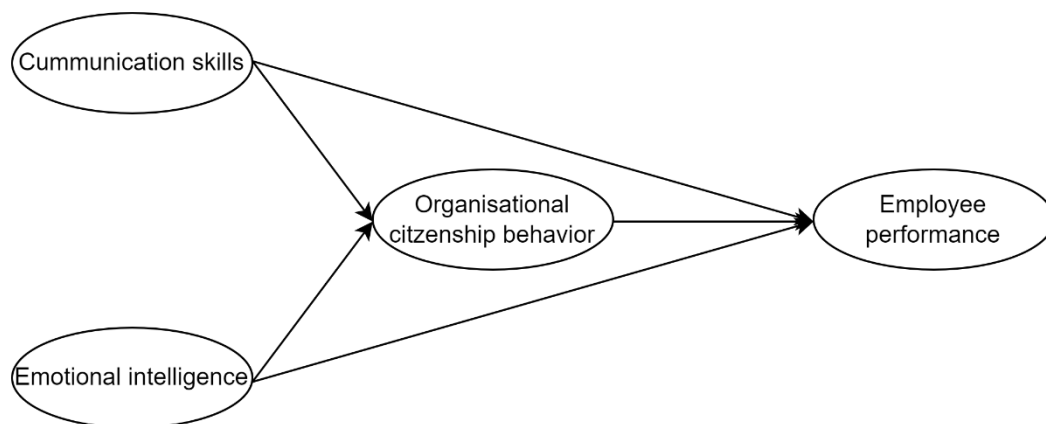


Figure 3. Research Model

The analysis method uses Smart PLS 4.0 software and the Structural Equation Model (SEM). The validity was tested through convergent testing with an Average Variance Extracted (AVE) value of ≥ 0.5 and the validity of discrimination using the Heterotrait-Monotrait Ratio (HTMT) ≥ 0.9 . The Composite Reliability (CR) value is ≥ 0.7 , and Alpha Cronbach ≥ 0.7 for reliability. In addition, latent variables, including direct, indirect, and total effects, are evaluated through structural or deep models. The bootstrapping test evaluates the mediating effect of the organisation's citizen behaviour (OCB). The purpose of this test is to find out how significant the influence of communication skills and emotional intelligence on employee performance with OCB as a mediating variable.

4. Results and Discussion

4.1. Results

In the collection of respondents, the following demographic characteristics were analysed to describe the profiles of the respondents in this survey. The respondents collected were 214 respondents.

Table 1 Characteristics of Respondents

Group	Items	Frequency	Percentage
Age	<20 Years	42	19,6%
	20-30 Years	166	77,6%
	31-40 Years	4	1,9%
	41-50 Years	2	0,9%
Gender	Woman	126	58,9%
	Man	88	41,4%
Last Education	Senior High School / Vocational School	84	39,3
	D3/H4	62	29%
	S1/S2/S3	68	31,8%
Length of Service	<1 Year	72	33,6
	1-10 Years	142	66,4%

Measurement Model (External Model)

There are three stages of testing when evaluating a measurement model: validity test, discrimination validity test, and reliability test. In the validity test, to ensure that the tested indicator is valid and reliable for measuring latent variables, the validity and reliability assessment is carried out based on the results of the measurement model (Sa'diyah et al., 2024)

Based on the analysis results in Table 2, the AVE value on all variables shows a ≥ 0.6 , so it can be said that all items are valid. The reliability analysis results show that almost all indicators have an external loading value of ≥ 0.7 , so it can be concluded that all indicators can be used as a variable measuring tool. The data also shows an AVE value of ≥ 0.6 , an alpha value of \geq Cronbach of 0.8, and a reliability value of \geq

Composite of 0.8. Thus, it can be concluded that all indicators show valid and reliable results to be able to measure the construction

Table 2 Average Variance Extracted (AVE) Validity Values and Realization Results

	Alfa Cronbach	Composite reliability (rho_a)	Composite reliability (rho_c)	Extracted mean-variance (AVE)
TO	0.977	0.978	0.980	0.831
KK	0.978	0.978	0.980	0.833
KKS	0.977	0.977	0.980	0.829
OCB	0.974	0.974	0.977	0.827

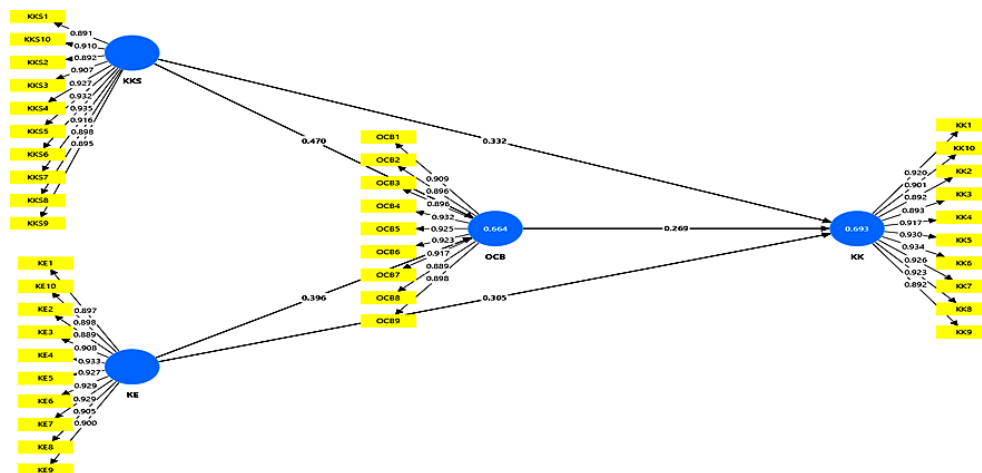


Figure 4. Results Model

Table 3 shows the results of the discrimination validity test, with all variables having higher values than other variables in the same column.

Table 3 Validity of Discrimination

	Emotional intelligence	Employee performance	Communication skills	Organisational citizenship behavior
Emotional intelligence				
Employee performance	0.781			
Communication skills	0.788	0.792		
Organisational citizenship behavior	0.777	0.775	0.794	

Structural Model (Internal Model)

The inner model aims to analyse how well the independent variables in the model explain the dependent variables. Structural model assessment in Smart PLS typically involves several metrics that measure the relevance and strength of the relationship between latent variables, including t-value, p-value, and R-squared. The R-squared value increases with the model's ability to explain dependent variables.

In Table 4, the R-squared value of 0.693 indicates that communication skills and emotional intelligence explain 69.3% of employee performance variability, while an R-squared of 0.664 accounts for 66.4% of OCB variability. These high values suggest

strong explanatory power for both variables. Adjusted R-squared, which accounts for the number of independent variables, is 0.689 for employee performance and 0.661 for OCB, indicating 68.9% and 66.1% variability explained, respectively. The small differences between R^2 and Adjusted R^2 suggest that the variables are relevant and that overfitting is not a concern.

Table 4 R-square Values

	R-square	Adj. R-squared
Employee Performance	0.693	0.689
Organisational Citizenship Behavior	0.664	0.661

Hypothesis Testing

Hypothesis testing is carried out to determine whether the hypothesis that has been formulated can be accepted or rejected. Unique criteria are used to assess the hypothesis: if the T value is more than 1.96, then the hypothesis is accepted, but if the T value is less than 1.96, the theory is rejected (Ketchen, 2013)

Table 5 Results of Hypothesis Testing

Relationship	Average Sample	T Value	P value	Result
H1: Communication Skills-Employee Performance	0.335	2.811	0.005	Accepted
H2: Emotional Intelligence-Employee Performance	0,302	2.692	0.007	Accepted
H3: Organizational Citizenship Communication-Behavior Skills	0,476	3.655	0.000	Accepted
H4: Emotional Intelligence-Citizenship of Organizational Behavior	0,393	3.075	0.002	Accepted
H5: Organizational Citizenship Behavior-Employee Performance	0,267	2.458	0.014	Accepted
H6: Communication Skills-Organizational Citizenship Behavior-Employee Performance	0,128	2.010	0.045	Accepted
H7: Emotional-Behavioral Intelligence, Organizational Citizenship-Employee Performance	0,107	0.056	1.908	Rejected

H1 is supported, indicating that Communication Skills significantly influence Employee Performance, with a T value above 1.96 and a P-value below 0.05. H2, H3, H4, H5, and H6 also showed significant effects. However, H7 was not supported, as Emotional Intelligence did not significantly affect OCB and Employee Performance, with a P-value above 0.05 and a T-value below 1.96.

4.2. Discussion

The Effect of Communication Skills on Employee Performance

Communication skills have a positive and significant impact on the performance of Alfamart employees. In a dynamic retail environment, practical communication skills enable employees to convey information clearly to customers and colleagues. This creates an efficient workflow, improves team coordination, and minimises

misunderstandings that can hinder productivity. These findings are also in line with the results of the study (Hakim et al., 2020). The impact of such communication on employee performance is beneficial and well-recognized Takrim & Santoso (2023) and Y. O. Sari & Asnur (2023) Communication skills positively and significantly influence the performance of employees in an organisation; therefore, the more effectively people communicate with each other, the better the company's performance will be.

The Effect of Emotional Intelligence on Employee Performance

Emotional intelligence has a positive and significant impact on the performance of Alfamart employees. In a dynamic and often high-pressure retail work environment, employees' ability to recognise, understand, and manage their own emotions, as well as understand the feelings of others, helps create more positive interactions with customers and colleagues. Relevant research is by Manalo (2023), which found that EI was positively related to work performance. Amaliyah (2022) and Eka & Sugiarto (2022) also showed a significant positive relationship between EI and employee performance, with job satisfaction as a mediator

The Effect of Communication Skills on Organizational Citizenship Behavior

Communication skills positively and significantly influence the OCB of Alfamart employees. Alfamart employees who have superior communication skills also tend to be more able to build harmonious interpersonal relationships, which is an essential foundation in supporting OCB. The ability to actively listen and convey messages helps create a conducive work atmosphere where conflicts can be minimised, and teamwork is more easily established. Kuncoro Wahyu Tulus & Sudarwati (2019) research on the influence of emotional intelligence, competence, and motivation on employee performance at the Wonogiri Regency Secretariat also found that emotional intelligence significantly positively impacts employee performance. Researchers Merrisa (2021) and Hall (2022) This is also in line with this research.

The Effect of Emotional Intelligence on Organisational Citizenship Behavior

Emotional intelligence significantly influences the Organizational Citizenship Behavior (OCB) of Alfamart employees. High emotional intelligence allows employees to resolve interpersonal conflicts more effectively, improve teamwork, and build trust among team members. In the context of OCB, this encourages employees to be more concerned about the needs of colleagues and show an altruistic attitude, such as helping to complete pending work or providing constructive input for the organisation's progress. To support this study, there are researchers from Yusnita et al. (2023) It was stated that the influence of emotional intelligence on Organizational Citizenship Behavior (OCB) resulted in an original sample value of 0.779. The results of this study are also consistent with Mon & Jennifer (2022) and Mulyasari (2019)

The Effect of Organisational Citizenship Behavior on Employee Performance

In this study, it was found that OCB has a positive and significant influence on the performance of Alfamart employees. OCB refers to voluntary behaviour that goes beyond the formal duties expected of employees, such as helping coworkers, taking the initiative to solve problems, and demonstrating commitment to the organisation.

This behaviour creates a more harmonious and collaborative work environment, ultimately positively impacting employee productivity. Research conducted by Yusnita et al. (2023) It also shows that behaviour as a citizen of the organisation significantly impacts employee performance. These results are in line with research by Mawarti et al. (2022) and Alfiana (2020).

The Effect of Communication Skills on Employee Performance Mediated by Organizational Citizenship Behavior

Communication skills against OCB-mediated employee performance have a positive and significant effect. Employees who have good communication skills tend to be more involved in OCB behaviour, which, in turn, improves their performance. Therefore, organisations need to focus on developing employee communication skills as part of a strategy to improve performance. Research TSY Ningsih et al. (2023) & Yusnita et al. (2023) It shows that good communication from leaders can improve OCB and employee performance

The Effect of Emotional Intelligence on Employee Performance Mediated by Organizational Citizenship Behavior

The results suggest that emotional intelligence is not effective enough in encouraging a person's OCB to improve their performance. The performance shown by employees does not depend on their emotional intelligence but rather on the level of job satisfaction they feel. The study supports previous findings (Mon & Jennifer, 2022). Amanah & Banin (2022) although emotional intelligence and OCB positively affected performance, OCB was not a significant relationship mediator. Several studies have found that emotional intelligence does not always significantly affect employee performance through organisational citizenship (OCB) behaviour. For example, a study by Yaghoubi et al. (2011) showed that although emotional intelligence correlated with some aspects of OCB, such as kindness and social awareness, the influence of OCB mediation on employee performance was insignificant in this relationship.

5. Conclusion

This study concludes that communication skills and emotional intelligence significantly influence employee performance at Alfamart West Kalimantan. Employees with strong communication skills and high emotional intelligence tend to perform better. Communication skills also positively impact employee performance through Organizational Citizenship Behavior (OCB), while OCB does not mediate the relationship between emotional intelligence and performance. The findings contribute to human resource management theory and practice by highlighting the importance of communication and emotional intelligence in enhancing employee performance. This research can guide Alfamart management in developing training programs focused on these skills. However, the study's limitations include focusing on a single company and region, which restricts generalizability. Future research should explore factors like leadership and work motivation and consider qualitative methods for deeper insights.

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