

## The Effect of Career Development and Emotional Intelligence on Organizational Citizenship Behavior Mediated by Job Satisfaction in Employees of Drinking Water Companies in Lingga District

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### Abstract

*The purpose of this study was to determine and analyze the effect of career development and emotional intelligence on organizational citizenship behavior mediated by job satisfaction. The sample in this study used a saturated sample, where all the population was sampled, but employees as leaders and researchers were not included in the sample. The sample in this study amounted to 67 employees. The data collection technique in this study used a questionnaire method, with SEM-PLS statistical analysis. Data processing in this study using the SmartPLS 3.3.3 software program. The results of this study prove that career development directly has a positive and significant effect on organizational citizenship behavior. Furthermore, emotional intelligence has a positive and significant effect on organizational citizenship behavior. While job satisfaction has a positive and significant effect on organizational citizenship, and career development has a positive and significant effect on job satisfaction, while emotional intelligence has a positive and significant effect on job satisfaction, so that indirectly job satisfaction can mediate career development on organizational citizenship behavior. And indirectly, job satisfaction is able to mediate the influence of emotional intelligence on organizational citizenship behavior of employees.*

**Keywords** Career Development, Emotional Intelligence, Job Satisfaction, Organizational Citizenship Behavior

### INTRODUCTION

In order to achieve the company's goals during the global COVID-19 pandemic as it is today, of course, the pattern of daily activities has changed with the existence of new habits (new normal) where human resources must be able to adapt to health protocols which are a priority scale in accordance with the directive's government. The company's attention to human resources is very important in order to survive in the current situation, the human resources owned by companies, both government and private, must be managed properly in order to develop their potential so that they can maintain and improve the performance of the organization or company, in order to to achieve this goal requires the ability to cooperate between each employee.

In this case the Regional Drinking Water Company of Tirta Lingga, Lingga Regency, is one of the Regional Owned Enterprises (BUMD) of Lingga Regency, which aims to meet the daily needs of the community for drinking water through a pipeline network by providing services in the supply of drinking water, namely quality, quantity, Continuity, Affordability to the community. Human resources are the spearhead of a company that must be able to work in a team to support the successful implementation of activities in accordance with the company's vision and mission. In providing services to the community, PDAM employees must be able to provide the best service in terms of continuity, quantity, quality, dealing with customer complaints/complaints, as well as facilitating water bill payments.



In an organization or company to do work that exceeds the demands of a role in the workplace a voluntary commitment is needed which is a form of implementation of organizational citizenship behavior. Employees who have organizational citizenship behavior certainly have a sense of loyalty to the organization where the employee works, take on additional assignments, voluntarily help other people's work, develop careers, comply with company SOPs even when no superiors or co-workers are watching, and maintain positive attitude and mindset and have tolerance for discomfort in the workplace. According to (Muhdar, 2020), organizational citizenship behavior arises from within individuals in the form of their desire to contribute to the organization. This is because basically employees are committed to providing the best for the organization.

In general, the phenomenon that occurs in PDAM Tirta Lingga among employees is identified as having limited OCB behavior, including a lack of concern for helping fellow colleagues with work and a lack of cooperation between departments resulting in constraints on presenting reports, as well as limited creativity and innovation for the benefit and progress companies, especially in terms of water treatment technology which is currently still conventional where developing PDAMs are already using SCADA (Supervisory Control And Data Acquisition) technology in water treatment systems and piping networks, low employee attention to strategic issues regarding the development of the Drinking Water Supply System which is currently a National Strategic Project resulting in low development of new SPAMs so that the target of increasing access to drinking water is not fulfilled. This phenomenon is a form of low employee OCB and is counterproductive to the OCB spirit. Therefore, the company's encouragement and efforts are needed in order to increase OCB so as to produce success and achieve company goals.

In order to increase strong organizational citizenship behavior, supporting factors within the organization are needed, because OCB cannot be increased by itself without correlation with other factors. One of the supporting factors is career development, emotional intelligence and job satisfaction. The first factor that influences organizational citizenship behavior is career development. Every organization in carrying out daily activities always requires human resources. This is in accordance with the opinion of (Busro, 2018), stating career development is a continuous process that individuals go through through personal efforts in order to realize career planning goals that are adapted to organizational conditions.

The next factor that influences organizational citizenship behavior is the emotional intelligence factor. Emotional intelligence is a person's ability to be aware of emotional information that occurs within oneself, control emotions, motivate oneself in dealing with emotions, have empathy for others and have the ability to relate to others. One of the phenomena that occurs in management is the disharmony of horizontal and vertical relations between PDAM Tirta Lingga employees, the lack of empathy for the head of the department towards the head of the marketing and processing unit related to the program and budget needed to improve services, causing confrontation which has an impact on disharmony in the work environment, and lack of recognition and manage the emotions of other people and

even yourself, especially if there are personal problems, they will be carried over to the work environment both among fellow employees and when there are complaints (such as dead water, dirty water and inflated bills) by temperamental customers, some employees in certain sections provide response with emotion so it does not reflect professionalism.

The above phenomenon cannot be overcome simply by intellectual intelligence because someone who is skilled and skilled in a particular field of knowledge and has a good work ethic but is unable to build communication with fellow colleagues and superiors, is selfish, and gets emotional easily, these things certainly result in on organizational activities. Therefore, in terms of managing human resources, emotional approaches to employees are needed with the aim of establishing cooperation and overcoming all dynamic changes in the work environment, especially during the Covid-19 pandemic. Another factor that influences organizational citizenship behavior is job satisfaction. Job satisfaction is a measure or expression of workers towards the work they are engaged in, the work results achieved, feelings of likes or dislikes related to work, the environment, personal conditions or a sense of relief towards their work. According to (Indrasari, 2017), job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual.

The phenomenon that occurs related to job satisfaction among PDAM Tirta Lingga employees, Lingga Regency, Riau Islands, is dissatisfaction with the payroll system, where the monthly salary of senior employees is much higher even though they do not have positions. There are complaints about facilities and infrastructure in marketing and processing units that are located in each service district where it is no longer sufficient to support operational activities. Based on research that has been conducted by (Yusra et al., 2018) states that work motivation, career development, organizational commitment have a positive and significant direction of influence on organizational citizenship behavior and job satisfaction can mediate the influence of motivation, work, career development and organizational commitment on organizational citizenship behavior. The three factors above will conceptually affect the level of organizational citizenship behavior (OCB) owned by employees in PDAM Tirta Lingga, Lingga Regency.

Based on this phenomenon and several conclusions from previous research, researchers are of the view that it is necessary to conduct a study to determine the effect of career development and emotional intelligence mediated by job satisfaction on organizational citizenship behavior (OCB). So the authors are interested in conducting research with the title "The Influence of Career Development and Emotional Intelligence Mediated by Job Satisfaction on Organizational Citizenship Behavior of Employees of the Regional Drinking Water Company Tirta Lingga, Lingga Regency". Based on what has been described in the background of the problem, problem identification, and problem definition above, the following research questions are formulated as follows:

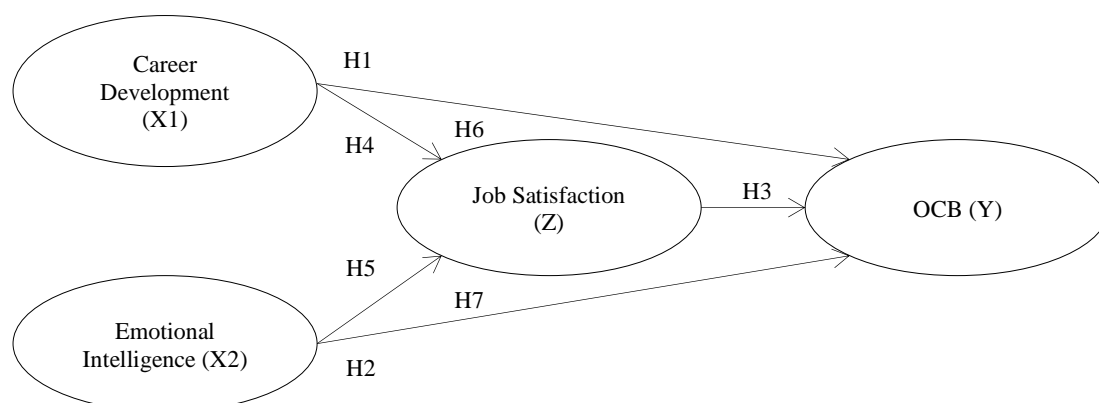
1. Is there an effect of career development on organizational citizenship behavior in employees of PDAM Tirta Lingga, Lingga Regency?



2. Is there an effect of emotional intelligence on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency?
3. Is there an effect of job satisfaction on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency?
4. Is there any influence of career development on job satisfaction of employees of PDAM Tirta Lingga, Lingga Regency?
5. Is there any effect of emotional intelligence on job satisfaction of employees of PDAM Tirta Lingga, Lingga Regency?
6. Is there an effect of career development on organizational citizenship behavior mediated by job satisfaction in PDAM Tirta Lingga employees, Lingga Regency?
7. Is there an effect of emotional intelligence on organizational citizenship behavior mediated by job satisfaction in PDAM Tirta Lingga employees, Lingga Regency?

## METHODS

The following is the conceptual framework in this study concerning the effect of career development and emotional intelligence on organizational citizenship behavior mediated by job satisfaction are as follows:



**Figure 1**  
**conceptual framework**

Information:

X1 : Career development  
X2 : Emotional Intelligence  
Z : Job satisfaction  
Y : OCB

Based on the research analysis model above, the research hypothesis can be formulated as follows:

- H1: Career development influences organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency.
- H2: Emotional intelligence influences organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency.

- H3: Job satisfaction has an effect on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency.
- H4: Career development influences job satisfaction of PDAM Tirta Lingga employees, Lingga Regency.
- H5: Emotional intelligence influences job satisfaction of PDAM Tirta Lingga employees, Lingga Regency.
- H6: Career development influences organizational citizenship behavior through job satisfaction of PDAM Tirta Lingga employees, Lingga Regency.
- H7: Emotional intelligence influences organizational citizenship behavior through job satisfaction of PDAM Tirta Lingga employees, Lingga Regency.

The operational identification and definition of research variables are as follows:

1. Career Development (X1). Career development is a condition that shows an increase in someone's status in an organization in the career path that has been determined in the organization concerned (Larasati, 2018). Research indicators according to (Busro, 2018) are career clarity, self-development, and improving the quality of performance. Then the measurement scale used is the Likert scale.
2. Emotional Intelligence (X2). Emotional intelligence is an ability which consists of various abilities to be able to motivate oneself, withstand frustration, control impulsive needs or impulses, not exaggerate pleasures or distress, be able to regulate reactive needs, keep stress free, not cripple the ability to think. and the ability to empathize with others, as well as the principle of trying while praying (Goleman, 2015). Research indicators according to (Goleman, 2015) are self awareness, self regulation, self motivation, empathy, and social skills. Then the measurement scale used is the Likert scale.
3. Job Satisfaction (Z). Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. Someone can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects (Indrasari, 2017). Research indicators according to (Indrasari, 2017) are compensation, supervision, the work itself, relationships with co-workers, working conditions, opportunities for status changes, and job security. Then the measurement scale used is the Likert scale.
4. *Organizational Citizenship Behavior*(Y). An individual voluntary behavior that is not directly related to the reward system but contributes to organizational effectiveness (Organ et al., 2018). Research indicators according to (Tisnawati & Priansa, 2018) are helping other people's work voluntarily, being participatory in various organizational activities, behavior exceeding minimum standards, polite behavior, and sportsmanlike behavior. Then the measurement scale used is the Likert scale.

This research is included in the type of quantitative research data through surveys. The survey was carried out by distributing questionnaires containing structured questions and given to respondents designed to obtain more specific information, then conducting interviews with permanent employees directly, and observing the work environment directly. The method used in this research is explanatory research. This research was carried





out at the Regional Drinking Water Company (PDAM) Tirta Lingga, Lingga Regency, which is located at Jl. Health No. 2 Dabo Singkep, Lingga District. The time of the research was carried out from July 2022 to December 2022. The population in this study was 67 people and the samples used for research were all populations used as samples or census methods. Data collection techniques using questionnaires and interviews. The data analysis technique used in this study is the Partial Least Square (PLS) based Structural Equation Modeling (SEM) method using SmartPLS software version 3.3.3 which is run on computer media.

## RESULTS AND DISCUSSION

### Characteristics of Respondents

The characteristics of the respondents in this study can be grouped into several aspects, namely gender, age, and last level of education. The description of each respondent's characteristics can be described as follows:

#### a. By gender

Based on gender, the respondents of this study can be described as follows:

**Table 1**  
**Characteristics of Respondents Based on Gender**

Gender	Amount	Percentage
Man	50	75
Woman	17	25
<b>Amount</b>	<b>67</b>	<b>100</b>

Source: Primary data processed, 2023

Based on the table above, it can be seen that respondents were divided into two categories, namely men and women. From the data obtained from 67 respondents, the composition of respondents was based on male gender with a total of 50 people or 75%. While the number of respondents with female gender 17 people or 25%.

#### b. By age

Based on age, the respondents of this study can be described as follows:

**Table 2**  
**Characteristics of Respondents by Age**

Age	Number of Respondents	Percentage
< 30 years	13	19
30 – 39 years	26	43
40 – 50 years	19	28
> 50 years	9	18
<b>Total</b>	<b>67</b>	<b>100</b>

Source: Primary data processed, 2023

Based on the table above it can be seen that the majority of respondents are >50 years old with a total of 9 people or 18% and ages 40-50 years with a total of 19 people or 28% and ages 30-39 years with a total of 26 people or 43%. Meanwhile, respondents aged >30 years were 13 people or 19%.

c. Based on the last level of education

Based on the last level of education, the respondents of this study can be described as follows:

**Table 3**  
**Characteristics of Respondents Based on Education Level**

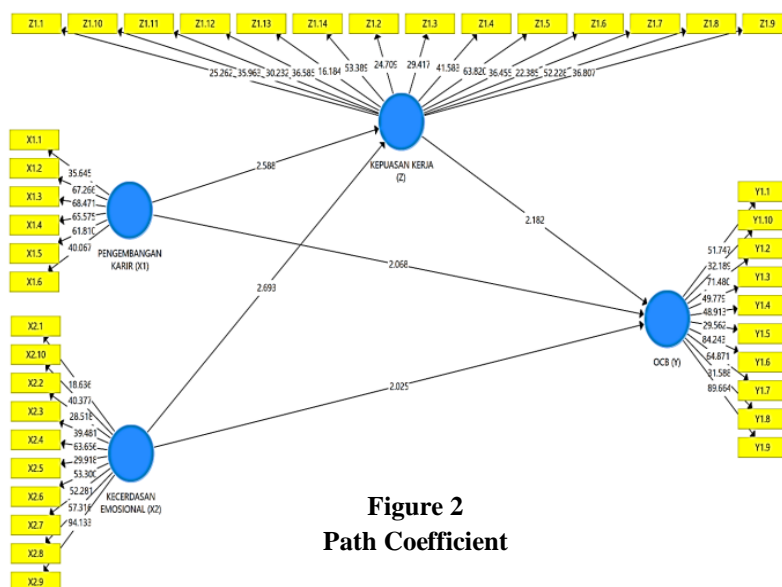
Level of education	Amount	Percentage
SENIOR HIGH SCHOOL	34	51
D3	7	10
S1	26	39
<b>Amount</b>	<b>67</b>	<b>100</b>

Source: Primary data processed, 2023

Based on the table above it can be seen that the majority of respondents' education is S1, amounting to 34 people or 51%. While D3 education amounted to 7 people or 10% and S1 education amounted to 26 people or 39%.

## Data analysis

This test is conducted to determine the significance of all relationships/influences. In this study, hypothesis testing is divided into two, namely testing the direct effect and testing the indirect effect. The structural model of this research can be seen in the following figure:



**Figure 2**  
**Path Coefficient**



a. Assessing Outer Models

**Table 4**  
**Loading Factor Value**

Statement	Outer Loading			
	Y	X1	X2	Z
Y1.1	0931			
Y1.10	0896			
Y1.2	0.951			
Y1.3	0.934			
Y1.4	0931			
Y1.5	0913			
Y1.6	0.952			
Y1.7	0.944			
Y1.8	0896			
Y1.9	0962			
X1.1		0921		
X1.2		0.945		
X1.3		0.952		
X1.4		0.953		
X1.5		0.950		
X1.6		0912		
X2.1			0.885	
X2.10			0917	
X2.2			0.899	
X2.3			0897	
X2.4			0.942	
X2.5			0896	
X2.6			0.933	
X2.7			0.932	
X2.8			0.929	
X2.9			0.951	
Z1.1				0.877
Z1.10				0.918
Z1.11				0898
Z1.12				0913
Z1.13				0.847
Z1.14				0939
Z1.2				0.885
Z1.3				0.902
Z1.4				0917



Z1.5	0.943
Z1.6	0896
Z1.7	0.889
Z1.8	0937
Z1.9	0913

Source: SmartPLS 3.3, 2023

Based on the table above, it can be seen that the loading factor value for each indicator is  $> 0.70$ . so it can be concluded that the indicators for each variable in this study are valid.

## b. Evaluating Reliability

In addition to the construct validity test, a construct reliability test was also carried out as measured by composite reliability and Cronbach's alpha from the indicator block which measures the construct. The following are the results of composite reliability testing and cronbach's alpha from Smart PLS as follows:

**Table 5**  
**Value Reliability and Cronbach's Alpha**

Indicator	Cronbach's Alpha	Composite Reliability
OCB (Y)	0.982	0.984
Career Development (X1)	0.950	0.960
Emotional Intelligence (X2)	0.982	0.984
Job Satisfaction (Z)	0.983	0.985

Source: SmartPLS 3.3, 2023

The construct is declared reliable if the composite reliability value is  $> 0.70$  and Cronbach's alpha  $> 0.60$ . from the SmartPLS output above, all constructs have a composite reliability value of  $> 0.70$  and cronbach's alpha  $> 0.60$ . so it can be concluded that the construct has good reliability.

## Hypothesis test

Hypothesis testing on Partial Least Square can be done with the bootstrapping method. In the bootstrapping method one can also see the value of the structural path coefficient. The following is the test result using bootstrapping:

### 1. Immediate Effect Test



**Table 6**  
**Direct Effect Test Results**

		<b>Original Sample (O)</b>	<b>Sample Means (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics (O/STDEV)</b>	<b>P Values</b>
(X1)	->	0.303	0.291	0.146	2068	0.039
(Y)						
(X1)	->	0.391	0.389	0.151	2,588	0.010
(Z)						
(X2)	->	0.317	0.313	0.157	2025	0.043
(Y)						
(X2)	->	0.431	0.428	0.160	2,693	0.007
(Z)						
(Z)	-> (Y)	0.390	0.401	0.179	2,182	0.030

Source: SmartPLS 3.3, 2023

Based on the results of the table above, the following results can be obtained:

- Career development has a positive effect on organizational citizenship behavior with a path coefficient value of +0.303 (original sample column) and is significant with a P-Values of  $0.039 < 0.05$ .
- Career development has a positive effect on job satisfaction with a path coefficient value of +0.391 (original sample column) and is significant with a P-Values of  $0.010 < 0.05$ .
- Emotional intelligence has a positive effect on organizational citizenship behavior with a path coefficient value of +0.317 (original sample column) and is significant with a P-Values of  $0.043 < 0.05$ .
- Emotional intelligence has a positive effect on job satisfaction with a path coefficient value of +0.431 (original sample column) and is significant with a P-Values of  $0.007 < 0.05$ .
- Job satisfaction has a positive effect on organizational citizenship behavior with a path coefficient value of +0.390 (original sample column) and is significant with a P-Values of  $0.030 < 0.05$ .

## 2. Indirect Effect Test

**Table 7**  
**Indirect Effect Test Results**

		<b>Original Sample (O)</b>	<b>Sample Means (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics (O/STDEV)</b>	<b>P Values</b>
(X1)	->	0.290	0.294	0.115	2,515	0.012
(Z)	-> (Y)					

(X2) ->	0.296	0.320	0.141	2.108	0.036
(Z) -> (Y)					

Source: SmartPLS 3.3, 2023

Based on the results of the table above, the following results can be obtained:

- The effect of career development on organizational citizenship behavior through job satisfaction has a path coefficient value of +0.290 (original sample column), with a P-Values of  $0.012 < 0.05$ , so it can be concluded that there is a positive and significant influence between career development on organizational citizenship behavior mediated by job satisfaction among PDAM Tirta Lingga employees, Lingga District.
- The influence of emotional intelligence on organizational citizenship behavior through job satisfaction has a path coefficient value of +0.296 (original sample column), with a P-Values of  $0.036 < 0.05$ , so it can be concluded that there is a positive and significant influence between emotional intelligence on organizational citizenship behavior mediated by job satisfaction among PDAM Tirta Lingga employees, Lingga District.

### The Influence of Career Development on Organizational Citizenship Behavior

Based on the results of the analysis of the hypothesis testing, it can be seen that the direct effect of career development on organizational citizenship behavior in PDAM Tirta Lingga employees has a path coefficient value of +0.303 and is significant with a P-Values of  $0.039 < 0.05$ . While the tcount is  $2.068 > 1.96$ , thus, career development has a positive and significant effect on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency. The next research conducted by (Lutfiyanto et al., 2020), the results of the study show that career development has a significant effect on organizational citizenship behavior. The results of this study are in accordance with previous studies as evidenced by empirical evidence that career development has a positive effect on organizational citizenship behavior. Research conducted by (Octaviani & Utami, 2018) shows that career development has a significant effect on organizational citizenship behavior.

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

From the results of the research conducted, it shows that there is a direct influence between emotional intelligence on organizational citizenship behavior where the path coefficient value is +0.317 and is significant with a P-Values of  $0.043 < 0.05$ . Meanwhile, the tcount value is  $2.025 > 1.96$ . Thus, emotional intelligence has a positive and significant effect on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency. Based on the theory of one expert where the indicators of emotional intelligence consist of self-awareness, emotional elasticity, motivation, personal sensitivity, influence, responsiveness, responsibility, and integrity. This is in accordance with the theory put forward by one expert stating that emotional intelligence can have a major impact on organizational effectiveness with regard to employee retention and recruitment, talent development, and work teams (Tisnawati & Priansa, 2018). This is evidenced by research



(Biswan, 2019), with the results showing that the emotional intelligence variable has a significant effect on organizational citizenship behavior, the higher the employee's emotional intelligence, the higher their OCB. The results of this study are in accordance with previous research conducted by (Gea, 2019), where the results of the study show that emotional intelligence has a direct effect on organizational citizenship behavior. The next study was conducted by (Andini & Dwiarta, 2020), where the results showed that emotional intelligence variables partially or simultaneously affect organizational citizenship behavior.

### **The Effect of Job Satisfaction on Organizational Citizenship Behavior**

Based on the results of the analysis of hypothesis testing, it can be seen that the direct effect of job satisfaction on organizational citizenship behavior in employees of PDAM Tirta Lingga, Lingga Regency has a path coefficient value of +0.390 and is significant with a P-Values of  $0.030 < 0.05$ . While the  $t_{count}$  is  $2.182 > 1.96$  thus, job satisfaction has a positive and significant effect on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency. This is in accordance with the theory put forward by one of the experts according to which basically job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of work that are in accordance with individual wishes, the higher the level of satisfaction felt (Indrasari, 2017). The results of this study are in accordance with previous research conducted by (Palupiningdyah & Utami, 2016), that partially job satisfaction has a positive and significant effect on organizational citizenship behavior. Subsequent research conducted by (Rofiqoh et al., 2020) the results of the study show that partially, job satisfaction has a positive and significant effect on organizational citizenship behavior. Subsequent research conducted by (Aspan et al., 2019) research results show that job satisfaction simultaneously has a significant effect on organizational citizenship behavior.

### **The Effect of Career Development on Job Satisfaction**

Based on the results of the analysis of hypothesis testing, it can be seen that the direct effect of career development on job satisfaction of PDAM Tirta Lingga employees in Lingga Regency has a path coefficient of +0.391 and is significant with a P-Values of  $0.010 < 0.05$ . While the value of  $t_{count}$  is  $2.588 > 1.96$  thus, career development has a positive and significant effect on job satisfaction of PDAM Tirta Lingga employees, Lingga Regency. This is in accordance with the theory put forward by one expert according to (Kadarisman, 2016) saying career development is a practice that can increase career satisfaction from employees and also to increase organizational effectiveness. Factors that influence job satisfaction are career development. Damayanti, Hanafi & Cahyadi (2018) states that a leader who expects maximum job satisfaction in his organization must refer to factors that can affect the performance of the employees themselves, one of which is career development. The results of this study are in accordance with previous research conducted

by (Gunawan, 2017), the results of the study show that career development variables have a significant positive effect on job satisfaction.

### **The Effect of Emotional Intelligence on Job Satisfaction**

Based on the results of the analysis of hypothesis testing, it can be seen that the direct effect of emotional intelligence on job satisfaction of PDAM Tirta Lingga employees in Lingga Regency has a path coefficient of +0.431 and is significant with a P-Values of 0.007 < 0.05. Meanwhile, the tcount value is 2.693 > ttable. Thus, emotional intelligence has a positive and significant effect on job satisfaction for employees of PDAM Tirta Lingga, Lingga Regency. The results of this study are in accordance with previous research conducted by (Ula, 2020), where the results of the study explain that emotional intelligence has a significant positive effect on job satisfaction. Next, the results of the research conducted (Andewi et al., 2016), show that the emotional intelligence variable has a positive effect on job satisfaction. So, it can be concluded that the higher the level of one's emotional intelligence will certainly affect job satisfaction in the work environment.

### **The Influence of Career Development on Organizational Citizenship Behavior Through Job Satisfaction**

Based on the results of the analysis of hypothesis testing, it can be seen that the indirect effect of career development on organizational citizenship behavior is mediated by job satisfaction in PDAM Tirta Lingga employees, Lingga Regency has a path coefficient of +0.290 and is significant with a P-Values of 0.012 < 0.05. While the value of tcount is 2.515 > ttable. The tcount value for this indirect relationship is greater than the tcount value for the direct relationship, 2.515 > 2.068. The results of this study are in line with previous research conducted by (Yusra et al., 2018), where the results of the study state that variable job satisfaction mediates the effect of career development on organizational citizenship behavior.

### **The Influence of Emotional Intelligence on Organizational Citizenship Behavior Through Job Satisfaction**

Based on the results of the analysis of hypothesis testing, it can be seen that the indirect effect of emotional intelligence on organizational citizenship behavior is mediated by job satisfaction in PDAM Tirta Lingga employees, Lingga Regency has a path coefficient of +0.296 and is significant with a P-Values of 0.036 < 0.05. While the value of tcount is 2.108 > ttable. The tcount value for this indirect relationship is greater than the tcount value for the direct relationship, 2.108 > 2.025. This research is in line with previous research conducted by (Apriandaka, 2021) which states that variable job satisfaction mediates the effect of emotional intelligence on organizational citizenship behavior.





## **CLOSING**

### **Conclusion**

Based on the results of the research and discussion previously stated, it can be concluded from this study regarding "The Influence of Career Development and Emotional Intelligence on Organizational Citizenship Behavior Mediated by Job Satisfaction in Employees of PDAM Tirta Lingga, Lingga Regency, are as follows:

1. There is a positive and significant effect of career development on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency.
2. There is a positive and significant influence of emotional intelligence on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga District.
3. There is a positive and significant effect of job satisfaction on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency.
4. There is a positive and significant influence of career development on job satisfaction of PDAM Tirta Lingga employees, Lingga Regency.
5. There is a positive and significant influence of emotional intelligence on job satisfaction of PDAM Tirta Lingga employees, Lingga District.
6. Job satisfaction can mediate career development on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga District.
7. Job satisfaction can mediate emotional intelligence on organizational citizenship behavior in PDAM Tirta Lingga employees, Lingga Regency.

### **Suggestion**

Based on the research conclusions that have been described above, the following can be conveyed some suggestions in particular, to the institution of PDAM Tirta Lingga Lingga Regency, regarding steps that can be taken to optimize aspects of career development, emotional intelligence and job satisfaction in increasing organizational citizenship behavior variables to employees of PDAM Tirta Lingga, Lingga Regency, namely:

1. For employees of PDAM Tirta Lingga, Lingga Regency, organizational citizenship behavior needs to be improved because it has many benefits for the progress of the company, including: being able to increase work productivity, saving management's resources where OCB will be able to improve the ability of PDAM Tirta Lingga, Lingga Regency to adapt to changes and developments in the digital age as it is today, of course by increasing OCB employees will be more concerned about information related to technological advances in the drinking water sector and other strategic issues.
2. For further research, it is hoped that the scope of research should be expanded, covering both the research area and the research object so that the research results can be more representative, apart from those used in this study while still being based on previous research.

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