

## THE DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND IMPLICATIONS TOWARD HOSPITAL SERVICE QUALITY

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### ABSTRACT

*The objective of this research is to analyze the factors that of influence of Emotional Intelligence, Emotional Labor and Transformational Leadership on Organizational Citizenship Behavior/ OCB and Service Quality. The study population number of 2,721 medical and paramedical personnel Hospital in Bekasi. The method used is descriptive survey and explanatory survey with a sample size 356 respondents, while the data analysis method used is Structural Equation Model (SEM). The results showed that Emotional Intelligence, Emotional Labor, and Transformational Leadership partially and together positive and significant impact on OCB with a contribution of 46%. Furthermore Emotional Intelligence, Emotional Labor, Transformational Leadership, and OCB partially or jointly positive and significant impact on Service Quality, with a contribution of 75%. Organizational Citizenship Behavior or partial OCB most dominant influence Service Quality. The model proposed in the study showed a positive effect of Emotional Intelligence, Emotional labor and Transformational Leadership on Service Quality through Organizational Citizenship Behavior. Suggestions for further research can analyze the influence of Organizational Citizenship Behavior towards another set of variables such as customer satisfaction, consumer confidence and consumer loyalty with Service Quality as an intervening variable. Research shows that the variable Organizational Citizenship Behavior with strong mediating variables influence Emotional Intelligence, Emotional labor and Transformational Leadership on Service Quality Medical and Paramedical Hospital in Bekasi. This model can be used as a useful instrument for Hospital Leaders in developing and improving Service Quality through improved behavior of medical personnel and paramedics Hospital based on the relationship between Emotional Intelligence, Emotional labor and Transformational Leadership.*

**Keywords:** *Emotional Intelligence, Emotional labor, Organizational Citizenship Behavior, Service Quality, Transformational Leadership.*

## INTRODUCTION

Hospital is one of the health facilities with the goal of providing health care to people who have a strategic role in accelerating the improvement of public health degree. Therefore, hospitals need to provide quality service in line with standards already set and can reach all levels of society. According to Azwar (2012), quality health care is health care that can satisfy every user according to the average level of satisfaction of the population and their implementation in line with the standards and professional codes that have been set. The old paradigm has shifted to a new paradigm characterized by the management of an organization to implement a quality management and reliable service in the face of competition and the dynamics of the globalized labor, including in the health sector. Patient satisfaction is the benchmark level of quality health care. In addition, patient satisfaction is an important element in evaluating Service Quality by measuring the degree of customer feedback after receiving the service.

Hospital operations are currently experiencing intense competition with the easy permission to establish a private hospital. The current location is no longer considering the distance between the hospital, so competition depends on the quality of care, cost of care and medical personnel are offered. The impact of this competition is the hospital is required to make innovation and strategy for clients. Competition in the business of hospital services include competition inpatient care, physician services and pharmacy services, so that the dynamics of competition that occurs is competition in many facets. Furthermore, in terms of competition in the business of hospital services, the market segment is part of a strategy that must be implemented. Because the market segments served by the hospital varied, ranging from low-income segments of the population to high.

The number of hospitals in Indonesia based on the deployment location is not yet sufficient for the Indonesian population requiring increasing degrees of health. The scope of development than the business of promotion and prevention, is related to the development of curative and rehabilitative health. The hospital is a public health services that are curative and rehabilitative. The hospital also serves as a referral health care facilities. In 2014 the number of hospitals in Bekasi is a total of 39 units, consisting of a general hospital 29 units and 10 units of special hospitals, with one unit of the spread of HIV prevention services (Bekasi District Health Office, 2014). The hospital is managed by the local government and the private sector. Therefore, in recent years, investment in the hospital is a demand, resulting in a simple context this is an investment opportunity.

Many factors affect the hospital in a competitive business, especially those related to the Service Quality which this time focuses on human resources contained in the service business. Related to the quality of human resources, things that support or affect the performance of human resources in order to provide quality service that is optimal that would primarily provide satisfaction and confidence of consumers, it is necessary to know in detail the factors that affect the performance of human resources. Nowadays there are many new and exciting research in the sphere of human resources associated with the increase in Service Quality. Man who serves as subject and object are also in the study of human resources to find new things that can be used as a source of an increase in the ability of the person. One new aspect is revealed human related is Organizational Citizenship Behavior.

Organ (1998) defines organizational Citizenship Behavior (OCB) as a free individual behaviors (discretionary), which do not directly and explicitly accept the award of the reward system to encourage formal and overall effectiveness of the organization's functions. This behavior is free and voluntary, because the behavior as such is not required in the terms of the role or job description, which clearly required under the contract with the organization, but as a personal choice (Podsakoff, et al., 2000). Subsequent research that explores the many factors influencing the dimensions based OCB, because it was considered important to determine the human resource aspects of managing a work environment and organizational behavior that support the organization. Service employees who are able to manage their emotions effectively can improve performance, the image of the organization, encourage customer satisfaction and loyalty (Hartel et al., 2008; Grandey et al., 2005). Past research on how emotions are shown and experienced in the business service or services have been emphasizing the concept of Emotional Intelligence (Mayer and Salovey, 1997) and Emotional labor (Hochschild, 1983). Emotional Intelligence refers to the ability that assist in the management of information is good and impressive (Mayer and Salovey, 1997), Emotional labor while giving attention to the look good emotions to improve one's work (Hochschild, 1983).

Emotional labor has two basic components, the action outcomes (showing emotion is not perceived depth through verbal cues appearance and non-verbal) or conduct in-depth (experienced or feel the emotion required) (Brotheridge and Grandey, 2002). In previous studies have tested the effects of moderating impression management in relation Emotional Intelligence with Organizational Citizenship Behavior / OCB, which do Jain, (2012), which Behavior Citizenship Organization (OCB), which is voluntary behavior that is not part of the job requirement formal an employee who can improve organizational performance (Organ, 1988). OCB associated with output such as superior quality of service (Yoon and Suh, 2003), customer satisfaction and purposes future behavior of customers (Castro et al., 2004). Animo OCB impact on the behavior of the current work has spread by cross-cultural studies published in conjunction with a number of countries (Han and Altman, 2010).

Emotional Intelligence (consisting of the competencies of the job skills that can be, is and should be studied. Emotional intelligence abilities that fundamentally it is necessary, though not enough to just that, to achieve competency in one group of Emotional Intelligence, as a person can be very empathetic, but less in dealing with customers if he does not learn competencies in customer service. Although a person's emotional intelligence determines the potential for learning skills that underlie the practice of Emotional labor, emotional competence someone shows how potensialkah that he realized by learning and mastering the skill and intelligence translates into the ability to work (Goleman, 2000).

Subsequent research by Modassir and Singh (2008), emotional intelligence test in mediating between transformational leadership and OCB. The results showed that Emotional Intelligence is better than increasing the OCB subordinate leaders. However, Emotional Intelligence became a leader is not the only factor deciding the perception of Transformational Leadership. Over the years, the intellectuals and organizational development consultant has been pursuing the essence of Transformational Leadership. In his research found to truly transformed, the quality of leadership

should be based on high levels of emotional intelligence. Four dimensions of Transformational Leadership (influence of the ideal of attitudes and behaviors, motivations inspiring, intellectual stimulation and individualized consideration) has been aligned with several indicators of Emotional Intelligence to show that when led by a transformational leader, members of an organization naturally show OCB good, Modassir and Singh (2008).

The hospital is a service delivery organization intangible nature of the product/cannot be seen but can be felt. This service is almost an absolute given by the employee who works 24 hours with heavy professional responsibility because it deals directly with the human soul. Thus the attitude, behavior and character, as well as potential, employee capability greatly affect the quality of services rendered as well as the image of the hospital. Therefore the hospital admission process HR should be very strict and rigorous as it will pay attention to attitude, behavior and character, as well as the psychology of potential job candidates (Satrianegara, M.F., 2014). In line with the factors that affect the performance of human resources is particularly relevant in its implications in the business world of hospital services who are in need of qualified personnel who can realize the good quality service to customer satisfaction, which in turn instill consumer confidence in the business services the hospital (Jati, 2012). According Enhart and Naumann (2004), in a hospital required the understanding and application of the ideal organizational citizenship behavior (OCB) as something that is very important in improving the quality of service. In order to realize the quality of service (service quality) According to Parasuraman, Zeithaml, and Berry (1985) there are five dimensions of quality that include reliability (reliability), responsiveness (quick response), assurance (assurance), empathy (empathy) and tangible (real).

### **Scope and Problem Formulation**

From the explanation of the problems that often arise in the case of hospital services and based on previous research on the quality of service, it can be the problem formulation to be tested in this study as follows:

1. Is Emotional Intelligence variables affect the variable OCB employee hospital services business?
2. Is Emotional labor variables affect the variable OCB employee hospital services business?
3. Is Transformational Leadership variables affect the variable OCB employee hospital services business?
4. Variables Emotional Intelligence, Emotional labor and Transformational Leadership jointly affect business employees OCB variable hospital services?
5. Is Emotional Intelligence variables affect the variable service quality hospital services business employees?
6. Is Emotional labor variables of the variables affecting the service quality of hospital services business employees?
7. Is Transformational Leadership variables affect the service quality of hospital services business employees?
8. Is OCB variables affect the variable service quality hospital services business employees?

9. Variables Emotional Intelligence, Emotional labor, Transformational Leadership and OCB jointly affect business variable service quality of hospital services employees?

### **Research Purposes**

Noting the background and a description of the formulation of the problem, this study aims to analyze the influence of independent variables on the dependent variable as follows:

1. Effect of Emotional Intelligence, on OCB employee hospital services business.
2. Effect of Emotional Labor on OCB employee hospital services business.
3. Effect of Transformational Leadership on OCB employee hospital services business.
4. Effect of Emotional Intelligence, Emotional labor, and Transformational Leadership jointly on OCB employee hospital services business.
5. Effect of Emotional Intelligence, the Service Quality of hospital services business employees.
6. Effect of Emotional Labor on Service Quality of hospital services business employees.
7. Effect of Transformational Leadership on Service Quality of hospital services business employees.
8. OCB influence on the Service Quality of hospital services business employees.
9. Effect of Emotional Intelligence, Emotional labor, Transformational Leadership and OCB together on the Service Quality of hospital services business employees.

## **LITERATURE REVIEW**

### **Organizational Citizenship Behavior (OCB)**

Organ (1988) defines organizational citizenship behavior (OCB) as the behavior of individuals who are free to determine, not directly or explicitly recognized by the formal reward system, and that in aggregate increase the effective functioning of an organization. Organ then goes on to define what is meant by the freedom to choose a behavior that is not a requirement of the role or job description, that is clear and specific terms of the contract of employment of the person with the organization. OCB is defined as behavior associated with the extra work over and beyond the routine tasks defined by their job description or measured in a formal evaluation. Examples of these efforts include cooperation with colleagues, run extra tasks without complaint, timeliness, volunteering and helping others, using time efficiently, conserving resources, sharing ideas and described the organization as a positive (Ahmadi, 2010).

Many studies have shown that there are five factors the basic personality that affect most of the variance in personality (Costa and Crae, 1992) and this dimension is known as the Five Dimension classified as conscientiousness, altruism (selfishness of others), courtesy (politeness), sportsmanship, and civic virtue (good nature of members). Therefore, the research adopted the definition of the Organ on OCB with five dimensions.

### **Emotional Intelligence**

Salovey and Mayer (1990) first introduced the concept of Emotional Intelligence as a type of social intelligence, which is separate from general intelligence. Emotional Intelligence is the ability to

monitor the emotions themselves and others, to distinguish between them and use the information to guide one's thinking and actions. In subsequent studies, they (Mayer and Salovey 1997) expand their example and introduce Emotional Intelligence as an individual's ability to accurately understand, assess and show his emotions; the ability to achieve and generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. Turner (2004) states that Emotional Intelligence is a component that is finer than the overall intelligence and it supports the personal and professional lives. Then Goleman (2002) divides the 18 competencies of Emotional Intelligence into four main groups that includes the understanding of the others: the sensitivity of the self (self-awareness), self-management, social sensitivity (social awareness) and managing relationships (customer relationship management).

### **Emotional labor**

Diefendorff et al. (2006) conducted a study to investigate the relationship between Emotional labor and OCB and concluded that employees who show you the actual positive behavior more (deep acting) in the work environment are more likely to engage in OCB when compared with employees who displays emotions false and suppress their emotions (surface acting). Deep Acting requires an employee to change the emotional state to meet customer needs (Giardini and Frese, 2006) and this may generate a positive emotional climate that encourages interpersonal assistance, generating initiatives and encourage someone with positive customer orientation. Positive emotions generated by deep acting can also produce transmission of positive emotion (Kelly and Barsade, 2001) which is connected to the booster fidelity (Becker and Keman, 2003) and behavior with extra role is produced through a process of personal emotions (Frese and Fay, 2001). There is no predictable relationship between outcome measures and outcome measures are OCB as behavioral adjustments that do not call the mind the emotional feelings that are native to encourage OCB. Based on these arguments, we predict that the act of deep and good communication will be connected positively to the OCB. Based on this argument, we predict that the action inside and communication will be connected positively with the OCB. While the dimensions of the variable Emotional labor is surface acting and Deep Acting (Ramachandran, 2011).

### **Transformational Leadership**

Transformational Leadership is defined as an activity that stimulates useful activities that exist in others by changing how they see the world around it and relate to one another. This resulted in a person's personal beliefs to feel the heart and mind (Nicholls, 1994). Gardner and Stough (2002) found that the two core competencies of effective leadership is the ability to supervise the emotions themselves and others. In fact, their study supports the existence of a strong relationship between TL and the overall Emotional Intelligence. It was found that transformational Leadership highly correlated with all components of Emotional Intelligence, with the components of understanding emotions and managing emotions become the best predictor of this type of leadership style. The leaders who regard them as transformational not transactional report that they are able to recognize

the state of their emotions and feelings, show these feelings in others, utilizing the knowledge emotional when solving problems, understanding the emotions of others in their workplace, manage positive and negative emotions in themselves they and others, and control their emotional state effectively. Analysis conducted by Sivanathan and Fekken (2002) showed that the followers consider leaders with high Emotional Intelligence as a more effective and transformational. They found that Emotional Intelligence is conceptually and empirically linked to the behavior of Transformational Leadership. Therefore, they concluded that having a high Emotional Intelligence Transformational Leadership improve the behavior of a person.

Barling et al. (2000) asserts that Emotional Intelligence is connected to the three aspects such as the Transformational Leadership, ideal influence, inspired motivation, as well as individualized consideration and conditional awards.

### **Service Quality**

Service Quality (Quality of Service) is strongly influenced by consumer expectations. Consumer expectations can vary from one consumer to another consumer even if the services provided are consistent. The quality may be seen as a disadvantage if consumers have expectations that are too high, even with a good service (Zeithaml, et al., 2009). Furthermore, according to Parasuraman et al. (1985) and Zeithaml et al. (2009) the quality of the service is the ratio between perceived services (perception) of consumers with the quality of service customers expect. If the perceived service quality equals or exceeds the quality of services expected, the quality and satisfactory service said. According to Grönroos (1990) states two-dimensional quality of the services include:

1. Quality function, which emphasizes how services are implemented, consisting of contact with the consumer dimension, attitudes and behavior, internal relationships, appearance, ease of access and service mindedness.
2. The technical quality of the consumer-perceived quality of the output, including the price, punctuality, speed of service and aesthetic output.

In addition, the company's reputation is reflected by the image of the companies became reputation in the eyes of consumers.

Furthermore Parasuraman, Zeithaml, and Berry (1985) have conducted several studies on some types of services and have identified five dimensions characteristics used by customers in evaluating the quality of service/services. The fifth dimension of service quality characteristics are: Reliability, responsiveness, assurance, Empathy, Tangibles.

## **FRAMEWORK OF THEORY AND DEVELOPMENT HYPOTHESIS**

### **Emotional Intelligence and Organizational Citizenship Behavior**

Jain (2012) conducted a study in order to determine the impact of the moderation of Impression Management on the relationship between Emotional Intelligence with Organizational Citizenship Behaviors motorcycle manufacturing company based in northern India. The results showed that

Emotional Intelligence and Impression Management affect positively Organizational Citizenship Behaviors.

Then Yaghoubi, Sina, Abdollahi (2011) conducted a study to examine the relationship between Organizational Citizenship Behaviors with Emotional Intelligence. The results also showed that emotional intelligence leadership has a significant correlation to the conscientiousness, civic virtue and altruism followers. So the results of this study concluded that emotional intelligence related to Organizational Citizenship Behavior (OCB).

Based on the description of the above results, it is suspected that Emotional Intelligence owned medical and paramedical personnel Hospital has an influence on Organizational Citizenship Behaviors. So the research hypothesis that can be raised is:

*H1: There is a positive influence between Emotional Intelligence on Organizational Citizenship Behaviors (OCB).*

### **Emotional Labor and Organizational Citizen ship Behavior**

Ramachandran, et al. (2011) conducted a study to predict the performance of the workforce, in particular, their broad interest in the improvement of emotional intelligence and emotional work in encouraging organizational citizenship behavior of workers. The study focuses on the emotion in a work environment that would normally have been done in the Western world setting. In this research to examine the impact of emotional intelligence and emotional work/EL and organizational citizenship behavior (OCB) in the service business in Malaysia. The results showed that emotional labor partially mediates the relationship between Emotional Intelligence and Organizational Citizenship Behavior/OCB. Based on the description of the above results, it is suspected that the Emotional Labor owned medical and paramedical personnel Hospital has an influence on Organizational Citizenship Behaviors. So the research hypothesis that can be raised is:

*H2: There is a positive influence between Emotional Labor on Organizational Citizenship Behaviors (OCB)*

### **Transformational Leadership and Organizational Citizenship Behavior**

Modassir and Singh (2011) conducted a study to examine the relationship Emotional Intelligence with Transformational Leadership and Organizational Citizenship Behavior (OCB) followers. The results showed that Emotional Intelligence positive and significant effect on courtesy, civic virtue and altruism. Furthermore, that the manager of a high Emotional Intelligence increases Organizational Citizenship Behavior on subordinates. However, Emotional Intelligence leader may not be the only factor determining the perception of transformational leadership. The results of this study also showed that to truly transformed, the quality of leadership should be based on a high level of emotional intelligence. Four components of builder TL (the influence of the ideal of attitudes and behaviors, motivations inspiring, intellectual stimulation and individualized consideration) has been aligned with several indicators of emotional intelligence to show that when led by a transformational leader, members of an organization naturally show Behavior Organizations that good citizenship. Based on the description of the above results, it is suspected that Emotional Intelligence, Emotional Labor

and Transformational Leadership owned medical and paramedical personnel Hospital and has an influence on Organizational Citizenship Behaviors. So the research hypothesis that can be raised is:

*H3: There is a positive influence between Transformational Leadership on Organizational Citizenship Behaviors (OCB).*

*H4: There is a positive influence between Emotional Intelligence, Emotional Labor, Transformational Leadership By jointly on Organizational Citizenship Behaviors (OCB).*

### **Emotional Intelligence and Service Quality**

Rizwan, Basharat and the King (2013) conducted a study with the aim to determine the relationship between emotional intelligence and quality of service. From empirical evidence we can conclude that emotional intelligence is a positive predictor of service quality dimensions telecom sector of Pakistan. It was concluded that organizations using emotional intelligence service offering is much better than companies that do not use the skills of emotional intelligence in the workplace. Based on the description of the above results, it is suspected that Emotional Intelligence owned medical and paramedical personnel Hospital has an influence on Service Quality. So the research hypothesis that can be raised is:

*H5: There is a positive influence between Emotional Intelligence to the Service Quality.*

### **Emotional labor and Service Quality**

Aziz (2013) through his research stating that employee performance and customer contact is crucial in ensuring the success or failure of exchange services. Employees of private companies have the attitude and behavior play an important role in influencing the customers' perception of service quality delivered. Based on the results of the analysis indicate that employee empowerment is an important management tool in influencing emotional state employees. This situation is particularly important in ensuring employee satisfaction, which in turn affects the quality of service will contribute to customer satisfaction. It seems that the empowerment of employees who have some correlation to reduce the effects of experiencing emotional dissonance and this relationship has a positive influence on the quality of service and customer satisfaction.

The study's findings also show that empowerment has a relationship with the emotions and empowerment mismatches also had a significant influence in managing the emotions of employees in the workplace. Results also showed that there is a positive relationship between empowerment, quality of service and customer satisfaction.

Based on the description of the above results, it is suspected that the Emotional Labor owned medical and paramedical personnel Hospital has an influence on Service Quality. So the research hypothesis that can be raised is:

*H6: There is a positive influence between Emotional Labor on Service Quality.*

### **Transformational Leadership and Service Quality**

Ismail et al. (2013) in his research stating that transformational leadership has two essential characteristics, namely the intellectual stimulation and individualized consideration. The results

showed that there is a significant positive relationship between empowerment and transformational leadership characteristics are selected (ie intellectual stimulation and individualized consideration) on the quality of service. Research also confirms that empowerment does not act as a full mediating variables in organizational leadership models studied.

Based on the description of the above results, it is suspected that the Transformational Leadership owned medical and paramedical personnel Hospital has an influence on Service Quality. So the research hypothesis that can be raised is:

*H7: There is a positive influence between Transformational Leadership on Service Quality*

### **Organizational Citizenship Behavior and Service Quality**

Morrison (2013) in his research that discusses how OCB as a critical link between human resource management in a practical enterprise with the level of service its customers. It is argued that the philosophy of human resources of a company's overall approach to the selection and dissemination, evaluation and compensation, as well as the use of rules and job descriptions will affect the behavior shown by the Organization Citizenship employees. Then Farzianpour et. al. (2013) conducted a study that aimed to evaluate the average value of organizational behavior among hospital managers who cooperate with Shahid Sadoughi University of Medical Sciences and Health Services, Yazd. The results showed that taking into account the values of the components of different organizational behavior, generosity occupies the first place and consciousness occupies the fourth place. Furthermore, the results indicate that there is a significant relationship between sex, level of education and education, as well as the position occupied in the domains OCB.

Tung, Chen, Ye Chen (2012) conducted a study to analyze the mediating effect of OCB oriented to the service of the relationship between climate service and customer satisfaction, and the moderating effects of the three potential factors for the basic attributes of service (frequency of customer contact, immateriality services and mutual needs between employees) in relation to climate service with customer satisfaction. The test results showed that:

1. A direct positive relationship and is expected to occur between the perception of climate services main contact employee and customer satisfaction;
2. OCB-oriented service owned by employees mediates the relationship between climate service and customer satisfaction;
3. Addiction held among employees of service controls the relationship between climate service and customer satisfaction, this relationship will be very strong along with the increasing substance owned service.

Based on the description of some of the above results, it is suspected that Emotional Intelligence, Emotional labor, Transformational Leadership and Organizational Citizenship Behavior owned medical and paramedical personnel Hospital has an influence on Service Quality. So the research hypothesis that can be raised is:

*H8: There is a positive influence between Organizational Citizenship Behavior on Service Quality.*

*H9: There is a positive influence between Emotional Intelligence, Emotional labor, Transformational Leadership and Organizational Citizenship Behavior jointly on Service Quality.*

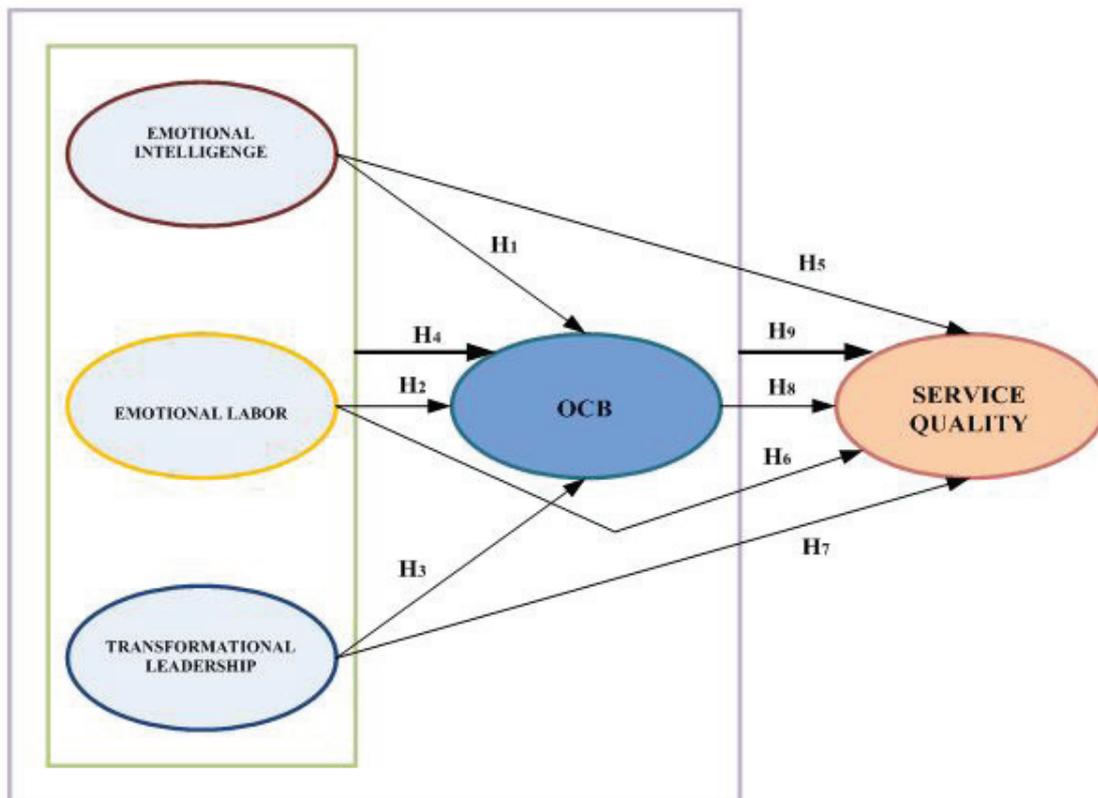


Figure 1. Framework Theory and Hypothesis

## METHODS

This research is a quantitative research, with the aim of the study is verification that the testing of hypotheses (hypothesis testing), to see the affects and is affected relations between the variables studied. The dimension of time used is the study of one-shot or cross sectional namely data collection is done only one time or in one period, with the kind of investigation is correlational studies (relationship) and the level of minimal intervention. Context of the study in the form of field study (field study / survey) done in a natural situation or irregular, the unit of analysis is individual, ie medical and non-medical personnel at the hospital.

The population used is the Medical and paramedical Hospital in Bekasi. Based on data in Bekasi District Health Office, in 2014 there were 2,721 medical and paramedical personnel who came from 39 hospitals, both private and government. Based on the rule of thumb for determining the amount of samples of Joreskog and Sorbom (1996; 32), in this study there are five variables so that the required minimum sample size of 200. Then consider guidelines for sampling of Uma Sekaran, Hair, et al., Jorreskog and Sorborn, and considering the number of population are measurable, then the minimum size of a large sample in this study was determined by using a formula Slovin (Sevilla, 1993: 49) as follows:

$$n = \frac{N}{(1 + (N(e^2)))}$$

Where

n : Sample; N : Total population; e : allowable error (5%);

so the minimum sample size is

n = 2721 / [1 + 2721 (0.05)<sup>2</sup>] = 348.73 or rounded up to 350 samples

## RESULT AND DISCUSSION

Table 1. Hybrid Model (Full SEM) Suitability Index Model

Indicator GOF	The Expected Size	Estimated Result	Conclusion
<i>Absolute Fit Size</i>			
GFI	GFI > 0,90	0,87	<i>Marginal Fit</i>
RMSEA	RMSEA < 0,08	0,083	<i>Marginal Fit</i>
<i>Incremental Fit Size</i>			
NNFI	NNFI > 0,90	0,96	<i>GoodFit</i>
NFI	NFI > 0,90	0,96	<i>GoodFit</i>
AGFI	AGFI > 0,90	0,83	<i>Marginal Fit</i>
RFI	RFI > 0,90	0,95	<i>GoodFit</i>
IFI	IFI > 0,90	0,97	<i>GoodFit</i>
CFI	CFI > 0,90	0,97	<i>GoodFit</i>

Source: Results of treatment with LISREL 8.70

Based on Table 1, five sizes suitability index models obtained have good fitness model (good fit) is NNFI, NFI, RFI, IFI and CFI. While three other models suitability index (GFI, RMSEA, and AGFI) are under good suitability size, but still be within the scope of the suitability of the marginal (marginal fit). Marginal fit is the condition of the suitability of the measurement model under the criteria of absolute size fit, as well as incremental fit, but can still be passed on further analysis, because it is close to the criteria of good size fit (Hair, Andersen, Tatham, and Black, 2006: 623).

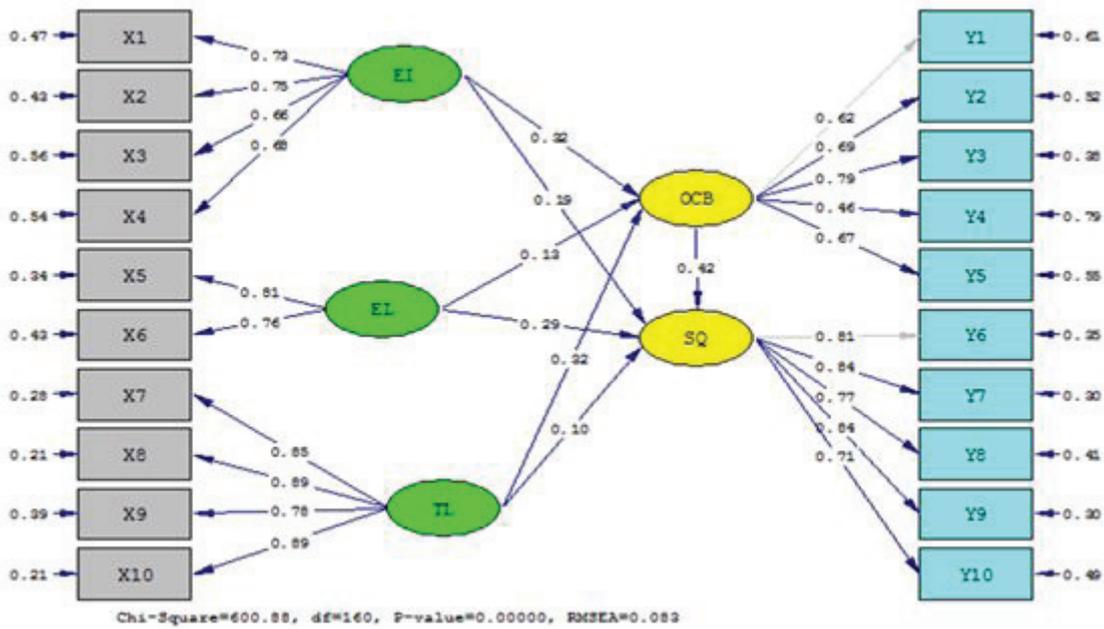


Figure 2. Model Hybrid (Full SEM) Standardized

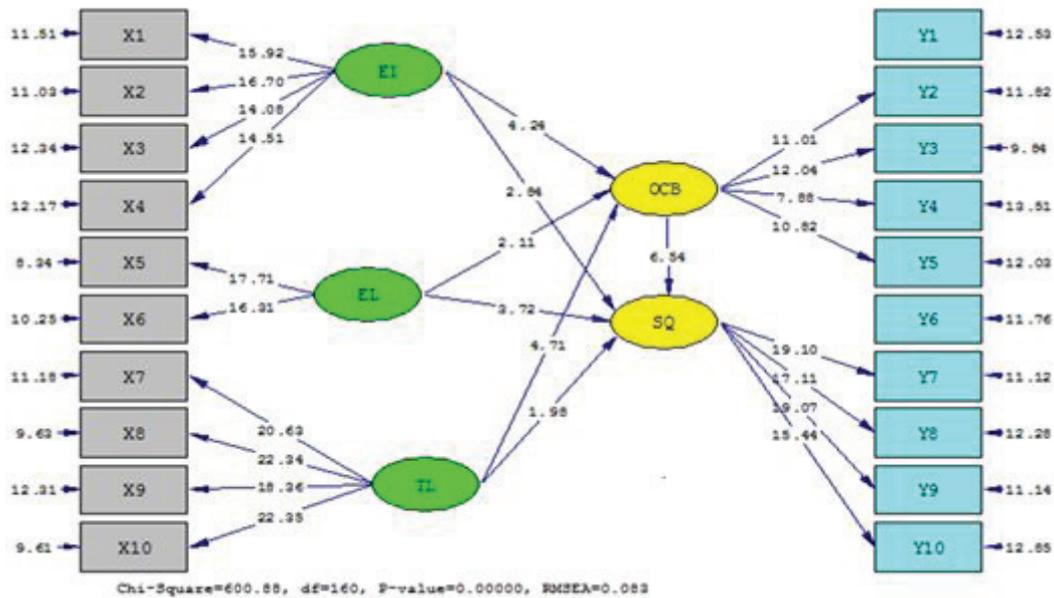


Figure 3. Model t-value Hybrid (Full SEM)

Based on Figure 2 and Figure 3 is known to all the sub-variables (dimensions) in the formation of the latent variable exogenous Emotional Intelligence, Emotional labor, Transformational Leadership, as well as latent variables endogenous Organizational Citizenship Behaviour and Service Quality has good validity, as shown by all the sub-variable has standardized Loading Factor (SLF)  $\geq 0.5$  and or  $t_{count} \geq 1.96$  (at  $\alpha = 0.05$ ) (Hair, et. al., 2006). Likewise, both exogenous and endogenous latent variables have the reliability of a good model, it was shown by all of the variables have the construct reliability value greater than 0.70 ( $CR > 0.70$ ) and variance extract value greater than 0.50 ( $VE > 0.50$ ).

Table 2. Structural Equation

$OCB = 0.32*EI + 0.13*EL + 0.32*TL, Errorvar.= 0.54, R^2 = 0.46.....(1)$					
(0.075)	(0.062)	(0.067)	(0.089)	(0.005)	
4.24	2.11	4.71	6.00	99.95	
$SQ = 0.42*OCB + 0.19*EI + 0.29*EL + 0.10*TL, Errorvar.= 0.26, R^2 = 0.74.....(2)$					
(0.064)	(0.067)	(0.079)	(0.050)	(0.037)	(0.003)
6.54	2.84	3.72	1.98	7.10	263.25

Based on the above figures and tables, can be explained as follows:

T value of Emotional Intelligence influence on Organizational Citizenship Behavior at 4:24 > 1.96 and loading factor Emotional Intelligence on Organizational Citizenship Behavior is 0:32, so it can be said to be significant, thus separately Emotional Intelligence significantly affect Organizational Citizenship Behavior, so that Hypothesis 1 received. It also indicates that Service Quality is built from elements of tangible, reliability, responsiveness, assurance and empathy in a bank in Indonesia is able to give the effect of increasing consumer value. Dimensions of Service Quality are on the most dominant influence on the increase of consumer value is the high responsiveness dimension.

T value of labor Emotional influences on Organizational Citizenship Behavior at 2:11 > 1.96 and loading factor Emotional labor in Organizational Citizenship Behavior was 0.13, so it can be said to be significant, thus separately Emotional labor significantly affect Organizational Citizenship Behavior, so that the second hypothesis is accepted. The results of testing this hypothesis indicates that Emotional labor is measured from the dimensions of the action of surface and actions in separately contributing to the high Organizational Citizenship Behavior on personnel Medical and Paramedical Hospital in Bekasi both in the aspect Value Virtue Citizenship (Civic Virtue), Conscientiousness, altruism, politeness mannered and sportsmanship properties.

T of influence Transformational Leadership on Organizational Citizenship Behavior of 4.71 > 1.96 and loading factor Transformational Leadership on Organizational Citizenship Behavior is 0:32, so it can be said to be significant, thus separately Transformational Leadership significantly affect Organizational Citizenship Behavior, so that Hypothesis 3 is accepted. The results of testing this hypothesis indicates that the Transformational Leadership is measured from the Influence of Individual, Stimulation Intellectual Considerations Individual and Motivation Inspirational separately contributing to the high Organizational Citizenship Behavior on personnel Medical and Paramedical Hospital in Bekasi both in the aspect Value Virtue Citizenship (Civic Virtue), Conscientiousness, altruism, politeness and sportsmanship properties.

Contributions Emotional Intelligence, Emotional labor and Transformational Leadership in explaining Organizational Citizenship Behavior (OCB) is 0:46 and F count 99.65 > 3.84, so it can be said to be significant, so that together contribute Emotional Intelligence, Emotional labor and Transformational Leadership affect Organizational Citizenship Behavior, which means that a high Emotional Intelligence, Emotional labor which is owned by the personnel of the Medical

and Paramedical Hospital in Bekasi and better and stronger Transformational leadership owned by leaders in implementing leadership in the Hospital in the District Bakasi, Organizational Citizenship Behavior on personnel Medical and paramedics hospital will increase, therefore, the fourth hypothesis is accepted. It is clear that the rising level of Emotional Intelligence, especially in terms of self-management, increasing Emotional labor, especially in terms of action surface as well as the increasing degree to Transformational Leadership Leaders, especially in terms of intellectual stimulation and motivation that inspires jointly able to improve Organizational Citizenship Behavior (OCB) in particular the Civic Virtue Value (Civic Virtue) Medical and Paramedical personnel in Bekasi with a contribution of 46% while the remaining 54% is the influence of other factors. But separately Emotional Intelligence in terms of self-management and Transformational Leadership in terms of intellectual stimulation and motivation that inspires is the most dominant factor in influencing Kewargan Employee Behavior (OCB) in the case of Civic Virtue Value (Civic Virtue) Medical and Paramedical personnel in Bekasi.

T of the influence of Emotional Intelligence in the Service Quality of  $2.84 > 1.96$  and loading factor Emotional Intelligence at the Service Quality is 0:19, so it can be said to be significant, thus separately Emotional Intelligence significantly interferes Service Quality, which means that the greater the Emotional Intelligence owned by the Medical and Paramedical personnel Hospitals in Bekasi, Service Quality Medical and Paramedical owned Hospital will be increased, so that hypothesis 5 accepted. The results of testing this hypothesis indicates that Emotional Intelligence is measured from Self-Awareness, Self-Management, Social Awareness, and Relationship Management separately contributing to the high Service Quality Hospital in Bekasi well on aspects of Reliability, Responsiveness, Assurance, Empathy and Tangible.

T of influence Emotional labor on the Service Quality of  $2.72 > 1.96$  and loading factor Emotional labor on Service Quality is 0:29, so it can be said to be significant, thus separately Emotional labor significantly interferes Service Quality, which means that the greater the Emotional labor owned by the Medical and Paramedical personnel Hospitals in Bekasi, Service Quality Medical and Paramedical personnel owned Hospital will be increased, so that hypothesis 6 received. The results of testing this hypothesis indicates that Emotional labor as measured from the surface action and action individually Steeped in contributing to the high Service Quality Hospital in Bekasi well on aspects of Reliability, Responsiveness, Assurance, Empathy and Tangible.

T of the influence of Transformational Leadership in Service Quality for  $1.98 > 1.96$  and loading factor Transformational Leadership in Service Quality is 0:10, so it can be said to be significant, thus separately Transformational Leadership significantly interferes Service Quality, which means that the better and more powerful Transformational leadership that is owned by the leader in implementing leadership in the Hospital in Bekasi, Service Quality Medical and Paramedical owned hospital will increase, so the hypothesis 7 is received. The results of testing this hypothesis indicates that the Transformational Leadership measured on Individual Influence, Intellectual Stimulation, and Individualized Consideration Inspiring Motivation separately contributing to the high Service Quality Hospital in Bekasi well on aspects of Reliability, Responsiveness, Assurance, Empathy and Tangible.

T of the influence of Organizational Citizenship Behavior (OCB) on the Service Quality of 6.54 > 1.96 and loading factor Organizational Citizenship Behavior (OCB) work on Service Quality is 0.42, so it can be said to be significant, thus separately Organizational Citizenship Behavior (OCB) was significantly affect the Service Quality, which means that the better and stronger Organizational Citizenship Behavior (OCB) owned by the Medical and Paramedical personnel Hospitals in Bekasi, Service Quality Medical and Paramedical personnel owned hospital will increase, so the hypothesis 8 is received. The results of testing this hypothesis indicates that the Organizational Citizenship Behavior (OCB) as measured from the value of Virtue Citizenship (Civic Virtue), Conscientiousness, altruism, politeness and the nature of sportsmanship separately contributing to the high Service Quality Hospital in Bekasi well on aspects of Reliability, Responsiveness, assurance, Empathy and Tangible.

Contributions Emotional Intelligence, Emotional labor and Transformational Leadership and Organizational Citizenship Behavior (OCB) in explaining the Service Quality is 0.75 and 263.25 F count > 3.84, so it can be said to be significant, so that together contribute Emotional Intelligence, Emotional labor and Transformational Leadership and Organizational Citizenship Behavior (OCB) significantly interferes Service Quality, which means that with higher Emotional Intelligence, Emotional labor which is owned by the personnel of the Medical and Paramedical Hospital in Bekasi and better and stronger Transformational Leadership, the greater the Organizational Citizenship Behavior (OCB), which belongs to the Medical and Paramedical personnel Hospitals will increase, therefore the hypothesis 9 is received. It is clear that the rising level of Emotional Intelligence, especially in terms of self-management, increasing Emotional labor khususnya in terms of action surface as well as the increasing level of Transformational Leadership Leaders, especially in terms of intellectual stimulation and motivation that inspires and increased Organizational Citizenship Behavior (OCB), in particular the Virtue value Citizenship (Civic Virtue) Medical and Paramedical personnel will simultaneously improve the Service Quality Hospital responsiveness and Empathy mainly on Medical and Paramedical personnel Hospitals in Bekasi with a contribution of 75% while the remaining 25% is the influence of other factors. But separately Organizational Citizenship Behavior (OCB), in particular the value of Virtue Citizenship (Civic Virtue) is the most dominant factor in influencing Service Quality Hospital Responsiveness and Empathy mainly on Medical and Paramedical personnel Hospitals in Bekasi.

Based on the analysis and testing of hypotheses mentioned above, here is a model of research findings.

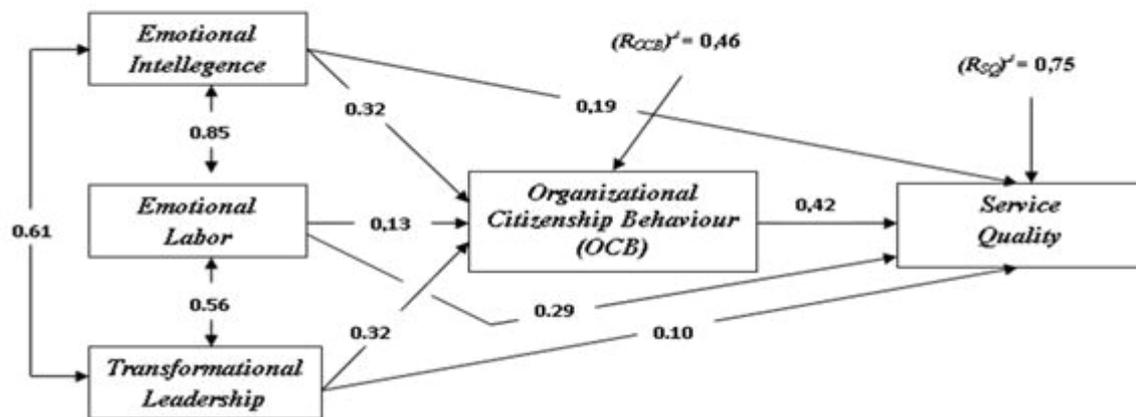


Figure 4. Model Research Findings

## CONCLUSION

1. Emotional Intelligence Medical and Paramedical personnel Hospitals in Bekasi proved positive and significant impact on Organizational Citizenship Behavior (OCB) Medical and Paramedical personnel Hospitals in Bekasi, with the influence of 0.32. Dimensions variable forming Emotional Intelligence Medical and Paramedical personnel Hospitals is the most dominant on the dimensions Self-management, while forming variable dimensions Organizational Citizenship Behavior (OCB) Medical and Paramedical personnel Hospitals in Bekasi is the most dominant on the dimensions of the Civic virtue.
2. Emotional labor Medical and Paramedical personnel Hospitals in Bekasi proved positive and significant impact on Organizational Citizenship Behavior (OCB) Medical and Paramedical personnel Hospitals in Bekasi, with the influence of 0.13. Emotional labor dimensions variable formers Medical and Paramedical personnel Hospitals is the most dominant on the dimensions of Surface Action, while forming variable dimensions Organizational Citizenship Behavior (OCB) Medical and Paramedical personnel Hospitals in Bekasi is the most dominant on the dimensions of the Civic virtue.
3. Transformational Leadership Medical and Paramedical personnel Hospitals in Bekasi proved positive and significant impact on Organizational Citizenship Behavior (OCB) Medical and Paramedical personnel Hospitals in Bekasi, with the influence of 0.32. Dimensions forming variable Transformational Leadership personnel Medical and Paramedical Hospital is the most dominant on the dimensions of Intellectual Stimulation and Inspirational Motivation, while the dimensions of forming variable Organizational Citizenship Behavior (OCB) energy Medical and Paramedical Hospital in Bekasi is the most dominant on the dimensions of the Civic virtue.
4. Emotional Intelligence with dimensions that were dominant at Self-Management, Emotional labor with dimensions Surface Action and Transformational Leadership with dimensions Intellectual Stimulation and Inspirational Motivation proven jointly positive and significant impact on Organizational Citizenship Behavior (OCB) with dimensions of dominant Civic virtue,

with great contributed jointly by 46%, while the remaining 54% influenced by factors other than the Emotional Intelligence, Emotional labor and Transformational Leadership. But partially, Emotional Intelligence and Transformational Leadership of the most dominant influence on Organizational Citizenship Behavior (OCB).

5. Emotional Intelligence Medical and Paramedical personnel Hospitals in Bekasi proved positive and significant impact on Service Quality in Hospital in Bekasi, with great effect by 0.19. Dimensions variable forming Emotional Intelligence Medical and Paramedical personnel Hospitals is the most dominant on the dimensions Self-management, while forming the variable service quality dimensions Medical and Paramedical personnel Hospitals is the most dominant on the dimensions of responsiveness and empathy.
6. Emotional Labor Medical and Paramedical personnel Hospitals in Bekasi proved positive and significant impact on Service Quality in Hospital in Bekasi, with great effect by 0.29. Emotional labor dimensions variable formers Medical and Paramedical personnel Hospitals is the most dominant on the dimensions of Surface Action, while forming the variable service quality dimensions Medical and Paramedical personnel Hospitals is the most dominant on the dimensions of responsiveness and empathy.
7. Transformational Leadership Medical Leadership and Paramedical personnel Hospitals in Bekasi proved positive and significant impact on Service Quality in Hospital in Bekasi, with the influence of 0.10 (shown in Table 4.16). Transformational Leadership Dimensions variable formers Medical and Paramedical personnel Hospitals is the most dominant on the dimensions of Intellectual Stimulation and Inspirational Motivation, while forming the variable service quality dimensions Medical and Paramedical personnel Hospitals is the most dominant on the dimensions of responsiveness and empathy.
8. Organizational Citizenship Behavior (OCB) Medical and Paramedical personnel Hospitals in Bekasi proved positive and significant impact on Service Quality in Hospital in Bekasi, with the influence of 0.42. Dimensions variable forming Organizational Citizenship Behavior (OCB) Medical and Paramedical personnel Hospitals is the most dominant on the dimensions of the Civic virtue, while forming the variable service quality dimensions Medical and Paramedical personnel Hospitals is the most dominant on the dimensions of responsiveness and empathy.
9. Emotional Intelligence with dimensions that were dominant at Self-Management, Emotional labor with dimensions Surface Action, Transformational Leadership with dimensions Intellectual Stimulation and Inspirational Motivation, and Organizational Citizenship Behavior (OCB) with dimensions of dominant Civic virtue is proven with the same positive and significant impact on Service Quality Hospitals with the dominant dimension in responsiveness and empathy, with major contributions together amounting to 75%, while the remaining 25% are influenced by factors other than the Emotional Intelligence, Emotional labor, Transformational Leadership and Organizational Citizenship Behavior (OCB). But partially, Organizational Citizenship Behavior (OCB), the most dominant influence on Service Quality Hospital. In addition, the magnitude of the positive influence of the Service Quality shows OCB function as intervening.

### **The Theoretical Implications**

Based on the findings above, the theoretical implications of this research is that the Service Quality in Hospital will increase especially in the Responsiveness and Empathy if energy Medical and Paramedical Hospital has Organizational Citizenship Behavior (OCB) is high, especially in Civic Virtue, where Organizational Citizenship Behavior (OCB) energy Medical and Paramedical Hospital will increase if energy Medical and Paramedical Hospital has Emotional Intelligence, especially in Self-management and have leadership with Transformational Leadership is strong mainly in Intellectual Stimulation and Inspirational Motivation and supported by the high Emotional labor force Medical and Paramedics especially in the Surface Action.

### **Managerial Implications**

Organizational Citizenship Behavior (OCB) energy Medical and Paramedical Hospital in Bekasi, especially in the dimension of Civic Virtue will be able to be increased if the Hospital in Bekasi able to improve Emotional Intelligence personnel Medical and Paramedical mainly on the dimensions Self-management and improve the Transformational Leadership is strong, especially in the Intellectual Stimulation and Inspirational Motivation, and supported by improving labor Emotional Medical and Paramedical personnel, especially in the Surface Action.

Service Quality Hospital in Bekasi mainly on the dimensions of responsiveness and Empathy will be able to be increased if the Hospital in Bekasi able to increase Organizational Citizenship Behavior (OCB) energy Medical and Paramedical mainly on the dimensions of Civic Virtue, where Organizational Citizenship Behavior (OCB) personnel Medical and paramedics will be increased if the hospital can improve Emotional Intelligence Medical and Paramedical personnel, especially on the dimensions Self-management and Transformational Leadership strong increase mainly in Intellectual Stimulation and Inspirational Motivation, and supported by improving labor Emotional Medical and Paramedical personnel, especially in the Surface Action.

Managerial implications in improving the quality of service (service quality) Hospital in Bekasi, some things can be done in the repair involves improvement of Emotional Intelligence, emotional labor, transformational leadership, and organizational citizenship behavior (OCB) Hospital in Bekasi are as follows:

1. Emotional Intelligence is a variable that was instrumental in improving Service Quality Hospital in Bekasi, therefore elements of Emotional Intelligence that must be considered and further enhanced by the Hospital in Bekasi is a service that the medical and paramedical personnel should be more passionate , the ability to perform the service must be in proportion to services, medical personnel need to better understand the behavior of the patient/family, medical and paramedical personnel should have more ability to adapt to a changing work environment/policies Hospital, and more to improve the relationship with the patient/the patient's family.
2. Emotional Labor is a variable that plays a role in improving Service Quality Hospital in Bekasi, therefore some elements of Emotional Labor that must be considered and further enhanced by the Hospital in Bekasi is a service that the medical and paramedical personnel should always listen to the focus and enthusiasm of all complaints/requests the patient/family, medical and paramedical

personnel should be able to help resolve the problems facing the patient/family, and medical and paramedical personnel should have more patience in the face of adversity/anger the patient/family.

4. Transformational Leadership is a variable that plays a role in improving Service Quality Hospital in Bekasi, therefore some elements of Transformational Leadership that must be considered and further enhanced by the Chairman of the Hospital in Bekasi is a stimulant leadership in using a creative way to handle patient care, stimulants lead in scheduling training at the concierge services to enhance service capabilities, consideration led to the interests of the individual to promote the spirit of service, consideration leader in providing award for the performance of service personnel without considering the feelings officers individually, motivated leadership in emphasizing the optimism of the future through the service as expected patient, motivational leadership in emphasizing that patients as a source of feedback service quality improvement, motivation lead in promoting increasing passion to serve the patient as patient expectations, motivational leader in providing inspiration to improve the quality of service to patients, and motivation of the leadership in stimulating the medical personnel and paramedics to provide input in improved services to patients by using the same page from time to time in resolving service issues.
5. Organizational Citizenship Behavior (OCB) is a variable that was instrumental in improving Service Quality Hospital in Bekasi, therefore some elements of Organizational Citizenship Behavior (OCB) that must be considered and further enhanced by the Chairman of the Hospital in Bekasi is the use of recess short, attendance should be above the normal time, not easily complain over all the rules / policies Hospital in service delivery, never complained in the service of the patient / family, medical and paramedical personnel should be able to perform services outside the responsibilities of a job function in maintaining the good service of the Hospital, participation in training even if not required by the company / institution for much better service of the Hospital, and did not refuse to perform services other than their duties and responsibilities.

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