

# Emotional Intelligence and Organizational Commitment as Predictor Variables Organizational Citizenship Behavior (Study on Employee of Community Health Centers in City of Kendari)

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**Abstract:** *This study aimed to analyze and determine the contribution factor emotional intelligence and organizational commitment partially or simultaneously to organizational citizenship behavior (OCB) employee of community Health Centers In City of Kendari. The approach used is causality between the variables, while the sampling technique using proportional random sampling method from each of the target population, whether employees who work as midwives, nurses, administrative and non-health with the number of respondents as many as 121 employees. All the variables measured using the indicator variable, while the analysis method used is multiple regression analysis. Results of this study found that emotional intelligence is formed by self-awareness, self-management, social awareness, relationship management and organizational commitment established by the affirmative commitment, normative commitment and continuance commitment has a positive and significant contribution, either partially or simultaneously in improving Organizational Citizenship Behavior (altruism, civic virtue, conscientiousness, courtesy and sportsmanship. This means that, emotional intelligence and organizational commitment is a predictor variables which plays an important role in improving organizational citizenship behavior of employees so that the organization can function effectively.*

**Keywords:** Emotional Intelligence, Organizational Commitment, Organizational Citizenship Behavior

## 1. Introduction

The success of the organization in carrying out its activities is influenced by various factors, both originating from the external environment and internal environment, especially in terms of ability and role of the human resources that exist in the organization. All the human resources of the organization are expected to participate actively in the success of achieving the vision and mission of the organization in order are creating a sustainable competitive advantage. To realize these goals, it is expected that all human resources or employee can have a spirit of intrapreneurship so that not only substantially oriented tasks only individually, but also has the ability to develop and implement social values for the sake of the success of the employee and the organization's success.

The ability of employees to apply social values in their work environment can be a determining factor of success in his career employees, and can also have a positive impact on the achievement of organizational goals effectively and efficiently. Social values that need to be implemented by the employee, for example, want to cooperate, helping, giving advice. Social virtues can only be displayed by individuals or employees who care about other people so willing to do extra-role. Extra-role is the behavior of the works that are not on the formal job descriptions of employees, but greatly appreciated if displayed employee because it can increase the effectiveness and viability of the organization (Katz, 1964). Extra-role that have been conducted by the employee exceeds a specified description of the role in the organization, called the OCB. Organizational Citizenship

Behavior is a form of behavior that is choice and individual initiative, not related to the formal organizational reward system, but in general can improve organizational effectiveness (Organ, 1988). The statement in line with the views Robbins (2006: 13) that, OCB is a behavior option is not part of the formal obligations of an employee's work, but to support the functioning of the organization effectively.

The organization is currently facing a dynamically changing environment, thus requiring employees to perform work outside the duties listed in the job description, and can also perform the work in accordance with the existing tasks in the job description. The evidence suggests that, the organization whose its employees have value of OCB that good, will have better performance from other organizations (Robbins and Judge, 2008: 40). It has been proved by Khazael *et al* (2011) that, Organizational Citizenship Behavior significantly associated with all components of the performance, Organizational Citizenship Behavior is significantly positively associated with employee performance (Rastgar, *et al*. 2012).

Therefore OCB of employees have a role in improving organizational performance and individual performance, it is necessary to know the factors that led to the increased ability of OCB members of the organization. Some experts have categorized the factors that influence the OCB include: individual differences, attitudes on the job and contextual variables (Organ and Ryan, 1995; Podsakoff *et al.*, 2000; Organ *et al.*, 2006). Factors affecting Organizational Citizenship Behavior of individual differences are seen; personality, ability, experience, knowledge, the need for

autonomy (Podsakoff *et al.*, 2000), whereas the attitude towards work is organizational commitment, perception of leadership and organizational support (O'Reilly and Chatman, 1986). Then from the contextual factors that affect Organizational Citizenship Behavior derived from work, such as: characteristics of the task (Smith *et al.*, 1983; Van Dyne *et al.*, 1994), organizational culture (Podsakoff *et al.*, 2000; Organ *et al.*, 2006).

To determine the extent of the contribution of the factors that cause the increase of OCB in an organization, so in this study only focused on individual differences factors, especially those related to the ability or emotional intelligence in conjunction with OCB. Emotional intelligence factor is taken as a variable in this study, as Goleman (2000) concluded that, intellectual only contributes 20% to the success of a person, while about 80% are influenced by factors other intelligence. Other researchers conclude that the effect of intellectual acumen about 25% of the individual's performance, some even find lower at between 5-10% (Davis, 2006). If these findings are taken 25% were accepted, then three-quarters of an assessment of a person's performance is not determined by the intellectual but is determined by emotional intelligence and spiritual intelligence. It proficiency level in line with the view of Goleman (2005) which states that, many academically intelligent but lacks the emotional intelligence, have failed to achieve success in place.

Emotional intelligence is the ability to motivate yourself and endure the frustration, impulse control, and not exaggerating pleasure, set the mood and keep the load stress does not cripple the ability to think, empathize and pray (Goleman, 1998), while Mayer *et al.* (2011) states that emotional intelligence as a series of personal ability, emotional and social factors that affect a person's ability to succeed in dealing with environmental demands and pressures. Based on these descriptions, it can be said that emotional intelligence plays an important role in motivating oneself and utilize social skills to achieve success working individually and working in the organization's success. Therefore, any individual or employee who wants to be successful in the work environment, it is necessary to improve emotional intelligence, personal skills (awareness, self-regulation and motivation) and social skills (including empathy and social skills). If the employee's emotional high, it can encourage employees to perform extra roles. Refler (2004) states that, managers who have high emotional intelligence of employees who have high OCB. Then Organ (1988) stated that the OCB can increase the effectiveness of the organization, and can provide support for the effective functioning of the organization (Robbins, 2006: 13). Some previous studies prove that, the elements of emotional intelligence can predict organizational citizenship behavior, and all the elements of emotional intelligence has a significant relationship with OCB (Moghadami *et al.*, 2010), while Salarzehy *et al.* (2011) stated that there a significant relationship between OCB and spiritual organization.

Beside difference factors individual emotional intelligence that influence increases the ability of Organizational Citizenship Behavior of employees, the factors attitude towards work, for example, employee commitment to the

organization has been a predictor of increased OCB (Niehoff and Moorman, 1993). According to Hackett, Bacio and Hausdorf (1994) in Justice (2015) 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. This is in line with the views O'Reilly and Chatman (1986) that, employees' organizational commitment is positively related to organizational citizenship behavior, and affective commitment is a significant predictor of the OCB (Rival, 2005; Feather and Rauter, 2004). Then Bakhshi (2011) in his study found that, normative commitment is positively related to OCB. The relationship between the concept of emotional intelligence and organizational commitment to the improvement of OCB has become the center of attention in this study, so the research is intended to analyze and know the size of contribution emotional intelligence factor and organizational commitment, either partially or simultaneously to increase organizational citizenship behavior of employees Community Health Center In City of Kendari.

## 2. Concept Theory

### 2.1. Organizational Citizenship Behavior

Organizations that want to have a sustainable competitive advantage need employees who can do more than just carry out the activities of the task that has become a responsibility, because the phenomenon of the world of work today is more dynamic and needed for harmonious team work. To create a harmonious working team then needed employees who have the ability to build of social good values or doing extra work, always heartened to tolerate all loss or disorders associated with work going on. Social values can only be displayed by employees who care about the other employees, and strive to show the best and exceed the conditions of employment. If the behavior displayed by employees in helping to co-workers or the organization, it can be said that the employee has been doing extra-role. Extra-role is the behavior of the works that are not on the formal job descriptions of employees, but greatly appreciated if displayed by employees because it can increase the effectiveness and viability of the organization (Katz, 1964).

Extra-role applied by the employees in an organization is proof that the employee has to show Organizational Citizenship Behavior. According to Robbins (2001) that, the behavior of which includes a group of organizational citizenship behavior is helping a co-worker, volunteer for extra activities in the workplace, to avoid conflicts with co-workers, protect the organization, respecting the rules of the organization, tolerance for unpleasant situations in the workplace, and not wasting time at work. Then Schnake (1991) in Rastgar *et al.* (2012) states that, the behavior of which can be attributed to OCB is socially oriented ethical behavior, such as helping new employees to understand the internal workings of the organization, to help co-workers in completing their work, attending meetings and voluntarily doing things more than prescribed work. OCB is an individual behavior which is free, which is not directly and explicitly received an award from the formal reward system,

and overall effectiveness can drive organizational functions (Organ, 1988), while Robbins (2006: 31) argues that the OCB is behavior that option is not part of the formal obligations of an employee's work, but support the effective functioning of these organizations.

Thus it can be said that, Organizational Citizenship Behavior of employees are needed to improve the organizational performance, as stated by Organ (1988) that, OCB is very important for organizations because it can improve the organization's overall performance, performance for yourself, as well as performance for the working group. Then Robbins and Judge (2008: 40) states that, organizations that have employees who have a good Organizational Citizenship Behavior, will have better performance from other organizations. Furthermore Markoczy and Xin (2002) believes that, organizations or institutions will not work properly or can not survive, without any members who act as good citizens.

According to experts, that the measurement of Organizational Citizenship Behavior is very varies, where Podsakoff *et al* (1996), Organ (1988) grouped into five dimensions, namely; altruism, conscientiousness, sportsmanship, courtesy and civic virtue, while Dyne *et al* (1994) conceptualize three dimensions of OCB, namely obedience, loyalty and participation. However, in the study just described a concept that has been put forward by Podsakoff *et. Al* (1996), Organ (1988), as follows: (a) Altruism is the behavior of helping others voluntarily, especially those related to tasks outside responsibilities within the organization, such as: replacing colleagues who do not make or break; (b) Civic virtue is a behavior that indicates participation and concern for the survival of the organization, such as; attend meetings of the organization, giving attention to the functions that help the image of the organization, giving attention to the meetings are considered important, helped organize departmental togetherness; (c) Conscientiousness is a voluntary behavior that exceeds the minimum basic requirements or work in complying with the rules of work and presence in the organization, such as: comply with the rules of the organization, arrive early so ready for work at the time of starting the work schedule, on time every day, do not spend time to talk outside of work, and do not take excess time despite having extra time; (d) Courtesy is the behavior in which employees are polite and according to the rules so as to prevent interpersonal conflict within the organization, such as: maintaining good relations with co-workers, followed the changes and developments in the organization; (e) Sportsmanship, is a behavior that shows high tolerance to the organization so that someone will behave positively and avoid complaints, such as: do not find fault in the organization, do not complain about anything, do not raise the problem out of proportion.

## 2.2. Emotional Intelligence

Man with all its uniqueness and advantages compared with other God's creatures blessed with three exceptional potential, namely: intellectual intelligence, emotional intelligence and spiritual intelligence. Of the three human intelligence, it appeared to have different contributions in improving an individual's performance. According to

Goleman (1995), intellectual intelligence only contributes more than 20% of a person's success, while 80% are influenced by factors other intelligence, emotional intelligence and spiritual intelligence, whereas other researchers found that, intellectual affects about 25% of the individual's performance, some even find lower, which is about 5-10% (Davis, 2006).

Emotional intelligence is ability to motivate yourself and endure the frustration, impulse control, and not overstate pleasure, set the mood and keep the load stress does not overwhelm the capacity to think, empathize and pray (Goleman, 1988). The definition explains that, emotional intelligence relates to the direction of one's actions in personal and social life. Then, Bar-On in Mayer *et al* (2001) stated 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. Based on this view, it can be argued that an employee's emotional intelligence can be seen from two main components; (a) Personal skill (self-awareness, motivation). (b) Social skills include; empathy and social skills. If intelligence is properly managed will generate positive energy from within oneself, so that people become more easily and able to understand or empathize with others and their environment.

Robbins and Judge (2008) states that, the effect is felt by the individual will affect behavior in the workplace. The effect is a feeling experienced by an individual which includes both emotion and mood. According to Payne & Cooper (2001) that, the positive effects of working need to be considered for individuals who feel the positive effects tend to have good interpersonal relationships, can make decisions more accurately, and have the potential managerial better than individuals who feel the negative effects. Thus it can be said that, emotional intelligence needs to be managed well because it can have an impact on organizational performance improvement. This can be evidenced by the results of studies that the emotional intelligence from the aspects of self motivation is the foundation of success and realization of high performance in all sectors (Salovey in Goleman, 2011), while Ormrod (2006) states that, someone who has the intrinsic motivation for an activity will more fully engage in these activities so that the results obtained employment will be maximized.

To develop a person's emotional intelligence, there are several dimensions that need attention. Goleman (2001) suggests that there are five basic skills in emotional intelligence, namely: self-awareness, self-management, motivation, social awareness, and relationship management. These components are described as follows: (a) Self-awareness is the ability of a person to know their inner feelings, and the effect, and use it to make decisions for themselves, include: emotional awareness; (b) Self management is the ability to deal with his own emotions, expressing and controlling emotions, a sense of the word to be used in relation hearts and daily actions, include: control emotions, honesty, commitment; (c) Motivating oneself is the ability to use the desire to evoke the spirit and energy to achieve a better state and able to take initiative and act effectively, and able to withstand failure and frustration,

including: emotional control (d) Social awareness is the ability to sense what is perceived by others, and to create and maintain relationships with people, and be able to understand the perspectives of others, foster mutual trust, and be able to align themselves with the various types of individuals, including empathy, service-oriented; (e) Relationship management, the ability to handle emotions well when dealing with others, are able to read situations accurately and social networks, integrate smoothly, using this skill to meet, lead, deliberation, settling disputes and cooperation within the team, include: development, communication, conflict management.

Emotional intelligence possessed by each individual or employee is not permanent, meaning that the intelligence needs to be managed well because it has an important role to the success of a person in his life, as proposed by Goleman that the greater a person's success is determined by emotional intelligence. Further, he said that, a lot of smart people academically but have less emotional intelligence, have failed to achieve success in the workplace (Goleman, 2005). Then Mayer *et al* (2011) stated, emotional intelligence as a series of personal ability, emotional and social factors that affect a person's ability to succeed in dealing with environmental demands and pressures. This means that, the organization where one works can contribute in promoting the emotional ability, so that employees are not only able to carry out tasks and jobs that have been assigned to him, but can also carry out social activities or extra roles that impact on the development of the organization.

Individuals or employees who can display extra role within an organization, for example, to help co-workers voluntarily, willing to share with friends, is open and working with the team. If a person or employees have been doing these activities, it can be considered that the employee has to have a high value social behavior or in other words have had the value of a high OCB. Thus it can be said that, emotional intelligence is linked to the ability of OCB of any person or employee. The relationship between the concept of emotional intelligence with OCB looks very strong, as stated by Dulewicz *et al* (2003) that, emotional intelligence was positively correlated with managerial performance. This finding is in line with the conclusions Reffler (2004) that managers who have high emotional intelligence, has the OCB of employees is high. Then Harmer (2007), Korkamz and Arpaki (2009) in his study found that there is a positive and significant relationship between emotional intelligence with OCB. Furthermore, Chaudhry and Usman (2011) stated that in the literature emphasizes that, emotional intelligence is associated with success in everyday life, and emotional intelligence contributes positively to performance especially in the work place. Therefore emotional intelligence factor and OCB has a positive and significant contribution, not only theoretically, but has been proven by some previous investigators, even Noli (2011) in his study found that, emotional intelligence and OCB has a direct relationship with each other.

To further convince those findings, some researchers tried to do research by connecting between the dimensions of emotional intelligence to the concept of OCB, so Korkamz, Arpaki (2009) in his study found that emotional intelligence

has a significant association with consciousness, righteousness, and friendly behaviour. Further said that, there is a positive relationship and significantly between emotional intelligence and OCB. Moghadami *et al* (2010) in his research that, the elements of emotional intelligence can predict OCB, and stated that, all elements of emotional intelligence has a significant relationship with OCB. Then Abraham and Yousmann (2009) in his research found 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.

Based on these descriptions, it can be said that emotional intelligence is formed by self-awareness, self-management, motivation, social awareness, relationship management is linked directly to improve employee OCB, formed by altruism, civil virtue, conscientiousness, courtesy and sportsmanship, which has received support theoretically and proven by the results of previous research, so it is suspected (H1) that, emotional intelligence has a positive and significant effect in improving employee's Organizational Citizenship Behavior in community health center in the City Kendari.

### 2.3. Organizational Commitment

Each employee who wants to succeed in his career, either for himself or for the success of the organization, then the required attitude and behavior as well as a system of values that can be uplifting, motivation comes from within the employee concerned. One of the factors that determine the spirit and sense of organization and a person's success in life is, his personal commitment and the commitment to the organization. This commitment is needed by a person or employee in carrying out all daily activities in order to achieve success individually and to achieve organizational goals.

Organizational commitment is an employee wishes to retain his membership in an organization, and are willing to do business for the high achievement of organizational goals (Darmawan, 2013: 17). According Luthans (1992) in Ula (2011: 292) that, (a) organizational commitment is a strong desire to become a member of a group within a group; (b) the willingness of high effort for the organization; (c) a certain belief and acceptance of the values and goals of the organization. Focused on that view, it is the commitment of the organization in this study, namely the willingness of employees to remain in the organization, and remain willing to devote themselves for the sake of the organization. According to Neale & Noetherraft (1990), organizational commitment has three indicators, namely: the willingness of employees, employee loyalty and employee pride. The willingness of employees is an attempt in good faith to his employees to take the initiative in the field of work, while the employee loyalty is a form of employee loyalty to conveniently indicates his true identity in developing an organization where employees work. Then the pride of the employees is a form of totality of work or maximal achievement in the effort to demonstrate that, her work has achieved a good or optimal quality.

According to Mayer and Allen (1990) that organizational commitment can be grouped into three, namely: affective commitment, normative commitment and continuance commitment. Affective commitment is the level of psychological attachment to the organization based on how well the feelings of the organization, while the normative commitment is a psychological attachment member with the organization as a moral obligation to maintain a relationship with the organization, as well as the continuance commitment is a psychological attachment member in the organization because of the cost of her responsibilities as Consequently out of the organization. There are indications that, a person or employee has had a commitment to the organization, can be seen from the attitude and behavior to remain in the organization, as well as trying to work by good to achieve organizational goals. According to 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.

Based on these descriptions, it can be concluded that, employee commitment to the organization has a strong correlation, meaning that in order to achieve organizational goals effectively and efficiently be supported by employee commitment to the organization. Some results of previous studies have shown that, organizations have a commitment to contribute to organizational performance. According Rebecca (2013) and Naveed, Nadeen and Naqvi (2014) that, organizational commitment has a positive and significant contribution in improving performance. If the starting point in the concept of organizational performance, many indicators that can be used, one of the factors that could be organizational excellence, namely the willingness of employees to perform extra-roles for the sake of the organization. The term extra role is often equated with OCB. According to O'Reilly and Chatman, 1986, and Liu (2009) that, employees' organizational commitment is positively related to Organizational Citizenship Behavior, while Lepine, Erez, and Johnson (2002) states that, organizational commitment is one of the important factors that have contributed on OCB.

Conceptually has been stated in the previous description that, organizational commitment can be formed by three groups of commitment, namely, Affective commitment, Normative Commitment, continuance commitment. To assure that, the concept of organizational commitment has contributed to OCB, the researchers conducted a study of dimentions of organizational commitment formers in conjunction with the OCB. Podsakoff *et al* (2000); Chen and Francesco (2003); Feather and Rauter (2004); Rifai (2005) in its findings stated that, affective commitment is a significant predictors of Organizational Citizenship Behavior, while Bakhshi *et al* (2011) concluded that the partial results of the analysis showed all components of organizational commitment (affective commitment, normative commitment and countinuanace commitment positively associated with OCB.

Based on these descriptions, it can be said that the Organizational commitment established by the Affective

commitment, Normative commitment, Continuance commitment can improve employee's Organizational Citizenship Behavior, formed by altruism, civil virtue, conscientiousness, courtesy and sportsmanship. The linkage between these two concepts has received support theoretically and proven by the results of previous research, so it is suspected (H2) that, organizational commitment has a positive and significant effect in improving employee's OCB in Community health center in the City Kendari. Likewise to be expected (H3) that, the concept of emotional intelligence and organizational commitment simultaneously have a positive and significant effect in improving employee's Organizational Citizenship Behavior in Community health center in the City Kendari.

#### 2.4. Concept Framework Research

In the era of science and technology as it is today, has brought many challenges and opportunities faced by human resources and business organizations and public organizations. One of the important issues must receive attention for organizations that want to stay ahead of their activity, namely the need to encourage and appreciate the intelligence possessed by employees, either individually useful intelligence or intelligence in social behave fellow members of the organization.

According to Hofstede (1991), Indonesia is one country that has a high collectivistic values where the interests of the group is above the interests of individuals, so that it can be said that the system is working team can develop well, but in reality these shared values ranging neglected and are heading to individual interests. Therefore, to revive the spirit of togetherness in an organization, then the parties still have the ability to do extra work or extra role requires attention to the management of the organization. Extra-role or commonly referred to as, organizational citizenship behavior (OCB) is the behavior of the works that are not on the formal job descriptions of employees, but greatly appreciated if displayed employee because it can increase the effectiveness and sustainability of the organization (Katz, 1964). Examples OCB behaviors according to Robbins (2001), among others; help colleagues, volunteer for extra activities at the workplace, to avoid conflicts with colleagues.

OCB is a form of behavior that is choice and individual initiative, not related to the formal organizational reward system but in general it can improve organizational effectiveness (Organ, 1988). According to Robbins and Judge (2008: 40) that, organizations that have employees who have a good Organizational Citizenship Behavior, will have better performance from other organizations. Furthermore Markoczy and Xin (2002) believes that, organizations or institutions will not work properly or can not survive, without any members who act as good citizens.

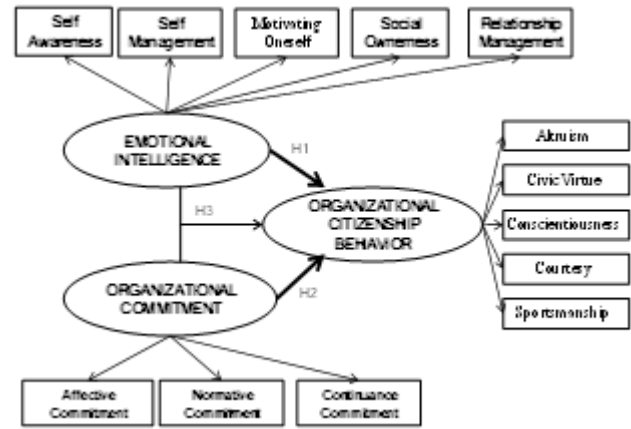
Individuals or employees who perform extra activities as described role is, are individuals or employees who have emotional intelligence and commitment to himself to help others voluntarily and avoid destructive acts against human relations. Between emotional intelligence with someone in an organization's success is linked, as stated by Dulewicz *et*

al (2003) that, emotional intelligence was positively correlated with managerial performance. Then Reffler (2004) states that, managers who have high emotional intelligence, has the organizational citizenship behavior of employees is high. The statement was reinforced by Harmer (2007), Korkamz and Arpaki (2009) that there is a positive and significant relationship between emotional intelligence with OCB. Other findings suggest that, in the literature emphasizes that, emotional intelligence is associated with success in everyday life, and emotional intelligence contributes positively to performance especially in the work place (Chaudhry and Usman, 2011; Nolliy, 2011) in his study found that, emotional intelligence and OCB has a direct relationship to one another. Meanwhile, Moghadami *et al.*, (2010) stated that, the elements of emotional intelligence can predict organizational citizenship behavior, and stated that, all elements of emotional intelligence has a significant relationship with OCB.

Based on these descriptions, it can be said that emotional intelligence is linked with the OCB. The dimensions are considered establish OCB is; altruism, civil virtue, conscientiousness, courtesy and sportsmanship (Organ, 1988), while Goleman (2001) stated that, emotional intelligence include: self awareness, self management, motivation, social awareness, relationship management. The foregoing description has explained that, OCB is influenced by various factors, whether sourced from individual differences (emotional intelligence) (Podsakoff *et al.*, 2000) or from an attitude towards work (organizational commitment) (O'Reilly and Chatman, 1986). Organizational commitment is an employee wishes to retain his membership in an organization, and are willing to do business for the high achievement of organizational goals (Darmawan, 2013: 17). Then Luthans (1992) in Ula (2011: 292) states that, (a) organizational commitment is a strong desire to become a member of a group within a group; (b) the willingness of high effort for the organization; (c) a certain belief and acceptance of the values and goals of the organization. Focused on this view, the commitment of the organization in this study, is the willingness of employees to remain in the organization, and remain willing to devote themselves for the sake of the organization. While the concept of organizational commitment used in this study, namely the concept of Mayer and Allen (1990) include: affective commitment, normative commitment and continuance commitment.

An indication of one's commitment to the organization can be seen from the attitude and behavior to always want to be in the organization, as well as trying to work best to achieve organizational goals. According to 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 Organizational to the organization. Employee commitment to the organization has a strong correlation. It has been proved by Rebecca (2013) and Naveed, Nadeen and Naqvi (2014) that, organizational commitment has a positive and significant contribution in improving performance. Then O'Reilly and Chatman, 1986, and Liu (2009) in his study found that employees' organizational commitment is positively related to OCB, and Lepine, Erez, and Johnson

(2002) states that, organizational commitment is one of the important factors which has contributed to OCB. Some other researchers found that, affective commitment is a significant predictors of OCB (Podsakoff *et al.*, 2000); Chen and Francesco, 2003); Feather and Rauter, 2004); Rifai, 2005), while Bakhshi *et al* (2011) concluded the partial analysis result showed all components of organizational commitment (affective commitment, normative commitment and continuance commitment is positively related to OCB.



**Figure 1: Research Model**

### 3. Methodology

This research is explanatory and causal link, with the aim to determine the relationship between emotional intelligence variable and organizational commitment on OCB. Object of research are all Community Health Center in the City of Kendari, the target population is is the employees who work as midwives, nurses, administrative personnel and non-health. Data collected by purposive sampling method, whereas the total sample of 121 respondents, drawn proportionally from each of the target population, ie 13 Community Health Center in the City of Kendari. The data used in this study is primary data, ie data obtained directly from selected respondents through questionnaires, while the analytical methods used are: inferential statistical analysis with multiple regression. The research variables include emotional intelligence (X1) and organizational commitment (X2) as the independent variable, while OCB serves as the dependent variable.

Emotional intelligence is the ability to direct action in personal and social life include: Self Awareness, Self Management, motivating, social awareness and relationship management (Goleman, 2001). Where Self Awareness measured by indicators: emotional awareness, accurate self-assessment, self-confidence, knowing the condition of self and self-assessment; Self management indicators: self-control, adaptability, innovativeness, ability to adapt and initiatives; Motivating with indicators: achievement drive, commitment, otimism, enthusiasm and passion; Social awereness with indicators; empathy, service oriented, others development, political awareness, and foster a relationship of trust; Relationship management with indicators: communication, conflic management, building bonds, collaboration and cooperation, team capabilities.

Organizational Commitment variable is the willingness of employees to remain in the organization, and remain willing to devote themselves for the sake of the organization, include: Affective commitment, Normative commitment and continuance commitment (Mayer and Allen, 1990). Organizational commitment variable was measured using indicators, namely: Affective commitment include: Affective commitment (passions against job positions, the pleasure of the duties and the perceived comfort in work; Normative Commitment, include: lack of awareness of self-reliance, responsibility for tasks and jobs as well as a good relationship; (c) continuance commitment include: loyalty to the organization, taste has a high, feeling no happiness in the organization.

While Organizational Citizenship Behavior is individual behavior which is free, which is not directly and explicitly received an award from the formal reward system and sourced from extra role, include: Altruism, Civic virtue, Conscientiousness, Courtesy and Sportsmanship (Podsakoff *et al.*, 1996; Organ, 1988). Where: (a) Altruism measured by indicators: replace colleagues who do not make or break, helping others in excess of work, assist in the orientation of new employees though not requested, take the time to help other people associated with concerns are jobs, helping people others outside the department when they have a problem; (b) Civic virtue is measured by indicators: attend meetings of the organization, giving attention to the functions that help the image of the organization, giving attention to the meetings are considered important, helped organize departmental togetherness; (c) Conscientiousness, covers indicators: arrive early so ready for work at the time of starting the work schedule, on time every day and no matter the season, speaking as necessary in a conversation on the phone, come immediately if needed, and do not take excess time despite having time Extra; (d) Courtesy, with indicators: maintain good relations with colleagues, following the changes and developments in the organization, read and follow the announcements of the organization, making the balance in assessing what is best for the organization; (e) sportsmanship indicators: do not find fault in the organization, do not complain about anything, do not raise the problem out of proportion, tolerate less than ideal conditions in the organization without any filed objections, as well as improve the positive climate among employees. All variables were observed in this study was measured using an indicator variable with a five-level Likert scale alternative answers.

## 4. Results & Discussion

### 4.1. Research Description

#### 4.1.1. Organizational Citizenship Behavior (Y)

Organizational citizenship behavior observed in this study was formed by five indicator variables, namely: altruism, civil virtue, conscientiousness, courtesy and sportsmanship. All indicators are declared eligible in forming Organizational citizenship behavior, because it is above the required standard. It can be seen from the results of confirmatory testing factors, namely: altruism at 0.921, civil virtue (0,813), conscientiousness (0.912), courtesy (0.842), sportsmanship (0.731). The most powerful indicator variable

form OCB is altruism and conscientiousness, as well as the lowest in providing support is sportsmanship.

#### 4.1.2. Emotional Intelligence

Results of analysis emotional intelligence variables formed by five indicator variables, including: self-awareness, self-management, motivating oneself, social awareness and relationship management. All these indicators are deemed to have complied with standardized, where the indicator value gain self awareness loading factor of 0.834, self management (0,813), motivating (0.790), social awareness (0,795), Relationship management (0.831). The greatest indicator of its contribution in supporting the formation of emotional intelligence variable is self awareness, self-management, whereas the lowest indicator contributes in shaping the emotional intelligence variable is motivating.

#### 4.1.3. Organizational Commitment

Organizational commitment observed in this study is formed by three indicator variables, namely: affective commitment, normative commitment and continuance commitment. All the indicators are expressed highly significant in shaping the organizational commitment variables. It can be seen from the loading factor, namely: affective commitment (0.913), normative commitment (0,781), continuance commitment (0.754). Indicators of the most powerful in shaping variable affective organizational commitment is a commitment, while the lowest in providing support is continuance commitment.

## 4.2. Research Result

Prior to circulate the research instrument, then first tested the validity and reliability, by taking a sample of 30 respondents. Test the validity of using the Pearson product moment correlation method, with criteria obtained if  $r \geq 0.30$  at 95% confidence level, then declared invalid. The validity of the test results showed that the research instrument, all the elements that measure each indicator variables can produce figures validity coefficient greater than 0.30 ( $r \geq 0.30$ ). This means that, all of the indicators used as data collection instruments used in this study is valid. Then, the test results with the research instrument reliability level of 95% or  $\alpha = 0.05$ , indicating that, all items are indicators used to measure each indicator variable has a coefficient value greater than 0.60. This means that, the instruments used in collecting the data is reliable on the level of 95% or ( $\alpha = 0.05$ ). Based on the test results of the research model of the relationship between emotional intelligence and organizational commitment on OCB, using multiple regression analysis, the results of statistical analysis can be seen in Table 1, as follows:

**Table 1:** Summary of Regression Analysis Results Emotional Intelligence variables and Organizational commitment To Organizational Citizenship Behavior

Independent Variables	Coefficient Regression	t-value	Sig
Emotional Intelligence (X1)	0.149	3,897	0.000
Organizational Commitment (X2)	0,120	14,650	0.000
Constant Value	2.304	0.945	0.013
R	0.916		

R Square	0.839
Adjusted R Square	0.836
F-C F-Calculated Value	275.481
F-Significant	0.000
Standar error of Estimated	3.36335
Alpha ( $\alpha$ )	5%

The data appear in Table 1 can be explained that, F-calculated value of 275 481 with F-significant level of 0.000. It can be interpreted that, in statistical emotional intelligence variables (X1) and organizational commitment (X2), simultaneously (together) positive and significant impact on organizational citizenship behavior (Y) at the level of 95%. Similarly partially, emotional intelligence variable (X1) and organizational commitment (X2) has a positive and significant influence with a significance level of 0.000 ( $0.05 \leq \alpha$ ). To see the magnitude of the direct influence of independent variables on the dependent variable, it can be seen from the magnitude of the coefficient of determination (R<sup>2</sup>). The coefficient of determination (R<sup>2</sup>) that has been achieved is equal to 0.839 (83.90). This means emotional intelligence variable (X1) and organizational commitment (X2) directly affects the organizational citizenship behavior (Y) of 83.90%, while the influence of other variables that are not incorporated into the model by 16.10%.

Based on the results of these calculations, the emotional intelligence variables and organizational commitment as independent variables can be used together to predict OCB of employees Community Health Center in the City of Kendari. Furthermore, to determine the effect of emotional intelligence variables, organizational commitment on organizational citizenship behavior can be seen from the partial regression coefficient values. The relationship between the independent variable on the dependent variable can be seen from the value of multiple correlation (R), that is equal to 0.916. These results indicate that, the closeness of the direct relationship between emotional intelligence, organizational commitment on OCB amounted to 91.60%, and the statistics show a very strong relationship. Thus it can be said that, the resulting regression model can be considered a good predictor models in explaining the effect of emotional intelligence and organizational commitment on OCB of employee Community Health Center in the City of Kendari.

The test results of the partial regression model showed that, significance value of  $0.000 \leq \alpha$  of 0.05, and statistics show that, the emotional intelligence variables and organizational commitment has a positive and significant impact on organizational citizenship behavior. Thus it can be said that, the emotional intelligence variables and organizational commitment can be used as a predictor variables on OCB. Judging from the results if the data shows that, the relationship of emotional intelligence variables on OCB significance value of 0.000 or  $0.05 \leq \alpha$ . Thus it can be said that, emotional intelligence has a positive and significant effect in improving the ability of employee Community Health Centers in the City of Kendari.

Furthermore, the effect of organizational commitment variables on OCB showed a significance value of 0.000 or

$0.05 \leq \alpha$ . This means that, organizational commitment variables has a positive and significant effect in improving the ability of employee OCB Community Health Center in the City of Kendari. Then, from testing the model simultaneously or together showed that, emotional intelligence and organizational commitment have positive and significant effect in improving organizational citizenship behavior of employees Community Health Centers in the city of Kendari. This can be evidenced from the F-Significant 0,000 or  $0.05 \leq \alpha$ .

### 4.3. Discussion

This study aimed to analyze and determine the contribution of emotional intelligence variables (self-awareness, self-management, motivating, social awareness, relationship management) and organizational commitment (affective commitment, normative commitment, continuance commitment), either partially or simultaneously on Organizational Citizenship Behavior (altruism, civil virtue, conscientiousness, courtesy, sportsmanship). Based on the results of the factors confirmatory test OCB established by the indicators: altruism, civil virtue, conscientiousness, courtesy and sportsmanship, shows that, all the indicators used to measure these variables declared significant in shaping these variables, while the most powerful indicator variables in provide support for the establishment of OCB is altruism. This means that, employees who have worked in Community Helfh Center in City of Kendari has had good behavior, that behavior to helps others voluntarily, especially those related to tasks outside responsibilities within the organization, such as: replacing colleagues who do not make or break, helping others in excess of work, helping process new employee orientation though not requested, take the time to help other people associated with concerns are jobs, and help others outside the department when they have a problem.

Then the lowest indicator in contributing to OCB is sportsmanship. This means that, employees of the Community Health Centers in The City of Kendari still lack the ability in the field of sportsmanship, namely: a behavior that shows high tolerance to the organization so that someone will behave positively and avoid complaints, do not find fault in the organization, do not complain about anything, not raising issues out of proportion, tolerate less than ideal conditions in the organization without the filed objections, as well as improve the positive climate among employees. Therefore, the ability of sportsmanship employee are still lacking in providing support to OCB of employees, then need to be improved in order to become a more segnificant contribution in shaping the OCB. Furthermore, employee emotional intelligence variables as measured by the indicator variables: self-awareness, self-management, motivating oneself, social awareness and relationship management, demonstrate a significant contribution in shaping these variables, and most major indicators providing support is self awareness. This means that, employees of Community Health Center in The Citi of Kendari has had self Awareness, the ability to know their inner feelings, their effect and can be used to make decisions for themselves, especially in terms of emotional awareness, accurate self-assessment, self-confidence, knowing yourself



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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