



Influence Of Human Capital, Emotional Intelligence And Self Efficacy To Employee Performance Moderated By Organizational Citizenship Behavior (Ocb) In Politeknik Pelayaran Malahayati Aceh

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ABSTRACT

This study aims to analyze the influence of Human Capital, Emotional Intelligence (EI), and Self-Efficacy on employee performance at the Malahayati Shipping Polytechnic, by considering the role of Organizational Citizenship Behavior (OCB) as a moderator. Human Capital and Emotional Intelligence are considered as two important factors that influence employee performance, while Self-Efficacy is considered a factor that influences employees' ability to achieve their own goals. Organizational Citizenship Behavior (OCB) is considered a factor that influences employee performance through behavior that supports and respects organizational values. This study uses quantitative research methods with a survey approach with a questionnaire as a data collection tool. The research results show that Human Capital, Emotional Intelligence, and Self-Efficacy have a significant influence on employee performance, with OCB as a moderator that influences the relationship between these factors and employee performance. This research provides new insights into how internal factors and employee behavior influence performance in organizational environments. It is hoped that the results of this research can contribute to existing literature and provide recommendations for employee development at the Malahayati Shipping Polytechnic.

Keywords: Human Capital, Emotional Intelligence, Organizational Citizenship Behavior

INTRODUCTION

Performance is the work results achieved in a certain period. Individual performance is the result of work achieved by individuals in their tasks and work within a certain time in accordance with established standards, while organizational performance is the result of individual work within the organization cumulatively and is an indicator of the organization's success in achieving its expected goals as well as expected. Organizational performance will be achieved from Human Resources (HR) who have adequate ability and capacity to carry out tasks. In public organizations, performance is the achievement of public service results that lead to the realization *good government*. According to Moorhead and Griffin (2019) performance explains the achievement of complex efforts in achieving previously set goals. In order to achieve this, professional human resources are needed who are able to carry out service tasks to the community efficiently and successfully. Holbeche (2015) states that the key factor in production is humans, and humans are the only factor in organizational success that is not traded as an organizational trade commodity.

Human Resources (HR) as one of the factors that can influence organizational performance (Moorhead & Griffin, 2010) must have adequate ability and capacity to carry out tasks, because quality human resources play an important role in every activity within the organization. HR as a planner, modifier and controller of other resources in an organization (Robbins, 2008). This is in line with the opinion of Holbeche (2005), that it is currently developing "*knowledge economy*", namely that the key factor in production is humans, and humans are the only factor in organizational success that is not traded as an organizational trade commodity. In the UK, the relationship between good people management practices and organizational success has been taken into account in the management cycle. So far, organizational performance measurements have only been

measured through financial achievements, even though these measurements do not reflect the actual competitiveness of the organization and have not been able to predict future organizational performance.

In theory *human capital* (Holbeche, 2015) human resources are an important component in an organization or institution because employees with their human resources will provide added value to the institution every day through motivation, commitment, competence and teamwork effectiveness. The added value that workers can contribute is in the form of: developing their competencies, transferring knowledge from workers and changing management culture (Mayo, 2010). Holbach (2015) explains that an organization should measure *human capital* owned and taking into account the value of its people in annual reports and accounts, as well as increasing the status of human assets in the labor market. For Holbach, "*Human Capital Management*", or the way an organization organizes, recruits, retains, trains and develops its employees in relation to how it views people as valuable business assets, not just as expenses. It is more about ensuring that the organization has people with skills and experience to execute business strategies, now and in the future. Organizational success will increase with the organization's ability to adapt to its environment, move quickly while remaining customer-oriented, continuously innovate while still paying attention to efficiency, and especially optimize the talents of its employees. Thus, human capital is an important thing that can create value for the organization and have an impact on organizational performance (Collins & Clark, 2013).

Apart from human capital, other factors that influence performance are emotional *intelligence* (Holbach, 2005). Many studies have proven that emotional *intelligence* influences individual performance, for example Young and Dulewicz (2007) prove that emotional intelligence allows individuals to evaluate their performance based on the effectiveness of work activities. However, external factors also determine the individual's level of emotional intelligence in expressing their performance. Furthermore, Meier et al (2014) stated that employee emotional intelligence contributes to organizational productivity performance. Beverley (2011) also found in his research that an individual's emotional intelligence will be higher when facing difficult work challenges compared to completing existing routines.

Emotional intelligence can also predict job satisfaction and performance (Holbach, 2014). This is also proven by Afolabi (2010) showing that the emotional intelligence of employees will produce better performance and be more satisfied with their work than those with low emotional intelligence. Apart from that, Shahhosseini (2018) stated that organizations that focus on the emotional intelligence of their employees will have an impact on employee performance and organizational effectiveness and efficiency.

Apart from emotional intelligence, self-efficacy also affects individual performance (Holbach, 2005). Bandura (2010) has suggested that motivating performance starts from self-awareness (*self-efficacy*). Stajkovic and Luthans (2008) also prove that self-efficacy influence on job performance. Hysong (2007) in his literature review proves that there is a positive influence between *self-efficacy* on job performance. Therese (2010) proves that *self-efficacy* also needed to complete tough tasks and to evaluate work appropriately. (Stajkovic & Luthans, 1998) also proves that *self-efficacy* influences on job performance. (J. Hysong, 1997) in his literature review proves the existence of a positive influence between *self-efficacy* on job performance. Self-efficacy is an individual's assessment of his or her ability or competence to carry out a task, achieve a goal, and produce something. Individuals who have *self-efficacy* those who are high will devote all their effort and attention to achieving predetermined goals (Baron & Byrne, 2014). According to Organ (2016), emotional intelligence and *self-efficacy* can encourage an employee to manage feelings, motivate himself, empathize, and collaborate with others. When an employee has high self-motivation and social skills, this will of course encourage them to behave cooperatively, helpfully, attentively and seriously in the organization beyond formal requirements. This behavior often appears in an organization or is often called organizational citizenship behavior (*Organizational Citizenship Behavior/OCB*).

Apart from the factors mentioned above, Organizational Citizenship Behavior (OCB) can also influence individual performance (Podsakoff & MacKenzie, 2006). OCB is defined as individual behavior that is free to choose, is not regulated directly or explicitly by a formal reward system, and progressively promotes effective organizational functioning. Robbins and Judge (2008), the facts show that organizations that have employees who have good OCB will have better performance than other organizations. Dyne (2000) stated that OCB as extra-role behavior (ERB) is behavior that benefits the organization, is carried out voluntarily, and exceeds existing role expectations. OCB is simply an individual's behavior that originates from his willingness to contribute beyond his role or duties to his organization. This behavior is carried out, consciously or unconsciously, directed or not directed, in order to have a good impact on the organization (Cohen and Abedallah, 2015).

Poor service from an employee is a form of counterproductive performance because they are unable to carry out their duties and demands to always act professionally. The concept of successful performance can be seen from the results of work both in terms of quality and quantity achieved by someone in carrying out tasks according to the responsibilities given. The conditions that occur at the Padang Malahayati Marine Polytechnic, which are still not good, are of course contradictory *job description* in the Organizational Citizenship Behavior Polytechnic because this polytechnic is responsible for the productivity of performance in its environment.

From the explanation above it is known that factors *human capital*, *emotional intelligence*, *self-efficacy* and *organizational citizenship behavior* (OCB) influence individual and organizational performance. This is as stated by Moorhead and Griffin (2010) who argue that *human capital*, *emotional intelligence* and *self-efficacy*

which is an individual factor that can cause positive individual behavior towards the organization by showing behavior *good citizens* and high performance.

Gap Empirically, from a number of studies that have been presented, it is known that the analysis of variable interrelationships and research data analysis were carried out partially (not comprehensively). This research did *match model* (merging models) research by adjusting and replacing research variables. In general, this research refers to research conducted by Cohen and Abedallah (2015) by making several model modifications. *Novelty* In this study, we did not use variables *burnout* (emotional, depression and decreased personal achievement) and replace it with OCB as a mediator.

This research was conducted at the Malahayati Shipping Polytechnic, because of duties and the function of formulating and determining the increase in the competitiveness of the workforce and the productivity of the cadets they train. Furthermore based on the phenomena that occur in the object is assessed *human capital*, *emotional intelligence*, *self-efficacy* and OCB at the Padang Malahayati Marine Polytechnic.

Based on the conditions described above regarding its importance *human capital*, *emotional intelligence*, *self-efficacy* and OCB is owned by everyone who works in an organization, researchers are interested in proving this among employees in the environment Padang Malahayati Marine Polytechnic. Therefore, the problems to be discussed in this research can be formulated as follows:

- 1) Is *Human Capital* does it affect employee OCB?
- 2) Is *Emotional Intelligence* does it affect employee OCB?
- 3) Is *Self Efficacy* does it affect employee OCB?
- 4) Is *Human Capital* does it affect employee performance?
- 5) Is *Emotional Intelligence* does it affect employee performance?
- 6) Is *Self-Efficacy* Affect Performance?
- 7) Does OCB affect employee performance?
- 8) Is OCB mediating influence *human capital* on employee performance?
- 9) Is OCB mediating influence *emotional Intelligence* on employee performance?
- 10) Is OCB mediating influence self-efficacy on employee performance?

Theoretical Background

2.1 Social Exchange Theory (Social Exchange Theory)

The history of the development of social exchange theory has been reviewed by Whitemeyer (1992). Behaviorism theory and rational choice theory played a major role in giving birth to social exchange theory. These two theories are considered to be the true roots of social exchange theory. They also prove that behaviorism has a direct and indirect influence on sociological behavior. The main idea of *Behaviorism* related to *reward* and costs which have a major influence on the sociology of behavior and social exchange theory. For this reason, in behavioral science, sociology and initial exchange theory are propositions that can be read. This proposition is a person's action that is born based on considerations *reward* and cost. The reward or gift is determined by a person's ability to perform strong behavior, while costs can reduce existing behavior. Rational choice theory has had a major influence in the formation of exchange theory focusing its attention on actors because actors are seen as humans who have goals and at the same time choices. The person considered to be the originator of social exchange theory is George C. Homans (1958) in the 20th century in the United States, although the basics of social exchange theory can be traced to the work of classical social scientists, behaviorism theory and rational choice theory. Individualism in social exchange theory is in line with the phenomenon of individualism in American cultural heritage. The origins of exchange theory in America in the current era originate from the polemical confrontation between individualistic and collectivistic orientations (Homans, 1958). Homans' exchange theory describes basic strategies and logic based on something important in the development of a social theory that is both explanatory and contradictory to only descriptive concepts. Homans believes and believes that the process of social exchange can be explained through several interconnected propositional statements and originates from Skinnerian psychology.

2.2 Path-Goal Theory

Theory to explain performance (*job performance*) is a psychological theory. This theory is defined as a person's behavioral process in achieving work goals. The term performance is not a completely new word. Performance development today has become an inseparable part of organizational life and all individuals involved in the organization. Broadly speaking, performance can be influenced by two things, namely individual factors and situational factors. One theory in performance measurement is *Path Goal Theory*. In theory, human behavior is largely based on achieving a goal. Seashore et al explain the definition of performance-based *Path Goal Theory* which is a function of *facilitating Process* and *Inhibiting processes*. The basic principle of this theory is that if individuals view high performance as a path (*Path*) in satisfying needs (*Goal*) certain, then the individual will act to follow that path as part of the function of *level of needs* concerned (*facilitating process*).

2.3 Attribution Theory

Attribution theory was first put forward by Heider, 1958. The attribution theory approach to performance can be formulated with the equation: $P = M \times A$, where P is *performance*, M represents *motivation*, and A is *ability*.

Attribution theory studies the process of how someone interprets an event, reason, or cause of their behavior (Luthans, 2006). Attribution theory was developed by Fritz Heider in 1958, who argued that a person's behavior is determined by a combination of internal forces, namely factors that come from within a person, and external forces, namely factors that come from outside a person (Suartana, 2010). This theory explains the surrounding situations that cause a person's behavior in social perception, called dispositional attributions and situational attributions. Dispositional attributions are internal causes that refer to aspects of individual behavior that exist within a person, for example personality, self-perception, ability, and motivation. Meanwhile, situational attributions are external causes that refer to the surrounding environment that can influence behavior, for example social conditions, social values and society's views (Gordon & Graham, 2006). This research uses attribution theory to explain and predict the influence of competence, motivation, organizational commitment, and work environment on employee performance behavior.

2.4 Performance

Performance is the result of work achieved in the field of work. Performance comes from word performance. Some define performance as the result of work or work achievement, but performance has a broader meaning, not just work results including how the work process takes place. Performance is the result of a combination of applications *sustaining* and *accelerating leadership behavior* (Amstrong, 2010). Individual performance refers to individual work performance which is regulated based on standards or criteria set by an organization. High individual performance can improve overall organizational performance (Robbins, 2008). Higher performance implies an increase in efficiency, effectiveness or higher quality of completing a series of tasks assigned to individuals in the organization. Williams (2004) argues that performance is the extent to which ideas are conveyed, work methods are used, and all work outputs produced are new and useful products. Creativity in organizations cannot be separated from what is called divergent thinking. Divergent thinking also differentiates creative problem-solving from other problem-solving.

To develop government officials as human resources in government organizations, a significant contribution is required in determining the success of national development, both physical and non-physical. This development is based on the fact that the government apparatus is the backbone of the State, so that the goal of national development is to create a just and prosperous society based on Pancasila and the 1945 Constitution. Based on these limitations and explanations, performance is defined as a comparative measure of the good and bad of organizational activities through output based on organizational goals. The essence of the limitations and those that will be used, individual assessment is always interpreted as a systematic process, where superiors review and assess the abilities, work behavior and work results of employees in a certain period as consideration for making decisions regarding HR actions.

2.5 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) has become a variable and influences an organization. OCB was first popularized by Organ and then developed by other figures. OCB can be defined as an employee's work behavior within an organization, which is carried out voluntarily outside the established job description, to improve organizational performance progress. The definition of OCB itself is an important element that is considered in organizations, namely behavior *extra-role*, Organ and Batemen (1983) named performance *extra-role* with *organizational citizenship behavior* (OCB). While several other researchers call performance *extra-role* with terms such as prosocial organizational behavior (George & Bettenhausen, 2020), spontaneous organizational behavior (George & Jones, 2007), contextual performance (Borman & Motowidlo, 2003) and organizational creative behavior (Sarwono & Soeroso, 2011).

The results of research by Katx (1962) identified three types of important behavior in an organizational function, namely: First, individuals are encouraged to work according to the system, second, individuals play specific roles according to their field and third, individuals must innovate and be creative beyond their main tasks. Furthermore, Smith et al, 2015 prove that performance will be better if individuals do the work *extra role* (outside the main job duties). After the individual feels satisfied with his main job. Konovsky (2016) in social exchange theory (*social exchange theory*), when employees feel satisfied with their work, the employee will reciprocate with a high feeling of belonging to the organization, this behavior is called OCB. OCB is behavior that is beneficial to the organization without formal requirements. The employee still carries out his main duties according to his responsibilities, but he makes a positive contribution to his organization through work outside his job description.

2.6 Human Capital

Human capital is added value for employees in an institution through motivation, commitment, competence and teamwork effectiveness, added value that can be contributed by employees in the form of: developing competencies owned by the institution, transferring knowledge from employees to the institution and changing management culture. Human capital is a combination of genetic inheritance, education, experience and behavior about life (Mayo, 2018).

Furthermore, Collins and Clark (2013) explained that *Human capital* is a characteristic of human resources (HR) which is determined by the knowledge possessed to create value for the organization and have an impact on organizational performance. Hatch and Dyer (2015) explain that *Human capital* is an important component

in creating long-term competitive advantage so that it has an impact on the value of the organization. In assessing the strength of human capital there will be significant challenges. However, the more we see someone using their strengths to increase organizational value, the more important it is to understand that human capital is the most important asset for the organization. In this case, someone could be static, where they did their previous job with the same level of competence as they do their current job (Bunjongjit, 2012).

2.7 Emotional Intelligence

Emotional intelligence is a relatively new domain of psychological research and one with considerable momentum with the spread of international media attention (Robert et al, 2011). The definition of emotional intelligence is defined by several experts, including: Goleman, 2014, states that emotional intelligence is defined as the ability to be sensitive to oneself, recognize other people's feelings, the ability to support or motivate oneself and manage one's emotions and provide a good influence. for others. Meyer et al, 2014) define emotional intelligence as the ability to see and control one's own and other people's feelings, as well as understand one's own and other people's feelings and then use them to guide thoughts to take action.

Petrides and Furnham (2013) define emotional intelligence as a form of understanding oneself and caring for others effectively, providing a good influence on others, and adapting to better face environmental demands. Salovey and Mayer (2010) put forward a framework for emotional intelligence (*emotional understanding*) which is assumed to contribute to the assessment and accuracy of the expression of emotions towards oneself and others, the effective regulation of emotions in oneself and others, the use of feelings for motivation, plans and achievements in one's life. They also explain that the emotional intelligence model specifically involves a person's ability to:

- Accurately understand emotions in oneself and others.
- Use emotions to facilitate thinking.
- Understand emotional meaning, and
- Manage emotions.

2.8 Self Efficacy

Theory *self-efficacy* is a branch of *Social Cognitive Theory* proposed by Albert Bandura (also known as *Social Learning Theory*). Bandura emphasizes chance encounters (*chance encounters*) and unexpected events (*fortuitous events*) although these events does not immediately change the course of human life. It is the way humans react to encounters or events that is usually more powerful than the event itself (Bandura, 2003). Self-efficacy is an individual's belief regarding his or her ability to carry out tasks or actions required to achieve certain results. Another understanding of self-efficacy is an individual's judgment of their ability to organize and carry out a series of actions necessary to achieve a specified level of performance. Individuals with high self-efficacy in certain situations will emphasize all efforts and according to the demands of the situation to achieve goals and performance (Benight and Bandura, 2014). Measuring an employee's self-efficacy is carried out by looking at the extent of the employee's efforts in carrying out tasks. This opinion is in line with Schunk and Paiares (2002) who state that the level of a person's self-efficacy in each task varies greatly, depending on the individual's abilities such as the nature of tasks facing individuals, incentives, status, and information about these tasks.

2.9 Conceptual Model Framework

Robbins and Judge (2008) suggest that capability (HR ability), *emotional intelligence*, *self-efficacy*, *self-esteem*, and employee motivation is the main determinants of OCB from an employee. *Human capital* as an important component in the organization. This is due to *human capital* can provide added value to the institution every day, through motivation, commitment, competence, and teamwork effectiveness. The added value that can be contributed by workers takes the form of: developing their competencies, transferring knowledge from workers and related changes in management culture within the organization. *Self-efficacy* can influence affective, cognitive and motivational processes, as well as behavior. Individuals who have high self-efficacy are likely to start with relevant behavior, persist at high levels of difficulty, and continue to increase relevant behavior. Own self-efficacy high level of work simultaneously influences performance with various results, including the level of job satisfaction. Based on theoretical foundation support obtained from theoretical exploration to be used as a conceptual reference for research variables as in previous research conducted by Cohen (2015).

Holbach (2005) explains that an organization should measure *human capital* owned and taking into account the value of its people in annual reports and accounts, as well as increasing the status of human assets in the labor market. For Holbach, "*Human Capital Management*", or the way an organization organizes, recruits, retains, trains and develops its employees in relation to how it views people as valuable business assets, not just as expenses. It is more about ensuring that the organization has people with *skills* and experience to execute business strategies, now and in the future. Organizational success will increase with the organization's ability to adapt to its environment, move quickly while remaining customer-oriented, continuously innovate while still paying attention to efficiency, and especially optimize the talents of its employees. Other factors that can influence performance is emotional intelligence (*emotional intelligence* or *emotional quotient*) and personal abilities (*self-efficacy*) (Baron & Byrne, 2014). Emotional intelligence is the ability to listen to emotional

whispers and make it a very important source of information for understanding yourself and others to achieve goals (Robbins & Judge, 2019).

2.10 Analysis Framework

Based on theoretical foundation support obtained from theoretical exploration which is used as a conceptual reference for research variables as in previous research conducted by Cohen and Abedallah (2015) and Adianita *et al.* (2017) prepared an analytical framework as follows:

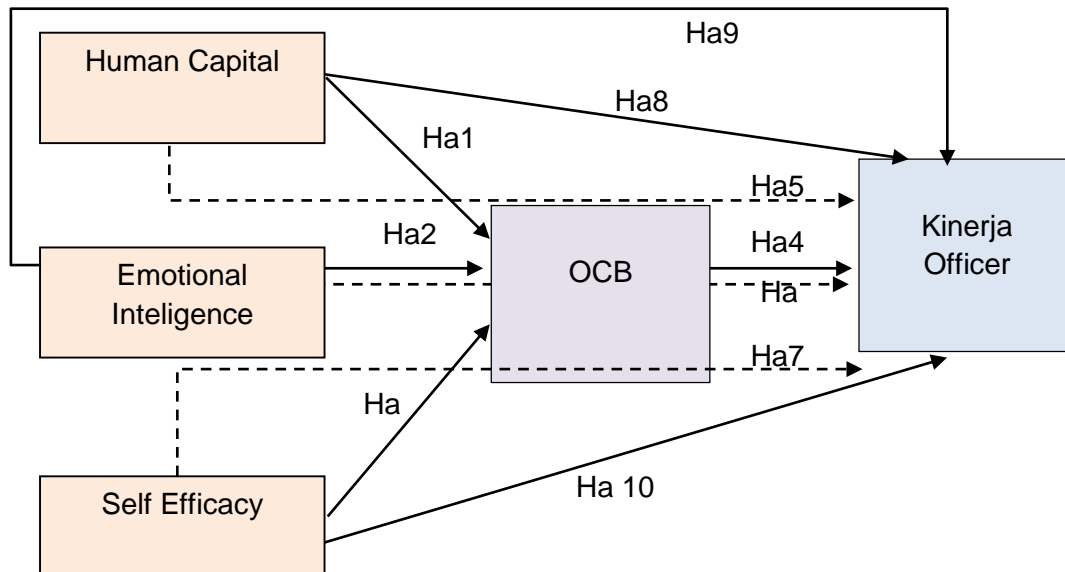


Figure 2.1 Analysis Framework

RESEARCH METHODOLOGY

This research is quantitative research with a survey approach with a questionnaire as a data collection tool. A research methods *survey* is a research method whose data collection technique is through oral or written questions. It states that quantitative research can be interpreted as research based on philosophy. *positivism*, used to research certain populations or samples, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses (Cresswell, 2018). Research methods *survey* usually used to obtain data from certain natural places, but the author carries out special treatment in collecting data (questionnaires, tests, interviews, etc.), the treatment given is not the same as in experiments. This research uses a survey method with a questionnaire as a data collection tool. Data collected through distributing questionnaires includes data *human capital*, *emotional intelligence*, *self-efficacy*, OCB and employee performance. Surveys were conducted on employees Malahayati Shipping Polytechnic.

3.1 Operational Definition

An operational definition is operationally defining a concept to make it measurable, done by looking at the behavioral dimensions, aspects, or traits demonstrated by the concept (Sekaran, 2006). This is then translated into elements that can be observed and measured to produce a concept measurement index. Meanwhile, a variable is anything that can differentiate or bring variations in value (Sekaran, 2006). The research variables used are:

1. Performance is the result of work achieved by the Malahayati Shipping Polytechnic in a certain period.
2. Human capital is the added value of employee assets at the Malahayati Shipping Polytechnic who have individual capabilities, commitment, knowledge and experience to support the success of the organization.
3. Emotional intelligence is the concern of Malahayati Shipping Polytechnic employees towards understanding themselves and others effectively, having a good influence on others, and adapting to the surrounding environment to be more successful in dealing with environmental demands.
4. Self-Efficacy is a belief that moves the hearts of Malahayati Shipping Polytechnic employees to take positive actions to carry out their duties.
5. OCB is the voluntary behavior of an employee of the Malahayati Shipping Polytechnic to undertake tasks and work outside of their responsibilities or obligations for the progress or benefit of the organization.

3.2 Population and Sample

This population refers to a group of people, an event, or something the researcher wants to investigate (Sekaran, 2006). The population in this study were all employees of the Malahayati Shipping Polytechnic.

A sample is a subgroup or part of a population. Sampling (*sampling*) is the process of selecting a sufficient number of elements from the population, so that research on the sample and understanding its properties or

characteristics will make it possible to generalize these properties or characteristics to the population elements (Sekaran, 2006). This research uses the methods *sampling*. In taking research samples, Hair *et al.* (2010) suggest that the determination be based on the provisions of the data analysis method used. If the data analysis used is analysis *multivariate* as with the SEM method (*structural equation modeling*) used in this research, then at least the minimum number of samples that can be taken is 5 times the number of indicators (Hair *et al.* 2010). This is in line with Judge's (2015) opinion that research samples in multivariate analysis can be taken from 5-10 of the number of indicators used. Meanwhile, Sekaran (2006) states that sampling design uses probability if sample representation is important in order to generalize more broadly.

3.3 Method of collecting data

The data in this research was collected using a questionnaire as primary data (Cresswell, 2018). A questionnaire is a "collection technique that is carried out by giving a set of questions or written statements to respondents to answer (Cresswell, 2018). Measurement of respondents' answers to research variable statement items uses a Likert scale with values of 1-5. The value 1 indicates the answer "strongly disagree", the value 2 indicates the answer "disagree", the value 3 indicates the answer "somewhat agree", the value 4 indicates the answer "agree", and the value 5 indicates the answer "strongly agree".

3.4 Analysis Method

1. Descriptive Analysis

The data collected in the research will first be analyzed descriptively. Descriptive analysis is used to explain and describe research variables according to field phenomena (Sugiyono, 2013). In this descriptive analysis, the frequency of answers and the average value of respondents' answers to the research parameters will be calculated.

2. Analysis Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) analysis is a type of multivariate analysis (multivariate analysis) that can analyze several variable relationships simultaneously (Hair *et al.*, 2013). The data analysis technique used in this research is path analysis/path analysis using Smart PLS software (Partial Least Square) version 4.1.0.0. The PLS specification model in path analysis consists of three types of relationships, namely inner model, outer model and weight relation. Inner The model shows the specification of causal relationships between latent variables that are connected based on the substance of the theory (structural model).

3.5 Hypothesis Testing

Hypothesis testing is carried out by looking at the magnitude of the t-value statistics which uses a significance level of 95% ($\alpha = 0.05$). t-value table with a significance level of 95% is 1.96. The limit for rejecting and accepting the proposed hypothesis refers to the value 1.96, where if the t-value table is in the range of values -1.96 and 1.96, then the hypothesis will be rejected or in other words accept the null hypothesis (H_0).

3.6 Testing Mediation Effects

Examination of the mediation effect can be carried out using two approaches, namely coefficient differences and coefficient multiplication. Examination using the coefficient approach is carried out by carrying out analysis with and without involving mediating variables, while the multiplication method is carried out using the Sobel method (Sobel test). According to Baron and Kenney, the method of examining differences in coefficients is carried out by carrying out two analyses, namely analysis involving mediating variables and analysis without involving mediating variables.

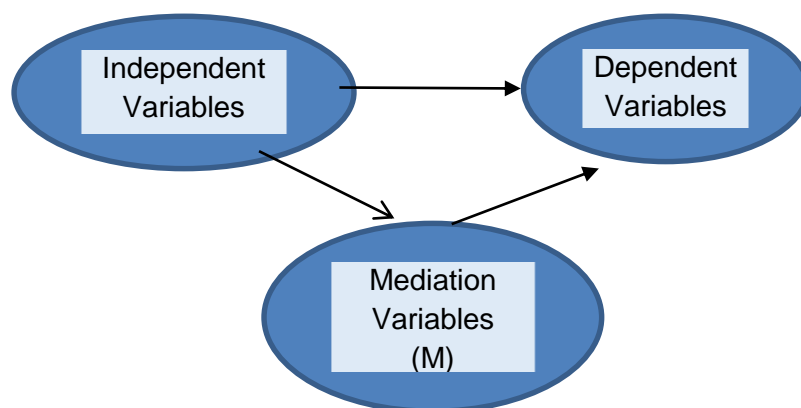


Figure 3.1 Mediation Model

1) Estimating the direct effect of the independent variable with the dependent variable (path c). Main effect testing (the influence of the independent variable on the dependent variable): the results must be significant.

2) Estimating the indirect effect simultaneously by testing the influence of the independent variable on the mediating variable. Calculate the t-count value using the Sobel Test method. The formula used is (Solimun, 2015):

t-value =

Where:

a = regression coefficient of the influence of the explanatory variable X on the mediating variable M

SEa= standard error for coefficient a.

b = regression coefficient of the influence of the mediating variable M on the dependent variable Y.

Seb = standard error for coefficient b

In this study, the examination of the mediation effect was carried out using the coefficient difference method and the Sobel test.

RESULTS AND DISCUSSION

4.1 Data Analysis Results

This research uses a structural equation model which is analyzed using the SmartPLS 4.1.0.0 program. The initial steps taken in testing the model *structural* evaluate models *outer* (*outer measurement model*). Testing steps *outer model* is testing the validity and reliability of research instruments. The next step is to test the structural model (*inner model*) and hypothesis testing. The test results are presented below.

1. Validity test

Validity tests are carried out to show how real a test measures what it is supposed to measure (Cooper and Schindler, 2012). Testing the validity of the instrument in this research uses construct validity. Construct validity consists of convergent validity and discriminant validity. The validity test results are presented below. Convergent validity is the degree to which scores on one scale correlate with scores on other scales designed to assess the same construct (Cooper and Schindler, 2012). The convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item score/component score which is calculated by PLS. Testing the validity of this research instrument was done by looking at loading and score average variance extracted (AVE) from the PLS program test output.

Outer loading describes the magnitude of the correlation between each measurement item (indicator) and the construct. An individual reflexive measure is said to be high if it correlates more than 0.70 with the construct to be measured (Ghozali, 2014), however according to Chin (1998) for research in the early stages of developing a measurement scale a loading value of 0.5 to 0.6 is considered adequate. In this research, an outer loading value limit of 0.60 will be used. The results of convergent validity testing using the smartPLS program are described as follows.

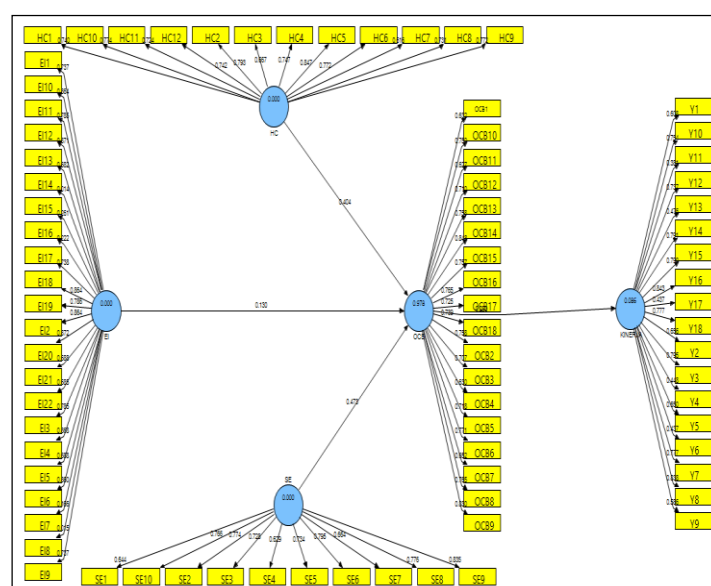


Figure 4.1

Test result Outer Model

In Figure 4.1, it is known that in the initial stage of convergent validity testing, indicators were found to be invalid, because they had values outer loading < 0,60 (Chin, 1998).

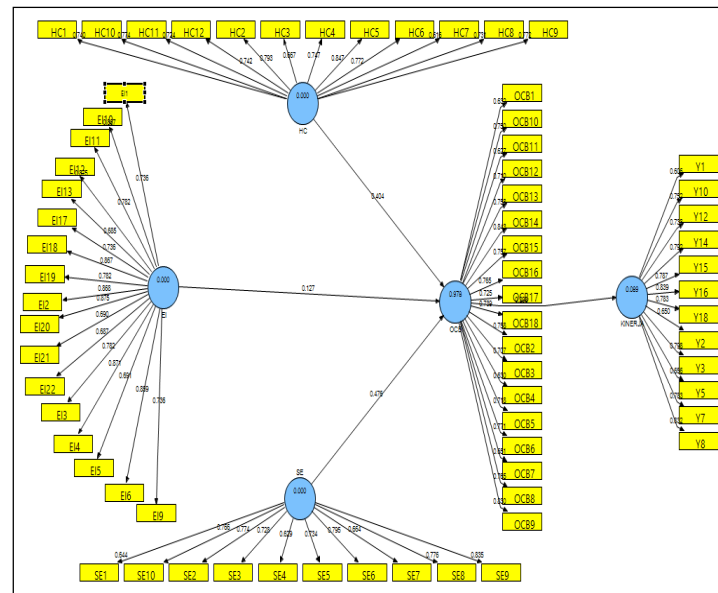


Figure 4.2

Testing Results Outer Model Modification

The results of convergent validity testing in the first model modification as shown in Figure 4.2 show that each indicator in each variable construct has a value. Outer loading (loading factor) which is also diverse.

In testing the first modified model, there were no invalid indicators, because they already had values outer loading > 0.60 . All indicators in the first modified model are retained in the analysis and used in subsequent tests. Thus, it can be said that the first modified model is the final model used in further testing. Discriminant validity shows the extent to which a construct is truly different from other constructs based on empirical standards (Hair et al., 2014: 104). Discriminant validity occurs if two different instruments that measure two constructs that are predicted to be uncorrelated produce scores that are not correlated (Abdillah and Hartono, 2015: 195). Meanwhile, Hartono (2011) stated that discriminant validity influences the principle that measuring different constructs should not be highly correlated.

In addition to testing convergent validity, testing outer model also done by testing the AVE value (Average Variance Extracted). AVE is used to ensure that each construct delivers variance which is larger in size than other latent constructs in the research model. Validity is said to have a good value based on rule of thumb if the root value of the AVE for an individual construct is greater than the correlation value between the construct and other constructs in the model (Chin, 1998) and must be greater than the recommended value of 0.5 (Fornell & Larcker, 1981 in Abdillah & Jogiyanto, 2015). AVE loading greater than 0.5 indicates that the construct value is at least 50 percent of the measure variance. Table 4.32 below shows the output results of AVE values from the initial measurement model stage to the model modification stage.

Table 4.1 Testing Average Variance Extracted (AVE) Early Stage and Modification Stage Variable Latent Constructs

Variable	Initial Model AVE Value	Model Modification AVE Value
Emotional Intelegency	0,489095	0,625768
Human Capital	0,556247	0,556247
Self-Efficacy	0,543814	0,543814
OCB	0,536341	0,536343
Performance	0,451885	0,569623

Source: 2024 research results, processed

Based on Table 4.1, it is known that in the initial model testing, there were only 3 research variable constructs that had an AVE value > 0.50 , namely the variable construct human capital, self-efficacy and OCB. Meanwhile, the other 2 constructs have an AVE value < 0.50 and are classified as low and do not meet the requirements. The low AVE value is because there are still indicators for each construct variable that have a value outer loading (loading factor) is smaller than 0.60. Therefore, testing of the measurement model was carried out again by deleting or removing indicators that had value outer loading low (< 0.60) (See Table 4.31). Furthermore, when testing the modified model, it was discovered that the AVE value of all research variable constructs was > 0.50 and had met the analysis requirements. Thus, testing the measurement model (outer model) is correct.

2. Reliability Test Results

The reliability test used is a measurement technique *coefficient alpha cronbach* and *composite reliability*, namely the instrument is declared reliable if *coefficient alpha cronbach* > 0.70 or *composite reliability* > 0.70 (Abdillah & Jogiyanto, 2015).

Table 4.2 Research Variable Reliability Test

	Composite Reliability	Cronbachs Alpha
Emotional Intelegency	0.965724	0.961894
Human Capital	0.937326	0.926601
Self-Efficacy	0.922046	0.905317
OCB	0.953867	0.948426
Performance	0.940259	0.931435

Source: 2024 research results, processed

Based on the results of the processing carried out as summarized in Table 4.2, the results obtained are that the values *Composite Reliability* and value *alpha Cronbach's* value for all research variable constructs is greater than 0.70; Thus it can be concluded that all latent variable constructs meet the reliability test criteria, so it can be said **reliable**.

3. Inner Model Testing

In structural model testing, after testing *outer model* implemented, the next step is to carry out feasibility *inner model*. Feasibility of the structural model (*inner model*) is measured or evaluated with the determination value (R^2). This value shows the ability of the exogenous construct variable to explain the endogenous construct variable in the structural model. In this research, the determination value (R^2) indicates variable ability *human capital*, *emotional intelegency* and *self-efficacy* in explaining the influence on OCB, and the ability of OCB to influence employee performance. For R-value *square* the dependent (endogenous) construct can be seen in Table 4.4 below.

Table 4.4 Nilai R-Square Model Structural

Variable	R Square
OCB	0,977548
Performance	0,088956

Source: 2024 research results, processed

The analysis results show the coefficient of determination (R^2 The first) is 0.977548, which means that the accuracy or correctness of the research model can explain OCB environmental employees Malahayati Shipping Polytechnic was influenced by *human capital*, *emotional intelegency* and *self-efficacy* of 97.75%. Meanwhile, the remaining 2.25% is influenced by other variables outside the model studied. On the value of the coefficient of determination (R^2) second amounting to 0.088956 indicates that employee performance in the environment Padang Malahayati Marine Polytechnic was influenced by work *engagement* amounting to 8.90%, while the remaining 92.10% was influenced by other factors not studied. From the results of this research, it can be concluded that the research model used is appropriate.

4. Testing the Mediation Effect Hypothesis

To test the mediating effect of the OCB variable on influence *human capital*, *emotional intelligence* and self-efficacy performance is seen from value evaluation *total effect* model testing. The results of the total effect value of model testing can be seen in Table 4.5 below.

Table 4.5 Total Effect Test Results for Mediation Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
HC -> PERFORMANCE	0.120572	0.126950	0.036775	0.036775	3.278632
NO -> KINERJA	0.037898	0.039198	0.017868	0.017868	2.121050
SE -> KINERJA	0.141913	0.146715	0.035521	0.035521	3.995214
NO -> OCB	0.127066	0.125287	0.051460	0.051460	2.469212

HC -> OCB	0.404259	0.410233	0.104502	0.104502	3.868447
SE -> OCB	0.475810	0.471277	0.082511	0.082511	5.766643
OCB -> KINERJA	0.298255	0.310746	0.047519	0.047519	6.276582

Source: 2024 research results, processed

Information:

NO = Emotional Intelegency

SE = Self-Efficacy

HC = Human Capital

KIN = Performance

OCB = Organizational Citizenship Behavior

Based on Table 4.36, it is known that to test the mediation effect on structural equations, it is based on Baron & Kenney's rules (in Abdillah & Jogiyanto, 2015) which state the following assumptions:

- 1) The independent variable must directly have a significant influence on the dependent variable. Test results show that:
 - a) Variable *human capital* has a significant effect on employee performance variables, as evidenced by the t-count value of 3.278632 > t-table 1.960, thus meeting the requirements for testing the mediation effect model.
 - b) Variable *emotional intelligency* has a significant effect on employee performance variables, as evidenced by the t-count value of 2.121050 > t-table 1.960, thus meeting the requirements for testing the mediation effect model.
 - c) Variable *self-efficacy* has a significant effect on employee performance variables, as evidenced by the t-count value of 3.995214 > t-table 1.960, thus meeting the requirements for testing the mediation effect model.
- 2) The independent variable must have a significant influence on the mediating variable. Test results show that:
 - a) Variable *human capital* has a significant effect on employee OCB, as evidenced by the t-count value of 3.868447 > t-table 1.960. Thus, it meets the requirements of testing mediation effect models.
 - b) Variable *emotional intelligency* has a significant effect on employee OCB, as evidenced by the t-count value of 2.469212 > t-table 1.960. Thus, it meets the requirements of testing mediation effect models.
 - c) Variable *self-efficacy* has a significant effect on employee OCB, as evidenced by the t-count value of 5.766643 > t-table 1.960. Thus, it meets the requirements of testing mediation effect models.

3) The mediating variable must have a significant influence on the dependent variable. The test results show that the OCB variable has a significant effect on employee performance, as evidenced by the t-count value of 6.276582 > t-table 1.960. So, according to this criterion, the research results have met the criteria, so the research model requirements are accepted.

Based on the evaluation of the mediation effect on testing total *effect*, it can be seen that:

- 1) OCB mediates in full (*fully mediating*) on influence *human capital* on the performance of Malahayati Shipping Polytechnic employees. Thus, the fifth hypothesis (H5) **research is supported or accepted**.
- 2) OCB mediate in full (*fully mediating*) on influence *emotional intelligency* on the performance of Malahayati Shipping Polytechnic employees. Thus, the sixth hypothesis (H6) **research is supported or accepted**.
- 3) OCB mediate in full (*fully mediating*) on influence self-efficacy on employee performance within the Malahayati Shipping Polytechnic. Thus, the seventh hypothesis (H7) **research is supported or accepted**.

DISCUSSION

5.1 Influence Human Capital on OCB

The research results show that *human capital* significant effect on OCB. That is, if *human capital* The better it is, the more employee OCB will increase. Factor *human capital* with the abilities they have influence OCB which can be explained significantly from social exchange (*social exchange*). *Human capital* as an important component in the organization.

Human capital is added value for employees in an institution through motivation, commitment, competence and teamwork effectiveness, added value that can be contributed by employees in the form of: developing competencies owned by the institution, transferring knowledge from employees to the institution and changing management culture. Human capital is a combination of genetic inheritance, education, experience and behavior about life (Mayo, 2015). Furthermore, Colins and Clark (2013) explained that *Human capital* is a characteristic of human resources (HR) which is determined by the knowledge possessed to create value for the organization and have an impact on organizational performance. Hatch & Dyer, (2004) explain that *Human capital* is an important component in creating long-term competitive advantage so that it has an impact on the value of the organization.

5.2 Influence Emotional Intelligence on OCB

The research results show that emotional intelligence significant effect on OCB. That is, if emotional intelligence the better, then the officer's OCB is increasing. Emotional intelligence is one measure of intelligence that is used as a parameter for human success. Formerly, intelligence is only known as cognitive mental ability or IQ, but Goleman introduces a new type of ability, namely the ability to understand one's own and other people's emotions or what is better known as emotional intelligence (Lunenbourg, 2018). Quality human resources are human resources that can bring the organization to achieve organizational goals with individual performance achievement. Emotional intelligence enables a person to employees achieve their goals. Self-awareness, self-mastery, empathy and Good social skills are very supportive abilities of employees in their work which is full of challenges and competition between them work colleague. So it can be said that emotional intelligence is really needed by every employee to improve performance (Hidayatiet al., 2018). Emotional intelligence has recently become increasingly recognized for its existence belief that there are psychological aspects that cause individuals develop in their personal lives and even their work (Arbatani and Mousavi, 2012).

5.3 Influence Self-Efficacy on OCB

The research results show that self-efficacy significant effect on OCB. That is, itself-efficacy the better, then the officer's OCB is increasing. *Self-efficacy* or self-efficacy is an individual's belief regarding his or her ability to carry out the tasks or actions required to achieve certain results. In a broader sense, *self-efficacy* is *judgement* individuals for their ability to organize and carry out a series of actions necessary to achieve a specified level of performance (Bandura, 2017). Self-efficacy refers to the belief in an individual's ability to mobilize the motivation, cognitive abilities, and actions necessary to meet the demands of a situation. Self-efficacy is a person's evaluation of his or her ability or competence to carry out a task, achieve goals, and overcome obstacles (Baron & Byrne, 1991).

Individuals who have *self efficacy* who is high in a certain situation will devote all his efforts and attention according to the demands of the situation in achieving the goals and performance that he has determined. Failure to achieve a target goal will make the individual try harder to regain and overcome the obstacles that made him fail and then will set another higher target. Individuals who own *self efficacy* low levels when facing difficult situations and a high level of task complexity will tend to be lazy in trying or prefer cooperation (Engko, 2016). This was also confirmed by Bandura (2017) who explained that if individuals have *self low efficacy* will set a low target as well as confidence in the success of achieving the target which is also low so that the efforts made are weak.

5.4 The Effect of OCB on Performance

The research results show that OCB has a significant effect on performance. That is, if OCB The better, the employee performance will increase. Waltz and Niehoff (2004) stated that there is a level of effectiveness in an organization with employees with OCB. This supports the development of employee performance as stated by Nufus (2011) in his research which discusses OCB on performance. The decline in a person's level of performance in an organization is caused by a lack of employees involved in a job. Therefore, organizations should involve employees more often in every job, so that the employees involved become more committed to their work and increase their performance, thus saying that the organization is successful. Its influence on organizational *citizenship behavior* employee performance is due to the dedication, enthusiasm and absorption carried out by employees towards their work. Dedication (*dedication*) that employees in the Malahayati Shipping Polytechnic environment lead to very high engagement when carrying out tasks and experiencing feelings of meaning, very enthusiasm, full of inspiration, pride, and love of challenges (*challenge at work*).

5.5 Influence Human Capital on Performance

The research results show that *human capital* has a significant effect on employee performance. That is, if *human capital* The better, the employee performance will increase. *Human capital* is *intangible asset* owned by the organization to achieve its stated goals. Wright *et al.* (2001) explains that coverage *intangible asset* covers *human capital*, *social capital*, *psychological capital* and *organizational capital*. Then Mulyadi (2007) classified them *intangible asset* into three groups, namely (1) human capital (*human capital*), information capital, and organizational capital, (2) productive processes and *cost effective*, (3) *customer capital*.

The human element is a potential influence on organizational success. Now organizations that want to compete and survive must pay attention to their human resources as drivers of competitive advantage in business. The ability of human capital to apply science and knowledge to their work is what makes an organization have an advantage in competing. *Tangible asset* will experience an aging process once it is used to produce a product, but this is not the case with human capital. The only resources that have the ability to learn and grow are human resources. Therefore, through employee empowerment, human resources can be developed to their full potential to provide optimum contributions in producing a product.

5.6 Influence Emotional Intelligence on Performance

The research results show that *emotional intelligence* significant effect on performance. That is, if *emotional intelligence* better, employee performance will increase. Goleman (2015: 13) emotional intelligence is the ability to control oneself, enthusiasm and perseverance, as well as the ability to motivate oneself. According to

Patton (2022:11), emotional intelligence means knowing emotions effectively to achieve the goal of building productive relationships and achieving success in the workplace.

Emotional intelligence is the formation of emotions which includes self-control skills and readiness to face uncertainty. Channeling emotions effectively will be able to motivate and maintain the spirit of self-discipline in efforts to achieve goals. Cooper and Sawaf (2002:147) provide a view of emotional intelligence as the ability to feel, understand and effectively apply emotional power and sensitivity as a source of energy, information, connections and human influence. Someone who has good emotional intelligence has five key characteristics, namely (Goleman, 2015). *First*, Self-awareness, namely the individual's ability to monitor one's feelings from time to time, paying close attention to the feelings that arise. The inability to discern true feelings suddenly leaves the person at the mercy of emotions.

5.7 Influence Self Efficacy on Performance

The research results show that self-efficacy significant effect on performance. That is, itself-efficacy The better, the employee performance will increase. *Self-efficacy* These employees will encourage confidence that employees are able to carry out their duties well and adequately, resulting in high performance. Employee self-confidence is due to the fact that employees have high formal education, namely the majority have degrees. Apart from that, employees at the Malahayati Shipping Polytechnic are still productive and have the confidence to complete their tasks well. This can be seen from the variable descriptive data *self-efficacy* which shows the average value is in the quite good category.

Dimensions *level* get the lowest average score. However, the average value is still in the high category. These results indicate that employees in the environment Malahayati Shipping Polytechnic have high confidence that it can carry out its duties well. This belief will encourage employees to complete work on time. Dimensions *strength* get the highest average score. These results indicate that employees at the Malahayati Shipping Polytechnic have good endurance in carrying out their work. This endurance will encourage employees to work well

5.8 The Mediating Role of OCB on Affect Human Capital on Performance

Based on the research results, it is known that the stages of media regression analysis have reached conclusions, the rules of Baron and Kenny (1982) are accepted. This means placing the OCB variable as a mediating variable on the influence *human capital* on employee performance has been accepted. This result means that OCB is able to provide *mediation effect* on influence *human capital* on performance. If this is analyzed carefully, the three variables are variables that are inherent to the individual, because they are variables measuring attitudes and behavior.

Human capital and OCB is a psychological factor that can have an impact on achieving high performance. This shows that higher *human capital* can increase OCB behavior, which in turn allows a person to achieve high performance as well. Schermerhon (2015), human capital can be interpreted as the economic value of human resources which is related to their abilities, knowledge, ideas, innovation, energy and commitment. Human capital is a combination of knowledge, skills, innovation and a person's ability to carry out their duties so that they can create value to achieve goals. The formation of added value contributed by human capital in carrying out their duties and work will provide sustainable revenue in the future for an organization (Malhotra, 2013 and Bontis, 2012).

OCB behavior is related to the willingness of organizational members (employees) to act voluntarily outside their roles for the betterment of the organization. The benefits of OCB for organizations are quite real. This can be seen from research by Koys (2011) which found that OCB increases organizational performance. Pofsakoff *et al.* (2003) links OCB with individual, group and organizational performance as a whole.

5.9 The Mediating Role of OCB on Affect Emotional Intelligence on Performance

The research results show that *organizational citizenship behavior* proven to have a perfect/full mediating role (*fully mediation*) in influencing *emotional intelligence* on performance. This means that the role of influence *emotional intelligence* the more it looks the better because of the factors of *organizational citizenship behavior* employees. The performance will be higher, if *emotional intelligence* dequate and *organizational citizenship behavior* which is high.

Emotional intelligence identified with self-ability and self-confidence are the keys for someone to carry out their work (high performance) successfully. *Emotional intelligence* is a person's belief regarding the opportunity to succeed in a task (Kreitner & Kinicki, 2013). *Emotional intelligence* it can also be interpreted as self-confidence in the abilities possessed by an individual in carrying out tasks, this ability is inherent in the individual concerned (Pajares, 2012). Philip & Gully (2007) consider that individuals have different characteristics regarding *emotional intelligence* with other individuals.

Gardner Research *et al* (2014) and Engko (2016) found results that the higher *emotional intelligence* an employee will have a higher level of performance. This means that emotional *intelligence* High levels can influence the achievement of high employee performance as well. The self-efficacy of the employees of the Malahayati Shipping Polytechnic is because the employees have high formal education, namely most of them have a bachelor's degree. Apart from that, employees are still productive and have the confidence to complete

their tasks well. This can be seen from the variable descriptive data *emotional intelligence* which shows the average value is in the high category.

5.10 The Mediating Role of OCB on Affect Self Efficacy on Performance

Based on the research results, it is known that *organizational citizenship behavior* provides a mediating effect on influence *self-efficacy* on employee performance within the Padang Malahayati Marine Polytechnic environment. This means that *efficacy* the high one is accompanied by *organizational citizenship behavior* high levels can affect the work results (performance) of an employee. Self-confidence and good self-control are of course positive energy that encourage a person to achieve high performance.

Theory Self-efficacy is a branch of social *Cognitive Theory* proposed by Albert Bandura (also known as *Social Learning Theory*). Bandura's social cognitive theory highlights chance encounters (*chance encounters*) and unexpected events (*fortuitous events*) although these meetings and events do not immediately change the course of human life. It is the way humans react to meetings or events that is usually more powerful than the event itself (Fiest & Fiest, 2018).

Some of the initial and underlying assumptions of Bandura's social cognitive theory are *learning theory* (learning theory) which assumes that humans are flexible enough and capable of learning various attitude and behavioral skills, and that the best learning point of all is unexpected experiences (*vicarious experience*). Bandura's social cognitive theory also takes the perspective of humans as "agents" over themselves, meaning that humans can exercise control over their lives (Fiest & Fiest, 2008). Bandura (2017) believes that humans (*human agency*) is a creature that is able to regulate itself, be proactive, reflective and organize itself. Additionally, they also have the power to influence their own actions to produce desired consequences. From this basis is the theory of *self-efficacy* born.

IMPLICATIONS OF RESEARCH FINDINGS

6.1 Theoretical Implications

- 1) Result *smatch model* (combining models) from the research results of Cohen and Abedallah (2015) and several other studies, shows that the OCB variable can also be used as a positive mediation influence *human capital*, *emotional intelligence*, *self-efficacy* on performance, which previously was a variable burnout with a negative mediating role.
- 2) In line with suggestions by Cohen and Abedallah (2015) and Organ (2017) *trend* and the development of studies on OCB is better used as a mediating variable. Using OCB as a mediating variable will have a major impact on performance. This is evident from the results of this research that OCB has an effective role in mediating performance improvement.

6.2 Practical Implications

1. From aspect *human capital*, Strategic efforts that can be made are increasing employee work knowledge as indicated by increasing insight into thinking, conceptual knowledge, knowledge about work, knowledge of completing work, and increasing individual capacity in general.
2. From the side *emotional intelligence*, education and training efforts are also needed because they are strategic activities in increasing the knowledge, skills and abilities of employees in carrying out their duties. Education and training programs are tailored and directly related to employee duties, so that the results of the work they are currently engaged in can be applied in the workplace.
3. Increases self-efficacy so that employees have the confidence to be able to complete the task. Efforts made to increase employee confidence are providing development efforts for individual employees such as increasing employee formal education, providing training and providing supervision in the implementation of employee duties.
4. In the OCB variable, the effort that requires improvement is independence in carrying out tasks. Therefore, giving trust and encouraging employees to be more confident in their abilities is very necessary, so that employees are successful in carrying out their duties.

CONCLUSION

Based on the results of research and discussion, several conclusions can be drawn as follows:

1. Variable *human capital* has a significant effect on employee performance variables, as evidenced by the t-count value of 3.278632 > t-table 1.960, thus meeting the requirements for testing the mediation effect model.
2. Variable *emotional intelligence* has a significant effect on employee performance variables, as evidenced by the t-count value of 2.121050 > t-table 1.960, thus meeting the requirements for testing the mediation effect model.
3. Variable *self-efficacy* has a significant effect on employee performance variables, as evidenced by the t-count value of 3.995214 > t-table 1.960, thus meeting the requirements for testing the mediation effect model.

4. Variable *human capital* has a significant effect on employee OCB, as evidenced by the t-count value of $3.868447 > t\text{-table } 1.960$. Thus, it meets the requirements of testing mediation effect models.
5. The emotional intelligence variable has a significant effect on employee OCB, as evidenced by the t-count value of $2.469212 > t\text{-table } 1.960$. Thus, it meets the requirements of testing mediation effect models.
6. The self-efficacy variable has a significant effect on employee OCB, as evidenced by the calculated t-value of $5.766643 > t\text{-table } 1.960$. Thus, it meets the requirements of testing mediation effect models.
7. OCB fully mediates the influence of human capital on the performance of Malahayati Shipping Polytechnic employees. Thus, the fifth research hypothesis (H5) is supported or accepted.
8. OCB mediate in full (*fully mediating*) on influence emotional intelligence on the performance of Malahayati Shipping Polytechnic employees. Thus, the sixth research hypothesis (H6) is supported or accepted.
9. OCB mediate in full (*fully mediating*) on influence self-efficacy on the performance of Malahayati Shipping Polytechnic employees. Thus, the seventh research hypothesis (H7) is supported or accepted.

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