



THE EFFECT OF EMOTIONAL INTELLIGENCE ON SERVICE QUALITY WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS A MEDIATOR AMONG PADANG RESTAURANT WORKERS IN SOUTH JAKARTA

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Abstract

The purpose of this study is to look at how emotional intelligence affects the quality of restaurant service, as well as whether OCB plays an intermediary role in the relationship. If OCB proves to be a significant mediator, then emotional intelligence not only directly improves service quality but also encourages positive work behaviors that contribute to better service. This study uses a quantitative approach. The data was obtained using a questionnaire distributed to 140 employees of Padang restaurants spread across South Jakarta. The results of the study show that emotional intelligence has not been able to improve the quality of service directly. However, emotional intelligence is able to increase OCB which in the end OCB is able to improve the quality of service. The findings of this study have explained that OCB has been proven to play a role as a mediator of emotional intelligence to service quality.

Keywords: Emotional intelligence, OCB, service quality.

INTRODUCTION

The number of Padang restaurants in South Jakarta makes the competition very fierce and they compete to try to attract customers to visit their restaurants (Adnan, 2023). In reality, customers not only judge the food, but also the quality of service in choosing a restaurant. Some restaurants still face customer complaints related to employee attitudes, such as lack of friendliness or slowness in serving (Ariyani & Kurniawan, 2023). The high workload and work pressure in restaurants often make employees less than optimal in providing the best service (Permadhi et al., 2024). The initial search results showed that the service quality was less than optimal in serving its guests and there was a delay in service for hours which in the end some visitors decided to choose another restaurant (Rondonuwu et al., 2024). Factors that affect the service quality is emotional intelligence (Aripin et al., 2023).

Research on how emotional intelligence affects service quality in Padang restaurants is still limited (MacCann et al., 2019). Many studies only look at a direct relationship between emotional intelligence and quality of service such as (Christian et al., 2021; Wahyuni, 2021; Haryatri & Tua, 2024; Rahman & Yasin, 2020; Alzoubi & Aziz, 2021; Lee et al., 2023). However, the results are inconsistent, some are influential and some are not (Prentice et al., 2020). There has not been much research investigating whether OCB acts as a mediator in this relationship. Most of the existing research is conducted abroad or in different service industries. The characteristics of work culture and employee behavior in Indonesia, especially in Padang restaurants, may be different compared to studies conducted in other countries.

Employees who are able to manage their emotions well can deal with customers more professionally (Delcourt et al., 2023). If employees have good organizational citizenship behavior (OCB), they will be more proactive in helping colleagues and improving the overall quality of service (Fauzan et al., 2023). Although many studies have addressed the relationship between emotional intelligence and service quality, most research on emotional intelligence and service quality has focused on other service industries (such as hospitality or banking) (Prentice et al., 2020a). Therefore, to obtain a solution in dealing with the research gap, it is necessary to have OCB variables to bridge the emotional intelligence to be able to improve the quality of service on the grounds that OCB is the voluntary behavior of workers who go beyond their main duties, such as helping colleagues or providing extra services to customers.

Workers with high emotional intelligence tend to have better OCBs, which ultimately improves the quality of service (Kumari et al., 2022). Employees who are able to manage their emotions well can deal with customers more professionally (Suleman et al., 2020). If employees have good organizational citizenship behavior (OCB), they will be more proactive in helping colleagues and improving the overall quality of service (Vega et al., 2022).

LITERATURE REVIEW

Emotional Intelligence

Emotional Intelligence is a person's ability to recognize, understand, and manage their own emotions as well as the emotions of others (Görgens-Ekermans & Roux, 2021). According to Daniel Goleman, (2020), emotional intelligence consists of five main dimensions, namely self-awareness, self-regulation, motivation, empathy, and social skills. Emotional intelligence is essential in the world of work, especially in the context of service, as it helps individuals manage stress, build good interpersonal relationships, and improve customer satisfaction (Di & Saklofske, 2021; Casino-García et al., 2021). Research shows that individuals with high emotional intelligence are better able to cope with conflicts and adapt in a dynamic work environment (Halimi et al., 2020; Ngui & Lay, 2020)

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is employee behavior that is voluntary and is not included in the formal job description, but contributes to the effectiveness of the organization (Hakim & Pristika, 2020). According to Dennis W. Organ, (1983) OCB includes five main dimensions, namely: Altruism (attitude of helping colleagues in their work); Conscientiousness (compliance with organizational rules beyond expected obligations); Sportsmanship (willingness to accept working conditions without complaining); Courtesy (maintaining good relations with colleagues); Civic virtue (active participation in organizational activities). Employees with a high OCB level will have a positive impact on the effectiveness of the organization, including in improving the quality of service

(Kim & Park, 2022). OCB allows for a more harmonious work environment, good cooperation between employees, and more responsive service to customers (Younas et al., 2023). The importance of OCB as a behavior outside of responsibility greatly affects the effectiveness of the organization, namely helping to increase the productivity of colleagues, managerial productivity, efficiency of organizational resources, reducing the level of need for the provision of organizational resources, can improve the stability of organizational performance and improve the ability of the organization to adapt more effectively to changes in its environment (Zacharias, 2022).

Service Quality

Service quality refers to the extent to which a service can meet or exceed customer expectations (Misischia et al., 2022; Abdullah et al., 2021). According to Parasuraman et al., (1985) service quality consists of five main dimensions, namely: Reliability (reliability in providing the promised service accurately and consistently); Responsiveness (willingness and speed in helping customers); Assurance (ability, courtesy, and credibility in providing services); Empathy (the ability to understand customer needs personally); Tangibles (physical facilities, equipment, and employee displays). The relationship between emotional intelligence, OCB, and service quality is very close. Employees with high emotional intelligence tend to show better OCB behavior, such as being more concerned about customer satisfaction and more adaptable in providing services (Oktaviana & Safitri, 2023). The high OCB also contributes to improving service quality because it creates a more supportive and proactive work environment in meeting customer needs (Santa et al., 2023).

The Relationship Between Emotional Intelligence, OCB, and Service Quality

Several studies have shown that emotional intelligence has a significant influence on OCB, which ultimately has a positive impact on the quality of service (Romi et al., 2021). Employees who are able to manage their emotions well tend to be more cooperative, care about the work environment, and oriented towards customer satisfaction (Hamid et al., 2022). Thus, increasing emotional intelligence in an organization can be an effective strategy in improving the overall quality of service (Kim & Park, 2022).

METHOD

This study uses a quantitative method with a survey approach to measure the relationship between emotional intelligence, OCB, and service quality. Data was collected through questionnaires given to respondents working in the service sector. The population in this study is 140 employees who work in the service sector. The sampling technique uses a simple random sampling method with a number of samples determined based on the Slovin formula. The instrument used in this study is a questionnaire consisting of three main parts: Emotional Intelligence: Measured using a scale based on

Daniel Goleman, (2020), OCB: Measured using the OCB scale of Dennis W. Organ,(1983). Quality of Service: Measured based on the SERVQUAL model from Parasuraman et al., (1985). The collected data is analyzed using statistical methods, namely: Validity and Reliability Test: To ensure that the research instrument is reliable. Path analysis was used to determine the influence of emotional intelligence on service quality and OCB as a mediator.

RESEARCH RESULTS

The data that has been collected is analyzed using smart PLS. The reason for using smart PLS is because this software is full power so that it is accurate in measuring the latent variables of the research. The influence of indicators on the variables used is as follows:

Table 1 Variable indicators of emotional intelligence, OCB and service quality

	EMOTIONAL INTELIGENNCE	OCB	SERVICE QUALITY.
X1 I realized that customers are important	0,900		
X2 I have social sensitivity	0,844		
X3 I am able to manage emotions	0,929		
X4 I always focus on the customer	0,954		
Y1,1 The restaurant equipment is adequate			0,847
Y1,2 I always meet the needs of customers			0,917
Y1.3 I always maintain the credibility of the Company			0,889
Y1.4 I am always consistent in my duties.			0,800
Y2.1 I always help my colleagues		0,887	
Y2.2 I am always compliant with the rules		0,856	
Y2.3 I am always receptive in getting assignments		0,915	
Y2.4 I always have a good relationship with my colleagues		0,921	
Y2.5 I actively participate in the company's activities		0,912	

Source: 2024 research results

Based on the Table 1 above, each indicator has been able to reflect a significant variable of emotional intelligence, OCB and service quality. Furthermore, it is explained that the convergent validity or reliability of the three variables used in this study:

Table 2 Convergent validity

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
EMOTIONAL INTELIGENNCE	0,928	0,949	0,824
OCB	0,940	0,954	0,808
SERVICE QUALITY.	0,886	0,922	0,747

Source: 2024 research results

Based on the illustration in Table 2, all variables ranging from emotional intelligence variables, OCB and service quality show that they have significant reliability values so that this research can be

continued. Furthermore, an explanation of how independent variables are able and not to explain dependent variables can be seen from r-Square below:

Table 3 r- Square

Variable	R Square	R Square Adjusted
OCB	0,810	0,808
SERVICE QUALITY.	0,904	0,902

Source: 2024 research results

Table 3 above shows that the variable Emotional Intelligence is able to explain OCB by 0.808 or 81 percent, while for service quality by 0.902 or 90 percent while another 08 percent is explained in other variables outside this study. Then, the results of the calculation between variables can be explained in the table below:

Table 4 Path Coefficient (direct effect)

Relationship between variables	Original Sample	T Statistics	P Values
EMOTIONAL INTELIGENNCE -> OCB	0,900	22,653	0,000
EMOTIONAL INTELIGENNCE -> SERVICE QUALITY.	0,138	1,944	0,052
OCB -> SERVICE QUALITY.	0,825	12,341	0,000

Source: 2024 research results

The results of the calculation based on Table 4 above show that emotional intelligence does not significantly improve the quality of service, namely 1.944 below the standard of 1.96 with P. Values 0.052, meaning that the hypothesis is rejected. However, emotional intelligence itself was able to significantly increase OCB, namely t-statistics of 22,653 greater than the standard of 1.96 with a p value of 0.000 meaning that the hypothesis was accepted, so that in the end OCB was able to improve the quality of service by 12,341 with a p value of 0.000 meaning that the hypothesis was accepted.

Table 5 Indirect effect

Relationship between variables	Original Sample (O)	T Statistics	P Values
EMOTIONAL INTELIGENNCE -> OCB			
EMOTIONAL INTELIGENNCE -> SERVICE QUALITY.	0,742	9,990	0,000
OCB -> SERVICE QUALITY.			

Source: 2024 research results

Referring to Table 5 above, OCB is able to bridge or mediate the relationship between emotional intelligence and service quality with a t-statistics value of 9,990, a p value of 0.000 means that the hypothesis is accepted. With the existence of OCB which is reflected by I always help my colleagues; I am always compliant with the rules; I am always have a good relationship with my colleagues and I actively participate in the company's activities has become an important part of this

research. This is a solution for business development, especially culinary related to Padang cuisine in South Jakarta and Indonesia in general. The model of this study is contained in Figure 4.1 as follows:

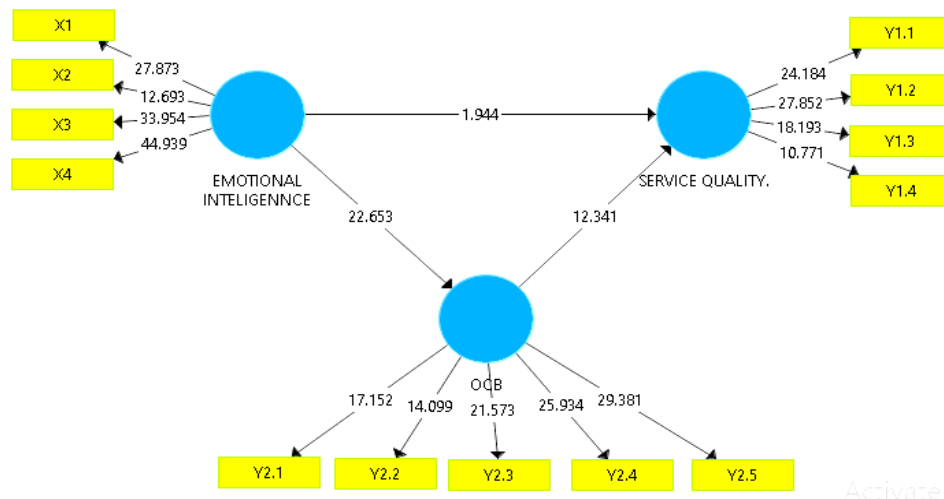


Figure 1 Research Model
 Source: 2024 research results

Emotional intelligence has an indirect influence on service quality through OCB as a mediating variable. The results of the pathway estimation showed that emotional intelligence had a positive and significant effect on OCB. In the end, OCB has a significant effect on service quality. The t-statistical value on all pathways showed a value of >1.96 , which means that the relationship between the variables was significant at a 95% confidence level. A p-value < 0.05 indicates that all hypotheses are accepted and conversely, a p-value of >0.05 indicates that the hypothesis is rejected. Thus, the inner model in this study shows that emotional intelligence not only has a direct impact on OCB but also indirectly improves service quality through increasing OCB. Therefore, increasing emotional intelligence can be a strategy to improve the quality of service in organizations.

Discussion

The results of this study show that emotional intelligence has been able to improve Organizational Behavior or OCB, which in turn OCB is able to improve the quality of service. Although there are relatively few employees who serve at the front line of the restaurant, in general, they have high emotional intelligence who in their daily lives always show better OCB behavior, which is reflected in the indicators of caring for fellow colleagues, compliance with organizational rules, and active participation in Padang restaurant activities. OCB has also been shown to act as a mediator in the relationship between emotional intelligence and service quality. This shows that emotional intelligence not only has a direct impact on the quality of services but also through improving OCB behavior.

The implication of the results of this study is that Padang restaurants in South Jakarta should be managed or owned by restaurant owners to provide moral support through training and development of emotional intelligence to employees to increase their OCB. By improving OCB, the quality of service can also be improved, which ultimately contributes to customer satisfaction and competitiveness. In addition, this study strengthens existing theories regarding the importance of emotional intelligence and OCB in improving organizational effectiveness.

Research findings

Emotional intelligence has an indirect influence on service quality through OCB as a mediating variable, which means that increasing emotional intelligence can improve service quality indirectly through improving OCB behavior. The R^2 value in the structural model shows that emotional intelligence and OCB together make a considerable contribution in explaining the variation in service quality, indicating the relevance of the model in the world of work. These findings show that organizations in the service sector can improve service quality by developing employees' emotional intelligence and encouraging OCB behavior through human resource development strategies. These findings can be used as a basis for policy-making in human resource management, especially in an effort to improve service quality through a psychological approach and positive work behavior.

CONCLUSION

Based on the results of the research that has been presented previously, it can be concluded that Emotional intelligence had a significant effect on OCB with a positive path coefficient value and a t-statistical value of > 1.96 , showing a significant relationship. OCB has a direct influence on Service Quality, where the R-square value shows a considerable contribution in explaining the variation in service quality. Emotional Intelligence has an indirect effect on Service Quality through OCB, which means OCB is a mediating variable in this relationship. The bootstrapping test showed that there were two relationship lines with a significance value of $p < 0.05$, which meant that the research hypothesis was acceptable and one emotional intelligence pathway on service quality had a value of $p > 0.05$ which meant that the hypothesis was rejected. Thus, to increase the emotional intelligence of employees, it can strengthen OCB behavior, which ultimately improves the overall quality of service.

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