

The Influence of Emotional Intelligence on Organizational Citizenship Behavior with Job Satisfaction as Mediating Variable at PT PLN South and Central Kalimantan

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Abstract

The purpose of this research is to examine the influence of emotional intelligence on organizational citizenship behavior with the mediation of job satisfaction at PT. PLN UP2D Kalselteng. The research uses quantitative methods and collects data through field surveys by filling out questionnaires by employees. The research location is at PT. PLN UP2D Kalselteng in Banjarbaru City, South Kalimantan. The unit of analysis of this research is the behavior and emotional reactions of the unit being observed. The population of this research is employees of PT. PLN UP2D Kalselteng, totaling 60 people in the second semester of 2023. The sample used was the entire population, with a "saturated sample" approach. The data collection technique used was distributing questionnaires. The measurement scale used is the Likert scale. The data analysis technique used is Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of Smart PLS software. The results of the research found that emotional intelligence has a positive and significant influence on job satisfaction and organizational citizenship behavior among employees of PT. PLN UP2D Kalselteng. The results of the study suggest that developing emotional intelligence in employees can lead to improved job satisfaction and organizational citizenship behavior.

Keywords: emotional intelligence, job satisfaction, organizational citizenship behavior

1. Introduction

Organizations that focus on public services need human resource support to provide high quality services and achieve organizational goals. To achieve this, it is important to optimize the potential of existing human resources, so that the functioning of the organization becomes more efficient and efficient. To achieve this, employees, who serve as the center of the organization, must give their best efforts. In the work environment, a phenomenon often occurs where employees not only carry out their main duties, but are also expected to do other things. This additional work is carried out voluntarily, either consciously or unconsciously, even though there is no reward system related to this. In addition, employees in the public service sector must be prepared to carry out tasks that are not their primary responsibility. The greater contribution expected from these employees requires behaviors that are reflected in the Organizational Citizenship Behavior dimension. According to Organ et al. (2006), OCB is defined as a person's behavior that is not formally or directly influenced by rewards, with the aim of achieving efficient and effective organizational functioning. Meanwhile, Jha dan Jha (2010) define OCB as voluntary efforts from employees for the benefit of the organization

without any expected reward. Meanwhile, according to Massoudi et al. (2020), OCB is an employee's choice of behavior that is not mandatory, but can effectively carry out organizational functions. OCB can optimize productivity and efficiency for both the organization and employees which will ultimately contribute to the effective functioning of an organization (Emami et al., 2012).

According to Organ et al. (2006), there are five dimensions that can be seen in OCB behavior. These dimensions include altruism (helping others), courtesy (respecting others), sportsmanship (showing good tolerance), conscientiousness (maintaining minimum standards), and civic virtue (being a wise person). Examples of behavior that indicate OCB include trying to help school colleagues who are experiencing difficulties, participating in activities in the work environment as a committee member, and actively improving one's abilities. PT. PLN (*"Perusahaan Listrik Negara"* or in English is state electricity company) South Kalimantan and Central Kalimantan Distribution Management Implementation Unit, also known as PLN UP2D (*"Unit Pelaksana Pengatur Distribusi"* or in English is distribution management implementation unit) Kalselteng (*"Kalimantan Selatan dan Tengah"* or in English is South and Central Kalimantan), is a work unit established by PLN in 2017. This work unit responsible for managing the distribution of electric power from the substation to the customer's premises. It is important for employees to demonstrate OCB behavior to make the organization effective and efficient. The results of an initial survey of 12 employees showed that several OCB indicators appeared in PT PLN UP2D Kalselteng employees. The following are some of these indicators:

Table 1. Initial Survey of OCB Implementation

No.	Statement	STS	TS	RR	S	SS	Information
1	Helping colleagues who have work overload	0	2	6	4	0	17% Disagree 50% Doubtful 33% Agree
2	Replace the role of a colleague who is unable to attend	0	1	5	6	0	8% Disagree 42% Doubtful 50% Agree
3	Respect the opinions of colleagues even if they do not match your views	0	0	0	7	5	58% Agree 42% Strongly Agree
4	Become a mediator when disputes occur between colleagues	0	0	5	4	3	42% Doubtful 33% Agree 25% Strongly Agree
5	Do not complain regarding tasks/work given by superiors	0	1	3	7	1	8% Disagree 25% Doubtful 58% Agree 8% Strongly

							Agree
6	Attend events held at work even if they are held outside working hours	0	1	4	6	1	8% Disagree 33% Doubtful 50% Agree 8% Strongly Agree
7	Always be present on time for the morning briefing	0	1	4	5	2	8% Disagree 33% Doubtful 42% Agree 17% Strongly Agree
8	Carrying out tasks exceeding the given targets	0	0	3	6	3	25% Doubtful 50% Agree 25% Strongly Agree
9	Learn new skills that can support your job	0	0	1	5	6	8% Doubtful 42% Agree 50% Strongly Agree
10	Voluntarily appointed as a committee or coordinator in company activities	0	4	5	2	1	33% Disagree 42% Doubtful 17% Agree 8% Strongly Agree

The results of the initial survey show that OCB indicators still have an unclear level of suitability, with employee responses tending to be uncertain (between agreeing and disagreeing). Next, interviews were conducted with twelve employees of PT. PLN UP2D Kalselteng, and they were asked to choose the two factors that most influence OCB behavior at work. Here are the results:

Table 2. Factors indicated to influence OCB

No.	Influence Factors	Number of Answers	%
1	Job Satisfaction	4	16.67%
2	Work Period	0	0.00%
3	Emotional Intelligence	7	29.17%
4	Organizational Culture and Climate	3	12.50%
5	Age	0	0.00%
6	Organizational Support Perceived	1	4.17%
7	Gender	0	0.00%

Based on table 2, it can be seen that emotional intelligence (29.17%) is the first most important factor influencing OCB in the work environment of PT. PLN UP2D Kalselteng.

Followed by as the second most important factor is job satisfaction (16.67%) as a factor that also provides an indication of influence on OCB. In running an organization, it cannot be separated from the importance of good relationships between individuals, both between subordinates and superiors and between colleagues, with the aim of realizing organizational goals.

In the process of distributing electricity carried out by PT. PLN UP2D Kalselteng, cooperation between departments is very necessary. If there is a problem in one part, it can hamper ongoing business processes. Therefore, every employee must play an active role in minimizing problems that occur and providing support to other colleagues. This support can be in the form of work behavior that reflects the dimensions of OCB, including helping each other (altruism), having motivation and a spirit of innovation (civic virtue), discipline in work (conscientiousness), avoiding conflict between individuals (sportsmanship), and respecting co-worker (courtesy).

To achieve good teamwork in running an organization, an attitude of mutual understanding of the situation that occurs is needed, both towards oneself and the people around you. Anggraeni, (2002) states that to create mutual understanding and helping behavior between individuals in a work environment that has diverse backgrounds, emotional management is needed. When employees feel good, they will have a tendency to engage in social behavior. Likewise, when employees are in an unpleasant emotional state, they will show a tendency to be less involved in social behavior (Organ, 1988).

Employees who are able to manage their emotions show emotional intelligence. Cherniss dan Goleman, (2001) explain that emotional intelligence refers to the ability to identify the emotions they have and those of others, the ability to inspire oneself, and the ability to manage emotions both personally and in relationships between individuals. According to Gardner dan Stough, (2002), employees with high emotional intelligence are able to identify, understand, manage and control their own and other people's emotions effectively, and help them create an appropriate level of job satisfaction.

This is also supported by Kafetsios dan Zampetakis, (2008) in their research which states that the influence of emotional intelligence can help employees in building better relationships with superiors and co-workers and has an influence on high job satisfaction among employees. Research by Ratna Dwisara et al. (2018) explains that the empathy aspect of emotional intelligence influences the altruism aspect of OCB. Another study by Barza et al. (2019) explains that emotional intelligence has a positive influence on OCB, meaning that the better the level of emotional intelligence a person has, the better impact it will have on the emergence of OCB behavior.

Job satisfaction is also indicated to be a predictor of OCB in an organization. Job satisfaction is the result of perceptions regarding how good an employee's job is in providing things that are considered important (Luthans, 2010). According to Sudaryo et al. (2019), job satisfaction is defined as feelings of happiness or displeasure at work based on expectations of something provided by an organization.

Robbins dan Judge, (2008) explain that job satisfaction is the main factor in OCB behavior. Employees who feel satisfied tend to say something positive about the organization, like to help other colleagues, and behave beyond minimum standards in the organization. Gea et al. (2019) explains that there is a positive and significant influence between job satisfaction and OCB. Other research by Ismaillah dan Prasetyono, (2021) also shows that there is a positive and significant influence between job satisfaction and OCB. Therefore, job satisfaction is one of the factors that supports the formation of OCB among employees. Based on these several things, researchers are interested in examining the influence of emotional intelligence on organizational citizenship behavior which is mediated by job satisfaction in employees of PT. PLN UP2D Kalselteng.

2. Literature Review

2.1 Organizational Citizenship Behavior

Organ et al. (2006) defines OCB as individual behavior that is not formally or directly influenced by rewards, with the aim of achieving effective and efficient organizational functioning. It was also emphasized that OCB provides the flexibility needed by organizations in overcoming various problems and is employee behavior with the aim of increasing organizational effectiveness without forgetting individual employee productivity.

Basically, OCB is discretionary, which means the behavior is not included in the job description and is optional. Therefore, OCB is not easy to implement even with threats in the form of sanctions from the organization. In addition, OCB is not easy to regulate by providing incentives because it is difficult to measure. Thus, OCB requires character exploration to look for factors that influence it.

According to Jha dan Jha (2010) OCB is defined as the independent efforts of employees for the benefit of the organization without the expected reward. Apart from that, OCB is also associated with increasing efficiency and profitability, innovation, customer satisfaction, and employee ability to handle uncertainty or problems within the organization. According to Rohayati, (2014), OCB is behavior carried out by employees voluntarily, where they carry out actions that exceed their main duties with the aim of improving organizational performance and helping co-workers. Employees who work beyond their work obligations and provide achievements that exceed expectations and this behavior has an impact on increasing organizational effectiveness. Meanwhile Massoudi eet al. (2020) explains OCB as employee behavioral choices that are not mandatory, but can effectively carry out organizational functions.

Based on the definitions above, it can be concluded that Organizational Citizenship Behavior (OCB) is an extra contribution given by an employee beyond his main obligations without expecting reward or appreciation in order to realize organizational effectiveness. OCB is voluntary behavior that goes beyond assigned tasks and provides benefits to the organization as a whole.

2.2 Emotional Intelligence

The term emotional intelligence was proposed by Peter Salovey from Harvard University and Jack Mayer from the University of New Hampshire in 1990. Mayer dan Salovey, (1995) explained the first concept of emotional intelligence, namely controlling oneself to optimize positive feelings. People who are able to restrain their momentary pleasures in order to obtain long-term satisfaction are a form of self-control, so they will get used to it and give rise to positive feelings that can grow and develop. Then secondly, namely emphasizing these positive feelings so that they are proindividual and prosocial so that they provide benefits in helping the people around them. Individuals who collaborate with other people will produce personal and social good.

This is due to mood regulation which describes the positive effect of prosocial or altruistic behavior on mood. When individuals carefully review a context before deciding what emotion is optimal to feel, they are using emotional intelligence. Emotional intelligence itself is defined as the ability to process emotional information efficiently and accurately, including that related to the recognition, construction and regulation of emotions in oneself and others Mayer dan Salovey, (1995). It was further explained that emotional intelligence is the meeting point between the two fundamental components of personality, namely the cognitive and emotional systems.

According to Cherniss dan Goleman, (2001), emotional intelligence refers to the ability to identify the emotions they have and those of others, the ability to inspire oneself, and the ability to manage emotions well personally and in relationships between individuals. Drigas dan Papoutsis, (2018) define emotional intelligence as the ability to recognize, understand and use emotions actively to manage anxiety, communicate well, empathize, solve problems, resolve conflicts, and Sarnoto dan Rahmawati, (2020) explain that intelligence Emotion is the ability to recognize one's own emotions, manage them, motivate oneself, recognize other people's emotions (empathy), and build relationships with other people (cooperation).

According to Robbins dan Judge, (2013), emotions are a form of response to conditions that occur in the work environment. These working conditions trigger positive or negative emotional reactions. People who have low emotional stability scores tend to react strongly to negative events. Emotions influence job satisfaction and performance, such as OCB (Organizational Citizenship Behavior), organizational commitment, level of effort, intention to quit, and workplace deviance.

Emotional intelligence is an important factor that influences individual success in organizations. If someone has good emotional intelligence, it will have a positive impact on achieving performance and controlling emotions in an organization (Astuti, 2021). Based on the definitions above, it can be concluded that emotional intelligence is an individual's ability to understand themselves and others so that they have good control in social interactions and can adapt to changing situations.

2.3 Job satisfaction

According to Luthans, (2010), job satisfaction can be defined as a positive or pleasant emotional state related to a person's work results or work experience. According to Sudaryo et al. (2019), job satisfaction is a feeling of being happy or unhappy at work based on expectations of rewards provided by an organization. Purwanto et al. (2021) defines job satisfaction as an individual's emotional response to work situations with conditions in the form of dissatisfaction or satisfaction. Meanwhile, Pandey et al. (2019) defines job satisfaction as an employee's emotional reaction in viewing their work which is related to feelings of happiness or displeasure.

Job satisfaction includes employees' affective feelings towards their work, such as feelings of satisfaction or dissatisfaction with their work in general or with specific things in their work, including the work environment, income and work relations (Suyatno et al., 2020). Based on the definitions above, it can be concluded that job satisfaction is an emotional reaction in the form of a person's feeling of satisfaction or dissatisfaction with aspects related to their work, such as income, relationships between co-workers, position level, work environment, and so on.

3. Research Method

This article discusses research conducted at PT. PLN UP2D Kalselteng. This research uses quantitative methods and collects data through field surveys by filling out questionnaires by employees. The aim of this research is to examine the influence of emotional intelligence on organizational citizenship behavior with the mediation of job satisfaction. The research location is at PT. PLN UP2D Kalselteng in Banjarbaru City, South Kalimantan. The unit of analysis of this research is the behavior and emotional reactions of the unit being observed. The population of this research is employees of PT. PLN UP2D Kalselteng, totaling 60 people in the second semester of 2023. The sample used was the entire population, with a "saturated sample" approach. The data collection technique used was distributing questionnaires. The measurement scale used is the Likert scale. The data analysis technique used is Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of Smart PLS software. SEM has three processes that are carried out simultaneously, namely checking the validity and reliability of the instrument, testing the relationship model between variables, and obtaining a model that is suitable for prediction. PLS has advantages such as not following certain assumptions, being able to accommodate small sample sizes, and being able to test formative and reflective SEM models with different measurement scales.

4. Finding and Discussion

Table 3. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Emotional Intelligence (X1) -> Job Satisfaction (Z)	0.569	0.571	0.087	6,536	0,000	Significant
Emotional Intelligence (X1) -> Organizational Citizenship Behavior (Y)	0.279	0.303	0.127	2,195	0.029	Significant
Job Satisfaction (Z) -> Organizational Citizenship Behavior (Y)	0.519	0.512	0.143	3,632	0,000	Significant

The Influence of Emotional Intelligence on Job Satisfaction. Emotional intelligence (X) has a positive and significant influence on job satisfaction (Z) with an original sample value of 0.569 (positive), and a P-Value significance value of $0.000 < 0.05$ (significant). Therefore, it can be said that emotional intelligence has a positive and significant effect on job satisfaction among employees of PT. PLN UP2D Kalselteng. This value shows that the level of emotional intelligence is high in employees PT. PLN UP2D Kalselteng is in line with the level of job satisfaction received. According to the perception of employees PT. PLN UP2D Kalselteng, high emotional intelligence will make employees able to control themselves and motivate themselves to achieve the expected targets at work, so that they will try to do their best for the organization.

The Influence of Emotional Intelligence on Organizational Citizenship Behavior. Emotional intelligence (X) has a positive influence on OCB (Y) with an original sample value of 0.279 (positive), and a P-Value significance value of $0.029 < 0.05$ (significant). Therefore, it can be said that emotional intelligence has a positive and significant effect on organizational citizenship behavior in employees PT. PLN UP2D Kalselteng. Employees who have high emotional intelligence will have the ability to understand the conditions of themselves and those around them, know their strengths and limitations, be able to empathize, and can control themselves to do positive things or behave prosocially such as OCB. This is in accordance with Goleeman's Theory, (2001) which states that the basis of the desire to help others (altruism) is empathy or the ability to feel the circumstances experienced by other people.

The Influence of Job Satisfaction on Organizational Citizenship Behavior. Job satisfaction (Z) has a positive influence on OCB (Y) with an original sample value of 0.519 (positive), and a P-Value significance value of $0.000 < 0.05$ (significant). Therefore, it can be said that job satisfaction has a positive and significant effect on organizational citizenship behavior in employees PT. PLN UP2D Kalselteng. This finding is also supported by research by Robbins dan Judge, (2013) which states that job satisfaction is one of the most important predictors of OCB. Robbins and Judge found that employees who were satisfied with their pay, benefits, and working conditions were more likely to exhibit OCB behavior.

Table 4. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence (X1) -> Job Satisfaction (Z) -> Organizational Citizenship Behavior (Y)	0.295	0.294	0.099	2,979	0.003

The Influence of Emotional Intelligence on Organizational Citizenship Behavior Through Job Satisfaction. Emotional intelligence (X) has a positive influence on OCB (Y) through job satisfaction with an original sample value of 0.295 (positive), and a P-Value significance value of $0.003 < 0.05$ (significant). Therefore, it can be said that emotional intelligence has a positive and significant effect on organizational citizenship behavior through job satisfaction in employees PT. PLN UP2D Kalselteng. This finding is in line with research by (Murphy, 2016) which states that emotional intelligence has a positive relationship with job satisfaction. Murphy found that employees with high emotional intelligence were better able to manage their emotions, build positive relationships with coworkers, and deal with stress. This can increase their job satisfaction and encourage them to exhibit OCB behavior.

5. Conclusion

Emotional intelligence has a positive and significant influence on the Organizational Citizenship Behavior of employees PT. PLN UP2D Kalselteng. This means that employees who have high emotional intelligence are more likely to take positive actions that exceed their job requirements, such as helping coworkers and contributing to organizational goals. Job satisfaction has a positive and significant influence on OCB of employees PT. PLN UP2D Kalselteng. Emotional intelligence has a positive and significant influence on job satisfaction employee PT. PLN UP2D Kalselteng. This suggests that employees who have high emotional intelligence are more likely to be satisfied with their jobs, because they are better at managing emotions and overcoming challenges at work. Finally, job satisfaction mediates the influence of emotional intelligence on OCB of employees PT. PLN UP2D Kalselteng.

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