



The Effect of Organizational Justice and Emotional Intelligence on Service Quality through Organizational Citizenship Behavior

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Abstract

Quality public services have many choices in a competitive environment, therefore organizations need to pay attention to details in organizational dynamics such as Organizational Justice and Emotional Intelligence. This research method is a quantitative research using analytic observational design and a cross-sectional approach. The population in this study were employees of the Makassar City Polombek Shipping Polytechnic with a total sample of 75 people. The results showed that organizational justice had a positive but not significant effect on the quality of service through Organizational Citizenship Behavior on the employees of the Barombong Shipping Polytechnic Makassar City and emotional intelligence had a positive but not significant effect on the quality of service through Organizational Citizenship Behavior on the Barombong Shipping Polytechnic employees in Makassar Makassar city.

Keywords: *Organizational Justice; Emotional Intelligence; Public Services*

Introduction

Public services get in each country a lot of attention from various circles, especially from those who receive services. This happens because the organizational bureaucracy that organizes public services does not make the needs and desires of citizens or service recipients the basis for the organization of quality public services (Newman & Clarke, 2009; Haynes, 2015).

With regard to quality public services, having many choices in today's competitive environment, the market share of each organization is reduced and the demand for service customization is increased which ultimately increases the quality of services within the organization. With the emergence of liberalization in the Indian financial sector, low switching costs and customer retention are important issues and this situation also occurs in India (Jain, et al., 2018).

What is considered to be related to the way employees present service quality is organizational justice is an individual's subjective perception of the way they are treated fairly in the organization, and that perception affects employee loyalty to the organization.

Another factor that influences individual attitudes and behavior in organizations is emotional intelligence. Emotional intelligence is the ability to recognize one's own feelings and those of others, the ability to motivate oneself, and the ability to manage emotions both in oneself and in relationships with others. Goleman (1996) divides emotional intelligence that can affect one's success in working into personal competencies consisting of self-awareness, self-regulation and motivation, and social competence, namely empathy and social skills. The concept of emotional intelligence offered by Goleman can help improve the achievement of individuals, groups and so on affect the improvement of performance in an organization (Cherniss and Goleman, 2001). Graham (1991) and Bolino et al (2002) suggest three forms of OCB, namely obedience, loyalty, and participation. Obedience describes the willingness of employees to accept and obey the rules and procedures that exist in the organization. Loyalty describes the willingness of employees who put the interests of the organization above personal interests or in other words the sustainability of the organization is a top priority. Participation illustrates the willingness of employees to actively develop all aspects of the organization.

Organizational justice and emotional intelligence have developed very rapidly in the last two decades, but the study of the effect of organizational justice and emotional intelligence on OCB on public sector employees, especially in the Public Service Board, is currently under-explored so researchers are interested in conducting research on the influence of both variables This is with OCB because it is a very important behavior that can increase organizational effectiveness. This study aims to analyze the Effect of Organizational Justice and Emotional Intelligence on Service Quality through Organizational Citizenship Behavior.

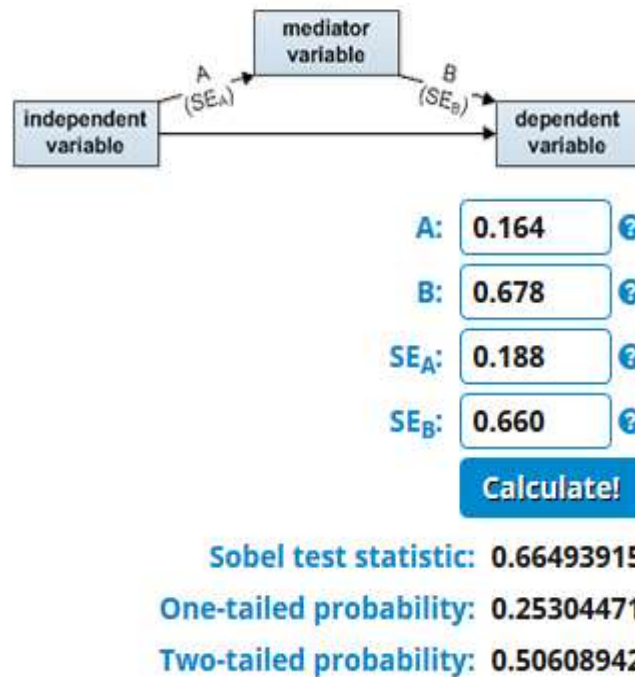
Methods

The design of this study was a quantitative study using an observational analytic design and a cross-sectional approach. This research was conducted at the Makassar City Barombong Shipping Polytechnic. The population in this study were employees of the Makassar City Polombench Shipping Polytechnic. The Barombong Shipping Polytechnic has 230 employees, consisting of 75 civil servants and non-ASN civil servants 155. The research instrument used in primary data collection was in the form of a questionnaire. The sampling technique is using the nonprobability sampling technique through saturated samples, that is, all employees with the status of Civil Servants are used as samples. Thus, the total sample in this study were 75 people. Data analysis was performed using SPSS computer applications. This data processing is done because the data that has been obtained at the data collection can not describe any information before the data is processed and analyzed.

Results and Discussion

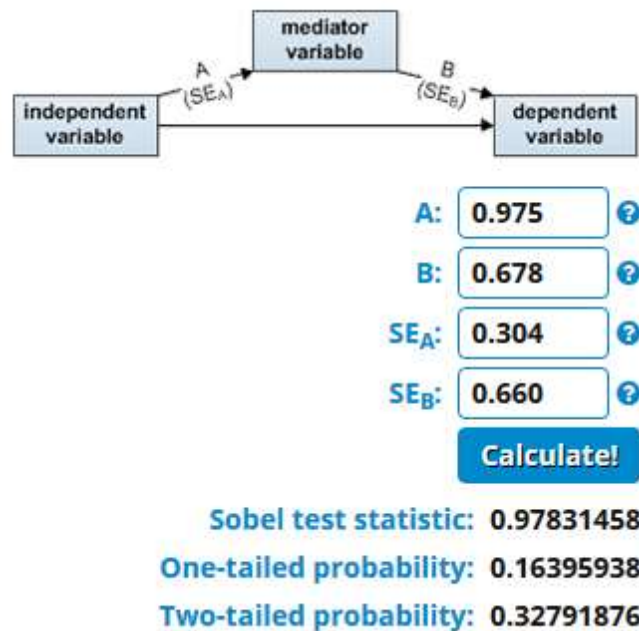
In this study, the variable organizational citizenship behavior (OCB) acts as an intervening variable that mediates the indirect effect of organizational justice and emotional intelligence variables on service quality. As for testing the significance of the role of organizational citizenship behavior (OCB) in mediating the effect of organizational justice and emotional intelligence on service quality, the testing can be done through the Sobel test (Sobel Test). In this evaluation, the variable organizational citizenship behavior (OCB) is stated to be significant in mediating organizational justice and emotional intelligence on service quality if the p-value of the Sobel test results <0.05 and the statistical test value > 1.96 . The following are the results of the Sobel test on each of the indirect effects that are part of the hypothesis testing of the indirect effect through organizational citizenship behavior (OCB) as an intervening variable.

Figure 1. Sobel Test Results of Organizational Justice against Service Quality through Organizational Citizenship Behavior



On the indirect effect of organizational justice on Service Quality through Organizational Citizenship Behavior, based on the results of the Sobel test the significance value or p-value of (0.50608942 or 0.506), with a statistical test value of 0.66493915 or 0.665 is positive. Because the significance is greater than 0.05 or ($0.506 > 0.05$) and the statistical test value is positive and smaller than 1.96 ($0.665 < 1.96$), organizational justice has a positive but not significant effect on Service Quality through Organizational Citizenship Behavior. Thus, the hypothesis can be rejected. That is, the better organizational justice, the Organizational Citizenship Behavior and service quality will not significantly improve.

Figure 2. Sobel Emotional Intelligence Test Results for Service Quality through Organizational Citizenship Behavior



On the indirect effect between emotional intelligence on Service Quality through Organizational Citizenship Behavior, based on the results of the Sobel test, a significance value or p-value of (0.32791876 or 0.328) was obtained, with a statistical test value of 0.97831458 or 0.978 which was positive. Because the significance is greater than 0.05 or (0.328 > 0.05) and the statistical test value is positive and smaller than 1.96 (0.978 < 1.96), emotional intelligence has a positive but not significant effect on Service Quality through Organizational Citizenship Behavior. Thus, the hypothesis can be rejected. That is, the better the emotional intelligence, the Organizational Citizenship Behavior, and service quality will not increase significantly.

Effect of Organizational Justice on Service Quality

Fairness of the organization is considered to have a real impact on the quality of service, as stated by several experts. However, based on the results of research that has been done on the employees of the Barombong Shipping Polytechnic, researchers provide findings that organizational justice has no significant effect on service quality. This is proven statistically where the significance value is greater than 0.05 or (0.224 > 0.05) and the CR value is negative and smaller than 1.96 (-1.215 < 1.96), then organizational justice has a negative effect, but not significantly to service quality. Negative influences indicate that the better the organizational fairness, the lower the quality of service. Although the quality of service will decrease if the application of organizational justice is done better, the decline tends to be low (insignificant).

The results of this study contradict the research conducted by Nuruzzaman & Talukder (2015) that the perception of organizational justice (OJ) will have an impact on employee service behavior, which in turn affects organizational performance.

The theory put forward by Folger & Skarlicki (1998) that justice is a common problem for all employees in an organization. As long as employees perceive their work environment as showing

injustice, this will develop negative attitudes and emotions to employees such as job dissatisfaction, anger, frustration, and distrust, which leads to deviant behavior towards the organization and other employees. This is also reinforced by Cropanzano, et al., (2007) that the existence of justice in an organization will provide long-term benefits to people who are in an organization, for example in terms of work climate where employees will tend to judge how they are treated over time. Therefore, in theory, organizational justice is needed because injustice will actually be able to spread bad consequences for the organization.

When looking at data from the characteristics of respondents based on sex, that the employees studied between men and women are almost balanced. In this case, justice in organizations is needed, both in terms of distributive justice, interpersonal justice, and information justice. Because the phenomenon that occurs in the field shows that the service played by a woman is far better than that of men, while organizational justice has been done as well as possible.

Therefore, the researchers found that if organizational justice is better characterized by distributive justice, interpersonal justice, and information justice, it will make the quality of services decrease even though the level of decline tends to be low (insignificant).

Effect of Emotional Intelligence on Service Quality

Emotional intelligence is considered to have a real impact on service quality, as stated by several experts. However, based on the results of research conducted on employees of the Barombong Shipping Polytechnic, the researchers found that emotional intelligence had no significant effect on service quality. This is proven statistically where the significance value is greater than 0.05 or $(0.860 > 0.05)$ and the CR value is positive and smaller than 1.96 $(0.176 < 1.96)$, so emotional intelligence has a positive but not significant effect on quality service. The positive influence indicates that the better the emotional intelligence of employees, the quality of service will increase. Although service quality can be improved through better emotional intelligence, the increase tends to be low (insignificant).

The results of this study contradict the research conducted by Toh Yew Hock (2016) that emotional intelligence has a significant impact on service quality. Likewise, with Jain, et al., (2018) which proves that if Emotional Intelligence is getting better, then service quality in the bank sector in India will increase.

One interesting phenomenon is that the demand for employees who have emotional intelligence is increasing, with employees who have good emotional intelligence will easily understand the needs and demands of customers and provide them with better service. In addition, working hours increase in all jobs as a result of increasing pressure and challenges in the work-life of employees. Now modern organizations are starting to give more importance to employees' inner skills such as character, personality, and competence, which can be more accurately understood in terms referred to as "Emotional Intelligence".

This term is based on the philosophy that an employee can get a position based on knowledge and skills, but emotional intelligence is needed to understand oneself and customer needs which can be called a service quality. This is important to be known by the organization in order to make a professional apparatus in providing public services (Insani, 2020). Emotional intelligence increases the ability to deal with uncertainties in the work environment and requires organizations to work in a better way. When an individual understands a series of beliefs, feelings, and reactions, only he can develop himself into a mature individual. This helps him deal with stressful situations, understand his strengths, and overcome his weaknesses (Serrat, 2009).

Therefore, the researchers found that if emotional intelligence is getting better which is characterized by distributive justice, interpersonal justice, and information justice, then the quality of employee services in organizations will also be better even though the level of influence is small.

Conclusion

Organizational justice has a positive but not significant effect on service quality through Organizational Citizenship Behavior on Makassar City Polytechnic Cruise employees. This means that, when Organizational Citizenship Behavior acts as a mediating variable, it does not provide a large increase in the impact of changes in improving the quality of service performance when viewed from organizational justice factors, so that when organizational justice is improved, the Organizational Citizenship Behavior also increases and also has implications to improving service quality even though the level of influence is small. Emotional intelligence has a positive but not significant effect indirectly on the quality of service through Organizational Citizenship Behavior on the employees of the Barombong Shipping Polytechnic Makassar City. This means that, when emotional intelligence is improved, the Organizational Citizenship Behavior will also increase, so that the implication is an increase in service quality, even though the effect is small.

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