

## The Influence of Emotional Intelligence, Work Motivation, and Organizational Justice on Employee Performance with Organizational Citizenship Behavior as a Mediating Variable

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### ABSTRACT

Employee performance is one of the crucial factors for the sustainability of a company. Therefore, this research aims to examine the influence of emotional intelligence, work motivation, and organizational justice on employee performance in electronic distribution companies in Batam City, with organizational citizenship behavior as its mediation. This research utilizes quantitative methods by collecting data through distributing questionnaires to employees working at electronic distribution companies in Batam City. The questionnaires were distributed online using Google Forms, and the respondents' results were analyzed using SPSS and Smart PLS. The results of this study indicate that out of the ten proposed hypotheses, six hypotheses have a significant influence, while four hypotheses do not. The hypotheses with significant results are: (H2) work motivation has a significant influence on employee performance, (H3) emotional intelligence has a significant influence on employee performance, (H4) organizational justice has a significant influence on organizational citizenship behavior, (H5) work motivation has a significant influence on organizational citizenship behavior, (H7) organizational citizenship behavior has a significant influence on employee performance, and (H9) work motivation has a significant influence on employee performance with the mediation of organizational citizenship behavior. Companies can utilize this research as an evaluative tool and discuss its findings to enhance employee performance. It is advisable for companies to engage relevant stakeholders in deliberating how to integrate the research findings into their strategies and policies. For future research, it is recommended to diversify samples or variables beyond those utilized in this study to yield more precise data.

## 1. INTRODUCTION

In order to achieve long-term growth, companies must have clear goals. The key to this success lies in improving the quality of human resources. With excellent human resources, a company can continue to grow and quickly adapt to changes in the business environment (Suprihati, 2014). In the digital era, the success of a company is highly dependent on the performance of its employees. Workers with high quality and competence will be able to face challenges caused by technological advancements, knowledge, and other factors. Thus, investment in human resource becomes crucial for companies to maintain competitiveness and achieve long-term success (Febriyan & Dihan, 2023).

Batam City has become a rapidly developing industrial center, particularly in the distribution sector. The rapid growth of companies in this area brings significant consequences in terms of human resources. As the number of companies operating in Batam City increases, so does the demand for quality human resources (Pasae et al., 2021). The quality of human resources is a crucial key to achieving effectiveness and efficiency in work distribution and the work environment. Therefore, companies must ensure organizational justice, high work motivation, and good emotional intelligence in the work environment (Afwindra et al., 2022).

High organizational justice in companies in Batam City builds strong employee commitment and enhances loyalty towards the company (Sujono et al., 2020). Fair treatment is also associated with higher levels of job satisfaction (Mylona & Mihail, 2019). Employees who feel fairly treated are more likely to be engaged with the company and are more likely to engage in voluntary actions that support the organization (Hermanto & Srimulyani, 2022). Organizational citizenship behavior is also influenced by organizational justice, as employees who perceive fairness are more likely to engage in organizational citizenship behavior (Diposentono et al., 2023). High organizational justice encourages the occurrence of organizational citizenship behavior, which involves voluntary actions such as assisting colleagues, sharing knowledge, and taking proactive initiatives (Faeq & Ismael, 2022). By engaging in organizational citizenship behavior, employees create a positive work environment and enhance their performance (Sujono et al., 2020).

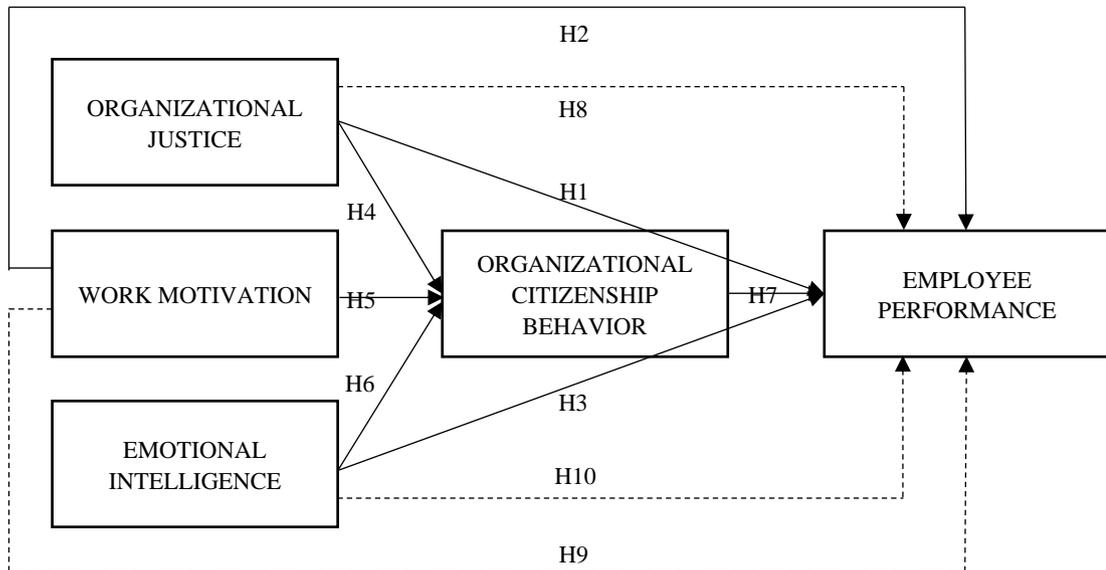
Companies in Batam City need to provide high work motivation to improve employee performance by increasing focus, energy, and efficiency (Asmawiyah et al., 2020). Motivated employees tend to adapt to changes, have a positive attitude, and perform at a high level. Strong motivation guides employees towards organizational goals by reinforcing their understanding of company values (Siswadi & Lestari, 2021). This encourages employees to engage in organizational citizenship behavior that supports the overall success of the organization (Pangastuti & Desi Kristanti, 2021). Additionally, motivated employees exhibit commitment, goal orientation, high job satisfaction, and positive responses to inspirational leadership (Sivaram et al., 2019). High motivation drives employee participation in voluntary behaviors that enhance performance (Reynaldi et al., 2019). Intrinsically and extrinsically motivated employees experience satisfaction, engagement, and dedication in their work, contributing to

better performance (Fauzi et al., 2023).

Emotional intelligence is the ability of an individual to understand and respond to their own emotions and those of others (Sunarto & Ellesia, 2023). Employees with high emotional intelligence tend to have good social skills, including the ability to accurately read and respond to the emotions of others with empathy (Asmawiyah et al., 2020). This enables the establishment of strong and harmonious interpersonal relationships in the workplace (Siswadi & Lestari, 2021). There are still employees in Batam City companies who do not understand emotional intelligence, resulting in their inability to effectively control their emotions (Vrans et al., 2021). However, possessing this ability can facilitate positive working relationships, enhance communication, and promote positive behaviors such as assisting colleagues, sharing knowledge, and contributing to team efforts (Sunarto & Ellesia, 2023).

Organizational citizenship behavior can enhance employee productivity (Mohyi, 2021). When employees engage in voluntary behaviors that go beyond their primary job duties, they provide additional contributions that can increase productivity in their work (Amalia et al., 2021). Organizational citizenship behavior, such as assisting colleagues, sharing knowledge, or taking proactive initiatives, can create a comfortable work environment and enhance overall team performance (Soelton et al., 2020). Additionally, when employees voluntarily exhibit positive behaviors and help the organization achieve its goals, it reflects a good work culture and strong organizational values (Hermanto & Srimulyani, 2022).

Based on the explanations above, this study aims to examine how organizational justice, work motivation, and emotional intelligence influence employee performance with the mediating effect of organizational citizenship behavior. To date, previous literature analyzing this relationship is still limited, and the discussion of variables such as employee performance, organizational justice, work motivation, emotional intelligence, and organizational citizenship behavior in previous journals is still lacking in detail (Faeq & Ismael, 2022), (Diposentono et al., 2023), (Hermanto & Srimulyani, 2022). In this study, the researcher adds the mediating role of organizational citizenship behavior because there is still no previous research connecting this variable to organizational justice, work motivation, emotional intelligence, and employee performance. Researchers also use electronic distributor companies as research objects. Researchers observed that employees here often interact intensively with parties outside the company, which can affect their level of emotional intelligence. In addition, with efficient distribution being the key to success in this industry, there needs to be strong motivation to improve employee performance in order to achieve better efficiency.



**Figure 1.** Research Model

Source: Processed Data, 2023

Based on the research model above, the hypotheses for this study are formulated as follows:

H1: Organizational Justice influences Employee Performance

H2: Work Motivation influences Employee Performance

H3: Emotional Intelligence influences Employee Performance

H4: Organizational Justice influences Organizational Citizenship Behavior

H5: Work Motivation influences Organizational Citizenship Behavior

H6: Emotional Intelligence influences Organizational Citizenship Behavior

H7: Organizational Citizenship Behavior influences Employee Performance

H8: Organizational Justice influences Employee Performance through the mediation of Organizational Citizenship Behavior

H9: Work Motivation influences Employee Performance through the mediation of Organizational Citizenship Behavior

H10: Emotional Intelligence influences Employee Performance through the mediation of Organizational Citizenship Behavior

## 2. RESEARCH METHODS

The employees of an electronic distribution company in Batam City are the subjects of this research. The sampling process to answer the questionnaire was carried out on 350 employees who had worked for the company. The prospective respondents were selected because they

meet the criteria of this study, where respondents are expected to have knowledge about organizational justice, work motivation, emotional intelligence, and employee performance, so that the answers provided in the questionnaire are more accurate and aligned with reality. Based on the sample selection determination, this research utilizes purposive sampling method, where considerations are used to determine samples that meet the predetermined standards (Ardiana & Fitria, 2021).

The questionnaires were distributed to employees of an electronic distribution company in Batam City to gather data for sampling. This research utilizes SPSS and SmartPLS to test the hypothesis data. In determining the sample size for this study, the author follows Roscoe's theory (1975) as cited in Sari & Rohman (2015), which states that the sample size used in the research should be between 3 and 500. If the sample is divided into categories, each category should have a minimum of 30 samples. Furthermore, the total number of sample members should be at least 10 times the number of variables studied. Therefore, the total sample size for this research is 350 respondents, and the questionnaire consists of 32 questions, comprising 6 questions related to employee performance adopted from Isnanto & Dewi (2020), 6 questions related to organizational justice adopted from Isnanto & Dewi (2020), 5 questions related to work motivation adopted from Isnanto & Dewi (2020), 10 questions related to emotional intelligence adopted from Isnanto & Dewi (2020), and 5 questions related to organizational citizenship behavior adopted from (Irianti & Bernarto, 2021).

### 3. RESULTS & DISCUSSION

**Table 1.** Respondent's Gender

<b>Gender</b>	<b>Total Respondents</b>	<b>Percentage</b>
<b>Male</b>	177	50,6
<b>Female</b>	173	49,4
<b>Total</b>	350	100

*Source: Processed Data (2023)*

**Table 2.** Respondent's Age

<b>Age</b>	<b>Total Respondents</b>	<b>Percentage</b>
<b>18 years to 25 years</b>	209	59,7
<b>26 years to 35 years</b>	92	26,3
<b>36 years to 48 years</b>	38	10,9
<b>&gt;48 years</b>	11	3,1
<b>Total</b>	350	100

*Source: Processed Data (2023)*

**Table 3.** Respondent's Last Education

<b>Education</b>	<b>Total Respondents</b>	<b>Percentage</b>
<b>Elementary School</b>	2	0,6
<b>Junior High School</b>	9	2,6
<b>Senior High School</b>	188	53,7
<b>Diploma</b>	11	3,1
<b>Bachelor</b>	132	37,7
<b>Master</b>	8	2,3
<b>Total</b>	350	100

Source: Processed Data (2023)

**Table 4.** Respondent's Position

<b>Job Title</b>	<b>Total Respondents</b>	<b>Percentage</b>
<b>Permanent Employee</b>	307	87,7
<b>Freelance</b>	15	4,3
<b>Apprenticeship</b>	28	8
<b>Total</b>	350	100

Source: Processed Data (2023)

**Table 5.** Length of Work of the Respondent

<b>Length of Work</b>	<b>Total Respondents</b>	<b>Percentage</b>
<b>&lt;1 years</b>	55	15,7
<b>1 years to 2 years</b>	50	14,3
<b>3 years to 4 years</b>	122	34,9
<b>&gt;4 years</b>	123	35,1
<b>Total</b>	350	100

Source: Processed Data (2023)

**Table 6.** Respondent's Income

<b>Income</b>	<b>Total Respondents</b>	<b>Percentage</b>
<b>&lt;IDR 4.500.000</b>	49	14
<b>IDR 4.501.000 to IDR 6.000.000</b>	92	26,3
<b>IDR 6.001.000 to IDR 8.000.000</b>	84	24
<b>IDR 8.001.000 to IDR 10.000.000</b>	89	25,4
<b>&gt;IDR10.000.000</b>	36	10,3
<b>Total</b>	350	100

Source: Processed Data (2023)

Data obtained from 350 questionnaires distributed to employees of electronic distributor companies in Batam City and demographic characteristics were tested via SPSS, where employees consisted of 177 male respondents, accounting for 50.6%, and 173 female

respondents, accounting for 49.4%. The majority of employees were aged between 18 to 25 years old, comprising 209 respondents, which accounted for 59.7% of the total, while the minority consisted of 11 respondents aged over 48 years old, representing 3.1%. Subsequently, the majority of employees, totaling 188 respondents, held a high school level of education, constituting 53.7%, whereas only 2 respondents had attained the highest level of education, representing 0.6%.

Regarding employment status, the majority of employees, comprising 307 respondents, worked as private employees, accounting for 87.7%, while the minority, consisting of 15 respondents, worked as freelancers, accounting for 4.3%. Furthermore, the majority of employees, totaling 123 respondents, had worked for more than 4 years at the company, representing 35.1%, whereas the minority, consisting of 50 respondents, had worked for 1 to 2 years at the company, representing 14.3%. In the last section, the majority of employees, consisting of 92 respondents, reported an income ranging from IDR 4,501,000 to IDR 6,000,000, representing 26.3%, while the minority, consisting of 36 respondents, reported an income greater than IDR 10,000,000, accounting for 10.3%.

**Table 7.** Validity Test Result

<b>Variable</b>	<b>Sample Mean (M)</b>	<b>Information</b>
<b>Employee Performance</b>	0,860	Valid
<b>Organizational Justice</b>	0,866	Valid
<b>Work Motivation</b>	0,830	Valid
<b>Emotional Intelligence</b>	0,797	Valid
<b>Organizational Citizenship Behavior</b>	0,848	Valid

*Source: Processed Data (2023)*

The validity test, which use SmartPLS, produces a value above 0.6, indicating that the variables of employee performance, organizational justice, work motivation, emotional intelligence, and organizational citizenship behavior have a strong and significant correlation. Based on the criteria, the questions are deemed valid (Hura & Molinda Kakisina, 2022).

**Table 8.** Average Variances Extracted (AVE) Test Result

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>	<b>Information</b>
<b>Employee Performance</b>	0,742	Valid
<b>Organizational Justice</b>	0,753	Valid
<b>Work Motivation</b>	0,668	Valid
<b>Emotional Intelligence</b>	0,636	Valid
<b>Organizational Citizenship Behavior</b>	0,721	Valid

*Source: Processed Data (2023)*

The Outer Loading and Average Variance Extracted (AVE), which uses SmartPLS, produces a value above 0.5, the variables of employee performance, organizational justice, work motivation, emotional intelligence, and organizational citizenship behavior have a strong and significant correlation. According to the criteria, the variables used are declared valid (Hair et al., 2016).

**Table 9.** Reliability Test Result

Variable	Composite Reliability	Information
Employee Performance	0,930	Reliable
Organizational Justice	0,934	Reliable
Work Motivation	0,871	Reliable
Emotional Intelligence	0,936	Reliable
Organizational Citizenship Behavior	0,902	Reliable

Source: Processed Data (2023)

The composite reliability values in the reliability test for each construct should be above 0.7. The results of the reliability test using smartPLS show that the overall value of the variables tested is above 0.7, thus confirming the reliability of all five variables (Ghozali, 2016).

**Table 10.** Coefficient of Determination Test Result

Variable	R-Squared	Information
Employee Performance	0,770	Moderate
Organizational Citizenship Behavior	0,622	Moderate

Source: Processed Data (2023)

The determination test shows an R-squared value of 77%, indicating that the independent variables explain 77% of the variance in employee performance, while the remaining 23% is explained by other variables outside the research model. Furthermore, the R-squared value is 62.2% for the independent variables explaining organizational citizenship behavior, with 37.8% being explained by other variables outside the research model (Wardana & Simbolon, 2016).

**Table 11.** The Goodness of Fit Index Test Result

Communality	R-Square	GFI	Information
0,704	0,696	0,490	Strong

Source: Processed Data (2023)

The GFI test result using smartPLS show a value of 0.490, which is above 0.36 and can be considered strong (Ghozali & Imam, 2019).

**Table 12.** Structural Model Test Result

<b>X-Y Path</b>	<b>Sample Mean</b>	<b>T-Statistics</b>	<b>P Value</b>	<b>Information</b>
<b>Organizational Justice -&gt; Employee Performance</b>	-0,048	0,868	0,386	Not Significant
<b>Work Motivation -&gt; Employee Performance</b>	0,553	8,562	0,000	Significant Positive
<b>Emotional Intelligence -&gt; Employee Performance</b>	0,342	6,548	0,000	Significant Positive
<b>Organizational Justice -&gt; Organizational Citizenship Behavior</b>	0,252	3,827	0,000	Significant Positive
<b>Work Motivation -&gt; Organizational Citizenship Behavior</b>	0,554	8,166	0,000	Significant Positive
<b>Emotional Intelligence -&gt; Organizational Citizenship Behavior</b>	0,032	0,534	0,593	Not Significant
<b>Organizational Citizenship Behavior -&gt; Employee Performance</b>	0,117	2,193	0,029	Significant Positive
<b>Organizational Justice -&gt; Organizational Citizenship Behavior -&gt; Employee Performance</b>	0,029	1,893	0,059	Not Significant
<b>Work Motivation -&gt; Organizational Citizenship Behavior -&gt; Employee Performance</b>	0,065	2,105	0,036	Significant Positive
<b>Emotional Intelligence -&gt; Organizational Citizenship Behavior -&gt; Employee Performance</b>	0,004	0,457	0,648	Not Significant

*Source: Processed Data (2023)*

**Organizational Justice has no significant effect on Employee Performance.** The structural model test indicates that the P-value of the organizational justice variable on employee performance is 0.386, which exceeds 0.05, and the T-statistics is 0.868, which falls below 1.96 (Geisser, 2018). These values suggest that the organizational justice variable does not significantly affect employee performance. This finding contradicts prior studies by (Faeq & Ismael, 2022), (Diposentono et al., 2023), and (Mylona & Mihail, 2019). According to research conducted on employees of distributor companies in Batam City, they perceive the electronic distribution industry as having a highly structured work environment dominated by task orientation. Consequently, employees may prioritize performing their tasks effectively rather than considering organizational justice. In this context, employee performance is primarily influenced by technical abilities, skills, and task efficiency.

**Work Motivation has a significant effect on Employee Performance.** The structural model test reveals a significance value of 0.000 for the work motivation variable on employee performance, which is below 0.05, and a T-statistics value of 8.562, which is above 1.96 (Geisser, 2018). This indicates that the work motivation variable has a significant impact on employee performance. This finding aligns with previous studies conducted by (Fauzi et al., 2023), (Asmawiyah et al., 2020), and (Suryawan & Salsabilla, 2022). The finding that work motivation significantly impacts employee performance provides valuable insights for companies in Batam City to enhance their productivity and employee performance. This reinforces the importance of efforts to pay attention to aspects of work motivation such as fair recognition, equitable rewards, and supportive work environments to improve the well-being and performance of employees. Therefore, the research findings have direct and relevant implications for companies in Batam City and their employees.

**Emotional Intelligence has a significant effect on Employee Performance.** The structural model test reveals a significance value of 0.000 for the emotional intelligence variable on employee performance, which is below 0.05, and a T-statistics value of 6.548, which is above 1.96 (Geisser, 2018). This indicates that the emotional intelligence variable has a significant impact on employee performance. This finding aligns with previous studies conducted by (Fauzi et al., 2023), (Siswadi & Lestari, 2021), and (Sunarto & Ellesia, 2023). From the research results, it is evident that emotional intelligence has a significant impact on employee performance. This indicates that companies in Batam City can benefit from increasing awareness and understanding of employees' emotional intelligence in efforts to enhance their performance. Therefore, these findings have direct and relevant implications for companies in Batam City and their employees in improving communication effectiveness, understanding customer needs, and constructive conflict resolution.

**Organizational Justice has a significant effect on Organizational Citizenship Behavior.** The structural model test reveals a significance value of 0.000 for the organizational justice variable on organizational citizenship behavior, which is below 0.05, and a T-statistics value of 3.827, which is above 1.96 (Geisser, 2018). This indicates that the organizational justice variable has a significant impact on organizational citizenship behavior. This finding aligns with previous studies conducted by (Sujono et al., 2020), (Sheeraz et al., 2020), and (Hermanto & Srimulyani, 2022). The research findings are relevant to the companies in Batam City that are the subject of the study and to the respondents because the research was directly conducted on the employees of distribution companies in Batam City. From the revealed findings, it is apparent that organizational justice has a significant impact on organizational citizenship behavior. This indicates that companies in Batam City can benefit from improving fairness in the treatment of employees, which, in turn, can enhance employee commitment and identification with the company. Furthermore, the alignment of these findings with previous research strengthens their relevance in the context of companies in Batam City. Thus, this research provides a deeper understanding of the importance of organizational justice in

influencing organizational citizenship behavior and how it can impact the performance of companies in Batam City.

**Work Motivation has a significant effect on Organizational Citizenship Behavior.** The structural model test shows a significance value of 0.000 for the work motivation variable on organizational citizenship behavior, which is below 0.05, and a T-statistics value of 8.166, which is above 1.96 (Geisser, 2018). This indicates that the work motivation variable has a significant impact on organizational citizenship behavior. This finding aligns with previous studies conducted by (Pangastuti & Desi Kristanti, 2021), (Sivaram et al., 2019), and (Jufrizen & Kandhita, 2021). The results are closely related to the companies in Batam City that are the subject of the study and to the respondents. This is because the research findings indicate that work motivation has a significant impact on organizational citizenship behavior. This suggests that companies in Batam City can benefit from enhancing employee work motivation. When employees feel recognized and appreciated for their contributions by management and colleagues, they are more likely to be motivated to demonstrate positive behavior through organizational citizenship behavior. Therefore, these research findings provide a deeper understanding of the importance of recognition and appreciation in enhancing employee work motivation and how this can impact organizational citizenship behavior.

**Emotional Intelligence does not have a significant effect on Organizational Citizenship Behavior.** The structural model test revealed a significance value of 0.593 for the emotional intelligence variable on organizational citizenship behavior, which is above 0.05, and a T-Statistic of 0.534, which is below 1.96 (Geisser, 2018). This indicates that the emotional intelligence variable does not influence organizational citizenship behavior. This finding contradicts the research conducted by (Mohyi, 2021), (Romi et al., 2021), and (Santa et al., 2023). Employees perceive that the company tends to have a structure and work culture that prioritize efficiency and task completion rather than emphasizing organizational citizenship behavior. In such an environment, employees may be more focused on completing their tasks rather than participating in organizational citizenship behavior. Therefore, these findings provide a deeper understanding of the dynamics of work culture and behavior priorities in electronic distribution companies in Batam City.

**Organizational Citizenship Behavior has a significant effect on Employee Performance.** The structural model test revealed a significance value of 0.029 for the organizational citizenship behavior variable on employee performance, which is below 0.05, and a T-Statistic of 2.193, which is above 1.96 (Geisser, 2018). This means that the organizational citizenship behavior variable influences employee performance. This finding is consistent with the research conducted by (Amalia et al., 2021), (Soelton et al., 2020), and (Mohyi, 2021). Organizational citizenship behavior can assist employees in providing excellent service to customers. For example, employees who voluntarily assist their colleagues or share knowledge about electronic products can enhance their understanding and improve the service provided to

customers. Therefore, these findings provide a deeper understanding of the importance of organizational citizenship behavior in enhancing employee performance and how it can be applied in the context of companies in Batam City.

**Organizational Justice has no significant effect on Work Performance with Organizational Citizenship Behavior as a Mediation variable.** The structural model test revealed a significance value of 0.059 for the organizational justice variable on employee performance through organizational citizenship behavior, which is above 0.05, and a T-Statistic of 1.893, which is below 1.96 (Geisser, 2018). This means that the organizational justice variable does not have an influence on employee performance through organizational citizenship behavior. This finding is not aligned with the research conducted by (Mohyi, 2021), (Sujono et al., 2020), and (Hermanto & Srimulyani, 2022). Every organization has a unique work context and specific factors that can influence the relationship between organizational justice, organizational citizenship behavior, and employee performance. In the context of an electronic distributor company, factors such as organizational structure, routine job demands, time pressure, and a focus on business outcomes may have a greater influence on employee performance than organizational citizenship behavior as a mediator. Therefore, these research findings provide valuable insights into the internal dynamics of companies in Batam City and the factors that can influence employee performance in that context.

**Work Motivation has a significant effect on Work Performance with Organizational Citizenship Behavior as a Mediation variable.** The structural model test revealed a significance value of 0.036 for the work motivation variable on employee performance through organizational citizenship behavior, which is below 0.05, and a T-Statistic of 2.105, which is above 1.96 (Geisser, 2018). This means that the work motivation variable has an influence on employee performance through organizational citizenship behavior. This finding is consistent with the research conducted by (Asmawiyah et al., 2020), (Jufrizen & Kandhita, 2021), and (Pangastuti & Desi Kristanti, 2021). By contributing through organizational citizenship behavior, employees can enhance operational efficiency, improve customer service, and strengthen team relationships. This can impact the overall performance of the company and provide a competitive advantage. Therefore, organizational citizenship behavior, mediated by work motivation, can enhance the productivity of the company. Based on the test results above, this research provides a deeper understanding of the importance of work motivation in enhancing the productivity of companies in Batam City through organizational citizenship behavior.

**Emotional Intelligence has no significant effect on Work Performance with Organizational Citizenship Behavior as a Mediation variable.** The structural model test revealed a significance value of 0.648 for the emotional intelligence variable on employee performance through organizational citizenship behavior, which is above 0.05, and a T-Statistic of 0.457, which is below 1.96 (Geisser, 2018). This means that the emotional intelligence variable does not influence employee performance through organizational citizenship behavior. This finding is not aligned with the research conducted by (Fauzi et al., 2023), (Mohyi, 2021),

and (Romi et al., 2021). Organizational citizenship behavior consists of various components, such as helping colleagues, contributing to the team, and supporting the organization. Although emotional intelligence may play a role in some aspects of organizational citizenship behavior, there is a possibility that emotional intelligence does not have an influence on all components of organizational citizenship behavior. For example, someone with high emotional intelligence may be skilled in managing interpersonal relationships but may not automatically exhibit consistent behavior that supports the organization. For the respondents, these findings can provide insights into the importance of not only emotional intelligence but also other factors in achieving optimal performance. This suggests that in certain contexts, emotional intelligence may not be the primary factor influencing employee performance through organizational citizenship behavior.

#### **4. CONCLUSION & SUGGESTION**

The conclusion of this study is that electronic distribution companies in Batam City often have a structured work environment dominated by task orientation, where employees tend to focus on completing their tasks. To improve productivity, companies need to pay attention to factors that can enhance employee motivation. Emotional intelligence can help employees communicate effectively with colleagues, customers, and other stakeholders in the electronic distribution chain. This good communication can enhance team collaboration, strengthen customer relationships, and improve efficiency.

Perceived organizational justice by employees can also encourage them to engage in organizational citizenship behavior, such as providing better customer service, actively participating in company activities, and striving for team success. Factors such as organizational structure, job demands, and a focus on business outcomes may have a greater impact on employee performance than organizational citizenship behavior as a mediator. However, by contributing through organizational citizenship behavior, employees can enhance operational efficiency, customer service, and team relationships, which can impact the overall performance of the company and provide a competitive advantage.

Some limitations of this study include the restriction to respondents from distributor companies in Batam City, which may limit the generalizability of the results to other types of companies. Additionally, the data collection method employed Google Forms, which lacked direct monitoring to ensure questionnaire completion accuracy, potentially affecting the hypotheses' outcomes. Furthermore, several recommendations arise from this study. Companies can utilize this research as an evaluative tool and discuss its findings to enhance employee performance. It is advisable for companies to engage relevant stakeholders in deliberating how to integrate the research findings into their strategies and policies. For future research, it is recommended to diversify samples or variables beyond those utilized in this study to yield more precise data.

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