Performance Determinants

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Abstract

In fact, HR sets the standards for managing a business. Various factors contribute to the prosperity of institutions, organizations, and businesses. However, the human element holds the key to success in achieving this goal. Even if other resources are available, a business will find it difficult to function well without quality human resources. Human resources are one of the most important factors in a company. The results of this research are as follows: Emotional Intelligence has a positive and significant effect on Employee Performance with a value of 0.332 and a value of 0.009. Emotional Intelligence has a positive and insignificant effect on Organizational Citizenship Behavior with a value of 0.200 and a value of 0.023. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with a value of 0.168 and a value of 0.162. Training has a positive and significant effect on employee performance with a value of 0.356 and a value of 0.016. Training has a positive and significant effect on Organizational Citizenship Behavior with a value of 0.710 and a value of 0.000. Emotional Intelligence has a positive and insignificant effect on Employee Performance through Organizational Citizenship Behavior with a value of 0.034 and a value of 0.204. Training has a positive and insignificant effect on Employee Performance through Organizational Citizenship Behavior with a value of 0.119 and a value of 0.169.

Keywords: Emotional Intelligence, Job Training, Organizational Citizenship Behavior, Employee Performance.

INTRODUCTION

Another important factor that influences the development of a company is its human resources. To achieve organizational goals, human resources are essentially individuals who work for the organization as planners, promoters, and thinkers. Various factors contribute to the prosperity of institutions, organizations, and businesses. However, the human element holds the key to successfully achieving these goals. Even if other resources are available, a business will have difficulty functioning properly without quality human resources. Human resources are one of the most important factors in a company. Emotional intelligence is one of the important factors that has a significant influence on learning outcomes. According to the results of contemporary psychological research, emotional intelligence, or intelligence, is the main factor that influences intelligence quotient, or IQ. This means that emotional intelligence affects human learning and performance. In addition, emotional intelligence greatly enhances our ability to learn practical skills based on several levels of emotional intelligence, which include self-awareness, self-motivation, empathy, and self-control in forming relationships with others. 1 Everyone finds it difficult to deal with their emotional burden because emotional burdens are unstable and are owned by various people. So emotional intelligence must be learned and trained from an early age, and the ability to learn emotional intelligence needs to be developed or honed continuously. To improve organizational goals, training is a systematic process that takes into account student performance. In the final year of the program, training is done based on needs rather than randomly. Effective training begins when students identify a need; if there is a need, then the training must also change, either through the acquisition of new skills or through preparation for a higher standard. On-the-job training has been used by businesses to

improve their HR (Human Resources). To have high-quality employees. know, understand, and master the work well as the skills and abilities possessed by the prospective company. To increase employee productivity, certain training related to the work is needed. One of the main drivers of organizational change today is not only organizational change, but also organizational change in supporting additional roles. This additional function is also known as organizational citizenship behavior. Good employees will gradually introduce organizational citizenship behavior, which is defined as the positive contribution of individuals to the company that reduces turnover in the workplace. Employees with Organizational Citizenship Behavior are able to analyze their own work so that they can choose the best work product for the needs of their organization. *Organizational Citizenship Behavior* is a system used to identify employees clearly and concisely to facilitate work, contributing more to the organization than what is formally required of them. One component of the performance management system is employee performance appraisal. In essence, this is one of the most important components of the company's maintenance function, workers who are useful for developing the business actively and successfully. Employees should be encouraged and motivated to show their best abilities and skills through performance reviews. Measuring and differentiating employee work success and policy decisions in other HR areas, including compensation changes, training and development, promotions, and so on, can be done through employee performance appraisals. Therefore, there is a direct impact on all operations that depend on employee performance appraisals.

Formulation of the problem

1. Does Emotional Intelligence have a positive and significant effect on Organizational Citizenship Behavior at the Bank Indonesia Representative Office, North Sumatra Province?
2. Does Job Training Have a Positive and Significant Influence on Organizational Citizenship Behavior at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Emotional Intelligence have a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Job Training have a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Organizational Citizenship Behavior have a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does Emotional Intelligence have a positive and significant effect on Employee Performance through Organizational Citizenship Behavior at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Job Training have a positive and significant effect on Employee Performance through Organizational Citizenship Behavior at the Bank Indonesia Representative Office in North Sumatra Province?

Research purposes

1. To determine and analyze the influence of Emotional Intelligence on Organizational Citizenship Behavior at the Representative Office of Bank Indonesia, North Sumatra Province.

2. To determine and analyze the influence of Job Training on Organizational Citizenship Behavior at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of Emotional Intelligence on Employee Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of Job Training on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
5. To determine and analyze the influence of Organizational Citizenship Behavior on Employee Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
6. To determine and analyze the influence of Emotional Intelligence on Employee Performance through Organizational Citizenship Behavior at the Bank Indonesia Representative Office, North Sumatra Province.
7. To find out and analyze the influence of Job Training on Employee Performance through Organizational Citizenship Behavior at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW
Emotional Intelligence
Understanding Emotional Intelligence
According to Zohar and Marshall (2015) emotional intelligence as the intelligence of the heart is useful for sharpening or developing the sharpness of feeling needed in building social capital, namely capital in the form of networks or relationships with other people that enable communities and organizations to function effectively for the common good. Emotional intelligence is a person's intelligence to accept, assess, manage, and control the emotions of themselves and others around them, processing emotions means understanding emotional conditions and must be associated with the situation at hand in order to provide a positive impact. We need to realize that emotions are the result of interactions between thoughts, physiological changes, and behavior (Goleman, 2015).

Emotional Intelligence Indicators
According to Goleman (2015), the indicators of emotional intelligence are as follows:
a. Self-awareness is a person's ability to know their feelings and their effects and use them to make decisions for themselves, have realistic benchmarks, self-ability and have strong self-confidence and then relate them to the source of the cause.
b. Self-control is the ability to handle one's own emotions, express and control emotions, have sensitivity to one's conscience, to be used in everyday relationships and actions.
c. Motivation Motivation is the ability to use desire to at all times raise enthusiasm and energy to achieve a better condition and be able to take the initiative and act effectively, be able to survive failure and frustration.
d. Empathy Empathy is the ability to feel what other people feel, to understand other people's perspectives, and to create relationships of mutual trust and to be able to align oneself with various types of individuals.
e. Social Skills Is the ability to handle emotions well when dealing with others and create and maintain relationships with others, can influence, lead, deliberate, resolve disputes and work together in a team.

Job Training
Definition of Job Training

Training is defined as the process of providing and improving the abilities and skills of employees or the process of helping employees to improve deficiencies in carrying out their work in the past (Zulkarnaen et al, 2018). According to Tanujaya (2015) training can also be interpreted as an effort to improve job performance on a particular task that is currently his responsibility so that it runs effectively.

Job Training Indicators
According to Tanujaya (2015) training indicators include:
1. Quality of material
2. Quality of Training Methods
3. Quality of Training Instructors
4. Quality of Training Facilities and Equipment
5. Quality Quality Quality of Training Participants

Organizational Citizenship Behavior
Understanding Organizational Citizenship Behavior

According to Sulastri et al., (2018) organizational citizenship behavior is behavior that is not part of the employee's formal work obligations, but supports the effective functioning of the organization. According to Gunawan and Netra (2017) organizational citizenship behavior is employees who work beyond their job responsibilities and voluntarily give their time and energy for the success of task implementation.

Organizational Citizenship Behavior Indicators

According to Gunawan & Netra (2017), the indicators of organizational citizenship behavior are as follows:
1. Altruism, namely behavior that takes the initiative to help or assist co-workers in an organization voluntarily.
2. Courtesy, namely the behavior of individuals who maintain good relations with their colleagues to avoid disputes between members of the organization,
3. Sportsmanship, namely the individual's willingness to accept whatever is determined by the organization even in unreasonable circumstances,
4. Conscientiousness, namely high devotion or dedication to work and the desire to exceed achievement standards in every aspect,
5. Civic virtue, namely individual behavior that shows that the individual has a responsibility to be involved, participate, take part, and care in various activities organized by the organization.

Employee Performance
Definition of Performance

According to Yasa, (2017). Performance is the result of work in terms of quality and quantity that can be achieved by an employee in carrying out tasks according to the responsibilities given to him. According to Mangkunegara (2017) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Performance Indicators

According to Mangkunegara (2017) performance indicators are:

a. Work quality Reflects the improvement in quality and previously determined work standards, usually accompanied by an increase in capability and economic value.

b. Quantity of work Reflects the increase in volume or number of a unit of activity that produces goods in terms of quantity. Quantity of work can be measured through the addition of physical value and goods from previous results.

c. Whether or not someone can be relied on reflects how someone completes a job assigned to them with a high level of accuracy, willingness and enthusiasm.

d. Cooperative attitude Reflects an attitude that shows high cooperation among fellow employees and attitudes towards superiors, as well as towards employees from other companies.

Conceptual Framework
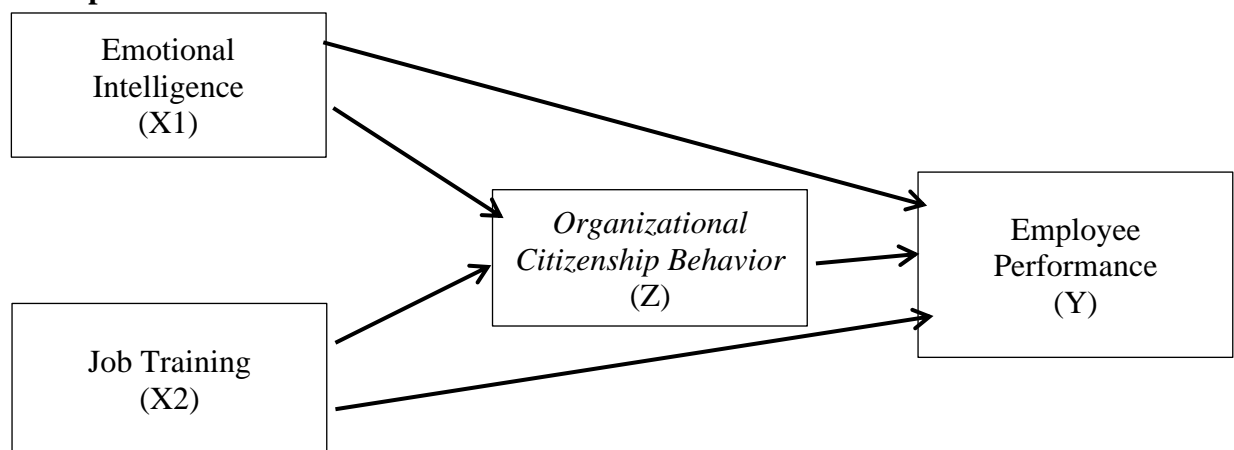
Figure 1. Conceptual Framework

Hypothesis

Based on the conceptual framework, the hypothesis of this study is as follows:

H1 Emotional Intelligence has a positive and significant influence on Organizational Citizenship Behavior at the Bank Indonesia Representative Office, North Sumatra Province

H2 Job Training has a positive and significant effect on Organizational Citizenship Behavior at the Bank Indonesia Representative Office in North Sumatra Province

H3 Emotional Intelligence has a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province

H4 Job Training has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province

H5 *Organizational Citizenship Behavior*r has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, North Sumatra Province.

H6 Emotional Intelligence has a positive and significant effect on Employee Performance through Organizational Citizenship Behavior at the Bank Indonesia Representative Office, North Sumatra Province

H7 Job Training has a positive and significant effect on Employee Performance through Organizational Citizenship Behavior at the Bank Indonesia Representative Office, North Sumatra Province

METHOD
Types of research
The type of research used by researchers is quantitative research. According to Sugiyono (2018) quantitative methods can be said to be traditional methods and can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of describing and testing the hypothesis that has been set.

Time and Place of Research
This research was conducted from September to October 2024. The location of the research was at the Representative Office of Bank Indonesia, North Sumatra Province, Jalan Balai Kota No. 4, Medan City.

Population
The population in this study were 70 employees of the Bank Indonesia Representative Office of North Sumatra Province. According to Sugiyono (2019), population is the whole or set of objects with the same characteristics, while in a broad sense, population is a generalization area consisting of subjects or objects that have certain quantities and characteristics determined by researchers to be studied and then conclusions can be drawn.

Sample
The sample taken in this study was all the population at the Bank Indonesia Representative Office of North Sumatra Province, totaling 70 employees, with a sampling technique using the saturated sampling technique. According to Sugiyono (2019), the sample is part of the number and characteristics of the population.

Research Data Sources
The research data sources used are primary data sources, namely data taken by the researcher himself. According to Sugiyono (2019), primary data is a data source obtained directly from data collection.

Data collection technique
The data collection technique used by researchers is a questionnaire, the questionnaire will be made and distributed to respondents who have been sampled. According to Sugiyono (2019), a questionnaire is a data collection technique carried out by giving a set of written statements to respondents to answer.

Data Analysis Methods
SEM-PLS analysis
In this study, the Structural Equation Modeling (SEM) method was used to evaluate the hypothesis with the help of SmartPLS software. A multivariate statistical technique called partial linear square (PLS) analysis compares many dependent variables with several

independent variables. When specific data problems arise, such as small sample sizes, missing values, and multicollinearity, PLS is one of the variance-based SEM statistical methods intended to solve multiple regression (Jogiyanto and Abdillah, 2019).

Reflective Model Evaluation (Outer Model)

According to Jogiyanto and Abdillah (2019), the outer model is a measurement model used to evaluate the validity and reliability of the model. Assessing indicator variables is the purpose of the outer model evaluation (Widarjono, 2015). The outer model evaluation includes:

Validity

Validity is very important, according to Bungin (2015), because the measuring instrument used must have good accuracy. This means that validity will increase the weight desired by researchers towards the truth of their findings.

a. Convergent Validity Test

A set of indicators that show one latent variable and the indicators underlying the latent variable are known as convergent validity tests. The average variance extracted (AVExtracted) is used to determine the convergent validity of the test. The AVE value according to Widarjono (2015) must be > 0.5, meaning that the latent variable is able to account for more than half of the average variance of its indicators.

b. Discriminant Validity Test

Discriminant Validity Test is a concept that has the meaning that two different concepts must show their differences. There are two methods, namely cross loading of indicator variables and FornellLarcker. Cross loading of indicator variables on latent variables must be greater in value than other latent variables. FornellLarcker, namely the root of AVE for each latent must be greater than the correlation between latent variables (Widarjono, 2015).

c. Outer Loading Hypothesis Test

Hypothesis test of outer loadings obtained from t-statistics outer loading using the t-statistics value guidelines, suggested by Ghozali & Latan (2014). There must be a result higher than 1.96.

Reliability

Sekaran and Bougie (2014) define dependability as the ability of a measuring instrument to measure an idea consistently. Stability refers to the reliability of an instrument if it produces the same size or result when used again to measure the same thing on the same problem (Bungin, 2015).

a. Reliability Indicator

Based on Cronbach's Alpha, the reliability indicator shows how reliable each indicator is. Cronbach's Alpha should be greater than 0.7 for theory testing and above 0.6 for exploratory research, according to Widarjono (2015).

b. Internal Consistency with Composite Reliability

Internal consistency is assessed using composite reliability (Widarjono, 2015). Ghozali and Latan (2014) stated that for exploratory research, a composite reliability value of 0.6 to 0.7 is acceptable, but for confirmatory research it must be greater than 0.7.

Structural Model Evaluation (Inner Model)

The inner model is a structural model that predicts the causal relationship between latent variables, according to Jogiyanto and Abdillah (2019). According to Widarjono (2015), the evaluation of the structural equation model shows how the independent latent variables affect the dependent latent variables. R2 is used for the dependent construct and the path coefficient value or t value for each path in the assessment of the structural model in PLS to determine the relevance between constructs in the structural model (Jogiyanto and Abdillah, 2019). basic evaluation so far, especially:

Significance and Hypothesis Testing

In hypothesis testing, the path coefficient or inner model value indicates the degree of relevance. For hypothesis testing at 5% alpha and 80% power, Hair et al. (In Jogiyanto and Abdullah, 2019) stated that the path coefficient or inner model score indicated by the t-statistic must be above 1.96 for a two-sided hypothesis and above 1.64 for a one-sided hypothesis. In a two-sided hypothesis, a t-statistic value > 1.96 on the path between variables indicates a significant relationship, according to Ghozali and Latan (2014).

Goodness of Fit with Determination Coefficient (R2)

The extent to which the dependent latent variable can be explained by the independent latent variable is indicated by the coefficient of determination (Widarjono, 2015). The degree of variation in changes in an independent variable to the dependent variable is measured by its R2 value. According to Jogiyanto and Abdillah (2009), the suggested research model prediction model is better if its R2 value is higher.

Direct Indirect Effect

The overall effect of a construct on another construct is expressed as a value called the Total Effect. This value is obtained from the direct effect of the added construct and the indirect effect of the other constructs, assuming all paths are included even if they are not significant.

RESULTS AND DISCUSSION
Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage of research, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below 0.60 and are not significant. The structural model in this study is shown in the following Figure:
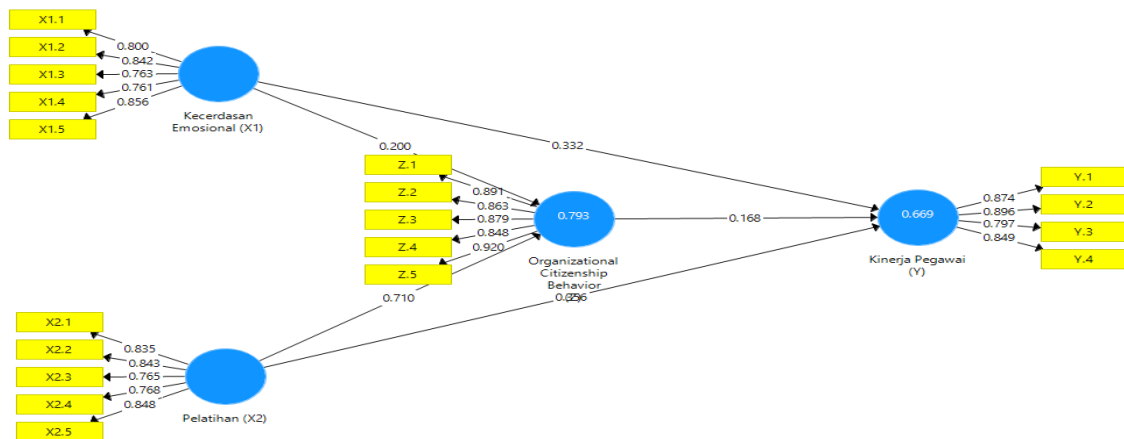
Figure 2. Outer Model
Source: Smart PLS3.3.3

In this research there is an equation and the equation consists of two substructures for substructure 1

Z = b1X1 + b2X2 + e1
Z = 0.200 X1+ 0.710 X2+ e1
For substructure 2
Y = b2X1 + b3X2 + b3Z + e2
Y = 0.332X1 + 0.356 X2+ 0.168Z + e2

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings as follows:

Table 1. Outer Loadings

	Emotional Intelligence (X1)	Employee Performance (Y)_	Organizational Citizenship Behavior_(Z)_	Training (X2)
X1.1	0.800			
X1.2	0.842			
X1.3	0.763			
X1.4	0.761			
X1.5	0.856			
X2.1				0.835
X2.2				0.843
X2.3				0.765
X2.4				0.768
X2.5				0.848
Y.1		0.874		
Y.2		0.896		
Y.3		0.797		
Y.4		0.849		
Z.1			0.891	
Z.2			0.863	

			0.879	
Z.3			0.879	
Z.4			0.848	
Z.5			0.920	

Source: Smart PLS3.3.3

The results of the table above are that there is a loading factor value greater than 0.07, meaning that each indicator in the variable has a valid value and can be used for further research.

Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on its variable is the largest compared to other variables. The following are the cross loading values of each indicator:

Table 2. Discriminant Validity

	Emotional Intelligence (X1)	Employee Performance (Y)_	Organizational Citizenship Behavior_(Z)_	Training (X2)
X1.1	**0.800**	0.608	0.629	0.667
X1.2	**0.842**	0.658	0.673	0.671
X1.3	**0.763**	0.585	0.652	0.676
X1.4	**0.761**	0.577	0.657	0.702
X1.5	**0.856**	0.709	0.697	0.806
X2.1	0.788	0.651	0.729	**0.835**
X2.2	0.807	0.790	0.845	**0.843**
X2.3	0.596	0.592	0.680	**0.765**
X2.4	0.632	0.498	0.666	**0.768**
X2.5	0.706	0.654	0.647	**0.848**
Y.1	0.650	**0.874**	0.696	0.653
Y.2	0.642	**0.896**	0.663	0.662
Y.3	0.631	**0.797**	0.568	0.678
Y.4	0.740	**0.849**	0.652	0.720
Z.1	0.747	0.652	**0.891**	0.859
Z.2	0.644	0.619	**0.863**	0.741
Z.3	0.746	0.660	**0.879**	0.740
Z.4	0.733	0.668	**0.848**	0.717
Z.5	0.745	0.723	**0.920**	0.831

Source: Smart PLS3.3.3

In table 2, there is a cross loading value for the emotional intelligence variable, there is a value that is greater than the cross loading on other latent variables, the cross loading on the employee performance variable has a value that is greater than the cross loading on other latent variables, the cross loading of the organizational citizenship behavior variable has a

value that is greater than the cross loading on other latent variables, the cross loading of the training variable has a value that is greater than the cross loading on other latent variables, it can be concluded that this study is discriminantly valid.

Composite reliability
　　　　In this study, reliability testing was conducted using two methods, namely Cronbach's alpha and Composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct, while Composite reliability measures the actual value of the reliability of a construct. Based on this opinion, this study uses Composite reliability to test reliability. The rule of thumb is that the alpha or Composite reliability value must be greater than 0.7, although a value of 0.6 is still acceptable. The table below shows the values of Cronbach's alpha and Composite reliability.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Emotional Intelligence (X1)	0.864	0.902	0.649
Employee Performance (Y)_	0.876	0.916	0.731
Organizational Citizenship Behavior_(Z)_	0.927	0.945	0.775
Training (X2)	0.871	0.907	0.660

Source: Smart PLS3.3.3

　　　　There are values above indicating that the value of all variables in the reliability test using either Cronbach's Alpha or Composite reliability is > 0.70, and the validity test using AVE (Average Variance Extracted) is > 0.50. Therefore, it can be concluded that the variables tested are valid and reliable, so it can be continued to test the structural model.

Inner Model Analysis
　　　　Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

Coefficient of Determination (R2)
　　　　Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)_	0.669	0.654
Organizational Citizenship Behavior_(Z)_	0.793	0.787

Source: Smart PLS3.3.3

　　　　In table 4 there is an R square value of the Employee Performance variable of 0.669, meaning that the influence of training, emotional intelligence and Organizational Citizenship Behavior on employee performance is 0.669 or 66.9%, the rest is on other variables. Organizational Citizenship Behavior R square value of 0.793 means that the influence of

emotional intelligence and training on Organizational Citizenship Behavior is 0.793 or 79.3% and the rest is on other variables.

Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients of direct influence:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Emotional Intelligence (X1) -> Employee Performance (Y)_	0.332	2,379	**0.009**	**Accepted**
Emotional Intelligence (X1) -> Organizational Citizenship Behavior_(Z)_	0.200	2,002	**0.023**	**Accepted**
Organizational Citizenship Behavior_(Z)_ -> Employee Performance (Y)_	0.168	0.986	**0.162**	**Rejected**
Training (X2) -> Employee Performance (Y)_	0.356	2,157	**0.016**	**Accepted**
Training (X2) -> Organizational Citizenship Behavior_(Z)_	0.710	7,231	**0,000**	**Accepted**

Source: Smart PLS3.3.3

In the results of the direct influence in table 5, the researcher will explain it as follows:

1. Emotional Intelligence has a positive and significant effect on Employee Performance with a value of 0.332 and p values of 0.009, meaning that if there is an increase in good emotional intelligence, employee performance will increase, conversely, if there is a decrease, employee performance will decrease.
2. Emotional Intelligence has a positive and insignificant effect on Organizational Citizenship Behavior with a value of 0.200 and p values of 0.023, meaning that if emotional intelligence increases, Organizational Citizenship Behavior will increase, conversely, if it decreases, Organizational Citizenship Behavior will decrease.
3. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with a value of 0.168 and p values of 0.162, meaning that Organizational Citizenship Behavior has little effect on employee performance because not all employees are willing to carry out Organizational Citizenship Behavior.
4. Training has a positive and significant effect on Employee Performance with a value of 0.356 and p values of 0.016, meaning that if good training increases, employee performance will increase, conversely, if it decreases, employee performance will decrease.
5. Training has a positive and significant effect on Organizational Citizenship Behavior with a value of 0.710 and p values of 0.000, meaning that if training increases, Organizational Citizenship Behavior increases, conversely, if it decreases, Organizational Citizenship Behavior decreases.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Emotional Intelligence (X1) -> Organizational Citizenship Behavior_(Z)_ -> Employee Performance (Y)_	0.034	0.827	**0.204**	**Rejected**
Training (X2) -> Organizational Citizenship Behavior_(Z)_ -> Employee Performance (Y)_	0.119	0.960	**0.169**	**Rejected**

Source: Smart PLS3.3.3

The results of the indirect influence are shown in Table 6 and will be explained by the researcher as follows:

6. Emotional Intelligence has a positive but insignificant effect on Employee Performance through Organizational Citizenship Behavior with a value of 0.034 and p values of 0.204, meaning that Organizational Citizenship Behavior is not an intervening variable because it is unable to influence it significantly.

7. Training has a positive but insignificant effect on Employee Performance through Organizational Citizenship Behavior with a value of 0.119 and p values of 0.169, meaning that Organizational Citizenship Behavior is not an intervening variable because it is unable to have a significant effect.

CLOSING
Conclusion

When the results have been obtained and explained, the conclusion of this research is as follows:

1. Emotional Intelligence has a positive and significant effect on Employee Performance with a value of 0.332 and p values of 0.009.
2. Emotional Intelligence has a positive and insignificant effect on Organizational Citizenship Behavior with a value of 0.200 and p values of 0.023.
3. Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with a value of 0.168 and p values of 0.162.
4. Training has a positive and significant influence on Employee Performance with a value of 0.356 and p values of 0.016.
5. Training has a positive and significant effect on Organizational Citizenship Behavior with a value of 0.710 and p values of 0.000.
6. Emotional Intelligence has a positive but insignificant effect on Employee Performance through Organizational Citizenship Behavior with a value of 0.034 and p values of 0.204.
7. Training has a positive but insignificant effect on Employee Performance through Organizational Citizenship Behavior with a value of 0.119 and p values of 0.169.

Suggestion

After getting the results of the research, the researcher gave suggestions, the suggestions given are as follows:

1. Teach employees about the importance of OCB in employees so that the spirit of helping employees will grow.
2. Conduct regular training for employees to improve employee performance.

3. Organizations must manage employees' emotional intelligence by motivating them to develop better.
4. This research is expected to be used as input for organizations to reduce errors in the organization for mutual progress.
5. It is hoped that this research will be used as reference material and as a research companion to be developed with new research.

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