

and conditions self assessment. Then the indicator that has the lowest contribution in providing support to the emotional intelligence variables is motivating oneself. This means that, employees of the Community Health Center in The City of Kendari views from the ability to use the desire to evoke the spirit and energy to achieve a better state is still considered low, especially indicators of achievement drive, commitment, optimistic, enthusiasm and passion. Therefore, these indicators it is necessary to be upgraded into a better direction.

Furthermore, the contribution of the affective commitment variables indikator, normative commitment and continuance commitment in shaping the organizational commitment variables, it appears that all the indicators as feasible, and the most powerful in providing support in shaping organizational commitment is an indicator variable affective commitment (0.913). This means that, employee of Community Health Center in The City of Kendari has had Affective commitment, which is the level of psychological attachment to the organization based on how well the feelings of the organization, particularly with regard to preference for job positions, the pleasure of the task, perceived convenience in working. Whereas continuance commitment has the lowest contribution in shaping the organizational commitment of employees. This means that, continuance commitment employees associated with loyalty to the organization, a high sense, feel no happiness in the organization was still low contribution. Therefore, it needs to be fixed properly so that it can increase employee commitment to the organization in the future.

Based on the analysis found that, the relationship between the emotional intelligence variables and organizational commitment is very strong, because it has obtained multiple correlation value of 91.60%. These results show that, the resulting relationship model can serve as a good predictor models to explain the influence of emotional intelligence and organizational commitment to organizational citizenship behavior. These findings also proves that, emotional intelligence variables formed by self-awareness, self-management, motivating oneself, social awareness, and relationship management, and organizational commitment variables formed by affective commitment, normative commitment and continuance commitment can be used as predictors of organizational variables citizenship behavior (altruism, civic virtue, conscientiousness, courtesy and sportsmanship).

Then in terms of the influence of emotional intelligence variables and organizational commitment as independent variables on organizational citizenship behavior as a dependent variable, its direct influence is very strong about 83.90. This means that, the success of employee on Community Health Centers in The City of Kendari in improving OCB strongly influenced directly by emotional intelligence and organizational commitment of the employees concerned. The analysis showed that emotional intelligence has a positive and significant effect in improving the OCB. This finding means that, to improve employee of Community Health Center OCB in The City of Kendari, related to the behavior: altruism, civil virtue, conscientiousness, courtesy and sportsmanship, it is

necessary to increase emotional intelligence, which is related to the self Awareness, self-management, motivating oneself, social awareness and relationship management.

Emotional intelligence that need attention so that ability can be enhanced OCB employee is: (a) Self awareness, namely: the ability of a person to know their inner feelings, and can be used to take the best decisions for themselves, include: emotional awareness, accurate self-assessment, self confidence, knowing the condition of self and self-assessment; (b) Self-management, the ability to handle emotions themselves and control their emotions and have a sensitivity to the conscience to be applied in the life of the organization, among others: self-control, adaptability, innovativeness, ability to adapt and initiatives; (c) Motivating oneself, the ability to use the desire to evoke the spirit and energy to achieve a better life in the future, among others: the achievement drive, commitment, optimistic, enthusiasm and passion; (d) Social awareness, namely: the ability to feel what is perceived by others, creating and maintaining relationships with people in harmony through, empathy, service oriented, others development, political awareness, and foster a relationship of trust; (e) Relationship management: the ability to handle emotions well when dealing with others, and read situations accurately and social networks in order to create good cooperation without any dispute among members, through communication, conflict management, building bonds, collaboration and cooperation, team capabilities.

The contribution of all the indicators that make up the emotional intelligence which also adds to the positive and significant impact on the improvement of OCB. Thus it can be said that, emotional intelligence which is owned by the employee of Community Health in The City of Kendari has a significant contribution to the improvement of OCB of employee. Results of this study have proved the hypothesis (H1) who stated that, emotional intelligence has a positive and significant influence on OCB. These findings as well as providing support for the statement Goleman (2005) that, success is determined by one's greater emotional intelligence, as well as Chaudhry and Usman (2011) that, in the literature emphasizes that emotional intelligence is associated with success in everyday life, and emotional intelligence positively to performance especially in the work place.

Likewise, against the view of Mayer *et al* (2011) that, emotional intelligence as a series of personal ability, emotional and social factors that affect a person's ability to succeed in overcoming environmental demands and pressures. Then Dulewicz *et al.*, (2003); Harmer (2007) states, emotional intelligence was positively correlated with managerial performance. The results of this study reinforce the findings join Korkmaz, Arpaki (2009) that, emotional intelligence has a significant association with conscientiousness, righteousness, and friendly behavior. Then, Moghadami *et al.*, (2010) stated that, the elements of emotional intelligence can predict OCB, and stated that, all elements of emotional intelligence has a significant relationship with OCB, as well as the findings of Abraham and Yousmann (2009) that, there are indications of a positive and significant relationship between emotional

intelligence with the consequences of employee jobs, and there is also a significant relationship between emotional intelligence and two dimensions of OCB, namely: Altruism and participation. These findings while rejecting the conclusions Solan (2008) which states that, no significant association between emotional intelligence and OCB.

The results show that, organizational commitment have a significant and positive effect in improving OCB. This means to improve OCB of employees on Community Health Center in The City of Kendari, it is necessary to increase organizational commitment. Thus it can be said that in order to improve employee OCB, associated with increased behavior: altruism, conscientiousness, sportsmanship, courtesy and civic virtue, it is necessary to increase the field of organizational commitment. Organizational commitment is the willingness of employees to remain in the organization's environment, and remain willing and sincere to devote themselves well for the success of the organization, related to: affective commitment, normative commitment and continuance commitment.

Commitment organizations that need attention so that ability can be enhanced OCB of employee is: (a) Affective commitment, namely the level of psychological attachment to the organization based on how well the feelings of the organization, particularly with regard to preference for job positions, the pleasure of the duties and the perceived comfort in work; (b) Normative Commitment, namely psychological attachment member with the organization as a moral obligation to maintain good relations with the organization, through their awareness of self-reliance, responsibility for tasks and jobs as well as a good relationship; (c) continuance commitment with regard to loyalty to the organization, a high sense, feel no happiness in the organization. The contribution of all the indicators that make up the organization's commitment that also adds that a positive and significant impact on the improvement of OCB. Thus it can be said that, organizational commitment employee of The Community Health Center in The City of Kendari has a significant contribution to the improvement of employee OCB.

These findings as well as supporting the view Hackett, Bycio and Hausdorf (1994) that, the willingness of employees to donate energy to the achievement of organizational objectives is significantly influenced by the shape of its commitment to the organization. Likewise, the conclusion O'Reilly and Chatman, 1986, and Liu (2009) that, employees' organizational commitment is positively related to Organizational Citizenship Behavior. Lepine, Erez, and Johnson (2002) states that, organizational commitment is one important factor that has contributed to the Organizational Citizenship Behavior. The findings in this study, would help to strengthen the study results Chen and Francesco (2003); Feather and Rauter (2004); Rifai (2005) which states that, affective commitment is a significant predictors of OCB, and Bakhshi *et al* (2011) found, the partial results of the analysis showed all components of organizational commitment (affective commitment, normative commitment and continuance commitment is positively related with OCB.

Results of this study was able to prove the hypothesis (H2) which states that, organizational commitment has a positive and significant effect in improving OCB of employee on the Community Health Center in The City of Kendari. In this study proved the hypothesis (H3) which states that, emotional intelligence and organizational commitment simultaneously or jointly have a significant impact in improving OCB of employee on The Community Health Center in The City of Kendari, while on the other hand stated that, the results of this study rejects the conclusion Mehrabi, *et al* (2013) which states that, there is no relationship between organizational commitment and OCB.

5. Conclusion & Recommendations

5.1. Conclusion

Based on the description that has been described previously, it can be concluded that: (a) emotional intelligence (Self Awareness, Self Management, Motivating oneself, Social awareness and Relationship Management) has a positive and significant effect in improving the OCB (Altruism, Civic Virtue, conscientiousness, courtesy, sportsmanship) employees; (b) Organizational Commitment (Affective Commitment, Normative Commitment, Continuance commitment) has a positive and significant effect in improving the Organizational Citizenship Behavior of employees. (c) Emotional intelligence and organizational commitment collectively have a significant influence in improving employee Organizational Citizenship Behavior. Results of this study implies that, to increase the OCB of employees, it is necessary to increase emotional intelligence and organizational commitment, and emotional intelligence and organizational commitment can serve as a predictor variable of OCB.

5.2. Recommendation

In this study was found a few things that need attention from the management of the organization, if you want to improve the organizational performance related to the extra role of employees (Organizational Citizenship Behavior), which is necessary for efforts to increase the level of employee emotional intelligence related to motivating oneself, for his contributions is still considered low, while in terms of organizational commitment shows that, continuance commitment of employees still need to be improved in order to more significant contribution in shaping the organizational commitment variables. Then OCB of employees seen that, sportsmanship behavior is still considered low employee contribution in the form of OCB. Therefore it is necessary to increase in order to provide a significant contribution in shaping the OCB.

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