

## BOOSTING SERVICE PERFORMANCE OF HALAL RESTAURANTS: AN INDONESIAN EXPERIENCE

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**ABSTRACT** – This research is primarily aimed at enhancing service performance in the halal restaurant industry. It specifically investigates the role of emotional intelligence as an independent variable, and organizational citizenship behavior as a variable that serves both mediating and moderating functions. The study was conducted among 260 employees of Padang restaurants in South Jakarta, employing a quantitative approach. Data was collected through questionnaires and subsequently analyzed using path analysis with SmartPLS-3. The research reveals that emotional intelligence significantly influences service performance and that this relationship is partially mediated and moderated by organizational citizenship behavior. The findings underscore the importance of emotional intelligence and organizational citizenship behavior in enhancing service quality. Furthermore, the results reinforce the theory of dynamic capabilities (DCs), suggesting that reconfiguring internal resources, such as employees, can enhance a company's competitive advantage in a dynamic environment. The study also offers practical implications for restaurant owners, providing insights into formulating effective strategies to improve service quality.

**Keywords:** Emotional intelligence, OCB, and service performance

**ABSTRAK – Optimalisasi Kinerja Layanan Restoran Halal: Pengalaman Indonesia.** Penelitian ini bertujuan untuk menguji variabel peningkatan kinerja layanan di industri restoran halal dengan fokus pada peran kecerdasan emosional sebagai variabel independen dan organizational citizenship behavior sebagai variabel mediator sekaligus moderator. Kajian ini menggunakan pendekatan kuantitatif dimana data-data dikumpulkan melalui sebaran kuesioner kepada 260 karyawan restoran Padang di Jakarta Selatan. Hasil analisis jalur dengan SmartPLS-3 menunjukkan bahwa kecerdasan emosional berdampak signifikan terhadap kinerja layanan dan organizational citizenship behavior yang kemudian mempengaruhi kinerja layanan. Organizational citizenship behavior terbukti tidak hanya memediasi hubungan antara kecerdasan emosional dan kinerja layanan tetapi juga dapat memoderasi hubungan keduanya. Temuan ini menunjukkan pola hubungan kecerdasan emosional dalam meningkatkan kinerja layanan melalui mediasi dan moderasi organizational citizenship behavior. Studi ini menggarisbawahi pentingnya komponen kecerdasan emosional dan organizational citizenship behavior dalam meningkatkan kualitas layanan pada industri restoran halal. Kajian ini berimplikasi dalam memperkuat teori kemampuan dinamis (DCs) dimana rekonfigurasi sumber daya internal, seperti karyawan, dapat meningkatkan keunggulan kompetitif dalam lingkungan yang dinamis. Hasil ini juga memberikan implikasi praktis bagi pemilik restoran dalam merumuskan strategi yang efektif dalam meningkatkan kualitas layanan.

**Kata Kunci:** Kecerdasan emosional, OCB dan Kinerja Pelayanan

## INTRODUCTION

The restaurant sector is currently experiencing an upsurge in public interest, which has precipitated a wave of entrepreneurial activity. Individuals are increasingly motivated to initiate their own gastronomic ventures with aspirations of achieving significant economic returns (Ibrahim, 2008). This shift is reflective of a broader societal trend where a growing number of individuals prefer dining out, coupled with a curiosity to explore diverse gastronomic delights. Saintz (2018) posits that the extensive selection of restaurants available today compels consumers to patronize establishments that offer distinct advantages and benefits, thus securing consumer satisfaction post-engagement. The competitive dynamics within the restaurant industry are evident in the proliferation of such establishments across each province on the island of Java, as depicted in Figure 1.

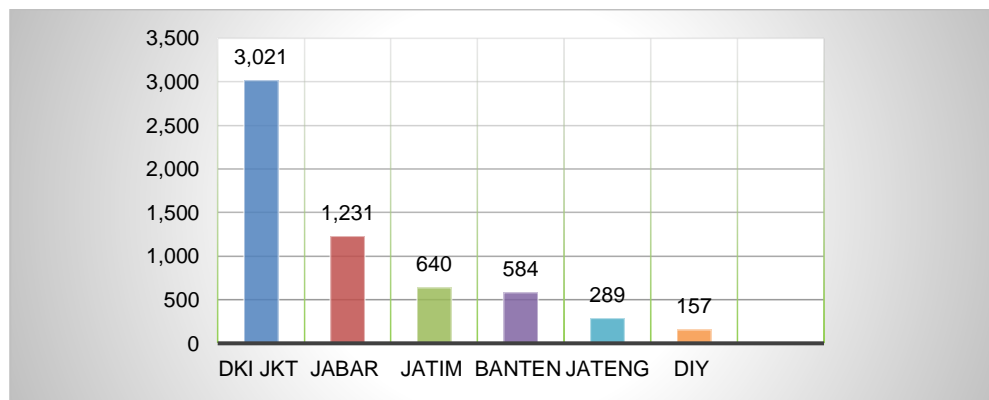


Figure 1. Restaurants Growth Across Provinces in Java  
(Source: BPS, author processed, 2020)

Relative to other provinces on Java Island, DKI Jakarta has the greatest concentration of restaurants, including those serving halal food such as Padang cuisine, which is the focus of this study.

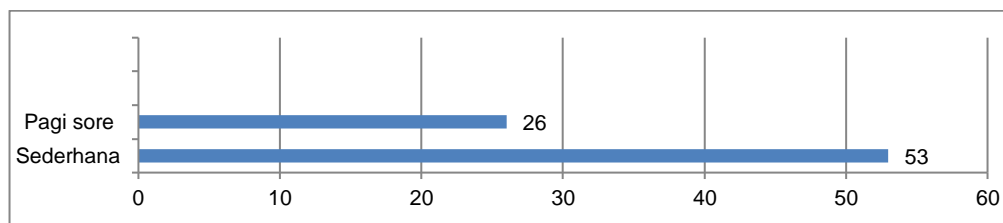


Figure 2. Padang Cuisine Establishments in Jakarta  
(Source: BPS, author processed, 2020)



Figure 2 highlights the growth of two prominent Padang cuisine establishments in Jakarta, namely 26 "Pagi Sore" restaurants and 53 "Sederhana", the smaller eateries. Preliminary findings suggest that the service performance in these restaurants is not meeting expectations, a situation exacerbated by the emotional exhaustion experienced by their workforce.

High levels of work-related stress can lead to emotional exhaustion, which can negatively impact the well-being of individuals. In some cases, emotional contagion may also occur as a result of such circumstances (Prentice & Thaichon, 2019). Therefore, individuals with high emotional intelligence have the ability to effectively manage and foster positive customer service interactions (Yachin, 2018; Ibrahim, 2022). A study conducted by Xiang et al., (2015) found a strong correlation between customer experience and service performance, with the latter being influenced by a high level of emotional intelligence.

Emotional intelligence plays a crucial role in enhancing service performance, particularly in customer service contexts (Yao et al., 2019; Buhalis & Leung, 2018). According to Ma et al., (2018), emotional intelligence can expedite the process of placing an order, reducing the time required to complete the task to 15 minutes. Similarly, the application of emotional intelligence has been found to be beneficial in enhancing the quality of service in both functional and technical procedures (Chung et al., 2020; Ivanov & Webster, 2017; Larivière et al., 2017).

Emotional intelligence is particularly important in jobs that require proficient social skills and interpersonal engagement, especially in frontline roles where continuous interaction between staff and customers takes place. According to Darvishmotevali et al. (2018), it is essential for restaurants to prioritize prompt food service, ensure staff promptly attend to visitors' needs, remain attentive when customers express grievances, maintain a sufficient supply of food and beverages, provide courteous service, uphold cleanliness standards, and maintain a comfortable room temperature. According to Allen (2017), it is crucial for restaurant managers and owners to devise effective strategies aimed at providing a high standard of service. This is essential to cultivate customer loyalty and ensure that patrons continue to choose their establishment over competitors, regardless of alternative options.



Numerous studies have been conducted to examine the relationship between emotional intelligence and service performance, the findings remain inconsistent. While many studies believe that emotional intelligence plays a substantial role in service performance (Prentice et al., 2020; Koc & Boz, 2020; Alzoubi & Aziz, 2021; Oh & Jang, 2020; Kim & Qu, 2019), others argue that it does not exert any influence (Setiawan, 2021; Supriyanto et al., 2019).

This research innovatively employs the principles of social exchange theory and Positive Organizational Behavior to delve into the complex interplay between emotional intelligence and service performance. It pioneers a new approach by investigating the role of Organizational Citizenship Behavior (OCB) as both a mediator and moderator in this relationship. This unique utilization of OCB addresses a current research gap, as it is seldom employed as a mediating variable between emotional intelligence and the service sector. The visualization of the relationship between emotional intelligence, OCB, and service performance further underscores the novelty of this research. The novelty of the study is further emphasized by the absence of any studies reviewing OCB from 2020 to 2022, signifying that this research brings new perspectives to the field.

In addition, the restaurant industry in Indonesia is experiencing a period of dynamic growth, characterized by intense competition and heightened consumer expectations. This scenario necessitates a comprehensive understanding of the factors that contribute to exceptional service performance. Therefore, this study investigates the impact of emotional intelligence on service performance within Indonesian restaurants, with a particular focus on Padang cuisine establishments in Jakarta. It addresses a critical research gap by examining the mediating and moderating roles of organizational citizenship behavior (OCB) in this relationship.

The research carries substantial implications for various stakeholders. For restaurant managers and owners, the insights can guide strategies to improve service quality and foster customer loyalty. For human resource professionals, the study offers valuable perspectives on fostering EI and OCB among employees. Moreover, for academic researchers, the research illuminates the complex dynamics of service performance within the hospitality industry, paving the way for further investigations.



This study explores the intricate interplay between emotional intelligence and service performance, with particular attention to the mediating and moderating effects of organizational citizenship behavior. Section 2 critically reviews relevant literature, while Section 3 outlines the methodological framework encompassing data design, collection, and analysis. Section 4 presents the empirical findings in a systematic manner, followed by a thorough analysis and discussion. Finally, Section 5 provides a comprehensive synthesis and concluding observations, highlighting the key insights and academic contributions of the research.

## **LITERATURE REVIEW**

### **Theoretical Backbone**

The foundational theory guiding this study is the ‘Theory of the Firm’, proposed by Michael C. Jensen and William H. Meckling in 1976. This theory offers a comprehensive framework for understanding how firms seek to optimize their profits over an extended time horizon. At the core of this theory lies the concept of agency costs, arising from the separation of ownership and control within a firm (Jensen & Meckling, 1976). According to the theory, managers, acting as agents for the owners, may not consistently align their decisions with the owners’ interests, resulting in agency costs. Firms are thus compelled to minimize these costs in order to maximize their overall value (Jensen & Meckling, 1976). Additionally, the theory emphasizes the critical role of internal control mechanisms and ownership structure in shaping managerial behavior (Jensen & Meckling, 1976). It posits that an optimal mix of debt and equity, combined with effective internal controls, can align the interests of managers and owners, thereby mitigating agency costs (Jensen & Meckling, 1976).

In the context of this study, the Theory of the Firm underscores the imperative for managers to prioritize their employees in order to enhance their performance. It underscores the pivotal role of managers in aligning the interests of all stakeholders, reducing agency costs, and fostering an environment conducive to emotional intelligence and positive customer service. This can be achieved through the cultivation of emotional intelligence and the promotion of positive interactions with customers. Emotional intelligence has the potential to enhance employees’ ability to understand and regulate their own emotions as well as those of others, leading to improved



interpersonal relationships and superior customer service. Positive interactions with customers can elevate customer satisfaction and loyalty, thereby contributing to the firm's long-term profitability.

## **Research Variables**

### *Emotional Intelligence*

Emotional intelligence (EI) refers to an individual's ability to manage their emotions while performing their duties (Molero et al., 2019). It has been observed that employees with high levels of EI tend to experience lower levels of fatigue when carrying out tasks (Sanchez-Gomez & Bresó, 2020). The ability to control emotional responses can lead to improved performance, while uncontrolled emotional states may result in subpar performance (Law et al., 2004; Van Rooy & Viswesvaran, 2004; Mayer et al., 2012). Salovey (1990) proposed a measurement tool for emotional intelligence, which includes four parameters: Relationship Management (2 items), Self-awareness (2 items), Social-awareness (2 items), and Self-management (2 items), totaling 8 items. This tool was selected for its ability to capture a wide range of emotional and social dispositions, making it particularly suitable for studying the service performance in Padang restaurants.

### *Organizational Citizenship Behavior*

Organizational Citizenship Behavior (OCB) refers to extra individual behavior that is not explicitly identifiable in a formal work system but collectively enhances organizational effectiveness (Bloodgood, 2002; Turnley et al., 2003). Bachrach (2000) emphasized the significant meaning of research on OCB. In this study, the parameters used to measure OCB were adapted from Bachrach (2000), consisting of 6 statement items. This measuring instrument was chosen because Bachrach (2000) aims to position OCB as a mediator and explore its role in future development.

### *Service Performance*

Service performance (SP) refers to the enhancement of customer satisfaction through the frontline efforts of employees in delivering services to fulfill customer needs (K. Kim et al., 2013). Gorkemli et al. (2016) further elucidates that service performance plays a crucial role in catering to customers, thereby encouraging repeat usage of the product. Additionally, Zeitz et al. (1997) identified that the SP Indicator comprises five



dimensions: learning and growth (2 items), internal processes (2 items), financial perspective (2 items), and stakeholder perspective (2 items), totaling 10 statement items. This measurement tool is adopted due to its alignment with the Theory of the Firm, emphasizing that service performance ultimately revolves around profitability, as indicated by the financial perspective.

**Interrelationships between Variables**

The literature review section presents the intricate interrelationships between emotional intelligence variables, Organizational Citizenship Behavior (OCB), and service performance. Figure 3 reveals a significant research gap in the field of study for the period 2020-2022. This gap presents an opportunity for future research to explore and contribute to this domain. The multifaceted nature of OCB and its impact on various aspects of organizational behavior further underscores the importance of continued research in this field.

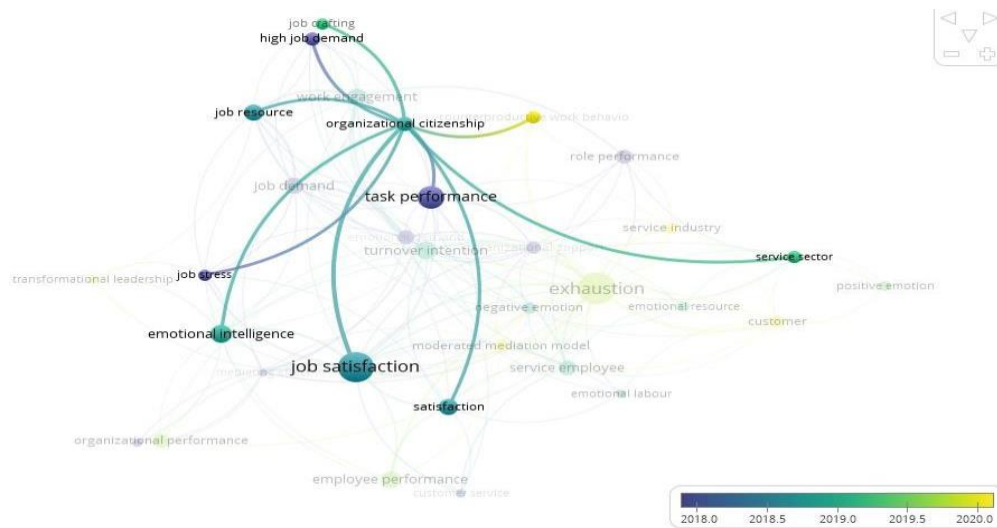


Figure 3. Interrelationships between variables  
(Source: Vos Viewer, 2022)

The figure represents a temporal network of terms associated with Organizational Citizenship Behavior (OCB) from 2018 to 2020. In the year 2019, research emphasis was observed on concepts such as “job satisfaction,” “task performance,” and “organizational citizenship.” These concepts are interconnected prominently, suggesting their significant association in the research conducted during that year. However, a conspicuous absence of data or connections is observed for the period from 2020 to 2022. This absence



signifies a research gap in the field of OCB during this timeframe, corroborating research observation.

The figure includes a multitude of terms such as “job stress,” “emotional intelligence,” “exhaustion,” among others. These terms are interconnected, forming a complex network, indicating the multifaceted nature of OCB and its implications on various facets of organizational behavior. Such a visualization is instrumental in identifying research trends and gaps in a specific field of study. The observed research gap for the period of 2020 to 2022 presents an opportunity for novel research on OCB that led to new insights and advancements in the field.

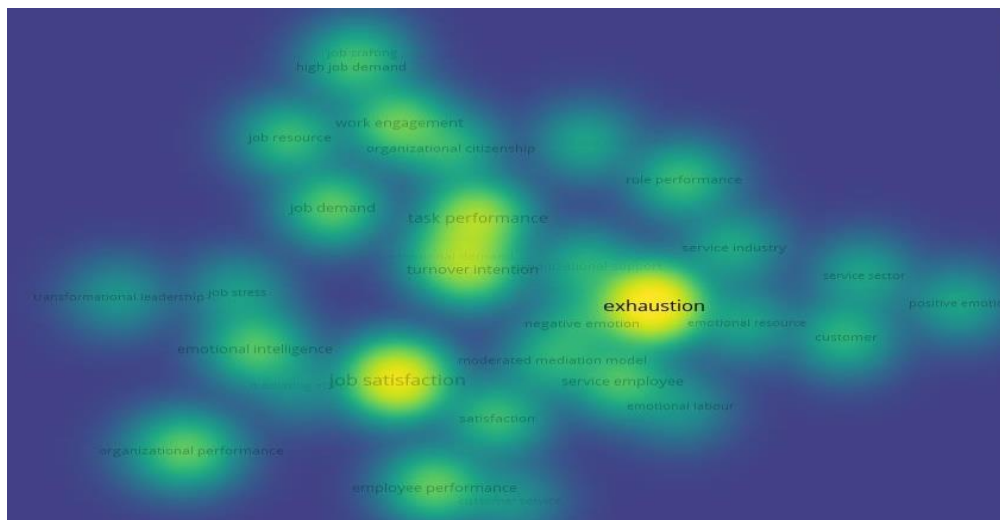


Figure 4. The Unique Role of OCB  
(Source: Vos Viewer, 2022)

Figure 4 is a heatmap visualization that highlights the increasing ambiguity of OCB’s position among various factors related to emotional intelligence and its effects on the service sector. This indicating that OCB is rarely used as a mediating variable between emotional intelligence and the service sector. The visualization presents a network of interconnected terms, offering a bibliometric perspective on the relationships between various factors in the service sector. Notably, the term "exhaustion" emerges as a central and prominent variable within the visualized literature, indicating its significance in the context of organizational dynamics and employee well-being.

Close proximity and overlap between terms such as "emotional intelligence," "job satisfaction," and "employee performance" suggest strong





interrelationships between these concepts. This highlights the interconnected nature of emotional intelligence and its impact on employee satisfaction and performance within the service sector. However, the visualization also sheds light on the relatively isolated position of OCB within the network of terms. This isolation suggests that OCB is not frequently studied as a mediating variable between emotional intelligence and outcomes in the service sector. The increasing ambiguity of OCB's position within the visualization underscores a potential gap in the existing research, signaling the need for further exploration into the role of OCB in mediating the effects of emotional intelligence on service sector outcomes.

## **Hypothesis Development**

### *The Link between Emotional Intelligence and Service Performance*

Emotional intelligence encompasses an individual's ability to recognize and understand their own emotions, regulate emotional responses, cultivate self-motivation, demonstrate empathy by understanding others' feelings, and establish interpersonal connections and collaborations (Goleman & Boyatzis, 2017). The researcher adapted the research instrument for assessing emotional intelligence, drawing from the work of Law et al. (2004). This adaptation revealed four distinct dimensions of emotional intelligence: self-assessment of emotions, assessment of others' emotions, utilization of emotions, and regulation of emotions. Similarly, adjustments were made to evaluate service performance based on previous research findings. According to Wang et al. (2004), service performance consists of internal dimensions with four indicators and exterior dimensions with nine indicators.

Ensuring the delivery of high-quality service is a fundamental responsibility for enterprises and industries in the service sector, including restaurants (Amegayibor & Korankye, 2021). Service performance refers to providing optimal service to visitors utilizing the services (Mwesigwa, 2020). A study by Naab & Bans-Akutey (2021) suggests that the level of service quality significantly impacts a firm's overall excellence.

Emotional intelligence, as defined by Prentice et al. (2020), Koc & Boz (2020), Alzoubi & Aziz (2021), Oh & Jang (2020), and Kim & Qu (2019), refers to the ability to effectively manage one's own emotions to enhance service performance, without succumbing to emotional fatigue. Therefore, the formulated hypothesis is:



Hypothesis 1: There is a significant positive correlation between emotional intelligence and service performance.

#### *The Link between Emotional Intelligence and OCB*

Emotional intelligence, as defined by Mayer and Caruso (2000), involves the ability to assess and express positive emotions, achieve tranquility, understand emotional knowledge, and effectively manage one's emotions. Frese (2006) notes that many organizations believe that employees should display positive emotions when interacting with clients. The impact of emotional intelligence on the development of OCB has been extensively studied (Zubair et al., 2016). The literature suggests a significant association between emotional intelligence and OCB, as evidenced by studies conducted by Kumari et al. (2022) and Dirican & Erdil (2020). However, Chin (2015) found only a minimal association between emotional intelligence and OCB. Furthermore, Supriyanto et al. (2019) determined that there is no significant relationship between emotional intelligence and service performance. Given these varying findings, it is intriguing to further explore this subject. Therefore, the proposed hypothesis is as follows:

Hypothesis 2: There is a significant relationship between emotional intelligence and Organizational Citizenship Behavior.

#### *The Link between Organizational Citizenship Behavior and Service Performance*

OCB is characterized by the voluntary actions of employees aimed at advancing their organization's interests and progress (Bloodgood, 2002; Turnley et al., 2003). This study employs Organ's (1988) findings on OCB to evaluate its dimensions, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These dimensions are then translated into six indicators for this study. It is noteworthy that assuming new task responsibilities, demonstrating a willingness to assist others, striving for professional growth while adhering to established norms, fostering the development and safeguarding of the organization, and maintaining a positive attitude to minimize workplace errors have been identified as crucial factors (Saleem, 2017; Nisar et al., 2014). According to Appelbaum et al. (2004), OCB refers to actions not explicitly required by job responsibilities but contribute to the overall effectiveness of an organization. Their study revealed a positive correlation between OCB and service performance. Muhdar & Rahma (2017)



found evidence suggesting that OCB significantly impacts service performance. The importance of OCB in enhancing service performance has been emphasized by Butt et al. (2017). Therefore, the proposed hypothesis is:

Hypothesis 3: Organizational Citizenship Behavior significantly influences service performance.

#### *The Role of OCB as Moderator in the Relationship*

The influence of organizational behavior on subordinates has consistently been a significant topic within organizational behavior. In line with this, our research examines OCB as a significant mediating variable (Hsiao & Wang, 2020). While this concept is widely recognized, there are some unresolved issues that warrant further investigation. For instance, a study conducted by Lin et al. (2017) examined the influence of psychological factors on changes in submissive behavior. The impact of organizational behavior has consistently been a significant topic in enhancing service delivery. This study aims to investigate the mediating effect of OCB on the relationship between emotional intelligence and service performance. While there is existing knowledge on the connection between emotional intelligence and individual employees, limited research has explored the role of OCB as a mediator in the relationship between emotional intelligence and service performance within the context of restaurants. Previous studies have demonstrated that OCB serves as a mediator between emotional intelligence and service performance (Widarko & Anwarodin, 2022; Sugianingrat et al., 2019). Therefore, the proposed hypothesis is:

Hypothesis 4: The relationship between emotional intelligence and service performance is moderated by OCB.

#### *The Role of OCB as Mediator in the Relationship*

This research examines the mediating effect of organizational citizenship behavior (OCB) on the connection between emotional intelligence and service performance. OCB is defined by spontaneous individual actions inspired by personal choice rather than by external pressures (Bachrach, 2000). It comprises three core elements: the voluntary nature of the behavior, its beneficial outcomes for the organization, and its multifaceted characteristics (Somech & Drach-Zahavy, 2004).



In modern workplaces, genuine displays of OCB are rare, as individual actions often prioritize personal gains, with organizational loyalty becoming increasingly scarce. Positive Behavior Theory, according to Luthans (2011), contends that human behavior is shaped not only by the surrounding environment but also by innate personal attributes.

OCB plays a critical role in enhancing organizational effectiveness and productivity (Wang et al., 2021). Hakim and Fernandes (2017) supports the notion that OCB mediates the relationship between personality traits, such as emotional stability, and service performance. However, Jacobsen and Beehr (2022) indicate that some studies have challenged the mediating role of OCB, suggesting the need for further exploration in this area. Accordingly, the study proposes the following hypothesis:

Hypothesis 5: The relationship between emotional intelligence and service performance is mediated by OCB.

Based on the abovementioned literatures and hypotheses, the research framework is displayed in Figure 5.

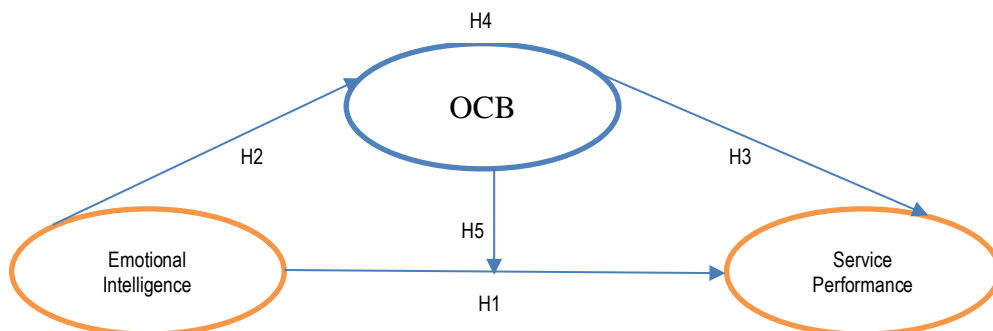


Figure 5. Research Framework

## METHODOLOGY

### Research Design

The objective of this study is to examine the hypothesis concerning the influence of emotional intelligence on service performance, with organizational citizenship behavior (OCB) acting as a mediating and moderating variable. A quantitative research method is employed, and path analysis is utilized to scrutinize the impact of each variable. This research design was chosen to quantify the extent to which emotional intelligence affects service performance,



with OCB serving as a mediating and moderating factor, specifically within the context of Padang restaurants in Jakarta.

### **Sample and Population**

The population for this study comprises all employees of Padang restaurants, totaling 900 individuals. Using the Krejcie table for sample size determination, a sample of 269 employees was derived. The study employed simple random sampling, treating all respondents equally.

### **Data Collection Method**

Data for this study was collected using a structured questionnaire, designed based on the theoretical framework outlined in the literature review. The data collection process was conducted transparently, with respondents being informed about the study's purpose to ensure their responses align with the research objectives and avoid potential bias. The questionnaires were distributed directly to the respondents at the Padang restaurants in Jakarta.

### **Data Analysis Method**

The data collected in this study was analyzed using path analysis with Smart PLS-3 software. The independent variable in this analysis is emotional intelligence, the dependent variable is service performance, and OCB serves as both the mediating and moderating variable.

## **RESULT AND DISCUSSION**

### **Demographics Information**

In this study, the characteristics of the respondents, including gender, age, and recent education, are considered, followed by the results from the Smart PLS. The study results, presented in Table 1, indicate that 75% of the respondents were male, while 25% were female. According to the business owner interviewed, there were intentionally more male employees because additional energy was needed for frontline customer service, while female employees were primarily assigned to cashier roles.

This staffing strategy resulted in a higher number of male respondents. Pulkkinen et al. (1999) suggested that male workers play a crucial role in



company performance, while female workers are often dedicated to administrative tasks. The age group that dominated the most was 26 to 35 years old. At this age, individuals typically have gained sufficient experience and are capable of delivering effective service performance. This age range is also considered a productive age.

The second largest group of respondents were those aged between 17 and 25. This younger generation is relatively new to the workforce. Some are striving to perform well, while others are seeking guidance from the business owner and more experienced employees, particularly those aged 26 to 35, on how to serve customers effectively. Respondents aged 36 to 45 and 45 to 55 constituted 11% and 9% of the total, respectively. In terms of education level, 45% of the respondents had completed high school, which aligns with the age groups of 26 to 35 and 17 to 25, who typically start looking for employment immediately after finishing school.

Table 1. Demographics Information

Characteristic	Code	Category	No. of Respondent	%
Gender	1	Male	195	75
	2	Female	65	25
		Total	260	100
Age	1	17-25	117	45
	2	26-35	91	35
	3	36-45	29	11
	4	46-55	23	9
		Total	260	100
Education	1	High School	117	45
	2	Diploma	102	39
	3	Bachelor	39	15
	4	Graduate	2	1
		Total	260	100

(Source: Research output, 2022)

### Validity and Reliability Test

The analysis was conducted using Partial Least Squares (PLS) and Structural Equation Modeling (SEM). PLS was chosen due to its robust capability to calculate the interaction between the moderating variable and the independent variable. Additionally, it can compute the indirect effect and the variables that moderate and mediate it. The results are presented in Table 2.



Table 2. Construct Validity and Reliability

No	Indicator	Loading factor	Cronbach Alpha	Composite Reliable	AVE
<i>Emotional Intelligence</i>					
1	I understand restaurant diners very well	0.903			
2	I have a good understanding of my own emotions	0.845			
3	I always understand the emotions of friends from everyday interactions	0.902			
4	I am an observer of other people's emotions	0.938	0.973	0.977	0.842
5	I always set high work goals	0.913			
6	I am a competent person	0.948			
7	I am able to control my emotions rationally	0.956			
8	I am quite capable of controlling my own emotions	0.932			
<i>OCB</i>					
1	I always help other employees	0.907			
2	I am always sincere at work	0.882			
3	I work beyond the minimum standard	0.957			
4	I always behave positively	0.961	0.953	0.963	0.814
5	I always provide solutions to co-worker problems	0.931			
6	I always volunteer outside working hours	0.761			
<i>Service Performance</i>					
1	I always complete tasks well	0.931			
2	I always fulfill job responsibilities	0.760			
3	I always interact with colleagues	0.913			
4	I always work in a team with colleagues	0.924			
5	I am always friendly to customers	0.888	0.965	0.970	0.763
6	I always help customers	0.806			
7	I have a caring attitude towards customers	0.904			
8	I always serve customers quickly	0.772			
9	I am able to fulfill customer requests	0.908			
10	I always pay full attention to customers	0.931			
<i>Moderating effect OCB</i>			1.000	1.000	1.000

(Source: Research output, 2022)

Table 2 presents key metrics for assessing data validity and reliability, including Loading Factor, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). A loading factor above 0.70 for all variables indicates significant influence on the associated factor in factor analysis. Additionally, a Cronbach's Alpha value above 0.70 indicates good internal consistency of the items in the scale, while a composite reliability value above 0.70 indicates good reliability of the test items measuring the same underlying construct.



Moreover, an AVE value above 0.50 suggests that the construct explains at least 50% of the variance of the indicators. As the values exceed the minimum criteria for all these metrics, the variables in the study are valid and reliable, lending credibility to the findings of the study.

### Hypothesis Testing

The research utilized hypothesis testing to assess the adequacy of available data in supporting the formulated hypotheses. This approach enables the formulation of probabilistic statements regarding population parameters and entails decision-making under uncertainty (Ibrahim, 2023). Such a process frequently necessitates a delicate balance between false positives and false negatives, demanding thoughtful deliberation within the current research context.

Table 3. Path Coefficient

Variable relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics ( O/STDEV )	P-Values
EI → OCB	0.977	0.976	0.004	249.171	0.000
EI → SP	0.265	0.268	0.082	3.210	0.001
Moderating Effect: OCB → SP	-0.049	-0.049	0.008	5.972	0.000
OCB → SP	0.603	0.599	0.080	7.531	0.000

(Source: Research output, 2022)

Table 3 presents empirical evidence of the impact of emotional intelligence on service performance, with a t statistic of 3.210, surpassing the critical threshold of 1.96, establishing statistical significance. The associated p value of 0.001 further supports the significance of this relationship. Additionally, emotional intelligence was observed to have a substantial and statistically significant impact on organizational citizenship behavior (OCB), as indicated by a t statistic of 249.171, surpassing the critical value of 1.96, and a p value of 0.000, demonstrating high significance.

Furthermore, organizational citizenship behavior (OCB) exerts a substantial impact on service performance, with a t statistic of 7.531, surpassing the normal threshold of 1.96, and a p value of 0.000, indicating statistical significance. The moderating effect of OCB also exhibits a statistically significant impact, with a t statistic of 5.972, surpassing the conventional threshold of 1.96, and an associated p value of 0.000 confirming the significance of this effect.





Table 4. Indirect effect

Relationship between variables	Indirect Effects
Emotional intelligence → OCB → Service Performance	0.589

(Source: Research output, 2022)

Table 4 reveals that the mediating role of OCB in the relationship between emotional intelligence and service performance is statistically significant, as indicated by a value of 0.589 or 58.9 percent. However, it has been reported that the outcome exhibits partial mediation.

Table 5. R Square

	R Square	R Square Adjusted
OCB	0.954	0.953
Service Performance	0.960	0.959

(Source: Research output, 2022)

Table 5 presents empirical evidence indicating that emotional intelligence accounts for 95.4 percent of the variance in OCB, with the remaining 4.6 percent being influenced by external variables beyond the scope of this study. The study finds that emotional intelligence can account for 96 percent of service performance, with the remaining percentage being influenced by external variables not examined in this research. For further clarity, refer to the bootstrapping model depicted in Figure 6.

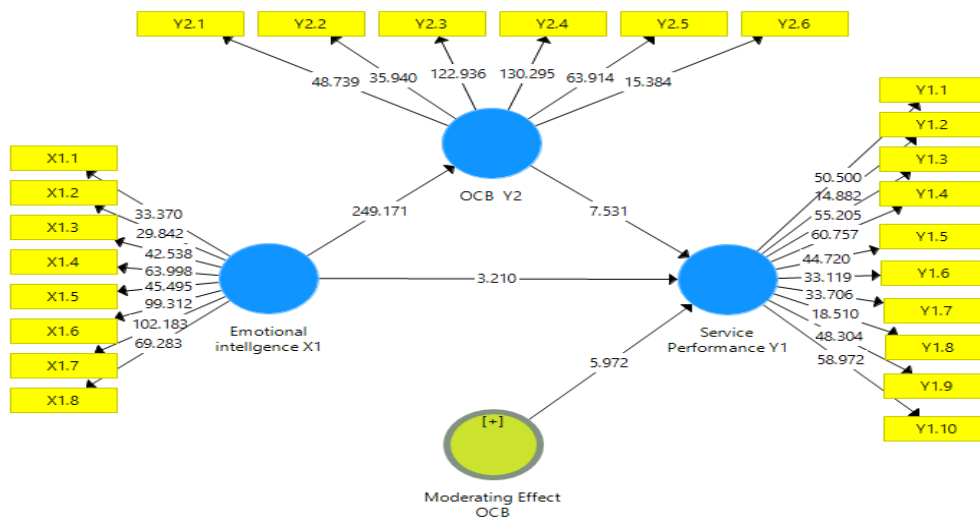


Figure 6. Bootstrapping model

(Source: Research output, 2022)



## Discussions

### *Effect of Emotional Intelligence on Service Performance*

The hypothesis that emotional intelligence significantly impacts service performance has been supported by the findings of this study. The results indicate a positive and significant effect of emotional intelligence on service performance, with a 26.5 percent impact. The statistical analysis confirms the acceptance of this hypothesis, further aligning with previous research by Prentice et al. (2020), Koc & Boz (2020), Alzoubi & Aziz (2021), Oh & Jang (2020), and Kim & Qu (2019).

These findings are consistent with organizational behavior theory, particularly Luthans (2002), which emphasizes the influence of individual variables such as managing emotions, personality, values, and attitudes on organizational behavior. Additionally, there is a group-level impact on creating a cohesive work system, effective communication and collaboration, and conflict resolution.

Previous studies have highlighted the necessity of high emotional intelligence among employees, especially frontline staff who frequently interact with visitors and are responsible for delivering exceptional customer service (Tresa et al., 2017). It is argued that emotional intelligence is a quality that all workers, including managers, should possess, as it is not solely a skill for front-line personnel.

The implication of the result is that organizations should prioritize the development of emotional intelligence among their employees, as it has been shown to have a significant positive impact on service performance. This suggests that investing in emotional intelligence training and fostering a supportive and emotionally intelligent work environment can lead to improved customer service and overall organizational effectiveness. Additionally, the findings highlight the importance of considering emotional intelligence as a key factor in individual and group behavior within the workplace, emphasizing its relevance across various levels of the organization.

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

The development theory suggests that emotional intelligence has a significant influence on organizational citizenship behavior (OCB), which refers to the



voluntary actions or behaviors that benefit individuals, groups, and/or the organization, as defined by Brief & Motowidlo (1986). This study found a positive and significant relationship between emotional intelligence and OCB, with a p-value of  $0.000 < 0.05$  and a t-statistic of 249.171, exceeding 1.96, thus confirming the hypothesis. These results are consistent with previous studies by Kumari et al. (2022), Dirican & Erdil (2020), and Zubair et al. (2016). The findings also support the human resource theory by highlighting the importance of fostering a sense of belonging and loyalty towards the organization through emotional regulation.

This discussion relates to OCB and the organizational behavior theory, which emphasizes the role of emotional intelligence in enhancing service performance. However, some individuals may lack this ability, creating a gap that needs to be addressed. The research findings show that emotional intelligence can increase OCB, which in turn can improve service performance.

This result has significant implications for organizations and human resource management. It implies that by developing emotional intelligence among employees, they can foster OCB, which enhances their loyalty and contribution to the organization. This can potentially improve the overall service performance. The findings emphasize the importance of cultivating emotional intelligence in the workplace to encourage behaviors that benefit both individuals and the organization. Moreover, it shows the possibility of OCB as a mediator to resolve the inconsistency between emotional intelligence and its impact on service performance.

#### *Effect of Organizational Citizenship Behavior on Service Performance*

The finding suggests that the organizational citizenship behavior (OCB) has a strong positive effect on Service Performance. This result reveals that OCB accounts for 60.3% of the variation in service performance, with a t statistic of 7.531 and a p-value of 0.000, both indicating statistical significance. The hypothesis is thus confirmed. These findings are consistent with previous studies that found OCB can improve service performance (Saleem, 2017; Nisar et al., 2014; Appelbaum et al., 2004; Muhdar & Rahma, 2017). The findings also validate the Theory of Planned Behavior (TPB), which describes the relationship between attitudes and behavior. This theory posits that interest influences behavior, where interest is defined as an individual's tendency to



engage in repeated activities because they derive satisfaction from performing OCB behavior.

According to Ajzen & Driver (1992), there are three factors that affect a person's behavior. The first factor is attitude towards behavior, which is an evaluation of one's own performance in relation to a certain behavior. This evaluation can be either positive or negative. The second factor is subjective norms, which are a person's beliefs about a specific attitude that are shaped by other people's opinions of that behavior. The third factor is perceived behavioral control, which is the extent to which a behavior is perceived to be easy or difficult to execute (Kamri, et al., 2014).

In general, positive things tend to have a positive impact on other positive things. For instance, OCB, which has positive values, will enhance service performance in reality. The result has important implications for organizations and human resource management. It suggests that cultivating OCB among employees can have a strong positive impact on service performance. This underscores the significance of encouraging behaviors that exceed formal job expectations.

#### *The Mediating Role of Organizational Citizenship Behavior*

The results suggest that emotional intelligence indirectly influences service performance through Organizational Citizenship Behavior (OCB). It is shown that OCB accounts for 65% of the impact of emotional intelligence on service performance, a statistically significant effect ( $p = 0.000 < 0.05$ ), signifies the statistical significance of these findings. Thus, the hypothesis is accepted.

These findings align with other studies, such as those by Hsiao and Wang (2020) and Lin et al. (2017). OCB is crucial as it partially mediates the relationship between emotional intelligence and service performance. However, emotional intelligence also exerts a direct and more potent influence on service performance. These insights enhance our understanding of the mediating role of OCB and its significance in influencing service performance, thereby demonstrating its unique contribution to this study.

The findings offer several significant implications. Firstly, they underscore the importance of both emotional intelligence and OCB in improving service performance, indicating the need for organizations to prioritize the development of both aspects. This could involve designing employee training



programs to enhance emotional intelligence and promote behaviors aligned with OCB. Secondly, the study unveils the mediating function of OCB in the association between emotional intelligence and service performance. This suggests that while emotional intelligence can directly enhance service performance, the presence of OCB could further augment this impact. Lastly, the findings contribute to advancing academic comprehension of these relationships by offering empirical evidence supporting the mediating role of OCB. This could serve as a foundation for future research in this area, leading to more sophisticated theories concerning the dynamics between emotional intelligence, OCB, and service performance.

#### *The Moderating Role of Organizational Citizenship Behavior as Moderator*

The statistical analysis reveals a significant probability value of 0.000, which is less than the threshold of 0.05, and a t statistic of 5.972, exceeding the critical value of 1.96. These results indicate that OCB significantly moderates the influence of emotional intelligence on service performance, leading to the acceptance of the proposed hypothesis. These findings align with previous research, such as the study conducted by Hakim and Fernandes (2017), but contradict the findings of Jacobsen and Beehr (2022). The discrepancy in findings underscores the complexity of the relationship between emotional intelligence, OCB, and service performance, and the need for continued exploration in this area.

Most studies on OCB have primarily focused on its causes and its impact on performance. OCB is defined as employee behavior that goes beyond formal job requirements and is not directly recognized by the formal reward system (Muhdar, 2015; Ibrahim et al., 2022). This study contributes to the existing body of knowledge by examining the moderating role of OCB in the relationship between emotional intelligence and service performance.

The results of this study have several implications. Firstly, they highlight the importance of emotional intelligence in enhancing service performance, suggesting that organizations could benefit from investing in emotional intelligence training for their employees. Secondly, the findings underscore the role of OCB as a moderating factor, indicating that fostering a work environment that encourages OCB could enhance the impact of emotional intelligence on service performance.



Lastly, the study's results contribute to the ongoing academic debate on the role of OCB, providing empirical evidence that supports its moderating role. This could guide future research in this area, leading to a more nuanced understanding of the dynamics between emotional intelligence, OCB, and service performance.

## CONCLUSIONS

This study has successfully demonstrated the significant impact of emotional intelligence on service performance, accounting for a 26.5% effect. The findings align with previous research and organizational behavior theory, emphasizing the role of individual variables such as emotional intelligence in shaping organizational behavior and service performance. The study also highlights the significant influence of emotional intelligence on organizational citizenship behavior (OCB), which in turn has a strong positive effect on service performance. OCB was found to account for 60.3% of the variation in service performance, further validating the theory of the firm.

The implications of these findings are substantial for organizations and human resource management. The results suggest that by fostering emotional intelligence and OCB among employees, organizations can enhance service performance. The study also reveals the mediating role of OCB in the relationship between emotional intelligence and service performance, suggesting that OCB can augment the positive impact of emotional intelligence on service performance. Furthermore, the study provides empirical evidence supporting the moderating role of OCB, contributing to the ongoing academic debate on the role of OCB and guiding future research in this area.

While this study provides valuable insights, it is not without limitations. The research was conducted within a specific context (Padang restaurants in Jakarta), which may limit the generalizability of the findings. Future studies could explore these relationships in different organizational contexts to enhance the generalizability of the findings. Additionally, the study focused on the mediating and moderating role of OCB, but other potential mediators and moderators could be explored in future research. Lastly, the study used a quantitative approach, and future research could benefit from a mixed-methods approach, incorporating qualitative data to provide a more nuanced understanding of the dynamics between emotional intelligence, OCB, and service performance.



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