



The influence of communication skills and emotional quotient intelligence on employee performance through organizational citizenship behaviour

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ABSTRACT

Employee performance shows the extent to which employees achieve company expectations and goals. To achieve these goals, employee performance must be supported by qualified human resources. In achieving this goal, the intelligence quotient is used to measure performance, communication skills, and emotional quotient intelligence must be prioritized. The primary objective of this research is to investigate the impact of communication skills and emotional quotient intelligence on employee performance within the context of Indomaret in West Kalimantan. Furthermore, this study examines the potential mediating role of organizational citizenship behaviour in this relationship. The research employed structural equation modeling (SEM) as the primary methodology, utilizing the IBM AMOS 24 statistical software package. This research investigates the association between independent and dependent variables, incorporating mediating variables to provide empirical evidence for the formulated hypotheses. The data collection strategy employed in this study involved the distribution of a questionnaire to a sample of 200 employees from Indomaret in the West Kalimantan region who were selected as respondents. The results showed that communication skills and emotional quotient intelligence positively and significantly affected employee performance. Organizational citizenship behaviour also indicates a strong influence on employee performance. Meanwhile, organizational citizenship behaviour mediates between communication skills and emotional quotient intelligence on employee performance.

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INTRODUCTION

Employee performance can be seen as a measure of how employees achieve organizational expectations and goals. The best quality of work will increase the satisfaction of workers and employers. Employee performance requires qualified human resources so that plans can be

achieved. A good performance will always be supported by quality communication skills and emotional quotient intelligence (EQI). However, it can still be found that both superiors and employees do not focus on training and improving communication skills and emotional quotient intelligence (EQI), causing employees to lack communication to convey important information to superiors or coworkers and employees who do not train emotional quotient intelligence (EQI) tend to have difficulty controlling emotions, when some coworkers or supervisors make the employee feel uncomfortable. This could lead to a continuous decline in employee performance. Professional employees are not only armed with an intelligence quotient (IQ) at work, but communication skills between coworkers and superiors in delivering structured, concise, and clear information can also determine performance improvement. Trained emotional quotient intelligence (EQI) can provide dynamic control in maintaining relationships between coworkers and superiors.

Performance is added value representing employees' contribution to achieving company goals (Hendri, 2019). Human resources are an essential organizational asset (Daud and Afifah, 2021). Combining communication skills training with OCB to improve employee performance will help the organizations. Professional management of employees must begin with new employee recruitment, selection, classification, placement, promotion, and career development (Qalati et al., 2022). The quality and quantity of work an employee obtains when carrying out his duties and responsibilities is called performance (Muttuqaqin et al., 2022). Meanwhile, according to Raximbayevna and Raxmatullayevna (2023) overage is significant in communicating with others; you must maintain eye contact like a specialist. Structured communication with superiors is essential to convey information correctly and adequately to avoid miscommunication, which can have fatal consequences. Effective communication with coworkers and supervisors can increase collaboration and good teamwork so that they are motivated to help coworkers, which can increase OCB behaviour. Effective communication offers the proper perspective for success (Perović, 2023). Thus, well-trained communication skills allow employees to handle conflict creatively and innovatively and develop better solutions through OCB to train to improve employee performance sustainably. This needs to be supported by good emotional quotient intelligence (EQI). Based on research by Abid et al. (2022) shows that at every level of the organization, emotional quotient intelligence (EQI) is very important to improve employee performance. It shows that emotional quotient intelligence (EQI) is vital in keeping emotions stable to avoid stress and maintain good and healthy relationships between coworkers and superiors. The idea that intelligence quotient (IQ) is the main factor in a person's success has been refuted by research by Tanty et al. (2022), which concluded that only about 25% of a person's performance is influenced by intelligence quotient (IQ). Communication is a way to survive and sustain success by sharing and integrating new knowledge or information (Zerfass et al. 2018). Emotional quotient intelligence (EQI) is essential because it can influence a person's thoughts and actions (Zacharias, 2022). Emotional quotient intelligence (EQI) controls one of the achievements at work. According to Jain (2018), in several ways, employees' emotional quotient intelligence (EQI) can affect productivity in the workplace. Organizations with emotionally intelligent leaders and employees can better negotiate and resolve conflicts and tensions peacefully (Pîrvu, 2020). Employees with good emotional quotient intelligence (EQI) can create positive and healthy relationships. Positive relationships create a pleasant and productive work environment, thus creating sustainable OCB behaviour between colleagues. One of the traits and skills that greatly influence OCB is EQI (Miao et al., 2018).

Asserts that OCB will improve overall well-being, increase productivity, and establish a conducive and pleasant work environment (Saks, 2019). In the research of Rizaie et al. (2023), organizational citizenship behaviour (OCB) helps performance. So that Indomaret employees who have OCB can help colleagues in trouble and optimize Indomaret's operations. Indomaret has more than 16,336 outlets and a growth of 7 outlets per day from 2019-2022 Databoks (2022). According to Suilstyo et al. (2022), as a product and service provider, Indomaret asks all workers to

demonstrate the professionalism of Indomaret employees by providing customer service, doing work, marketing goods, and improving company performance. Research by Wu et al. (2023) shows that OCB aimed at change has improved the performance results of service innovation. Performance means the ability of individuals to do work that helps improve the organization's core capabilities (Çetin and Aşkun, 2018). Quality communication skills and emotional quotient intelligence (EQI) can provide many benefits, including developing employee abilities, good relationships between coworkers, and a comfortable work environment for productivity. The primary objective of this study is to investigate the correlation between communication skills and EQI in connection to employee performance, specifically focusing on the impact of OCB.

RESEARCH METHOD

Communication skills are the ability of an employee to create a communicative environment between peers and superiors during workplace activities (Syardiansah et al. 2023). According to Mallillin (2023), different communication elements in speech must work together to communicate well, such as when speaking and writing. That way, communication can run structured and be easily understood by the interlocutor, such as when conveying information to superiors or coworkers. Good communication skills can attract more customers and maintain relationships between coworkers (Pimonratanakan et al. 2022). Clear communication can ensure that employees communicate effectively and effectively when conveying information. This assertion is substantiated by the perspective put forth by Yani et al. (2022), which posits that erroneous communication might provide unsatisfactory outcomes and potentially have dire consequences. Effective communication can offer the proper perspective to determine the success of communication (Perović, 2023).

Emotional quotient intelligence (EQI) is essential to improving employee performance. With trained emotional quotient intelligence (EQI), employees can easily control emotions, maintain relationships, and avoid excessive work stress. Social awareness, self-management, relationships between coworkers and superiors, and awareness that encourages self-confidence help identify one's strengths and weaknesses. These four characteristics comprise emotional intelligence (Alshawabkeh et al. 2021). Meanwhile, according to Aderibigbe and Mjoli (2019), a person's ability to understand, evaluate, and control emotions is called emotional quotient intelligence (EQI). Someone with better emotional quotient intelligence (EQI) will strive to recognize, understand, and realize emotions correctly (Pancasasti et al. 2022). According to Santa et al. (2023) state that a person's ability to understand and behave wisely in a social environment shows good emotional quotient intelligence (EQI). Emotional quotient intelligence (EQI) can recognize and encourage emotions (Chauhan, 2020).

Wu et al. (2023) state that change-oriented OCB allows employees to develop in the workplace and can encourage them to carry out organizational citizenship behaviour (OCB) and promote innovation service. Organizational citizenship behaviour (OCB) reduces costs and gives organizations more resources (Bestyasamala, 2018). Meanwhile, according to Chauhan (2020), OCB significantly impacts performance levels, even though OCB has no executive obligations and is not subject to conventional reward systems. This is supported by Organ (2018), as shown by employees who guide coworkers, arrive early, help each other, protect assets, and exceed schedules. OCB affects productivity voluntarily; according to Veneta et al. (2018), organizational culture, personality, job satisfaction, organizational commitment, organizational climate, transformational leadership, social responsibility, age, work involvement, and organizational justice influence OCB.

Yaseen (2020) states that employee performance is essential for the company and provides a strong foundation. Meanwhile, according to Edevbie and Williams (2023), employee work performance is the level of effectiveness at which employees complete assigned tasks to fulfill the

organization's vision and proportionally value the organization. Performance means the ability of individuals to do work that helps improve the organization's core capabilities (Çetin and Aşkun, 2018). According to Utami et al. (2023), optimal employee performance is observed when organizational objectives are effectively accomplished through constructive interactions and collaborative contributions among employees and mutually advantageous entities. Meanwhile, according to Lianto et al. (2018), dedicated individuals who commit to the organization's objectives can yield competitive advantages, including enhanced productivity, improved customer service, and reduced employee turnover rates.

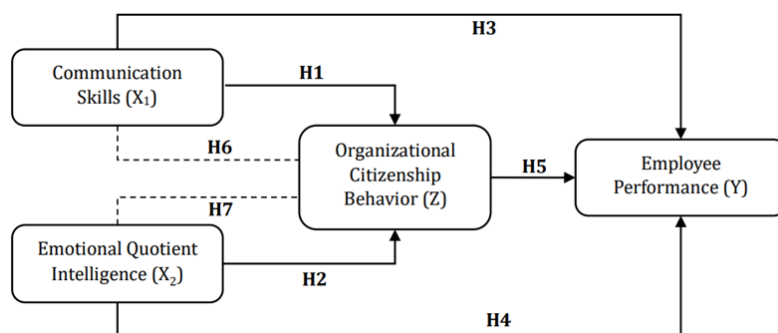


Figure 1. Research framework

Relationship between Communication Skills and Organizational Citizenship Behavior

Effective communication with colleagues and superiors can increase collaboration and good teamwork to motivate them to help colleagues who can improve OCB behaviour. According to Rachmawati (2021), every employee must have good communication skills to increase success in a job. Strong communication skills help employees understand the organization's goals well, which makes employees contribute more actively through OCB actions, such as helping colleagues, providing constructive ideas, and sharing knowledge among colleagues and superiors. Communication skills include writing, reading, listening, and using media well (Biryanto et al. 2018). According to Guan and Frenkel (2019), worker behaviour that goes beyond formal roles to help smooth organizational operations is known as OCB. Meanwhile, according to Tremblay et al. (2018), OCB refers to employee behaviour that is not explicitly driven by extrinsic rewards and can enhance a business's operational effectiveness. Research by Nofia et al. (2019) shows that communication skills significantly positively affect OCB.

H1 = Communication skills significantly affect organizational citizenship behaviour (OCB)

Relationship between Emotional Quotient and Organizational Citizenship Behavior

Work success also depends on emotional quotient intelligence (EQI) combined with OCB. Workers with good emotional quotient intelligence (EQI) tend to be able to communicate, lead, and negotiate with others better (Diocos, 2022). With good EQI, employees can better understand the feelings and needs of coworkers and superiors, which supports the positive contribution of OCB through effective collaboration. Meanwhile, according to Kapadwala and Joseph (2023), one factor influencing a person's performance level is emotional quotient intelligence (EQI). Good EQI can help employees manage work stress better, thereby improving well-being. Employees who feel better emotionally tend to be motivated to apply OCB behaviour. According to Raza et al. (2018), when employees have good emotional quotient intelligence (EQI), it can reduce stress, job dissatisfaction, and the desire to leave the company. EQI makes good relationships between coworkers, and employees can process emotions and communicate with empathy, creating a positive work environment and triggering OCB. One of the traits and skills that greatly influence OCB behaviour is emotional quotient intelligence (EQI) (Miao et al. 2018). Meanwhile, according to

Wu et al. (2023), OCB aims for change, allows employees to improve their abilities in the workplace, and directly encourages employees to apply OCB behaviour and promote innovation service. Research by (Edwar and Sulastrri, 2023) shows that emotional quotient intelligence (EQI) significantly positively affects OCB.

H2 = Emotional quotient intelligence (EQI) significantly affects organizational citizenship behaviour (OCB)

Relationship between Communication Skills and Employee Performance

Good communication skills can make employees collaborate effectively with coworkers. According to Ramos et al. (2019), they were stated that practical communication skills can increase employee productivity. Clear communication helps reduce misunderstandings and produce better solutions so employee performance increases sustainably. Performance means the ability of individuals to do work that helps improve the organization's core capabilities (Çetin and Aşkun 2018). Meanwhile, according to Utami et al. (2023), optimal employee performance is observed when organizational objectives are effectively accomplished through constructive interactions and collaborative contributions among employees and mutually advantageous entities. According to Vinith and Pinto (2023), measuring performance helps achieve goals by showing which areas of performance are good and can be improved and which are lacking. Research by Abdurrahman (2018) shows that work communication significantly positively affects employee performance.

H3 = Communication skills significantly affect employee performance

Relationship between Emotional Quotient Intelligence and Employee Performance

Employees with controlled EQI can process emotions and respond to conflict wisely, thus supporting more harmonious teamwork and supporting each other, which helps improve the achievement of common goals and encourages positive performance improvement. Emotional quotient intelligence (EQI) refers to an employee's capacity to comprehend, assess, and manage emotions, as stated by the source (Pancasasti et al. 2022). Employee performance is essential for the company and provides a strong foundation (Yaseen, 2020). According to Lianto et al. (2018), dedicated individuals who commit to the organization's objectives can yield significant competitive advantages, including enhanced production levels, improved customer service, and reduced employee turnover rates. Meanwhile, according to Vinith and Pinto (2023), measuring performance helps achieve goals by showing which areas of performance are good and can be improved and which are lacking. Research by Khangura et al. (2023) revealed that employees' good emotional quotient intelligence (EQI) showed that employees' good emotional quotient intelligence (EQI) positively affects employee performance.

H4 = Emotional quotient intelligence (EQI) significantly affects employee performance

Relationship between Organizational Citizenship Behavior and Employee Performance

Employees who exhibit Organizational Citizenship Behavior (OCB) demonstrate a voluntary inclination to assist their colleagues and the organization. They actively create novel ideas and offer improved solutions, enhancing the overall performance of the team and the organization. OCB reduces costs and gives organisations more resources (Bestyasadama, 2018). OCB exerts a notable impact on workplace performance despite its lack of leadership responsibilities and exclusion from traditional compensation structures (Chauhan, 2020). Employee work performance is how employees complete assigned tasks to meet the organization's vision and proportionally value the organization (Edevbie and Williams, 2023). Meanwhile, according to Lianto et al. (2018), dedicated individuals demonstrating a solid commitment to the organization's objectives can yield competitive advantages, including enhanced productivity, improved customer service, and reduced employee turnover rates. Research by Qalati et al. (2022) revealed that OCB enhances employee performance, and OCB plays an intermediary role in performance.

H5 = Organizational citizenship behaviour (OCB) significantly affects employee performance

Relationship between communication skills and Employee Performance through Organizational Citizenship Behavior

Good communication skills for employees in understanding organizational goals can motivate employees to participate in OCB, which supports achieving organizational goals. According to Raximbayevna and Raxmatullayevna (2023), communication coverage is essential when communicating with others and maintaining eye contact like a specialist. Meanwhile, according to Mallillin (2023), to communicate well, different communication elements in speech must work together, such as when speaking and writing messages. Effective communication can offer the proper perspective to determine the success of communication (Perović, 2023). Good communication skills allow employees to handle conflict through OCB, thereby improving employee performance sustainably. Meanwhile, according to Wu et al. (2023), OCB aims for change, allows employees to enhance their abilities in the workplace, and directly encourages employees to apply organizational citizenship behaviour (OCB) and promote innovation service. Research by Prabasari et al. (2018) shows that communication skills significantly positively affect employee performance through OCB mediation.

H6 = Communication skills significantly affect employee performance through organizational citizenship behaviour (OCB)

Relationship between Emotional Quotient Intelligence and Employee Performance through Organizational Citizenship Behaviour

Employees with good emotional quotient intelligence (EQI) can put emotions at the right level, choose what satisfies them, and control their moods to encourage themselves and avoid stress. Emotional quotient intelligence (EQI) is a personality shaped and developed by social skills, self-awareness, empathy, and desire (Mahnoor et al. 2023). Employees with good EQI can create better relationships through OCB, and positive relationships create a pleasant and productive work environment. According to Aderibigbe and Mjoli (2019), EQI refers to an individual's capacity to comprehend, assess, and regulate emotions. One of the traits and skills that greatly influence OCB behaviour is emotional quotient intelligence (EQI) (Miao et al. 2018). Meanwhile, according to Wu et al. (2023), OCB aims for change, allows employees to improve their abilities in the workplace, and directly encourages employees to apply OCB behaviour and promote innovation service. Research by Santa et al. (2023) revealed that emotional quotient intelligence (EQI) significantly positively affects performance through OCB mediation.

H7 = Emotional quotient intelligence (EQI) significantly affects employee performance through organizational citizenship behaviour (OCB)

Research is associative quantitative; according to Sugiyono (2018), associative research is a method that examines the connection between two or more variables through the evaluation of pre-established assumptions. This study will test several hypotheses to determine the effect between variables: communication skills, EQI, OCB, and employee performance.

This study type of primary data collection by distributing questionnaires to Indomaret employees in West Kalimantan with the help of social media. The research questionnaire was created in a Google Form and distributed to respondents associated with the Indomaret association in West Kalimantan through social media such as WhatsApp, Instagram, TikTok, YouTube, and email. The population consists of Indomaret employees in West Kalimantan.

According to Sugiyono (2018), the judgmental sampling technique assesses the characteristics used to select the number of samples to be studied. Sampling criteria (1) those who work at Indomaret and (2) the location of Indomaret operates in West Kalimantan. The population of Indomaret employees operating in the West Kalimantan sample taken was 200 respondents of Indomaret employees in West Kalimantan. This research employs dependent variables (Y),

independent variables (X), and mediating factors (Z). In this study, the dependent variable is employee performance, while the independent variables consist of communication skills and EQI. Furthermore, the variable that mediates is OCB. Data were analyzed using the IBM AMOS 24 Structural Equation Modeling (SEM) analysis tool in model and hypothesis testing. The results or output from AMOS software will accurately show how communication skills and emotional quotient intelligence affect employee performance through OCB.

RESULTS AND DISCUSSIONS

Characteristics of Respondents

This research is included in associative-causal research, which is a study that aims to determine the effect of one variable on another. This study uses structural equation modeling (SEM) analysis techniques while in the sampling process using a judgmental sampling method. Respondents in this study were Indomaret employees operating in the West Kalimantan sample of 200 respondents.

Based on the data acquired from the administered questionnaire, it is evident that the attributes of the participants in this investigation can be classified into distinct categories:

Tabel 1. Characteristics of Respondents

Categories	Items	f	%
Gender	Male	93	46,5
	Female	107	53,5
	TOTAL	200	100
Age	18-21 years old	36	18
	22-27 years old	164	82
	28-35 years old	0	0
	TOTAL	200	100
Period of Employment	1 - 11 Month	17	8,5
	1 - 5 Year	179	89,5
	6 - 10 Year	4	2
	> 10 Year	0	0
	TOTAL	200	100
Indomaret Location	West Kalimantan	200	100
	TOTAL	200	100

Model Measurement

Tabel 2. Goodness of Fit Index

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	<i>Results</i>	
CMIN/DF	≤ 3.00	1.595	<i>Good Fit</i>
RMSEA	≤ 0.08	0.055	<i>Good Fit</i>
RMR	≤ 0.05	0.028	<i>Good Fit</i>
NFI	≥ 0.90	0.932	<i>Good Fit</i>
IFI	≥ 0.90	0.974	<i>Good Fit</i>
TLI	≥ 0.95	0.969	<i>Good Fit</i>
CFI	≥ 0.95	0.973	<i>Good Fit</i>

The model conformance test in Table 2 shows that the model conformance requirements are accepted, and conformance can be stated. Seven metrics demonstrate a strong level of compatibility. Suppose three to four measurements exhibit a strong match surpassing the predetermined threshold. In that case, it is appropriate to deem the study model configuration sufficient and worthy of acceptance.

Tabel 3. Value of Standardized Loading Factor, Construct Reliability (CR), and Average Variance Extracted (AVE) in Overall Model Fit

	<i>Items</i>	<i>SLF</i>	<i>CR</i>	<i>AVE</i>
Communication Skills	I can train or develop my ability to express my ideas more effectively.	0,760384	0,937	0,760
	I always listen when the leader gives an order and confirm it with my understanding.	0,755161		
	I always ensure that my coworkers and superiors can easily understand the information I convey.	0,786769		
	I use clear and structured language when talking to my superiors.	0,737881		
Emotional Quotient Intelligence	I realize my weaknesses and develop my abilities without covering them up.	0,762129	0,934	0,709
	I express my emotions or talk about my feelings with someone I trust, which can help relieve pressure and provide insight from a different perspective.	0,659344		
	I use and utilize emotions such as determination and resilience to overcome challenges and obstacles at work.	0,664225		
	I understand and will try to help if my coworkers need help.	0,746496		
	I have an excellent ability to network and socialize.	0,712336		
Organizational Citizenship Behavior	If a coworker needs help at work, I will help them.	0,619369	0,909	0,661
	If a coworker needs information, I will try to explain the data.	0,670761		
	If my boss gives me additional work, I will complete it seriously.	0,6889		
	I will give my full attention and listen carefully when a coworker speaks or shares a problem.	0,660969		
	I always promote a positive image of the company in the community.	0,667489		
Employee Performance	I am always careful in carrying out tasks to minimize errors at work.	0,649636	0,933	0,738
	The results of my current work are better than in the past.	0,712336		
	I consistently adhere to all the prescribed working hours regulations within the organization.	0,784996		
	I always show up on time to achieve effectiveness at work and set my time targets for completing tasks.	0,790321		
	I can overcome difficulties at work.	0,751689		

Based on Table 3, the findings from the validity and reliability assessments indicate that the constructed model's indicators satisfy the established validity and reliability requirements. Indicators exhibiting standardized loadings factor (SLF) values over 0.50. This suggests that all metrics possess validity and sufficiency in assessing the composition of the developed overall model. The construct reliability (CR) test value surpasses the threshold of 0.70, suggesting that all the instruments included in the study exhibit high levels of reliability. Consequently, these instruments can consistently measure the underlying structure inside the constructed model.

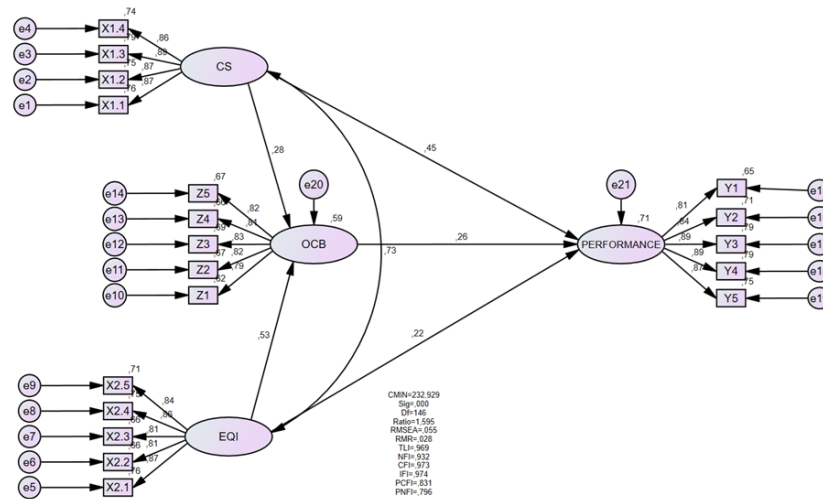


Figure 2. Full model analysis

The results of the path diagram calculation can be seen in Table 4 below:

Tabel 4. Hypothesis Test Results

Hypothesis	Path	β	S.E	C.R	P	Description
H1	CS ---> OCB	0,276	0,085	3,257	0.001	Positive, Significant
H2	EQI ---> OCB	0,517	0,09	5,773	0.000	Positive, Significant
H3	CS ---> PERFORMANCE	0,458	0,082	5,59	0.001	Positive, Significant
H4	EQI ---> PERFORMANCE	0,223	0,088	2,543	0.000	Positive, Significant
H5	OCB ---> PERFORMANCE	0,275	0,085	3,223	0.011	Positive, Significant

The hypotheses presented in this study are derived from the current body of knowledge. The initial hypothesis demonstrates a notable positive impact of communication skills on organizational citizenship behaviour (OCB). This assertion is supported by the t-value and p-value, which provide evidence for the first hypothesis. Specifically, the t-count value of 3.257 for the communication skills variable and OCB indicates a more substantial increase than the t-table value of 1.96. Similarly, the p-value suggests a value less than 0.05 ($\alpha = 0.05$), thereby leading to the acceptance of the first hypothesis. The second hypothesis demonstrates a notable positive impact of emotional quotient intelligence (EQI) on organizational citizenship behaviour (OCB). The t-value of the EQI variable on OCB, which is 5.773, is above the critical t-value of 1.96. Similarly, the p-value suggests a value less than 0.05 ($\alpha = 0.05$), thereby supporting the acceptance of the second hypothesis. The third hypothesis demonstrates a substantial positive relationship between communication skills and performance. The t-count value for the communication skills and performance variable is 5.590, above the critical t-table value of 1.96. Similarly, the acceptance of the third hypothesis occurs when the p-value is less than the predetermined significance level of 0.05 ($\alpha = 0.05$). The fourth hypothesis demonstrates a substantial relationship between emotional quotient intelligence (EQI) and performance. The t-count value of the EQI variable and performance, which is 2.543, is above the critical t-table value of 1.96. Similarly, the acceptance of the fourth hypothesis occurs when the p-value is less than 0.05, with α set at 0.05. The fifth hypothesis demonstrates a statistically significant positive relationship between organizational citizenship behaviour (OCB) and performance. The t-value of the OCB variable and performance, which is 3.224, is above the critical t-value of 1.96 obtained from the t-table. Similarly, the acceptance of the fifth hypothesis is contingent upon the p-value being below the predetermined

significance level of 0.05 ($\alpha = 0.05$). Table 5 presents the results obtained from the Sobel test, which aims to confirm the indirect effect on the built-in mediating variable's overall development.

Tabel 5. Sobel Test-Significance of Mediation

Hypothesis	Path	Sobel Test		Description
		t-Stat	P Value	
H6	CS ---> OCB ---> PERFORMANCE	2.29	0.02	Positive, Significant
H7	EQI ---> OCB ---> PERFORMANCE	2.81	0.004	Positive, Significant

According to the findings presented in Table 5, the sixth hypothesis has a Sobel test statistic of 2.29 and a p-value of 0.02. Notably, the Sobel test statistic exceeds the critical t-table value of 1.96. Similarly, the p-value is assigned a significance level of less than 0.05 ($\alpha = 0.05$). This study's findings suggest a notable indirect impact of communication skills on performance through the mediating variable of organizational citizenship behaviour (OCB). As a result, the sixth hypothesis can be deemed to be supported. The results of the seventh hypothesis indicate a Sobel test statistic of 2.81, which corresponds to a p-value of 0.004. Notably, the observed Sobel test statistic exceeds the critical threshold of 1.96 per the t-table. Similarly, the p-value is smaller than the predetermined significance level of 0.05 ($\alpha = 0.05$). These results indicate a significant indirect effect of emotional quotient intelligence (EQI) on performance through OCB, so the seventh hypothesis is accepted.

Discussion

OCB mediates the impact of communication skills and EQI on employee performance at Indomaret in West Kalimantan. According to the results of this study, it can be concluded that all hypotheses have been supported, indicating a significant relationship between communication skills and EQI and employee performance. Moreover, it is essential to acknowledge that organizational citizenship behaviour (OCB) is vital in modulating the relationship between communication skills and emotional intelligence (EQI) regarding employee performance. The study's findings hold potential benefits for future firms in terms of marketing strategies, productivity, and performance enhancement, as they consider communication skills and EQI. Research by Nofia et al. (2019) states that a person's communication skills positively and significantly affect OCB. The observation above is substantiated by the scholarly investigation conducted by Amini et al. (2013) that communication skills increase OCB. Edwar et al. (2023) found that emotional quotient intelligence (EQI) positively and significantly affects OCB. This finding is supported by the analysis of Piyumalee et al. (2023); a positive and statistically significant correlation exists between EQI and OCB. Research by Abdurrahman et al. (2018) shows that communication skills positively and significantly affect employee performance. This finding is supported by the study of Kalogiannidis (2020), which states that effective communication in every business activity greatly influences employee performance. Research by Khangura et al. (2023) shows that good EQI from employees positively affects employee performance. This finding is supported by the study of Koutsoumpa (2023), EQI has a positive and significant effect on performance. Research by Qalati et al. (2022) revealed that OCB improves employee performance. This finding is supported by the study of Purwanto (2022) that OCB has a positive and significant effect on employee performance. Research by Prabasari et al. (2018) shows that communication skills positively and significantly affect employee performance through OCB mediation. Support from the findings of Febrina et al. (2023) shows that communication skills affect performance through OCB. Research by Santa et al. (2023) shows that emotional quotient intelligence (EQI) positively and significantly affects performance when mediated by OCB. Support from the findings of Oktaviana et al. (2023) indicates that EQI has a positive and significant effect on performance through OCB. Previous research is in line with the results of this study, meaning that in improving

performance, employees are expected to consistently improve communication skills and emotional quotient intelligence (EQI) through organizational citizenship behaviour (OCB).

CONCLUSION

Conclusions can be derived through the analysis and interpretation of processed data and subsequent discussions. Possessing practical communication skills has been observed to exert a significant and positive influence on organizational citizenship behaviour (OCB). The findings suggest that maintaining strong communication skills is positively associated with the display of organizational citizenship behaviour (OCB) and significantly influences this behaviour. Emotional Quotient Intelligence (EQI) demonstrates a notable and favorable impact on organizational citizenship behaviour (OCB). This finding indicates that high emotional intelligence (EQI) is positively associated with engaging in organizational citizenship behaviours (OCB) and significantly influences such behaviours. The impact of communication skills on employee performance is both excellent and significant. Practical communication skills contribute to positive employee performance and exert a considerable effect. Emotional quotient intelligence (EQI) impacts employee performance positively and significantly. A high emotional quotient intelligence (EQI) positively correlates with superior employee performance and exerts a considerable effect. The implementation of organizational citizenship behaviour (OCB) has been found to have a noteworthy and substantial influence on the performance of employees. Demonstrating high levels of organizational citizenship behaviour (OCB) is positively associated with employee performance and exerts a significant impact. The impact of communication skills on employee performance is notably beneficial, as seen by their influence on organizational citizenship behaviour (OCB). Practical communication skills have been found to influence organizational citizenship behaviour (OCB) positively and can enhance employee performance. The magnitude of this impact is significant, suggesting that the variable OCB serves as a verified intervening variable. Emotional quotient intelligence (EQI) 's effect on employee performance is positive and statistically significant, mediated mainly by organizational citizenship behaviour (OCB). High emotional quotient intelligence (EQI) is associated with positive outcomes such as high organizational citizenship behaviour (OCB) and enhanced employee performance. The observed effect is statistically significant, suggesting that the OCB variable mediates this relationship. This paper recommends that Indomaret personnel improve their communication skills, emotional quotient intelligence (EQI), and organizational citizenship behaviour (OCB) to enhance their overall performance. For stakeholders, an important step that must be done now and sustainably in the future is to work together to create programs that will enhance employee performance. To ensure the existence of Indomaret in West Kalimantan, quick action is needed because of the increasingly real competition and the more significant invasion of imported products. This research enriches the scientific literature by deepening our understanding of organizational behavior dynamics, validating existing theories, introducing novel concepts, providing practical applications, and fostering a trajectory for future scholarly investigations. This research still needs to be revised on the variables and objects studied. Many other variables still need to be developed to improve the performance of Indomaret employees. The things learned are also different from Indomaret employees with certain divisions. This is important because each division has other characteristics and challenges. This research offers actionable insights into communication skills, emotional intelligence, OCB, and employee performance dynamics. The findings guide recommendations for improvement and highlight the ongoing need for research and stakeholder collaboration in navigating organizational challenges.

Recommendations for future research should encompass additional variables, such as job satisfaction, leadership, and work-life balance. Moreover, future inquiries are expected to broaden the range of subjects under examination by augmenting the quantity and comprehensiveness of variables analyzed, surpassing the geographical boundaries of West Kalimantan. Potential research settings may encompass popular retail establishments such as Alfamart, Hypermart, 7-Eleven, and Lawson.

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