

Developing Organization Citizenship Behavior of Employees in the Hospitality Industry through Organizational Culture, Emotional Intelligence and Work Motivation

Yohanes Sulistyadi¹, Kohar Sulistyadi² and Fauziah Eddyono³

¹Hospitality Studies Program, Sahid Institute of Tourism, Jakarta, Indonesia

²Industry Management Studies Program, Sahid University, Jakarta, Indonesia

³Business Travel Study Program, Sahid Institute of Tourism, Jakarta, Indonesia

ABSTRACT

The hospitality industry is one of supporting growth in the tourism sector. However, this times the hospitality business in the Asia crisis of resource with competitiveness. Superior human resources, with quality and competitiveness, in addition to master science and technology, it needed people who have a superior behavior, i.e., without coercion or voluntary work exceeds the demand. This behavior is known as organizational citizenship behavior (OCB) or extra role. This study aimed to test the theoretical model OCB through causal studies on business hotel in Jakarta to utilize their organizational culture, emotional intelligence and motivation. The study was conducted from October 2015 until December 2016 using proportional random sampling technique at Hotel Sahid Jakarta employee population and the data were analyzed by using path analysis. The study found that the OCB (extra role behavior) at a hotel employee can be obtained directly from the factors of organizational culture, emotional intelligence and motivation.

Keywords: *Organizational Citizenship Behavior (OCB), Emotional Intelligent, Work Motivation, Organizational Culture*

1. INTRODUCTION

Today the tourism industry in Indonesia was recorded to be the backbone of economic development of Indonesia and foreign rescuers. Recorded tourist arrival growth will amount to 4.1% per year until 2020. According to UNWTO, in the year 2020 there will be 1.6 billion international tourists. Assuming constant growth, there will be over 2 billion tourist cross country in 2030. The results of the World Economic Forum (WEF) on Tourism Competitiveness Index (World Travel & Tourism Competitive Index-TTCI) in 2011, Indonesia occupies position 74 of 139 in the world (The TTCI, 2011). While the latest survey results show that Indonesia Trip Advisor is in the first position the world for hotels that have the best business prospects in 2012. As for the "Trip Advisor Industry Index" is a survey of the largest hotels in the world, shows that Indonesia is the world's first position hotels that have the best business prospects in 2012 (beritasatu.com, 31st July 2012).

The hospitality industry is one of supporting growth in the tourism sector. Accommodations hospitality cannot be separated from tourism. Hotel is a principal means of tourism (main tourism superstructures). If we suppose that the tourism industry as a building, the hospitality sector are the pillars (Kabari Indonesia, 2015).

However, based on reports from the Pan Pacific Hotel Groups Ltd of Singapore, said that the hospitality business in the Asia experienced a crisis of talented resources. This is because the competition in the hospitality world increasingly fierce while increasingly limited number of experts (Kontan, October 23, 2012).

In the era of globalization is characterized by strong economic competition, to be able to win the competition, the advantages of human resources plays an important role. Therefore, the challenge in the future is to improve the competitiveness and competitive advantage in all sectors, including the tourism sector, especially the hospitality by relying on human resources capacity. Superior human resources and quality and competitiveness, in addition to master science and technology, it needed people who have a superior behavior, i.e., without coercion or voluntary work exceeds the demands of the company. Those who have this behavior, to the maximum will strive to achieve organizational goals effectively and efficiently. Additionally foundation of morality and integrity are strong: no corruption, honest, creative, and anticipatory and has a vision for the future will be very instrumental in helping the business community in an effort to increase competitiveness. Thus, employees who are expected in the hospitality world are those who not only have employees with superior performance with the observance of all rules and regulations of the company (in the role), but also individuals who have

behavioral pro-social, happy to cooperate with a voluntary contribution positive for the company, exceeding the demands of the role at work (extra role). A Behavior that always put the interests of others that are expressed in the form of action in order to realize the welfare of others and not for self-interest or group. This behavior is known as Organizational Citizenship Behavior (OCB).

Thus, in a very tight competition and sharp, the necessary human resources not only work competently, professionally, obedient and submissive to the company, but needed also people who with passion and voluntarily working extra role, working without waiting for orders from superiors. In the tourism and hospitality industry, human resources play a very strategic in determining the success and not the company. Success or failure of a hospitality industry depends on the quality of all its employees.

To win the competition and have a superior human being, as described above, attention to employees, it is not enough just to improve the quality and welfare, but also comes to their performance in carrying out the task. Employee performance is not only related to the completion of the task (task performance), but also the OCB. Employees who have a good performance OCB will be reflected on the sense of responsibility of the service tasks assigned to him. Employees will always try to volunteer to provide services and improve the quality of work in performing the task. Such behavior will affect the overall success of the hotel services.

Various studies suggest that factors influence organizational culture, emotional intelligence and motivation on the level of employee OCB. However, no studies that look at the contribution of these variables together determine OCB employees in the hospitality industry. This study aimed to test the theoretical model OCB through causal studies on business hotel in Jakarta. What determines the OCB on hospitality employees, whether organizational culture, emotional intelligence or motivation? Or combinations of factors are driving the strong OCB? The results of this study are expected to reveal the importance of OCB as employee behaviors that drive organizational success, especially in the hospitality business. While the demands of employee competency which has been used as criterions to accept and develop employees still dominate in the working world of hospitality.

2. LITERATURE REVIEW

This study adopts an integrative model of Organizational Behavior Colquitt, Lepine, & Wesson, can be seen in Figure 1.

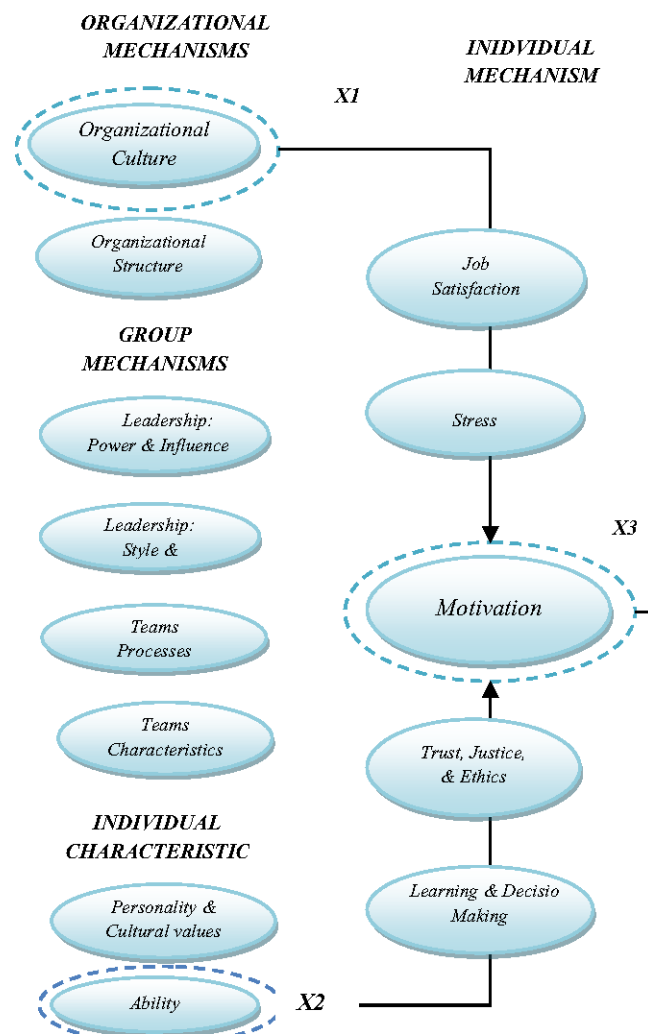


Figure 2. Integrative Model Organization Behaviour (source Colquitt, LePine and Wesson, 2000: 8)

Furthermore, according to the model of job performance Colquitt, Lepine and Wesson (2000: 51) explained that organizational citizenship behavior is part of the job performance, as illustrated in Figure 2.

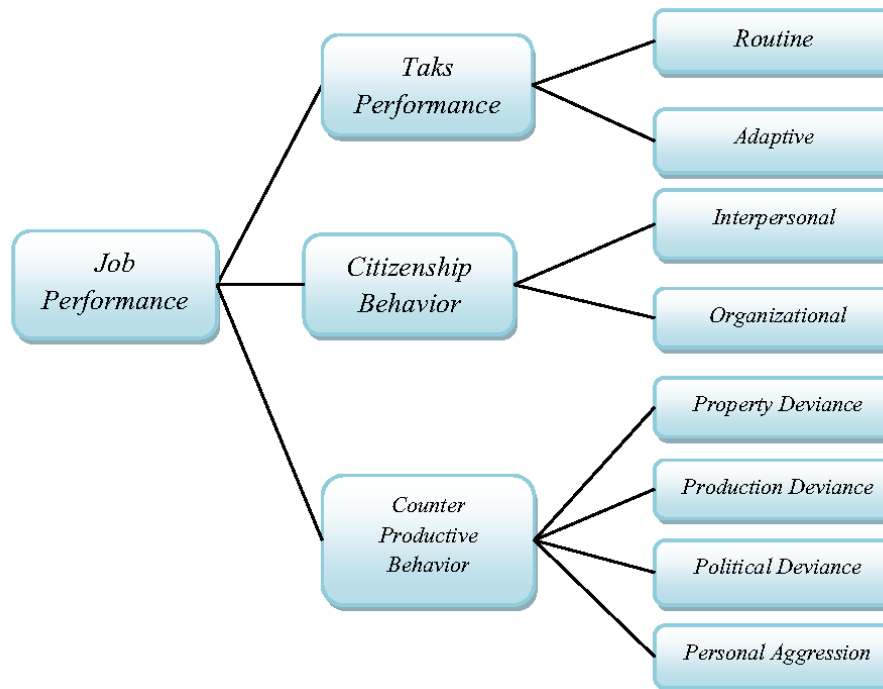


Figure 2: Job Performance model (sumber: Colquitt, LePine dan Wesson, 2000: 51) Organization Citizenship Behavior (OCB).

Organizational citizenship behavior (organizational citizenship behavior) or also known as voluntary behavior often appears in discussions and talks to scientists. The performance assessment based solely on task performance was not enough, the performance assessment should also be based on the behavior of employee volunteerism. This indicates that the OCB considered important and has benefited both directly and indirectly to the development of the organization. The idea of OCB emerged from the concept put forward by Chester Barnard who argued that the organization remains there, growing and sustainable because of the desire of the individual's willingness to contribute and willingness to cooperate (Organ, Podsakoff, and MacKenzie, 2006: 45-47).

Organization Citizenship Behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization (Organ, Podsakoff, and MacKenzie, 2006: 3). Concern to (Robbins & Judge, 2009: 64-65), the meaning of organization citizenship behavior is discretionary behavior that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organization. Successful organizations need employees who will do more than their usual job duties, who will provide performance that beyond expectations. According to Armstrong (2010:155) organization engagement is about creating opportunities for employees to connect their colleagues, manager and wider organization. It is also about creating an environment where

employees are motivated to want to connect with their work and really care about doing a good job.

In addition to doing the work voluntarily without having to obtain formal recognition of the organization, other dimensions of OCB is working extra work beyond the role or task. The cornerstone of the employee's personality did OCB is reflecting the nature of cooperative, happy to help, attention and sensitivity to the environment. Meanwhile, the cornerstone of employee attitudes do OCB is in order to want to reciprocate the organization so that employees often work beyond the formal demands (Luthans, 2011: 149). In the OCB, it is important for employees to perceive that he had been treated fairly, procedures performed and the revenue it collects balanced so encourage him to do the OCB. Griffin concluded by that OCB with regard to the behavior of individuals by giving the whole a positive contribution to the organization (Ricky & Moorhead, 2007: 72).

Citizenship behavior into two broad categories based on the subject that receives the benefits, namely (1) Interpersonal citizenship behavior (ICB), a behavior that will impact benefits for colleagues to assist, support and develop other employees in order to exceed the expectations of the work normally. This category consists of three dimensions, namely (a) To assist, assist a colleague whose work is heavy personal, assisting new employees in (b) Courtesy, the courteous behavior with colleagues, keeping information within the network co-workers, prevent problems in connection with work and daily tasks, provide consultation and information and appreciate the need for courteous us. Action can include

communicating regularly with colleagues to smooth the task in achieving organizational goals (c) Sportsmanship, involved in maintaining attitude either to colleagues, even though they perform an action that displeased (2) Organizational citizenship behavior (OCB), this behavior is useful for larger organizations to support and maintain the company, working to improve the running of the company, and particularly loyal to the company consisting of (a) Voice, disclose and offer suggestions constructive change. Good citizens (good citizenship) will respond to the rules and policies of the bad without complaint and constructively trying to bring about

Organ, et al (2006: 297-311) reviewing the five dimensions of OCB proposed by Organ and the results of other empirical studies both OCB, or similar to OCB. Based on this study, Podsakoff, et al developed seven OCB dimensions, namely: (1) Helping Behavior, volunteer to help others, or prevent problems with other people associated with the job. These dimensions include the dimensions of altruism, modesty, peacemaker and encouragement, as well as facilitating interpersonal (2) Sportsmanship, sense of sportsmanship not only related to the conduct complained of the inconvenience caused by others, but also maintaining positive behavior even in situations in beyond expectations, not attack others who did not do his advice and are willing to sacrifice their personal interests for the good of the group and did not reject the ideas of certain (3) Organizational loyalty, consisting of boosterism and organizational loyalty, spreading goodwill and maintain the organization, encourage, and maintain the organization's objectives. Loyalty Organizations including promoting the organization outside, preserve and defend the organization when getting dangers from the outside and remain committed to the organization despite being in uncomfortable situations (4) Organizational compliance, this dimension is referred to as the executor of common obedience organization, follow the rules and procedures of the organization and dedication to work. This dimension appears to see the understanding and acceptance of one's against the rules, regulations and procedures of regulatory though without anyone watching (5) Individual initiative, forms of OCB is called extra role if the behavior is related to the duties go beyond the minimum requirements or generally be voluntary (6) Civic virtue, shows a high level in the interest or commitment to the organization as a whole. These dimensions indicate a desire to actively participate in activities to control the organization (governance), such as attending meetings, engaging in debate on policy determination, expressing an opinion about the strategy that should be run organization, monitor the environment, challenges and opportunities that exist. This behavior reflects the understanding of a person that he is part of a larger overall, as did a citizen as a member state and receive tasks mentioned above. These dimensions include the public interest, a participatory organizational, and maintain the organization (7) Self-development, development of one's self is the key to OCB. Self-development includes the behavior of employees who voluntarily engage to improve the knowledge, skills and abilities.

change. (B) Civic virtue, with regard to involvement in the operations of the company in more depth than people in general (normal levels), such as by voluntarily attend meetings and events together, read and pay attention to announcements on organization and follows the business information that could affect the company (c) Pushing to improve something (boosterism), means the positive image the organization as well in public, not in the office or while away from the office (Colquitt, et al, 2009: 44-46).

Organizational Culture. According to Brown, as quoted in Mullin (2005: 898) organizational culture can be a powerful tool to improve the performance and effectiveness of key leadership and organizational development. Organizational culture is a system of shared assumptions, values, beliefs and norms of the behavior of what is appropriate or not done by employees.

According to Schein (2010: 18) organizational culture is a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered invalid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

According to Schermerhorn, et al (2010: 12), defines the organizational culture is a culture of the organization is in the internal environment of the organization by dividing the number of values and beliefs that influence the behavior of members of the organization. Organizational culture consists of norms, values, unspoken rules that govern the organization as management style, priorities, beliefs and behaviors of interpersonal applicable. All of these things together create a climate that influence how people communicate well, plan and make decisions.

Benefits of organizational culture are the first to provide an identity for the organization and employees through the establishment of a vision, a mission to the organization's success. Both are important sources of stability and sustainability of organizations that provide security for its members and third knowledge of the organization's culture helps new employees to translate what is happening in the organization. In addition the organization's culture will help stimulate employee enthusiasm for the task at hand (Newstrom, 2007: 87-88).

Characteristics of organizational culture can be seen from the daily behavior of employees. Although everyone in the organization will share the culture of the organization, but there will be the dominant culture and subdominant. The dominant culture is the core values shared by the majority of organizations (Luthans, 2011: 149).

Relatively new definition proposed by Robbins & Judge (2009: 546-586), is the organizational culture refers to a system of shared meaning held by members that distinguishes

the organization from other organization. Motivation is the result of the interaction of individuals with the situation, one individual interaction with the environment in the organization in which the individual works. The dominant values shared member organization made possible influence on employee motivation in the work (Robbins & Judge, 2011: 554). There are seven main characters who are essence of organizational culture that includes (1) Innovative cultures and take risk, a level at which the employee innovation and risk-taking organizations, especially in the flexibility and adaptive, rapid response to opportunity, always trying new ideas and willing to take risk. This organization is mirrored with no hierarchy, titles and status differences are less indicated (2) Aggressive cultures, levels that employees in orienting the behaviors to win the competition (3) Outcome-oriented cultures or performance orientation, the level that employees in stressing the achievements, results, enthusiastic face on the work, and act as the values that are important (4) Stable cultures, the degree to which the organization is predictable, oriented rules, bureaucratic, quiet, stable, and give priority to the safety of employees and low conflict (5) People-oriented cultures, the organization considers that the human is the greatest asset, so this organization emphasizes fairness, supportive, the opportunity to grow professionally, and respect for individual rights the resulting performance and does not expect rewards from others (6) Team-oriented cultures, the organization emphasizes collaboration and cooperation among employees (7) Detail-oriented cultures, this organization emphasizes precision, analytical, paying special attention to the details and emphasize accuracy.

Emotional Intelligence. The initial definition of emotional intelligence offered by Salovey and Mayer in Craig (2008: 134), to identify a social intelligence, which means that social intelligence as the ability to monitor, understand the feelings and emotions of self and others to distinguish among them and used as information for thought and acting. Social intelligence includes three elements, namely (1) The attitude of the individual against society such as politics, economics, science and values such as honesty (2) The attitude of people towards the social sciences as being good in the middle of the issue and a general knowledge of today's society (3) The capacity of individuals the social adjustment, such as interpersonal relationships and family ties.

According to Goleman (2001: 14), in general, emotional intelligence as the ability to recognize the feelings of oneself and others, to push oneself and controlling emotions in oneself and in relationships with others. Emotional intelligence competencies are the ability learned and have a very big influence on job performance. It is also in line with what is expressed by Robbins and Judge (2013: 146) that the person who has the ability to know his own emotions as well (for example, know the reason why he was angry and can express it well) and be able to read other people's emotions well, will become more effective in their work.

According to Goleman (2001: 28-29), the emotional intelligence competencies, comprised of four competencies as defined in the twenty competencies in Table 1:

Table 1. Emotional Intelligence Competency

	Self Personal Competence	Other Social Competence
Recognition	Self – Awareness <ul style="list-style-type: none"> • Emotional Self-Awareness • Accurate Self-assessment • Self-confidence 	Social Awareness <ul style="list-style-type: none"> • Empathy • Service orientation • Organizational awareness
Regulation	Self – Management <ul style="list-style-type: none"> • Self-control • Trustworthiness • Conscientiousness • Adaptability • Achievement drive • Initiative 	Relationship Management <ul style="list-style-type: none"> • Developing others • Influence • Communication with coworker, supervisor and coworker • Problem Resolution • Encourage and motivate others • Change catalyst • Building bonds • Teamwork & collaboration

Explanations of each category of each competency are: (1) Self-awareness, this competence is related to an understanding of the feelings and accurate self-assessment, and consists of three competencies relating to workplace conduct (a) Emotional self-awareness, reflecting the importance of the introduction of one's feelings and how those feelings affect the behavior of people in work (b) accurate self-assessment, individuals who have an accurate self-assessment competence able to realize his weaknesses and strengths, seek feedback and always learn from mistakes. These people knew what they needed and when to work with others who are higher than himself, to enhance its capabilities. (C) Self-confidence, confidence levels high employee will make a good performance (2) Self-management, competency refers to the management of internal parts, impulses and resources, which includes six competencies relating to workplace conduct (a) Emotional self-control, is a manifestation of feeling safe, there is no feeling of stress or disturbed (b) trustworthiness, competence is reflected in letting others know the values and principles, intentions and feelings, and actions will be done consistently (c) Conscientiousness, characteristic of this competence is cautious, disciplined and rigorous in facing responsibility (d) adaptability, some competence in adapting depends on how a person is able to make a priority (e) Achievement orientation, competency is encouraging the success of an entrepreneur. This competence makes people seriously to try to improve the

performance of an optimistic (f) Initiative, perform some action before an instruction from outside. This means anticipatory action to avoid problems before they occur, taking every opportunity before it is taken by someone else (3) Social Awareness, competency refers to the ability to read other people and groups accurately, includes three competencies relating to workplace conduct (a) Empathy, empathy competency understand the concerns, emotions and needs of others as appropriate. Individuals who are empathetic can read the emotion of a non-verbal language, voice or facial expression (b) Service, attention and ability to identify client needs and then tailor the products and services in accordance with attention and client needs. This competence is one of the expressions of social consciousness (c) Organizational Awareness, the ability to read emotions and political reality in a group that was going on. This competence is a vital factor behind the scenes in building networks and coalitions that allow individuals holding influence, regardless of their professional roles (4) Relationship Management, competency refers to the response to the response of other people, which consists of 8 the following competencies (a) Developing others, developing others include understanding the developmental needs of others and strengthen its ability, a talent not only great in training or mentoring, but a leader who excels (b) Influence, most effective people understand other people's reactions and alter the response to move towards the most appropriate interactions. People learn the essence of competence influence when handling and managing other people's emotions effectively and persuasively (c) Communication with coworkers, supervisors and customers, creating an atmosphere that is open, clear communication with colleagues, supervisors and customers are the key to success in an organization. People who demonstrate effective communication in receiving and giving emotional message, may face a difficult problem directly, hear and receive information properly, fostering open communication and received the bad news with the good (d) Problem Resolution, the ability to address and resolve issues in particular associated with relationships with colleagues is important for the business operation (e) Encourage and motivate others, competence to motivate and mobilize others to work together towards a common goal. This ability to articulate and arouse the enthusiasm of employees to share its vision and mission, a decisive step forward is needed, and guide the performance of others while still letting them accountable and give examples (f) Change catalyst, leaders of effective change articulate a compelling vision for organizational purposes the new one. Competence leader in catalyzing change brings greater effort and better performance for his subordinates, making them work more effectively (g) Building bonds, competence in uniting symbol of the stars from various fields of science such as machinery, computer science, bio technology and knowledge in the field more knowledge in the network is an important aspect for success. These stars tend to choose people with the expertise and resources vary as part of the network (h) Collaboration and teamwork, competence,

collaboration and teamwork play an important role in the last decade with the trend trends based performance work teams in many organizations , Teamwork itself depends on the collective emotional intelligence of its members, the most productive teams are those that show the emotional intelligence competencies in they tim. Level concerns, emotions and needs of others as appropriate. Individuals who are empathetic can read the emotion of a non-verbal language, voice or facial expression (b) Service, attention and ability to identify client needs and then tailor the products and services in accordance with attention and client needs. This competence is one of the expressions of social consciousness (c) Organizational Awareness, the ability to read emotions and political reality in a group that was going on. This competence is a vital factor behind the scenes in building networks and coalitions that allow individuals holding influence, regardless of their professional roles

Work Motivation. According to Gordon (2002: 103) work motivation give attention in getting the desired result of employees to assist in achieving the goal. No employee is motivated to do extra effort in order to reach the standard or specification of work in a short time. While other employees work to meet their needs on the self-esteem. In addition, there are employees who might be motivated to work better in order to get rewards such as bonuses or awards. Everyone has a different motivation. Some people work to meet their needs, alleviate the basic needs to live and work productively. There are five (5) important questions in motivating (1) How do companies maintain the performance and employee productivity remains high (2) How does the company provide a challenge for employees to use her abilities to the maximum (3) How do companies make employees unproductive become more productive (4) How does the company encourage employees to be creative and (5) how the company encourages employees to always focus on customer needs. The key to motivation is the intensity, purpose and perseverance. The intensity related to how hard a person tries, but high intensity will not bring results if it is not directed to a destination that benefit the organization. Finally, the motivation has a persistence aspect as a measure of how long a person can maintain their business. Individuals who have the motivation will stay on the job long enough to achieve its goals (Robbins & Judge, 2011: 236).

Meanwhile, Armstrong (2006: 236) defines motivation is the reason for doing something. Motivation related to factors that predispose people to behave in a certain way. The three components of the motivation is (1) directive, related to what someone is trying to strive (2) Then, how hard a person tries, and (3) The extent to which a person tenacity to keep trying.

Motivation also as a process that comes from a deficiency or physiological or psychological needs that enable a behavior or an urge to get a goal or incentive. The key to understanding the motivation lies in the meaning of the relationship between needs, drives and incentives (Luthans, 2011: 156-157).

In the world of work, motivation is the willingness to exert every effort to a high level, this can happen if the effort toward organizational goals and conditioned to meet several needs of the individual (Monachello and Baum, 1996: 53).

Another theory is an important contribution to the development of theories of motivation, especially at work, among others, two-factor theory of motivation developed by Frederick Herzberg. Herzberg conclude that good feeling comes as a feeling of satisfaction to the job content and is referred to as a motivating factor, while the bad feelings appear on dissatisfaction with the context of the work and it is called hygiene factors. Hygiene factor is used to prevent employee dissatisfaction, but is not a causative factor of satisfaction (Luthans: 2011: 165-166). The conclusion is what form the two-factor theory of motivation Herzberg. Herzberg and his colleagues focused on job satisfaction as a key component of their motivations, and they divide into two

kinds, namely (1) Motivator, related to the content of the work, such as responsibility, achievement, recognition, work itself, as well as advances (2) Hygiene factor, in the context of the work, such as company policy and administration, supervision and technical matters, salary, interpersonal relations and work conditions. Motivation theory Herzberg's two factor provides new insights into the world of work about work motivation. During this time, the organizer is generally only focus on the hygiene factor to address employee issues, such as increasing salaries, leave allowances that provide benefits, as well as providing good working conditions. However, it is not enough to motivate employees, employees need something more essential to increase the motivation to make it more productive, such as responsibility, appropriate jobs, progress, and so called 'motivator' in this theory. According to Herzberg, one must have a very challenging job in order to be truly motivated him to work. By trying to satisfy the needs of the employees of each employee is different, organizations can increase employee motivation high (Luthans: 2011: 166).

Research Framework. Based on the above theoretical description and research framework, the formulation of this research framework is illustrated in Figure 3.

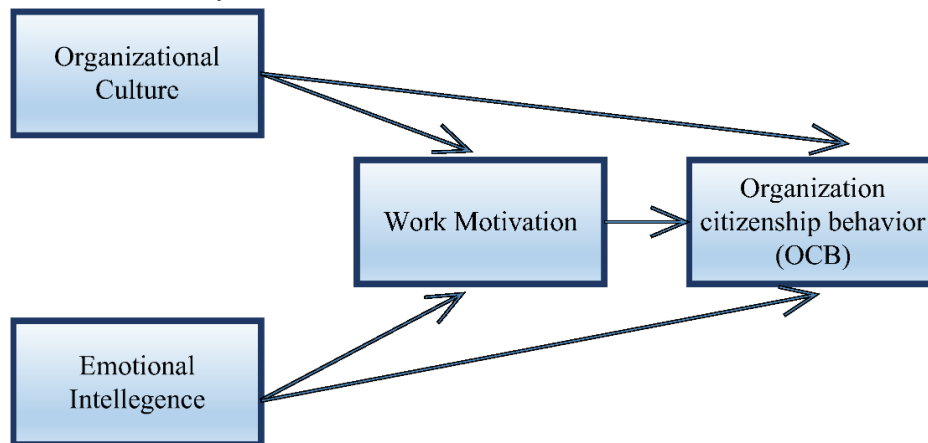


Figure 3. Research Framework (2013)
Path Analysis

Path analysis is a technique the development of multiple linear regression. This technique is used to examine the contribution indicated by the path coefficients at each diagram the path of a causal relationship between variables

X1 X2 and X3 to Y and its impact on Z. Path analysis is a technique for analyzing the causal relationship that occurs in multiple regression if the independent variables influencing variables (Retherford, 1993).

The basic principles that should be met in the path analysis of which is (1) The relationship between variables is adaptive and is normal (2) Only a flow system causal one direction means no direction of causality is turned (3) The dependent

variable (endogenous) minimal scale measuring interval and ratio (4) Using a sample probability sampling (5) observed variable, measured without error (measurement instrument validity and reliability) means that the studied variables can be observed directly (6) Model analyzed specified (identified) correctly based theories and concepts relevant means theoretical model is built based on assessed or tested a particular theoretical framework that can explain causal relationships between variables studied (Kuncoro & Riduwan, 2008: 2-3). In individual statistical test used is path analysis t test (Kuncoro & Riduwan, 2008: 117).

3. METHODOLOGY

Sampling. OCB-related research conducted by researchers at Hotel Grand Sahid Jaya which is part of the Sahid Group. Sahid Group is one of the largest hotel networks in Indonesia with 31 hotels under management spread across 14 provinces (PT Hotel Sahid Jaya International, 2014). The study was

conducted from October 2015 until December 2015, sampling technique used is proportional random sampling. Samples will be taken as many as 175 samples (30%) of the population employed about 569 people as illustrated in Table 2. The reason for choosing employees / staff as research subjects because they deal directly with guests.

Table 2. Population and Research Sample

No.	Departement	Total	Proportion (30%)		No. of Sample
			Employee	Sample	
1	Front Office	50	8.78	15.38	15
2	Houskeeping & Laundry	118	20.73	36.29	36
3	Marketing & Public Relation	12	2.10	3.69	4
4	Restaurant & Kitchen	229	40.24	70.43	70
5	Accounting & Finance	45	7.90	13.84	14
6	Security & Driver	55	9.66	18.45	18
7.	HRD, General Affair & Maintenance	60	10.54	16.92	17
Total		569	100	100	175

Questioner design. Variables used in this research is based on a theoretical model proposed by Colquitt, Lepine and Wesson and studies related theory. To investigate the factors forming the motivation and organization citizenship behavior (OCB). The questionnaire was designed into four main variables, namely the organizational culture translated into 28 questions, emotional intelligence translated into 27 questions, motivation translated into 32 questions, and organization citizenship behavior (OCB) which is then translated into 29 questions based on the scale Linkert 1 to 5.

Data processing. Testing research instruments and data were processed and tested using SPSS version 18.0 software. Input research data comes from questionnaires filled out by respondents. The test instrument is testing the validity conducted by using statistical test Pearson Correlation and reliability testing using statistical test Cronbach's Alpha. After testing the research instrument, the next step is to conduct research data processing and statistical testing by using path analysis by utilizing Lisrell software version 8.7.

4. RESULT AND DISCUSSION

Statistical test for initial questionnaire (30 respondents). Testing the validity of the instrument using the formula product moment correlation, while the reliability test instrument using Cronbach Alpha formula. After trialing the validity of the instrument indicate that the question on the variable OCB, organizational culture, emotional intelligence,

and motivation, each showed the validity of each of 0.35. Then proceed by measuring the reliability of the instrument; OCB has a question of reliability for 0.926, a questionnaire on organizational culture has a variable reliability of 0.879, a questionnaire on emotional intelligence has a variable reliability of 0.873, a questionnaire on work motivation variable has the reliability of 0.879. Based on the results of testing the validity and reliability of the questionnaire showed that the four very reliable and fit for use to collect research data.

The influence of organizational culture on organizational citizenship behavior (OCB). Based on the results of path coefficient calculation, the value of $p_{y1} = 0.30$ with $t_{count} = 4.89$ while the value of $t_{table} = 1.65$ ($\alpha = 0.05$, $dk = 173$) and 2.35 ($\alpha = 0.01$, $dk = 173$), since $t_{count} > t_{table}$ ($\alpha = 0.01$). This means that organizational culture has positive influence on organizational citizenship behavior (OCB), as described in Table 2.

The findings of this study indicate that organizational culture is one of the most important variables and positive direct effect on variable OCB. The values and attitudes that are contained in the organizational culture and invested consistently will improve the behavior of work exceeds the standards set. OCB employees can develop well in the organization, depends on how strong the culture of the organization serve as the basis of behavior of its employees. Behavior voluntarily work marked by constructive statements about the organization, personal expression of interest to the work of others, suggest improvements, training new

employees, respecting the spirit and abide by the rules of domestic companies, concerned about the belongings of organization, time and attendance beyond the standard required. OCB includes not only the behavior and positive contributions, but also demonstrate the quality of patience facing mild discomfort and frustration for the common interest.

This study supports and is in line with research from Naicker (2008: 91), that employees have a clear understanding of the mission of the organization, tend to be more able to work in teams and to communicate clearly, both vertically and laterally, to accomplish the goals of the organization. Employee performance including OCB will increase if the organization has a strong organizational culture, otherwise weak organizational culture has consequences for the low OCB. Various trainings, seminars and workshops conducted by modern organizations to strengthen the organizational culture and behavior OCB in order to improve sustainable performance and competitiveness of enterprises. In the competition is so tight this time, the organizational culture as distinguishing between organizations becomes a critical success factor to win the competition.

This study supports and consistent with the findings Mohanty and Rath (2002: 65-76), who conducted a study of employees in the manufacturing industry, information technology and banking. The study found that there was a significant relationship between organizational culture with OCB employees in three sectors of the industry, this is because there are cultural factors in the workplace that is spurring the emergence of OCB on employees. Another study conducted Ojo (2010: 1-12) about the influence of organizational culture on the performance of companies in Nigeria indicated that organizational culture has an influence on employee commitment. Employees will bind themselves in the organization's goals and will try to achieve these objectives actively when they accept the cultural norms of the organization. OCB has a close relationship with a commitment to the organization (Luthans, 2001: 149) Thus, employees who are committed to a set of values, beliefs and norms are equal in the organization's culture will affect the employee OCB. In addition, employees have a clear understanding of the mission of the organization, tend to be more able to work in teams and to communicate clearly, both vertically and laterally, to accomplish the goals of the organization (Naicker, 2008: 91)

The influence of emotional intelligence to the organizational citizenship behavior (OCB). Based on the results of path coefficient calculation, the value of $p_{y2} = 0.33$ with $t_{count} = 5.17$ while the value of $t_{table} = 1.65$ ($\alpha = 0.05$) and $t_{table} = 2.35$ ($\alpha = 0.01$), since $t_{count} > t_{table}$ ($\alpha = 0.05$). This means that the emotional intelligence has positive influence on organizational citizenship behavior (OCB), as illustrated in Table 3.

This study proves that emotional intelligence is one of the variables that affect positively on OCB. Emotional intelligence includes the ability of individuals to be aware of, understand, identify, manage emotions both themselves and others. Today various organizations and companies making emotional intelligence as an important element in the development of employees in order to improve the performance and objectives of the organization on an ongoing basis. This indication can be seen a variety of training undertaken to develop emotional intelligence factor. The higher the emotional intelligence of employees will bring a conducive working atmosphere, good team work and eventually bring success to organizational performance. Emotional intelligence has a particular influence on the performance OCB. This is in line with the results of research and support Christie, Jordan, Troth and Lawrence (2007: 223) which show individuals who have the ability to regulate their emotions tend to have the motivation to higher achievement. Additionally, individuals who have a high ability to understand the emotions of others will be more motivated to affiliate with others. Thus, if a hotel employee's emotional intelligence be fostered and developed properly will produce high OCB until ultimately improve company performance. As stated by Luthans (2011: 233), that emotional intelligence is not only growing at the early age of human life, but it can be learned and continue to develop in accordance with the experience of life.

The influence of work motivation to the organizational citizenship behavior (OCB). Based on the results of path coefficient calculation, the value of $p_{y3} = 0.28$ with $t_{count} = 4.29$ while the value of $t_{table} = 1.65$ ($\alpha = 0.05$) and $t_{table} = 2.35$ ($\alpha = 0.01$), since $t_{count} > t_{table}$ ($\alpha = 0.01$), thus work motivation has positive influence on the organizational citizenship behavior (OCB), as illustrated in Table 3.

Based on empirical evidence above, the findings in this study indicate that the motivation is one of the most important variables and positive direct effect on OCB. Work motivation has a very important role in the organization, which will be one of the key determinants of organizational performance. Organization by having employees with high work motivation corporate performance will be higher as well. Orientation awards that encourage employee motivation categorized into two kinds, intrinsic rewards and extrinsic rewards. Intrinsic rewards include aspects of work content as a challenge, an opportunity for creativity, responsibility, autonomy and the opportunity to grow. Meanwhile, extrinsic rewards regardless of the content of the job, such as pay, job title, or other bonuses. Therefore, each employee has a different motivation at work, managers are expected to consider the motivation of its employees in order to help meet their needs.

The results of this study support and in line with the results of research conducted Pal and Dasgupta (2012: 352-360), the motivation was positively related to OCB private sector employees. Private sector employees who have the concept of

internal self-motivation and motivation to achieve the goal have a positive relationship to OCB. Employees will show the attitude to the increase in personal standards, competencies, values and confidence in achieving collective goals. Work motivation on employee have positive effect on OCB which then affects the quality of the service of the organization (Jati, 2009: 728-735).

The influence of organizational culture to the work motivation. Based on the results of path coefficient calculation, the value of $p_{31} = 0.31$ with $t_{count} = 4.63$ while the value of $t_{table} = 1.65$ ($\alpha = 0.05$) and $t_{table} = 2.35$ ($\alpha = 0.01$), since $t_{hitung} > t_{tabel}(\alpha 0.01)$, which means that the organizational culture has directly positive influence to work motivation, as illustrated in Table 3.

Based on empirical evidence in this study, suggesting that the current organizational culture is a very important variable and directly influence the work motivation. Organizational culture associated with perception, and the attitudes and behavior of employees towards work that contributes to organizational goals. Meaningful work and provides the freedom to develop the potential and competence of employees will greatly affect the work motivation. Therefore the determination of the philosophy, vision, mission and values within the organization becomes very important and strategic in managing the organization. Strong organizational culture, will make the pride of every employee in performing the task, they will be motivated to work optimally.

The strength of the organization's culture is largely determined by the level of consistency among the employees of the structure of beliefs, values and assumptions about life. If there is limited recognition of the employees, the culture of the organization will not be strong (Craig, 2008: 56). The relationship between the organizational culture with work motivation especially with respect to satisfaction in terms of structural function, payroll and benefits / benefits showed a strong relationship (Roos & Eeden: 2006: 54-63). This means that the values of the structural relationships, fairness in payroll and awards encourage employees to have a good motivation.

Motivation is the result of the interaction of individuals with the situation, one individual interaction with the environment in the organization in which the individual works. The dominant values shared member organization made possible influence on employee motivation in the work (Robbins & Judge: 2011: 554). With the foundation of a strong organizational culture, employee motivation is driven to produce a better quality of service to guests / customers. Besides employee motivation to improve the quality of life and well-being will improve morale that exceeds the demands of the organization that will ultimately improve the company's performance.

From this research, which need to get attention is how to plan a strategy so that organizational culture can be accepted,

understood and believed to be further implemented in the daily working lives of the employees on an ongoing basis. Such efforts can be conducted through the manifestation of its leaders, training, effort reminds values through writing visualization placed in every room of the employee. From the observation that no such measures have not been implemented optimally.

The influence of emotional intelligence to work motivation. Based on the results of path coefficient calculation, the value of $p_{32} = 0.45$ with $t_{count} = 6.75$ while the value of $t_{table} = 1.65$ ($\alpha=0.05$) and $t_{table} = 2.35$ ($\alpha = 0.01$), since $t_{count} > t_{table}$ ($\alpha = 0.01$) as illustrated in Table 3, which means that emotional intelligence has positive influence to work motivation.

Based on empirical evidence, this study shows that emotional intelligence of employees is one of the most important variables and direct influence on work motivation. Emotional intelligence is the ability of individuals to respond appropriately and successfully against a variety of stimuli arising from within oneself and the surrounding environment. Once the individual has awareness and emotional sensitivity, emotional maturity, establish relationships with others and be able to manage it well, it will motivate people to give their best for the company. Someone who has the ability to control their emotions tend to have the motivation to higher achievement. Additionally, individuals who have a high ability to understand the emotions of others will be more motivated to affiliate with others.

The results are consistent and support the theory developed by Goleman 2001: 14) where emotional intelligence is high, employees will be able to motivate yourself to work more productive, responsible and able to concentrate and pay attention to a job well done. The results also reinforce the results of research conducted by Dubey (2012: 142-147) against 156 students in Allahabad shows that there is a relationship between emotional intelligence and academic motivation of students, in which students are able to control themselves tend to have the motivation to higher achievement. Someone who has a good ability to control themselves, tend to be easier to discipline him and encourage him to take the initiative and seek to achieve its objectives. Individuals who have the ability to regulate their emotions tend to have the motivation to higher achievement (Christie, Jordan, Troth and Lawrence, 2007: 212-226). Emotional intelligence that can affect motivation, according to research Mayer and Salovey (1997: 3-31) consists of skills and abilities in the consciousness, facility, understanding and managing emotions.

Human sources strategy in the hospitality industry. In an effort to improve the OCB, the hotel management needs to improve organizational culture through socialization philosophy and cultural values on an ongoing basis through various means and media as well as training for employees in the development of employees to various levels. Moreover

the commitment and exemplary leadership elements in implementing the philosophy and values of organizational culture. Leaders with the commitment and exemplary, strong guidance and assistance will provide proper guidance and not favoritism so that all employees working within their full responsibility in carrying out their respective duties. The award for outstanding employee who is able to show a good performance and instead provide a fair punishment to those who breached.

Another strategy to increase OCB is hotel management needs to improve emotional intelligence through increased ability to manage the emotions of employees by providing the facilities to hold discussions in dealing with guest complaints that stimulate the emotions, increase empathy through activities of social community and improvement activities coaching and counseling, mentoring and willingness to help fellow employees in the work through a culture of mutual grindstones, compassion and parenting.

In order to increase OCB through work motivation is done by development of recruitment system, selection and placement of the right employee in accordance to his interest, talent and competencies. Besides from increasing the opportunity of employees development with various training in order to increase their competencies and provide authority to employee to be creative and innovative as long as in accordance to the goal of the organization also increased attention to employees, especially against the assessment system. Employees are given the opportunity to conduct self assessment for further consultation with their superior, both in order to raise salary or office promotion. Things can not be left out is the implementation of a comprehensive system of employee appreciation and measured and fair through a variety of opportunities, both for the sake of promotion and development of employee competencies.

Table 3. Summary of Path Coefficient Research Structural Model

Path	Path Coef f.	t count	t table		Test Result
			$\alpha=1$ %	$\alpha=5$ %	
Organizational Culture on OCB	0.30	4.8	2.35	1.65	Directly positive influence
Emotional intelligence on OCB	0.33	5.1	2.35	1.65	Directly positive influence
Work motivation on OCB	0.28	4.2	2.35	1.65	Directly positive influence
Organizational culture on work motivation	0.31	4.6	2.35	1.65	Directly positive influence
Emotional intelligence on work motivation	0.45	6.7	2.35	1.65	Directly positive influence

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