

## The Effect of Emotional Intelligence and Organizational Commitment on Service Quality Mediated by Organizational Citizenship Behaviour

Dilla Oktaviana<sup>1</sup>, Rini Safitri<sup>2</sup>

Department of Management, Faculty of Economy, UIN Maulana Malik Ibrahim Malang<sup>1,2</sup>

Corresponding Author: Dilla Oktaviana (19510135@student.uin-malang.ac.id)

### ARTICLE INFO

Date of entry:

24 May 2023

Revision Date:

20 June 2023

Date Received:

26 June 2023

### ABSTRACT

The number of JKN participants continues to increase because of the presidential Instruction No. 1/2022 so BPJS Kesehatan as an agency engaged in services must be able to provide the best service to those who need these services. This study aims to determine the effect of emotional intelligence and organizational commitment on service quality with organizational citizenship behavior as a mediation variable. This study is located on BPJS Kesehatan KC Pekalongan, with a total population amounted 75 employees, and the sample is about 40 employees. The sampling technique in this study uses judgment sampling. The analysis technique used path analysis with SPSS 25 as a hypothesis testing tool. The study found that emotional intelligence significantly affects organizational citizenship behavior. However, organizational commitment hasn't a significant effect on organizational citizenship behavior because employees who have a high level of organizational commitment do not always mean that these employees also exhibit OCB behavior. Emotional intelligence, organizational commitment, and organizational citizenship behavior significantly affect service quality.

Keywords: Emotional Intelligence, Organizational Commitment, Organizational Citizenship Behavior, Service Quality



Cite this as: Oktaviana, D., & Safitri, R. (2023). The Effect of Emotional Intelligence and Organizational Commitment on Service Quality Mediated by Organizational Citizenship Behaviour. *Jurnal Ilmu Manajemen Advantage*, 7(1), 39–51. <https://doi.org/10.30741/adv.v7i1.1002>

### INTRODUCTION

Through the Health Social Security Administrative Body or BPJS Kesehatan, the government organizes the National Health Insurance program, which is becoming necessary for every layer of society. One of the reasons for this is the existence of Presidential Instruction No. 1/2022 related to Optimizing the Implementation of the National Health Insurance, in which the president instructs 30 ministries and institutions to optimize the National Health Insurance program. Several churches and agencies have made BPJS Kesehatan membership a prerequisite for obtaining public services.

In line with Presidential Instruction No. 1/2022, the number of BPJS Kesehatan participants continues to increase monthly. The latest data for 2021 and 2022 shows a significant increase in the following table.

**Table 1. The Number of BPJS Health Participants for 2021 and 2022**

Year	Number of Participants (Million People)
November 2021	229,5
October 2022	246,46

Source: Data Processed (2023)

The increase in the number of participants will continue to occur due to the participation target in each area set at 98% of the total population to achieve universal health insurance coverage, known as Universal Health Coverage (UHC). Efforts to achieve the target continue to be carried out in each region, including Pekalongan City. As reported from the website of Batik TV reported by Romi (2022), BPJS Kesehatan KC Pekalongan and the Batang Regency Employment Service signed a cooperation agreement between the two, where this was stated by the head of the BPJS Kesehatan KC Pekalongan branch as one of the implementations of Presidential Instruction No. 1/2022.

The increase in the number of participants needs to be balanced with excellent service quality to all parties who need the services of BPJS Kesehatan KC Pekalongan. Tjiptono (2004) (Selviana Lie, 2014) defines service quality as a condition related to products, be they goods or services, including humans and the environment and processes, which are dynamic. Lovelock & Wright (2002) explained that employees greatly influence the variability in the service production process due to differences in two factors, namely internal and situational.

One of the internal factors that influence service quality is employee behavior. According to Robbins (2002) (Barasa, Togatorop, and Szeze, 2021), employee work behavior is self-actualization from the attitude that the employee takes to determine what the employee will do in a work environment. Employees can choose the behavior or attitude to be taken, and some are willing to perform tasks outside their responsibilities. Kurniawan (2015) in (Dwisara et al., 2019) explains that OCB is a helping activity that is then realized into action by not prioritizing one's interests. However, the orientation is the welfare of other people whom members of the organization carry out voluntarily to support the organization's functions. According to the theory (Lovelock & Wright, 2002), behavior can affect service quality. Several previous studies have also shown the results of the influence of OCB on Service Quality (Solichach and Mawarsih, 2017), (Yohana, 2017) and (Ratnayaka et al., 2020).

Wirawan (2014) in (Cahyandi et al., 2019) explains that many factors can affect OCB, one of which is the organizational commitment possessed by employees. The research by Kumala Sari et al. (2017) showed that organizational commitment influences the emergence of OCB behavior. Handoko (2011) (Larasati & Susilowati, 2021) defines organizational commitment as an employee's high will and responsibility to carry out his duties and work. Other research shows that there is a positive effect of organizational commitment on OCB (Larasati & Susilowati, 2021), (Al Difa & Claudia, 2022) (Saxena & Saxena, 2015), (Musringudin et al., 2017), (Purwanto et al., 2021). In addition, organizational commitment can also affect service quality based on research (Rukmini et al., 2022), (Sembiring et al., 2020), (Selviana Lie, 2014), (Tabara & Dongka, 2021) and (Siregar et al., 2019)

Lovelock & Wright (2002) stated that the factors that influence service quality are behavior and related to an employee's ability to deal with uncertain situational factors. It takes emotional intelligence, defined by Goleman (2005) (Soraya, 2019) as the ability that exists in a person related to perseverance, self-control, the ability to motivate oneself, and enthusiasm one has. Employees with a good level of emotional intelligence will have a positive influence on the quality of services provided, and this is reinforced by several previous studies (Soraya, 2019), (Trisnansih, 2013) dan (Opuni et al., 2015). Besides being able to influence service quality, emotional intelligence can

also affect OCB as the results of research (Ibrahim, 2013), (Goller & Dewi, 2020), (Ary Fajar Mubarak, Praesti Sedjo, 2019), (Indriani & Sari, 2017), (Sabahi & Sanai Dashti, 2016).

The description above can explain the importance of emotional intelligence and organizational commitment for an employee because this can affect the quality of services provided. Organizational Citizenship Behavior factors can also affect service quality. However, several studies have shown opposite results, such as research by research (Agustin et al., 2015) showing emotional intelligence does not affect service quality. Research (Lustono et al., 2021) shows no effect of organizational commitment on service quality. Research related to the influence of OCB on service quality by Willyanto & Hartawan (2013) found no effect between OCB and Service Quality. Jihan et al. (2022) stated that emotional intelligence does not affect OCB. Research related to Organizational Commitment to OCB found no influence Rahayu & Yanti (2020).

Based on the differences in the results of several previous studies, phenomena, research backgrounds, and existing problems, as well as the differences in the research results described above, researchers are interested and feel the need to research the influence of emotional intelligence, organizational commitment to service quality mediated by organizational citizenship behavior in BPJS Kesehatan KC Pekalongan employees.

### **Service Quality**

Service, based on the opinion of Moenir (2002) (Titisari, 2014), is an activity carried out to fulfill the interests of other parties according to their rights based on material factors with established procedures, systems, and methods. Quality is a trait or characteristic of an item or service that has an impact on providing satisfaction for customer needs (Aini & Safitri, 2022). Kasmir (2017) in (Sudana & Yesy Anggreni, 2021) define service quality as an act carried out by individuals and organizations to satisfy customers, leaders, and fellow employees. Meanwhile, Rusydi's opinion (2017) in (Sudana & Yesy Anggreni, 2021) mentions the definition of service quality as the ability of an organization or company to provide quality and best service compared to competitors. Quality itself can be interpreted as the completeness of features in a product or service where these features can satisfy a need. This opinion was expressed by Kotler and Keller (2016) in (Yanto & Nefertari, 2020). Another statement related to the definition of service quality by Arianto (2018) explains that the focus of this service quality is the fulfillment of needs and requirements and the timeliness in delivering information according to what customers expect.

Factors of Service Quality, according to Lovelock & Wright (2002), are internal factors (employee behavior) and situational factors (behavior of other people or customers). Zeithaml in (Titisari, 2014) states that there are five service quality dimensions: reliability, tangibles, responsiveness, assurance, and empathy.

### **Emotional Intelligence**

Goleman (2005) in (Solechan & Zidan, 2019) defines emotional intelligence as the ability of an individual to recognize his feelings and those of others, motivate himself, and manage his own emotions about others. The results of research conducted by Goleman stated that a person's success factor is influenced by 20% by IQ and 80% of it is contributed by emotional intelligence (Solechan & Zidan, 2019). Boyatzis (2000) in (Fitriastuti, 2013) suggests that a person can be intelligent in using emotions, one of which is influenced by the emotional intelligence component. Boyatzis also states that emotional intelligence provides a complete and in-depth understanding of oneself and others because an individual's emotions are in the subconscious. Sunaryo (2014) (Dewi andriani, 2021) explains that emotional intelligence can be interpreted as a person's ability to feel and integrate one's emotions to facilitate thinking as well as understand and regulate these emotions to promote self-growth. Meyer (2004) explains in his book the notion of emotional intelligence, which is a unique ability that a person has to be able to know or read the feelings of people who interact and handle relationships effectively while at the same time being able to motivate themselves.

A person's emotional intelligence is influenced by several factors, according to Goleman (2005) (Solechan & Zidan, 2019), namely internal factors (a person's physical and psychological condition) and external factors (stimulus and environment). There are five aspects of emotional intelligence, according to Goelman (2006) (Nurhasanah & Sumardi, 2019), namely recognizing self-awareness, self-regulation, motivating, recognizing other people's emotions (empathy), and social skills.

### ***Organizational Commitment***

Robbins (2014) in (Nasution et al., 2021) states that high organizational commitment means an individual sided with the organization where he was recruited. Mathis and Jackson (2012) in (Nasution et al., 2021) explain organizational commitment as the degree to which an employee believes in and accepts organizational goals and desires to stay in the organization. Organizational commitment is a condition in which an employee in a company or organization has a sense of trust in organizational values (a sense of identification), a person's willingness to do their best for the benefit of the organization (engagement), and a desire to remain in the organization (loyalty) Richard M. Steers (Basna, 2016).

David (Sopiah, 2008) explains that several factors, including personal factors, job characteristics, structural characteristics, and work experience, influence an employee's organizational commitment. Commitment refers to the emotional and psychological closeness of the individual and can generate a sense of pride in the goals and relationship with the organization (Ayuningtyas & Maharani, 2021). Organizational commitment consists of three components; according to Allen and Meyer (Sopiah, 2008), affective commitment includes emotional, employee involvement, and identification in an organization. The second is an ongoing commitment based on the employee's perception of what losses or consequences will be received if he is no longer a member of the organization. The third is a normative commitment, where employees have the responsibility, loyalty, and moral obligation to an organization. Organizational commitment possessed by an employee can provide benefits, namely low levels of absenteeism and increased employee job satisfaction, according to Hackett & Guinon (1995) (Sopiah, 2008). Begley & Czajka (1993) (Sopiah, 2008) explained that the level of work stress of employees could also be reduced with high organizational commitment.

To find out or measure the level of organizational commitment of employees, Lincoln and Bashaw (Sopiah, 2008) state that there are three indicators of organizational commitment, namely employee willingness, employee loyalty, and employee pride in the organization.

### ***Organizational Citizenship Behavior***

Markozy in (Titisari, 2014) argues that an employee is said to be good if the employee tends to display Organizational Citizenship Behavior (OCB) in the environment where he works, and having employees who do this will make the organization better. Organ (Titisari, 2014) put forward Organizational Citizenship Behavior (OCB), which is an action that has nothing to do with the formal reward system and is also an individual's choice and initiative. However, in the aggregate, it can help increase organizational effectiveness. Kurniawan (2015) defines Organizational Citizenship Behavior (OCB) as an activity carried out by members of the organization voluntarily where the activity can support organizational functions and can be classified as an act that is helpful and selfless. Organizational Citizenship Behavior (OCB) is a condition where an individual contributes beyond the duties and demands of the role given by an organization where he works (Titisari, 2014). OCB is also the key to supporting organizational sustainability and can increase the level of effectiveness and efficiency of the organization (Supriyanto et al., 2020).

Efforts to increase Organizational Citizenship Behavior (OCB) explained by Sidors et al. (2001) (Titisari, 2014), there are two influencing factors, namely internal factors from within the employee and the second factor is external factors that come from outside.

OCB is categorized into two types according to William & Anderson (1991) in (Dewi et al., 2016) OCB-O is employee behavior that, in general, can provide benefits to the organization where he

works. Secondly, OCB-I is behavior shown by employees who carry two influences, namely indirect influence for the organization and direct influence for individuals.

The level of OCB owned by employees can increase the effectiveness of the company, according to Organ's opinion (Titisari, 2014). Based on several studies by Podsakoff (Titisari, 2014), it was concluded that OCB could help increase the productivity of fellow employees and managers and save organizational resources and work stability. To find out the level of OCB of Organ employees (Titisari, 2014) explains the five dimensions of Organizational Citizenship Behavior (OCB): altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

## **METHODS**

The research was conducted using a quantitative approach with the method (explanatory research) aimed at providing answers or explanations of a problem faced (Supriyanto & Maharani, 2013). The study was conducted on employees of BPJS Kesehatan KC Pekalongan, with a total of 75 people as a population and a sample of 40 people. The Judgment Sampling Technique used in this study is a sampling technique based on the characteristics of the sample members that have been adapted to the research objectives (Supriyanto & Maharani, 2013). Judgment Sampling used with the consideration that the researcher would obtain information from someone following the research objectives, namely that the sample is an employee of BPJS Kesehatan KC Pekalongan who provides services to external parties of the company. The research data was obtained by distributing questionnaires containing items adjusted to each variable's indicators. Then after obtaining the research data, the researcher processed the data using SPSS-25 software with an analytical technique, namely Path Analysis. Before carrying out the Path Analysis test, instrument tests were carried out, namely validity, reliability, and classic assumption tests as prerequisites in multiple linear regression analysis.

## **RESULTS AND DISCUSSION**

### **Description of Respondents**

Characteristics of respondents based on gender obtained as many as 26 females and 14 male employees. Characteristics of respondents based on marital status showed that 28 employees were married, and 12 others were not. The characteristics of the respondents based on their length of service showed that 12 employees had worked for 1-5 years, 16 employees had worked for 6-10 years, and 12 employees had worked for more than ten years. The characteristics of respondents based on education obtained as many as eight employees with D3 education, 30 employees with S1 education, and two employees with Masters Education. Characteristics of respondents based on the field of work obtained as many as five employees in the Supervision, Expansion and Examination of Participants, nine employees in the Participation and Participant Services sector, six employees in the Billing and Finance sector, seven employees in the Primary Benefit Guarantee sector, nine employees Referral Benefit Guarantee, four employees in HR, General Affairs and Public Communications.

### **Validity and Reliability Test**

The validity test results show the magnitude of the  $r$  count on all items in the variables of emotional intelligence, organizational commitment, organizational citizenship behavior, and service quality above 0.312, which is the value of the  $r$  table. The data shows that all items or statements for each variable of emotional intelligence, organizational commitment, organizational citizenship behavior, and quality of service that researchers use can be declared valid because all values of  $r$  count > value of  $r$  table.

The results of the reliability test showed that the Cronbach Alpha value on the emotional intelligence variable was 0.801, the organizational commitment was 0.760, and organizational citizenship behavior was 0.861. The Cronbach Alpha value on the service quality variable was 0.937. The data shows that all statement items used to measure all variables in this study are said to be reliable

because they have a Cronbach Alpha value above 0.60.

### Classic Assumption Test

#### a. Normality Test Results

The normality test results using the one sample Kolmogorov-Smirnov test showed that the magnitude of the two significance scores produced exceeds 0.05. In the first test, it produces a significance value of 0.200; in the second test, it gets 0.147, meaning the data is normally distributed.

#### b. Multicollinearity Test Results

The results of the multicollinearity test show that the tolerance value is more significant than 0.1, and the VIF is less than 10, which means that multicollinearity does not occur.

#### c. Heteroscedasticity Test Results

The results of the heteroscedasticity test showed that the probability significance value of the two equations exceeds 0.05, which means there are no symptoms of heteroscedasticity.

### Path Analysis

**Table 2. First Regression Test Results**

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	26,797	8,021		3,341	,002
	Emotional Intelligence	,361	,158	,354	2,290	,028
	Organizational Commitment	,051	,159	,050	,322	,749

a. Dependent Variable: Organizational Citizenship Behavior

Source: Data Processed (2023)

Based on the results of the first regression test in the table above, the regression coefficient of emotional intelligence (X1) has a value of 0.361, and the regression coefficient of organizational commitment (X2) has a value of 0.051 on the organizational citizenship behavior variable.

**Table 3. Second Regression Test Results**

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-11,105	8,318		-1,335	,190
	Emotional Intelligence	,345	,153	,265	2,250	,031
	Organizational Commitment	,456	,145	,348	3,154	,003
	Organizational Citizenship Behavior	,614	,149	,482	4,108	,000

a. Dependent Variable: Service Quality

Source: Data Processed (2023)

The results of the second regression test in the table above show that the regression coefficient of emotional intelligence (X1) has a value of 0.345, organizational commitment (X2) has a value of 0.456, and organizational citizenship behavior (Z) has a score of 0.614 on the service quality variable.

**T Test (Partial)**

**Table 4. T Test Results**

Variable	Sig
<b>Emotional Intelligence (X1)</b>	0,028
<b>Organizational Commitment (X2)</b>	0,749
<b>Dependent Variable: Organizational Citizenship Behavior</b>	

Source: Data Processed (2023)

Variable	Sig
<b>Emotional Intelligence (X1)</b>	0,031
<b>Organizational Commitment (X2)</b>	0,003
<b>Organizational Citizenship Behavior (Z)</b>	0,000
<b>Dependent Variable: Service Quality</b>	

Source: Data Processed (2023)

- a. The significance value of the emotional intelligence variable is 0.028, which is smaller than 0.05. The emotional intelligence variable partially influences organizational citizenship behavior.
- b. The significant value of the organizational commitment variable is 0.749, which is greater than 0.05. It was concluded that the organizational commitment variable did not partially affect the organizational citizenship behavior variable.
- c. The significance value of the emotional intelligence variable is 0.031, which is less than 0.05. The emotional intelligence variable partially influences the service quality variable.
- d. The significant value of the organizational commitment variable is 0.003, which is smaller than 0.05. It was concluded that the organizational commitment variable partially affected the service quality variable.
- e. The significant value of the organizational citizenship behavior variable is 0.000, which is less than 0.05. It was concluded that organizational citizenship behavior variables partially affect service quality.

## Determination Coefficient Test ( $R^2$ )

**Table 6. Determination Coefficient Test Results**

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	of the
1	,363 <sup>a</sup>	,132	,085		3,16150	
a. Predictors: (Constant), Organizational Commitment, Emotional Intelligence						
b. Dependent Variable: Organizational Citizenship Behavior						

Source: Data Processed (2023)

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	of the
1	,755 <sup>a</sup>	,570	,534		2,87374	
a. Predictors: (Constant), Organizational Citizenship Behavior, Organizational Commitment, Emotional Intelligence						
b. Dependent Variable: Service Quality						

Source: Data Processed (2023)

- The results of the first equation test show that the adjusted R Square value is 0.085, meaning that the variables X1 and X2 can explain the variable Z by 8.5%. A total of 91.5% is explained by variables not included in this study.
- The results of the second equation test show that the adjusted R Square value is 0.534, meaning that the variables X1, X2 and Z can explain the Y variable by 53.4%. 46.6% explained by other variables not included in this study.

## Discussion of Research Results

### The Effect of Emotional Intelligence on Organizational Citizenship Behavior

The hypothesis test shows that there is partially a positive influence between emotional intelligence on organizational citizenship behavior. That shows that the hypothesis that assumes that there is an influence between emotional intelligence on organizational citizenship behavior is accepted. BPJS Kesehatan KC Pekalongan employees who have a high level of emotional intelligence show that these employees can understand their own and other people's emotions, are motivated and also have empathy for others, such as helping or replacing colleagues who are unable to attend, wanting to remind colleagues to work or in other words, can affect the employee's OCB level. The higher the level of emotional intelligence, the higher the level of Organizational Citizenship Behavior of an employee. This opinion is supported by research (Malahayati et al., 2021) which shows a significant effect of the emotional intelligence variable on the OCB variable. The study also obtained the same results (Dwisara et al., 2019). Based on the results of research showing that there is an influence between emotional intelligence on the OCB behavior of BPJS Kesehatan KC Pekalongan employees, it is necessary to maintain and improve the emotional intelligence of employees so that the complementary roles resulting from OCB behavior remain within the company. The better the level of emotional intelligence of employees, the better the level of organizational citizenship behavior.

### The Effect of Organizational Commitment on Organizational Citizenship Behavior

The results of the partial hypothesis test showed that there is no influence between organizational commitments on organizational citizenship behavior. That shows the hypothesis that suspects that there is an influence between organizational commitments on organizational citizenship behavior is rejected. The high level of organizational commitment of BPJS Health employees shows an attitude of confidence, loyalty and willingness to provide maximum performance. However, this always means that employees also want to do something outside their responsibility voluntarily, or what is

commonly known as OCB behavior. The organizational commitment of BPJS Kesehatan KC Pekalongan employees does not affect Organizational Citizenship Behavior. The result was supported by research conducted by Rahayu & Yanti (2020), where research shows that organizational commitment does not affect organizational citizenship behavior. Based on the results of the study which showed that there was no effect of organizational commitment on organizational citizenship behavior of BPJS Kesehatan KC Pekalongan employees, it is necessary to increase employee organizational commitment to creating OCB behavior from employees. The high level of organizational commitment of employees does not increase the organizational citizenship behavior of BPJS Kesehatan KC Pekalongan employees.

#### **The Effect of Emotional Intelligence on Service Quality**

The partial results of hypothesis testing show a positive influence between emotional intelligence and service quality. The hypothesis that assumes that there is an influence between emotional intelligence on service quality is accepted. Employees of BPJS Kesehatan KC Pekalongan are considered able to understand other people and also have good self-control in performing services that involve external parties so that the quality of services provided is also good. The level of emotional intelligence of BPJS Health employees can affect the quality of services produced. This opinion is supported by Soraya (2019) which found that emotional intelligence had a significant effect on service quality. Trisnaningsih (2013) also found that the service quality results are influenced by emotional intelligence. Based on the results of the study, shows that emotional intelligence affects the quality of service for BPJS Kesehatan KC Pekalongan employees, so as a government-owned agency engaged in services, good service quality is needed, one way that can be done is by efforts to increase employee emotional intelligence because it is proven from this research Emotional intelligence can affect service quality. The better the level of emotional intelligence of employees, the better the quality of services provided.

#### **The Effect of Organizational Commitment on Service Quality**

The partial results of hypothesis testing show a positive influence between organizational commitment and service quality. This shows a hypothesis that suspects that there is an influence between organizational commitments on service quality received. Employees of BPJS Kesehatan KC Pekalongan with high organizational commitment have the willingness and willingness to give the best to the company, one of which is by providing the best quality service to external parties. So that the high organizational commitment of employees can improve service quality, this opinion is supported by research by Rukmini et al. (2022) and Lustono et al. (2021) showed an influence between organizational commitment variables on service quality. Based on the results of the study, organizational commitment is one of the factors that can affect the quality of service for BPJS Kesehatan KC Pekalongan employees, for this reason having employees with high organizational commitment can be an effort to provide good service quality. The better the level of organizational commitment of employees, the better the quality of service provided.

#### **The Effect of Organizational Citizenship Behavior on Service Quality**

The results of the partial hypothesis test showed a positive influence between organizational citizenship behavior and service quality. This shows a hypothesis that suspects that there is an influence between organizational citizenship behaviors on the quality of service received. OCB behavior shown by an employee can improve work stability with complementary activities. With the complementary roles between BPJS Kesehatan KC Pekalongan employees, all work can be carried out properly, so the level of OCB owned by BPJS Kesehatan employees can affect service quality. This is supported by several studies by Yohana (2017) and Solichach & Mawarsih (2017), where the results of their research show an effect of the OCB variable on Service Quality. Based on the results of the study showing that the service quality of BPJS Kesehatan KC Pekalongan employees is also influenced by Organizational Citizenship Behavior, an increase in OCB is also important so that BPJS Kesehatan KC Pekalongan can continue to provide good service quality. The better the employee's OCB level, the better the quality of service provided.

## CONCLUSION

Based on the results of the study, it can be concluded that employees of BPJS Kesehatan KC Pekalongan with a level of emotional intelligence will significantly influence organizational citizenship behavior. The organizational commitment level of BPJS Kesehatan KC Pekalongan employees does not significantly affect organizational citizenship behavior because not all highly committed employees are willing to do things that show OCB behavior, such as helping or reminding friends about their work. The emotional intelligence of employees of BPJS Kesehatan KC Pekalongan significantly influences the level of company service quality. BPJS Health employees with a high level of organizational commitment will improve the quality of services provided to external parties of the company. The organizational citizenship behavior of BPJS Kesehatan employees can significantly influence service quality.

## REFERENCES

- Agustin, T. W., Rahayuningsih, I., Sholichah, I. F., & Gresik, U. M. (2015). *Journal Universitas Muhammadiyah Gresik Engineering, Social Science, and Health International Conference (UMGESHIC) UMGECINMATIC : 1*. 836–842.
- Aini, M. D. N., & Safitri, R. (2022). Peran Kepuasan Memediasi Kualitas Pelayanan Dan Customer Relationship Management Terhadap Loyalitas Nasabah. *Jurnal Tabarru': Islamic Banking and Finance*, 5(2), 513–525. [https://doi.org/10.25299/jtb.2022.vol5\(2\).11245](https://doi.org/10.25299/jtb.2022.vol5(2).11245)
- Al Difa, S. I., & Claudia, M. (2022). The Effect of Organizational Commitment and Quality of Work Life on Organizational Citizenship Behavior during Pandemic in Wastewater Management Company PD PAL Banjarmasin. *Journal of Wetlands Environmental Management*, 10(2), 15–24. <http://dx.doi.org/10.20527/jwem.v10i2.283http://ijwem.ulm.ac.id/index.php/ijwem>
- Arianto, N. (2018). Pengaruh Kualitas Pelayanan Terhadap Kepuasan Dan Loyalitas Pengunjung Dalam Menggunakan Jasa Hotel Rizen Kedaton Bogor. *Jurnal Pemasaran Kompetitif*, 1(2), 83–101. <https://doi.org/10.32493/jpkpk.v1i2.856>
- Ary Fajar Mubarak, Praesti Sedjo, I. N. P. (2019). Kecerdasan Emosi Dan Organizational Citizenship. *Psikologi*, 12(2), 143–156.
- Ayuningtyas, R., & Maharani, V. (2021). The Effect of Organizational Commitment on Turnover Intentions with Work Stress as Intervening Variable At Citra Perdana Kendedes Malang. *International Journal Of Scientific Advances*, 2(3), 459–464. <https://doi.org/10.51542/ijscia.v2i3.37>
- Barasa, L., Togatorop, A. L., & Szeze, M. (2021). Pengaruh Perilaku Kerja Terhadap Kinerja Karyawan Pada PT. Sumberbumi Global Niaga. *Meteor STIP Marunda*, 14(2), 100–129. <https://doi.org/10.36101/msm.v14i2.201>
- Basna, F. (2016). Analisis Gaya Kepemimpinan, Kepuasan Kerja, Komitmen Organisasi Dan Kompetensi Terhadap Kinerja Pegawai. *Jurnal Riset Bisnis Dan Manajemen*, 4(3), 319–334.
- Cahyandi, K., Hendrawan, A., Indriyani, & Suchyowati, H. (2019). Perilaku Organizational Citizenship Behavior (OCB) Dan Kelestarian Lingkungan. *Seminar Nasional Edusainstek FMIPA UNIMUS*, 2(1), 52–61.
- Dewi andriani. (2021). Analisis Emotional Intelligence, Efikasi Diridan Perubahan Organisasi Terhadap Kinerja melalui Motivasi Pada Pt Angkasa Pura I (Persero). *Jurnal Ilmiah Ekonomi*, 16(2), 279–301. <http://ejournal.stiepena.ac.id/index.php/fe>
- Dewi, R. M., Perdhana, M. S., & Manajemen, J. (2016). Peran Gender, Usia, dan Tingkat Pendidikan terhadap Organizational Citizenship Behavior (OCB). *Diponegoro Journal of Management*, 5(2), 1–9. <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Dwisara, P. R., Juwitaningrum, I., & Wyandini, D. Z. (2019). Efek Kecerdasan Emosi Dan Kepuasan Komunikasi Terhadap Organizational Citizenship Behavior Karyawan. *Jurnal Psikologi Insight*, 2(2), 94–101. <https://doi.org/10.17509/insight.v2i2.14170>
- Fitriastuti, T. (2013). Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior terhadap Kinerja. *Jurnal Ilmiah Manajemen Dan Bisnis*, 4(2), 103–114. <https://doi.org/10.30596/jimb.v2i1i.4149>

- Goller, I., & Dewi, I. G. A. M. (2020). PENGARUH KECERDASAN EMOSIONAL, KOMITMENi ORGANISASIONAL, DAN BUDAYA ORGANISASI TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *E-Jurnal Manajemen Universitas Udayana*, 9(7), 2810. <https://doi.org/10.24843/ejmunud.2020.v09.i07.p17>
- Ibrahim. (2013). Citizenship Behaviord Dan Dampaknya Pada Kinerja Perawat Rumah Sakit Umum Anutapura & Rumah Sakit. *E-Jurnal Katalogis*, 1(1), 136–146.
- Indriani, H., & Sari, I. (2017). *Pengaruh Kecerdasan Spiritual, Kecerdasan Emosi, Sikap Budaya Organisasi, dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior pada Guru Sekolah Menengah Kejuruan Negeri Kelompok Teknologi dan Industri di Kabupaten Tegal*. 5(2), 1–14.
- Kumala Sari, A. A. P., Riana, I. G., & Piartrini, P. S. (2017). PENGARUH ORGANIZATIONAL COMMITMENT DAN JOB INSECURITY TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) (Studi Pada Guru SMK Pariwisata Triatma Jaya Badung). *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 8, 3013. <https://doi.org/10.24843/eeb.2017.v06.i08.p04>
- Kurniawan, A. (2015). *Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior ( Ocb )*. 15(1), 95–118.
- Larasati, G., & Susilowati, I. (2021). Pengaruh Transformational Leadership, Job Satisfaction, dan Organizational Commitment Terhadap Organizational Citizenship Behavior. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)*, 3(1), 1–12. <https://doi.org/10.32639/jimmba.v3i1.772>
- Lovelock, C., & Wright, L. (2002). *Principles of Service Marketing and Management*. Pearson Education International.
- Lustono, L., Fitriyanti, L., & Suryani, R. (2021). Pengaruh Komitmen Organisasi Dan Penerapan Prinsip-Prinsip Good Governance Terhadap Kualitas Pelayanan Di Baperlitbang Kabupaten Banjarnegara. *Medikonis*, 12(2), 1–9. <https://doi.org/10.52659/medikonis.v12i2.40>
- Malahayati, M., AS, A., & Komalasari, S. (2021). Kecerdasan Spiritual dan Kecerdasan Emosional terhadap Organizational Citizenship Behavior (OCB) pada Aparatur Sipil Negara. *Jurnal Al-Husna*, 1(1), 43. <https://doi.org/10.18592/jah.v1i1.3572>
- Meyer, H. R. (2004). *Manajemen dengan Kecerdasan Emosional* (1st ed.). Penerbit NUANSA.
- Musringudin, Akbar, M., & Karnati, N. (2017). the Effect of Organizational Justice, Job Satisfaction, and Organizational Commitment on Organizational Citizenship Behavior (Ocb) of the Principles. *Indonesian Journal of Educational Review*, 4(2), 155–165. <http://pps.unj.ac.id/journal/ijer>
- Nasution, L. A., Chairunnisa, T. L. T., & Sunaryo, S. (2021). Pengaruh Pemediasi Komitmen Organisasional dalam Hubungan antara Budaya Organisasi dengan Intent to Leave. *Target : Jurnal Manajemen Bisnis*, 3(1), 11–24. <https://doi.org/10.30812/target.v3i1.1045>
- Nurhasanah, S., & Sumardi, R. (2019). Pengaruh Kecerdasan Emosional, Kompetensi Dan Kompensasi Finansial Terhadap Kinerja Karyawan Pt Agranet Multicitra Siberkom (Detikcom). *Oikonomia: Jurnal Manajemen*, 14(2), 26–42. <https://doi.org/10.47313/oikonomia.v14i2.519>
- Opuni, F., Frimpong Opuni, F., & Adu-gyamfi, K. (2015). AN ANALYSIS OF THE IMPACT OF EMOTIONAL INTELLIGENCE ON SERVICE QUALITY AND CUSTOMER SATISFACTION IN THE TELECOMMUNICATION SECTOR IN GHANA Service Quality and Customer Satisfaction View project Electronic/Digital Marketing View project AN ANALYSIS OF THE I. *International Journal of Sales & Marketing Management Research and Development (IJSMMRD) ISSN(P, 5(1)*, 37–52.
- PURWANTO, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of Transformational Leadership, Job Satisfaction, and Organizational Commitments on Organizational Citizenship Behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 61. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Rahayu, S., & Yanti, N. (2020). Pengaruh Komitmen Organisasi dan Iklim Organisasi terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior (OCB) Sebagai Variabel Antara Pada Kantor Dinas Pendidikan Kota Padang. *Suparyanto Dan Rosad (2015, 5(3)*, 248–253.

- Ratnayaka, R. M., Kumara, P. A. P. S., & Silva, M. W. S. W. (2020). Impact of Organizational Citizenship Behavior on Perceived Service Quality in Hotel Industry. *Journal of the University of Ruhuna*, 7(1), 25. <https://doi.org/10.4038/jur.v7i1.7932>
- Romi. (2022). *Kejar UHC Pada 2024, BPJS Kesehatan Cabang Pekalongan Bersinergi Dengan Dinas Ketenagakerjaan Kabupaten Batang*. Batik TV. <https://batiktv.pekalongankota.go.id/berita/kejar-uhc-pada-2024-bpjs-kesehatan-cabang-pekalongan-bersinergi-dengan-dinas-ketenagakerjaan-kabupaten-batang.html>
- Rukmini, R., Nawar, J., Safina, W. D., & ... (2022). Pengaruh Komitmen Organisasional, Kepuasan Kerja Dan Budaya Organisasi Terhadap Kualitas Layanan Pegawai di Dinas Tanaman Pangan Dan Hortikultura .... *Jurnal AKMAMI* ..., 3(3), 433–448. <http://jurnal.ceredindonesia.or.id/index.php/akmami/article/view/724>
- Sabahi, A. H., & Sanai Dashti, N. (2016). The effect of emotional intelligence and job satisfaction on organizational citizenship behavior. *Management Science Letters*, 6, 475–480. <https://doi.org/10.5267/j.msl.2016.6.001>
- Saxena, S., & Saxena, R. (2015). Impact of job involvement and organizational commitment on organizational citizenship behavior. *International Journal of Management and Business Research*, 5(1), 19–30.
- Selviana Lie, E. (2014). *KEPEMIMPINAN TERHADAP KUALITAS PELAYANAN BANK NTT*.
- Sembiring, V. B., Nasution, R., Febrianty, D. B. S., Sembiring, M. B., & Purba, W. (2020). Pengaruh Komitmen Organisasi dan Budaya Organisasi Terhadap Kualitas Layanan Pada Kantor Camat Merek Kabupaten Karo. *Jurnal Global Manajemen*, 9(2), 158–168.
- Siregar, E., Luddin, M. R., & Suyatno, T. (2019). The Effect of Organizational Commitment and Organizational Citizenship Behavior Toward Service Quality at Universitas Kristen Indonesia. *IJHCM (International Journal of Human Capital Management)*, 3(1), 58–73. <https://doi.org/10.21009/ijhcm.03.01.06>
- Solechan, & Zidan, Z. (2019). Pengembangan Kecerdasan Emosional di SMA Primaganda Bulurejo Diwék Jombang. *Ilmuna*, 1(2), 43–64.
- Solichach, T., & Mawarsih, Y. (2017). *ORGANISASI TERHADAP KUALITAS PELAYANAN DAN KEPUASAN PELANGGAN ( Studi pada persepsi pegawai PT Citra Perdana Kediri )*. 49(2), 21–29.
- Sopiah, S. (2008). *Perilaku Organisasional*. CV Andi Offset.
- Soraya, S. A. (2019). Pengaruh Kecerdasan Emosi dan Iklim Organisasi Terhadap Kualitas Pelayanan. *Psikoborneo: Jurnal Ilmiah Psikologi*, 7(4), 596–607. <https://doi.org/10.30872/psikoborneo.v7i4.4838>
- Sudana, I. K., & Yesy Anggreni, N. L. P. (2021). Pengaruh Kualitas Pelayanan Dan Harga Terhadap Keputusan Pembelian Pada Kober Mie Setan (Study Kasus Kober Mie Setan Peguyangan). *Jurnal Pendidikan Widyadari*, 22(2), 555–561. <https://doi.org/10.5281/zenodo.5574445>
- Supriyanto, A. S., Ekowati, V. M., Haris, A., Soetjipto, B. E., Harianto, R., & Yahya, M. (2020). The effect of organizational citizenship behavior on job satisfaction mediated with spiritual leadership. *International Journal of Business and Society*, 21(2), 737–748.
- Supriyanto, A. S., & Maharani, V. (2013). *Metodologi Penelitian Manajemen Sumber Daya Manusia Teori, Kuesioner, dan Analisis Data*. UIN MALIKI PRESS.
- Tabara, R., & Dongka, R. H. (2021). The Effect of Organizational Commitment on Service Performance: An Empirical Study at Public Health Center in Sorong Regency. *Sentralisasi*, 10(1), 48. <https://doi.org/10.33506/sl.v10i1.1109>
- Titisari, P. (2014). *Peranan Organizational Citizenship Behavior (OCB) Dalam Meningkatkan Kinerja Karyawan* (Edisi Asli). Mitra Wacana Media.
- Trisnarningsih, Y. (2013). Pengaruh Kecerdasan Emosional Pegawai Terhadap Kualitas Pelayanan Peserta Pendidikan Dan Pelatihan Pada Badan Kepegawaian Pendidikan Dan Pelatihan Daerah Provinsi Sulawesi Tengah. *Katalogis*, 1(7), 185–195. <https://media.neliti.com/media/publications/157439-ID-pengaruh-kecerdasan-emosional-pegawai-te.pdf>
- Willyanto, M. Y., & Hartawan, P. C. (2013). Organization Citizenship Behavior Yang Berpengaruh Pada Kualitas Layanan Dan Kepuasan Konsumen Di Hotel JW Marriott Surabaya. *Jurnal*

*Hospitality Dan Manajemen Jasa, 1(3), 305–320.*

Yanto, R. T. Y., & Nefertari. (2020). Pengaruh Kualitas Pelayanan Terhadap Kepuasan Pelanggan di Maskapai Penerbangan XpressAir Bandung. *Jurnal Bisnis Dan Pemasaran, 10(2), 1–10.*

Yohana, C. (2017). The effect of leadership, organizational support and organizational citizenship behavior on service quality. *Problems and Perspectives in Management, 15(2Continue1), 197–203.* [https://doi.org/10.21511/ppm.15\(2-1\).2017.03](https://doi.org/10.21511/ppm.15(2-1).2017.03)