

The Effect of Emotional Intelligence, Servant Leadership, and Organizational Commitment on Organizational Citizenship Behavior

A Study of the South Tangerang City Education and Culture Office

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Abstract—This research was conducted to determine the effect of emotional intelligence, servant leadership and organizational commitment on organizational citizenship behavior. Object of this study was the staffs of the South Tangerang City Education and Culture Office. Population number was 90 employees. The sampling technique used was a saturated sample, i.e. all employees are sampled and by quantitative research methods. The analytical method used was statistical analysis of multiple linear regression tests. The results exemplified that both partially and simultaneously, emotional intelligence, servant leadership and organizational commitment had effect on organizational citizenship behavior in the South Tangerang City Education and Culture Office.

Keywords: *emotional intelligence, servant leadership, organizational citizenship behavior*

I. INTRODUCTION

A. Background of the Study

One of the most important factors to go to company’s goal is human resource. Human resource is not only concern to have ability and skill, but also behavior, and care to work environment. In general speaking, there are two factors predispose either low or high of Organizational Citizenship Behavior for employees, they are: internal and external of individual factors (organizational commitment or leadership). In addition, some of the internal factors effect are personality and employee’s positive affect. Personality is one of individual affect resources [1].

Dealing with job, employees must manageable their emotional to catch up and enhance OCB. On the other hand, emotional intelligence acts as the most important factor to relieve stress and manage their selves. Somebody’s stress automatically hinders them to connect to others, then it is lowering mental prosperity and work ability [2].

TABLE I. NUMBER OF SCHOOL DATA IN SOUTH TANGERANG

NUMBER OF SCHOOL	
SD	320
SMP	190
SMA	86
SMK	82

Source: Suku Dinas Pendidikan dan Kebudayaan Kota Tangsel, 2018

Total of school number in South Tangerang can be seen on Table 1 and it provokes employees work hard to deal with school. Ensuring administration, school needs, financial, and support for school to run well. However, those things are tough to be imagined and the fact that most of schools have not yet earned Operational Support Fund or Bantuan Operasional Sekolah (BOS) in time. It allows employees did not have OCB because they felt having own occupation.

Leadership style of every company is different and one of them is providing best service in leading and building trust to employees or it is commonly known as servant leadership. Haider exposed that trust rises by stimulation from leader’s character behavior to serve [3].

According to Robbins and Judge that commitment limits on employees’ side on organization and goals and having intention to defend their membership within it [4]. Moreover, Widayati and Fatimah expounded that employees have strong relationship to organization owns low intention to turnover to the other one [5]. The relationship between them is organization reflection.

TABLE II. DATA OF EMPLOYEES’ LATENESS AND EARLY GO HOME

January-March 2018			
No.	Month	Lateness	Early go home
1	January	13,5%	19,3%
2	February	16,3%	22,7%
3	March	13,6%	19,2%

Source: Suku Dinas Pendidikan dan Kebudayaan Kota Tangerang Selatan, 2018

On the Table 2, it can be discerned that employees' discipline were fluctuate. Late employees had colorful reasons as far away mileage to office, traffic jam, and etcetera. Whereas, early go home employees were by reason no work and then they preferred going back home earlier instead of work hours should be. This condition needs attention since employees' discipline impact to their responsibility and commitment on organization, consequently, will be difficult to come and boost up Organizational Citizenship Behavior to employees.

Based on the presurvey result indicated that the cause of lowering employees' Organizational Citizenship Behavior (OCB) was a bit of leader's intention to employees to resolve their problems. They would leave organization if finding out better job. It had effect on employees' commitment was less on organization.

Bunch of researches have discussed variables predispose OCB. This research uses emotional intelligence, servant leadership and organizational commitment variables. Some of the researchers studied those variables were Indriani and Sari [6], Ibrahim [7], Yadaf and Punia [8], exemplified that emotional intelligence had positive and significant effect on OCB. Mira and Margareta [9], Sedarmayanti and Kuswanto [10], Al-amri, et.al. [11], study disclosed that servant leadership had positive and significant effect on OCB. In addition, Vipraprastha, et.al. [12], Widiastuti and Suaris [13], Bakan, et.al. [14], study signified that organizational commitment had significant effect on OCB.

B. Formulation of the Problem

- Does emotional intelligence have significant effect on Organizational Citizenship Behavior (OCB)?
- Does servant leadership have significant effect on Organizational Citizenship Behavior (OCB)?
- Does organizational commitment have significant effect on Organizational Citizenship Behavior (OCB)?

C. Objective of the Research

- To know the effect of emotional intelligence on Organizational Citizenship Behavior (OCB).
- To know the effect of servant leadership on Organizational Citizenship Behavior (OCB).
- To know the effect of organizational commitment on Organizational Citizenship Behavior (OCB).

II. LITERATURE REVIEW

A. Human Resource Management

According to Dessler, Human Resource Management (HRM) is a process to attain, train, assess, and compensate employee, and manage manpower relation, health, and security, and justice matters [15].

B. Organizational Citizenship Behavior

According to Titisari, Organizational Citizenship Behavior (OCB) is individual contribution exceeds workload at workplace [16]. It is company's employee behavior addressed to height up company performance in affectivity consider less individual productivity goal.

C. Emotional Intelligence

Goleman stated that emotional intelligence is human being's characteristic predominates in real life [17]. It has ability to motivate itself, resist to frustration, manage impulse, and regulate feeling state in order to be stress then damage thinking ability.

D. Servant Leadership

Servant leadership is approach which focuses on leadership from leader and his/her attitude point of view. It emphasizes on leader attention on his/her employee's problem, empathy, and developing them. Additionally, he/she leads by serving bigger interest than organization, community and people globally [18].

E. Organizational Commitment

Putrana, et.al, defined organizational commitment as degree that employee has trust and follow organizational goals and stay in organization [19].

F. Framework of Thinking

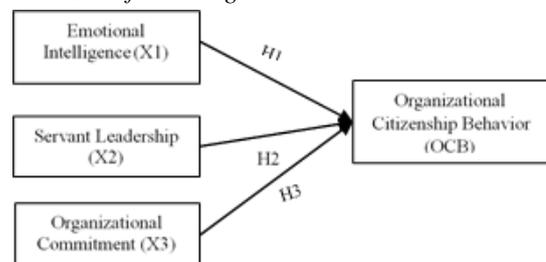


Fig. 1. Research framework.

G. Hypothesis Development

1) *The relationship of emotional intelligence on OCB:* The research has been conducted by Indriani and Sari [6], Yadav and Punia [8] and Naderi Anari [20], found out that emotional intelligence had positive and significant effect on OCB.

H1: Emotional Intelligence has significant effect on Organizational Citizenship Behavior (OCB).

2) *The relationship of servant leadership on OCB:* The study has been done by Mira and Margareta [9], Sedarmayanti and Kuswanto [10], and Al-amri, et.al. [11], reported that servant leadership had positive and significant effect on OCB.

H2: Servant Leadership has significant effect on Organizational Citizenship Behavior (OCB).

3) *The relationship of organizational commitment on OCB:* The study has been committed by Indriani and Sari [6], Sedarmayanti and Kuswanto [10], and Vipraprastha, et.al,

[12], disclosed that organizational commitment had positive and significant effect on OCB.

H3: Organizational Commitment has significant effect on Organizational Citizenship Behavior (OCB).

III. METHODOLOGY

A. Place, Time, and Design of the Research

This research has been committed since March through December 2018 at Suku Dinas Pendidikan dan Kebudayaan Kota Tangerang Selatan, which located at Balai Kota Tangerang Selatan Gedung III Lantai 1 dan 2, Jl. Maruga raya No.1 Serua-Ciputat. Research design applied was causal, cause-effect relationship. There were independent variable, therefore, as predisposing variable and dependent variable as predisposed variable [21].

B. Definition and Operational Variable

Sugiyono defined research variable as everything in shape which is stipulated by researcher to be studied and it can be obtained information then deduced it [21]. Independent variables of this research are Emotional Intelligence (X1), Servant Leadership (X2), and Organizational Commitment (X3), while dependent variable is Organizational Citizenship Behavior. Operational variable contains indicators are used to measure variable.

C. Measurement Scale

Scale measurement used in this research was Likert Scale. Sugiyono proposed that Likert Scale is used to quantify somebody's or group of people' behavior, opinion, and perception about social phenomenon [21]. By this scale, measured variables will be quantified and elaborated to be indicator of variable. Then, the indicator is enacted as jumping point to arrange instrument items either by statement or question.

D. Population and Sample

Research population of this research was employees who work at Suku Dinas Pendidikan dan Kebudayaan Kota Tangerang Selatan and they were 90. Sampling technique used was saturated, all members of population enacted as sample of the research. Subsequently, number of samples taken of this research were 90 respondents.

E. Analysis Data Collection Technique

Data collection techniques used were convenience sampling, questionnaire, interview, and bibliography study. Moreover, data was processed by IBM SPSS 23.

1) *Validity test:* Validity test works to quantify whether a questionnaire is valid or not. A questionnaire is stated valid if statement within its exposable variable studied [22]. It can be done by comparing r count value with r table value by degree of freedom (df) = n-2, where n is number of samples.

2) *Reliability test:* Reliability test is an instrument to gauge questionnaire as indicator of variable or construct. Questionnaire is stated reliable if somebody's response on

question is consistent [22]. In addition, it can be stated reliable if coefficient value of Cronbach Alpha is higher or equal 0,60.

3) *Normality test:* According to Ghozali, normality test aims to know whether residual has normal distribution or not [22]. It is needed to do some tests for other variable by assuming that residual value goes with normal distribution. Normality test may be known from significant value on the Kolmogorov smirnof table $K-S > 0,05$. Then, H_0 is accepted, and data distributes normally.

4) *Multiple linear regression test:* According to Ghozali, multiple linear regression analysis is addressed to know independent variable predisposes dependent variable [22]. Additionally, it works to examine two or more independent variables effect on one dependent variable, and it is formulated by equation below:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \tag{1}$$

5) *Determination coefficient test (R²):* Determination coefficient test (R²) works to gauge farther model ability in analyzing dependent variable variation. Its coefficient value is between 0 (zero) and 1 (one). If the value is close to 1 (one) means independent variables sharing information needed to predict dependent variable variation [22].

6) *Hypothesis test:* According to Ghozali, t-test used to examine how far independent variable effect in this research individually analyzing dependent variable [22]. If significance probability value $< 0,05$, then hypothesis is accepted. Accepted hypothesis means independent variable has significant effect on dependent variable.

IV. RESULTS AND DISCUSSION

A. The Result of Validity Test

TABLE III. VARIABLE RESULT

No.	Variable	Result
1	EI	Based on the result of IBM SPSS 23 that EI1 to EI12 indicated that whole statements were valid. It could be discerned by r-count value was higher than r-table, 0,207.
2	SL	The result of IBM SPSS 23 processing figured out that SL1 to SL10 completely had valid statements. It might be seen by r-count value was higher than r-table, 0,207
3	OC	Based on the result of IBM SPSS 23 that OC1 to OC13 indicated that whole statements were valid. It could be discerned by r-count value was higher than r-table, 0,207.
4	OCB	The result of IBM SPSS 23 processing figured out that OCB1 to OCB14 completely had valid statements. It might be seen by r-count value was higher than r-table, 0,207.

B. The Result of Reliability Test

TABLE IV. THE RESULT OF RELIABILITY TEST

Variable	Cronbach's Alpha	Result
EI	0,766	Reliable
SL	0,737	Reliable
OC	0,872	Reliable
OCB	0,821	Reliable

Source: The result of SPSS 23 Data Processing, 2018

Based on the result on the Table 4 verified that each independent variables or dependent variable was reliable due to their value exceeded Cronbach's Alpha standard, > 0,60.

C. The Result of Normality Test

TABLE V. THE RESULT OF NORMALITY TEST

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N	90	
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.16564381
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.048
Test Statistic		.080
Asymp. Sig. (2-tailed)		.200 ^{c,d}

^a. Test distribution is Normal.

^b. Calculated from data.

^c. Lilliefors Significance Correction.

The result on the Table 5 by Kolmogorov-Smirnov method signified that Asymp sig (2-tailed) Unstandardized Residual Regression value was 0,200 and it was higher than 0,05. In consequence, it could be inferred that overall data of this research had normal distribution.

D. The Result of Multicollinearity Test

TABLE VI. THE RESULT OF MULTICOLLINEARITY TEST

Model	Collinearity Statistics	
	Tolerance	VIF
Emotional intelligence	.866	1.154
Servant Leadership	.901	1.110
Organizational Commitment	.852	1.174

Dependent Variable: Organizational Citizenship Behavior
Source: The result of SPSS 23 Data Processing, 2018

Referring to the Table 6, it could be deduced that was no multicollinearity between independent variables within regression model.

E. The Result of Heteroscedasticity Test

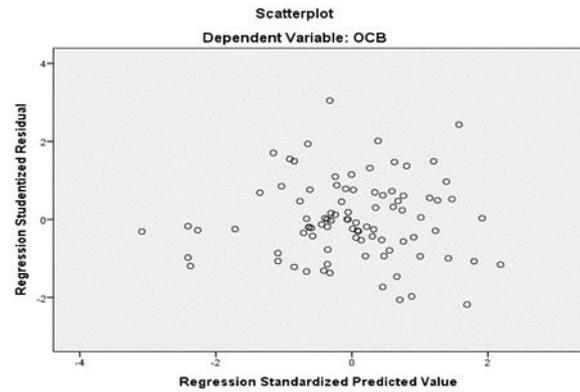


Fig. 2. Heteroscedasticity test.

Based on the scatterplot diagram on Figure 4.1, it could be seen that data scattered randomly and well scattered above and under 0 (zero) of Y axis and they had not formed pattern. It might be concluded therefore that on the regression test had no heteroscedasticity.

F. The Result of Multiple Linear Regression Test

TABLE VII. THE RESULT OF MULTIPLE LINEAR REGRESSION TEST

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	10.014	7.472		1.340	.184
KE (X1)	.292	.138	.204	2.120	.037
SL (X2)	.292	.146	.189	2.004	.048
KO (X3)	.354	.095	.359	3.703	.000

a. Dependent Variable: Organizational Citizenship Behavior

Based on the result on the Table 7, it could be formulated multiple linear regression equation for independent variables (emotional intelligence, servant leadership and organizational commitment) on dependent variable (organizational citizenship behavior) as follow:

$$Y = a + b1X1 + b2X2 + b3X3 + e \tag{1}$$

$$Y = 10,014 + 0,292X1 + 0,292X2 + 0,354X3 + e$$

Where:

- Y: Work Satisfaction Variable
- A: Constanta
- X1: Emotional Intelligence Variable
- X2: Servant Leadership Variable
- X3: Organizational Commitment Variable
- b1, b2: Regression Line Coefficient
- e : Error

G. The Result of Hypothesis Test

TABLE VIII. THE RESULT OF DETERMINATION COEFFICIENT TEST (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.310	.286	5.255

^a. Predictors: (Constant), KO, SL, KE
^b. Dependent Variable : OCB

From the Table 8, it could be acknowledged that number of Adjusted R Square value was 0,286 or 28,6% meant organizational citizenship behavior contribution exposable by emotional intelligence, servant leadership, and organizational commitment. Meanwhile, the rest, 71,4% (100% - 28,6%) was elaborated by other variables outies of this study.

H. The Result of F Statistic Test

TABLE IX. THE RESULT OF F STATISTIC TEST

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.014	7.472		1.340	.184
EI (X1)	.292	.138	.204	2.120	.037
SL (X2)	.292	.146	.189	2.004	.048
OC (X3)	.354	.095	.359	3.703	.000

Dependent Variable: Organizational Citizenship Behavior

Based on the Table 9, it might be known that significance value was 0,000 and it was lower than 0,05. Consequently, the model was accepted, and it could be inferred that emotional intelligence, servant leadership, and organizational commitment simultaneously had effect on organizational citizenship behavior.

I. The Result of t Statistic Test

TABLE X. THE RESULT OF T STATISTIC TEST

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1068.691	3	356.230	12.900	.000 ^b
Residual	2374.865	86	27.615		
Total	3443.556	89			

^a. Dependent Variable: OCB
^b. Predictors: (Constant), KO, SL, KE

- Emotional intelligence (X1) had positive and significant effect on organizational citizenship behavior (Y).
- Employees had high emotional intelligence then they might behave OCB. Employees which had high empathy to the others in mutual supporting and helping might represent high OCB. This result was strengthened by studies have been conducted by Indriani & Sari [6], Yadav and Punia [8], that they confirmed that emotional

intelligence had significant effect on organizational citizenship behavior.

- Servant leadership (X2) had positive and significant effect on organizational citizenship behavior (Y).
- A leader who had leadership style with high serving provoked employees to behave OCB. Good relationship between leader and employees prompted them to work voluntarily without any force. This hypothesis result was in line with Al-Amri, et.al, [11], Sedarmayanti & Kuswanto [10] who declared that servant leadership had significant effect on organizational citizenship behavior.
- Organizational commitment (X3) had positive and significant effect on organizational citizenship behavior (Y).
- Employees had high commitment to company then they would not be hesitated to show up their OCB. High commitment might be exemptible by leader in organization, so that employees followed it and they had more commitment on organization. This hypothesis was testified by Vipraprastha, et.al, [12], Widiastuti and Suaris [13], who reported that organizational commitment had positive and significant effect on organizational citizenship behavior.

V. CONCLUSION AND SUGGESTION

A. Conclusion

Based on the result of the research then it could be drawn conclusion as follows:

- Emotional intelligence had positive and significant effect on OCB. It meant that if employees had emotional intelligence and hand able theirs then it would have positive impact on their OCB.
- Servant leadership had positive and significant effect on OCB. It meant that if a leader had a servant leadership then it would have positive impact on employees' OCB
- Organizational commitment had positive and significant effect on OCB. It meant that the high employees' commitment on organization then it would have positive impact on employees' OCB.

B. Suggestion

- Company should provide training to either new or old employees regarding to soft skills mainly in emotional intelligence topic. It is not only training in technical skills, but also soft skills must be elevated. By the training, it allows employees to be able to interactive effectively and harmonious with the others and colleges at workplace and community.
- A leader is better to be servant leadership for his/her employees. For instance, s/he engages in resolving employees' problems due to work.
- Organization may improve and re-evaluate employees' needs in order to make them comfortable stay in the

organization or company, consequently it will have positive impact on employees' OCB.

- For the next researcher may extend other variables which are not scrutinized in this research such as work satisfaction, motivation, organizational culture, and etcetera, in consequence it may be a reference for other researchers.

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