



**EMOTIONAL INTELLIGENCE AND WORK LIFE BALANCE IN AN ORGANIZATIONAL
CITIZENSHIP BEHAVIOR (OCB) PERSPECTIVE WITH JOB SATISFACTION AS A MEDIATING
VARIABLE
(Study on PNS at BPS Makassar City)**

Nur Padilah¹, Sumardi², Muhammad Sobarsyah³

¹Magister Management, Faculty of Economics and Business, Hasanuddin University;
nurpadilah940@gmail.com

²Faculty of Economics and Business, Hasanuddin University; e-mail@e-mail.com

³Faculty of Economics and Business, Hasanuddin University; e-mail@e-mail.com

Abstract

This study aims to analyze emotional intelligence and work-life balance from the perspective of organizational citizenship behavior with job satisfaction as a mediating variable in civil servants at BPS Makassar City. The population in this study was 35 civil servants (PNS) at BPS Makassar city. The sampling method is a saturated sample, so the entire population is used. Data collection was carried out through interviews and distributing questionnaires through Google Forms. The data analysis used is the validity and reliability test of the classical assumption test, path analysis, hypothesis testing, and Sobel test. The analysis results show that emotional intelligence positively and significantly affects job satisfaction. Work-life balance has no direct effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational citizenship behavior. Emotional intelligence has a direct effect on OCB. Work-life balance has no direct effect on OCB. This study also proved that emotional intelligence affects OCB, which is mediated by job satisfaction. Furthermore, job satisfaction does not mediate the effect of work-life balance on OCB.

Keywords : Emotional intelligence; work-life balance; job satisfaction; organizational citizenship behavior

1. INTRODUCTION

Organizations, as a forum for a group of people who work together to achieve goals, need to have the support of resources in carrying out their activities. The primary supporting resource in an organization is Human Resources (HR). Human resources (employees) in every organization, both private and government, are required to be qualified human resources to support the organization in achieving its goals and survive in the rapid development of the times in the current era of globalization. The implementation of government organizations is always in the public spotlight, makes the services carried out cannot be separated from the community's evaluation. It is necessary to improve the quality of human resources (employees) in government organizations to support the achievement of organizational goals. According to Robbins in Suzana (2017), an essential element that needs to be considered in an organization is behavior outside the formal rules of the organization (extra-role).

According to Aswin & Rahyuda (2017), employee behavior that organizations currently demand does include not only in-role behavior, namely carrying out work following the tasks in the job description, but also extra-role behavior, which is the contribution of extra employee roles to complete organizational work or what is known as Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is an extra-individual behavior that is not part of an employee's formal work obligations but is capable of supporting the effective functioning of the organization, Robbins in Suwandana (2017).

OCB behavior is needed in government agencies because it can increase the organization's operational effectiveness. OCB behavior is also needed to face all organizational change challenges required to carry out the bureaucratic reform process. Moreover, the diverse demands on the public service sector are currently the professional responsibility of Civil Servants (PNS) increasing and making the work environment more challenging to adjust to. Do (2014), in his scientific paper, also said that in the era of bureaucratic reform in various government agencies, the role of OCB behavior is considered essential and greatly determines organizational performance in providing services to the community so that the emergence of employee OCB in government agencies is an improvement that is needed.

One of the public/government service organizations, namely the Makassar Central Bureau of Statistics, BPS, is a non-ministerial government agency directly responsible to the president for carrying out governmental tasks in the field of statistics. The duties of BPS in collecting, managing, and servicing statistical data covering almost all sectors result in a high workload that must be borne and carried out by employees.

Based on the results of interviews conducted by researchers with employees at the Central Bureau of Statistics for Makassar City, it shows that there are problems related to indications of low organizational citizenship behavior (OCB) among employees, namely there are problems regarding complaints from some employees because of the high workload and some employees are still self-centeredness that only focuses on its tasks makes low concern for co-workers. Some employees still do not comply with organizational regulations by taking breaks before their time. Sometimes also, some employees use their breaks beyond their time, thus impacting the operational effectiveness organization.

This indication of low employee OCB behavior shows that it is still rare and difficult to find OCB in government agencies. Darto (2014) also stated in his research that OCB is an aspect that rarely occurs within the scope of government apparatus. Therefore government organizations must pay more attention to the quality of their employees because OCB behavior is essential and is one of the keys to success in an organization. OCB behavior is needed so that employees can work not only for themselves but also for the benefit of the organization.

One of the factors that influence organizational citizenship behavior (OCB) is emotional intelligence. According to Zurasaka in Ahdiyana (2010), OCB is more influenced by personality or emotional intelligence than situational factors and working conditions. From the results of the interviews, the phenomenon at BPS Makassar City is related to emotional intelligence, namely that employees have dominant emotional intelligence, the ability to use, recognize and control their

emotions appropriately so that employees can motivate themselves and withstand pressure. But there are still some employees who have inappropriate emotional control, such as some employees when given input

Formulation of the problem

Based on this background, this research was conducted to examine the effect of emotional intelligence and work-life balance on OCB with job satisfaction as an intervening variable so that the problems examined in this study can be formulated as follows:

1. Does emotional intelligence have a positive and significant effect on job satisfaction?
2. Does work-life balance have a positive and significant effect on job satisfaction?
3. Does job satisfaction have a positive and significant effect on organizational citizenship behavior?
4. Does emotional intelligence have a positive and significant effect on organizational citizenship behavior?
5. Does work-life balance have a positive and significant effect on organizational citizenship behavior?
6. Does job satisfaction mediate emotional intelligence in organizational citizenship?
7. Does job satisfaction mediate work-life balance in organizational citizenship behavior?

Research purposes

Following the formulation of the problem, this study has the following objectives:

- 1) To determine the positive and significant influence of emotional intelligence on job satisfaction.
- 2) To determine the positive and significant effect of work-life balance on job satisfaction.
- 3) To determine the positive and significant effect of job satisfaction on organizational citizenship.
- 4) To determine the positive and significant influence of emotional intelligence on organizational citizenship.
- 5) To determine the positive and significant effect of work-life balance on organizational citizenship.
- 6) To determine the mediating role of job satisfaction in the relationship between emotional intelligence and organizational citizenship behavior.
- 7) To determine the mediating role of job satisfaction in the relationship between work-life balance and organizational citizenship behavior.

LITERATURE REVIEW

Emotional Intelligence

Salovey and Meyer in Sumiryasih (2012) define emotional intelligence as a subset of social intelligence that involves the ability to monitor the feelings and emotions of both oneself and others, sort them out and use this information to develop thoughts and actions. The idea that emotions cause an individual to think more intelligently is

related to emotions. The dimensions in this study are, according to Goleman (2005), namely: Self Awareness, Self Control, Motivation, Empathy, and Social Skills

Work-Life Balance

According to Lockwood (2003), work-life balance is a state of balance between two demands in which the work and life of an individual are the same. On the one hand, in the view of employees, work-life balance is a choice of managing work and personal obligations or responsibilities towards the family. On the other hand, work-life balance in the view of the company is a challenge to create a supportive culture where employees can focus on their job while at work. According to Fisher et al (2003), the dimensions in this study are: Work Interference with Personal Life, Personal Life Interference with Work, and Work/Personal Life Enhancement.

Job Satisfaction

According to Robbins (2002), that job satisfaction is a general attitude towards one's work, the difference between the reward a worker receives and the amount they expect to receive. The definition of satisfaction, according to Robbins, is the notion of job satisfaction in general which illustrates that job satisfaction is the relationship between individuals who like the work and its environment and vice versa a feeling of dissatisfaction will arise in a member of the organization if he does not like his job. According to Luthans (2005), the dimensions in this study are The work itself, Pay, Promotion, Supervision, Working group, and Working conditions.

Organizational citizenship behavior

According to Organ et al. (2006), Organizational Citizenship Behavior, often abbreviated as OCB, is independent individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Meanwhile, according to Jahangir et al. (2004), organizational citizenship behavior (OCB) is a set of free workplace behaviors that exceed one's basic job requirements. According to Organ et al (2006), the dimensions in this study are Altruism, Conscientiousness, sportsmanship, Courtesy, and Civic Virtue.

Conceptual Model

The hypothesis proposed in this study is:

H_1 : Emotional intelligence has a positive and significant effect on job satisfaction.

H_2 : Work-life balance has a positive and significant effect on job satisfaction.

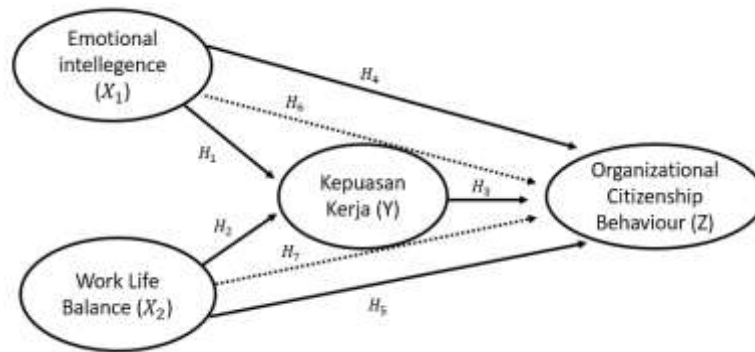
H_3 : Job satisfaction has a positive and significant effect on organizational citizenship behavior.

H_4 : Emotional intelligence has a positive and significant effect on organizational citizenship behavior

H_5 : Work-life balance has a positive and significant effect on organizational citizenship behavior

H_6 : Job satisfaction mediates emotional intelligence in organizational citizenship behavior

H_7 : Job satisfaction mediates work-life balance in organizational citizenship behavior.



Gambar 1: Conceptual Models

2. RESEARCH METHODS

Location and Research Design

The place of research that is used as the object of research is BPS Makassar City which is located on Jl. Prof. Abdurahman Basalamah No. 1, Karampuang, Kec. Panakkukang, Makassar City, South Sulawesi.

Population and Sample

The population in this study were all employees with civil servant status who worked at the Central Bureau of Statistics for the City of Makassar, totaling 35 people. The sampling method used is a saturated sample so that the total population is used as a sample.

Method Of Collecting Data

Data collection techniques were carried out by: (1) Distributing questionnaires directly to Civil Servants (PNS) at BPS Makassar City, (2) interviews; (3) observation; and (4) literature study. The instrument in this study was carried out using a questionnaire intended to obtain answers from respondents

Data Analysis Method

The data processing tool uses IBM SPSS version 25 for windows. Data analysis techniques were carried out in two ways: descriptive analysis and statistical analysis. Statistical data analysis includes (1) Validity Test and Reliability Test; (2) Classical Assumption Test; (3) Path Analysis; (4) Hypothesis Testing; and (5) Sobel test.

3. RESULT AND DISCUSSION

Validity Test

A validity test is used to measure the validity or validity of a questionnaire. In this study, a questionnaire is said to be valid if the questions asked can reveal something that will be measured on the questionnaire.

Table 1: Validity Test Results

Variable	Indicator	Value		Information
		Correlation	Sig.	
<i>Emotional intelligence (X1)</i>	X1.1	0,172	0,325	Invalid
	X1.2	0,625	0,000	Valid
	X1.3	0,439	0,008	Valid

	X1.4	0,477	0,004	Valid	
	X1.5	0,633	0,000	Valid	
	X1.6	0,569	0,000	Valid	
	X1.7	0,471	0,004	Valid	
	X1.8	0,680	0,000	Valid	
	X1.9	0,496	0,002	Valid	
	X1.10	0,462	0,005	Valid	
	X1.11	0,491	0,003	Valid	
	X1.12	0,673	0,000	Valid	
	X1.13	0,647	0,000	Valid	
	X1.14	0,645	0,000	Valid	
	Work-Life Balance (X2)	X2.1	0,730	0,000	Valid
		X2.2	0,793	0,000	Valid
		X2.3	0,789	0,000	Valid
X2.4		0,744	0,000	Valid	
X2.5		0,704	0,000	Valid	
X2.6		0,700	0,000	Valid	
X2.7		0,389	0,021	Valid	
X2.8		0,530	0,001	Valid	
X2.9		0,447	0,007	Valid	
Job Satisfaction (Y)	Y.1	0,810	0,000	Valid	
	Y.2	0,798	0,000	Valid	
	Y.3	0,661	0,000	Valid	
	Y.4	0,719	0,000	Valid	
	Y.5	0,618	0,000	Valid	
	Y.6	0,676	0,000	Valid	
	Y.7	0,711	0,000	Valid	
	Y.8	0,788	0,000	Valid	
	Y.9	0,675	0,000	Valid	
	Y.10	0,692	0,000	Valid	
	Y.11	0,814	0,000	Valid	
Organizational Citizenship Behavior (Z)	Z.1	0,692	0,000	Valid	
	Z.2	0,814	0,000	Valid	
	Z.3	0,548	0,001	Valid	
	Z.4	0,701	0,000	Valid	
	Z.5	0,665	0,000	Valid	
	Z.6	0,686	0,000	Valid	
	Z.7	0,680	0,000	Valid	
	Z.8	0,699	0,000	Valid	
	Z.9	0,818	0,000	Valid	
	Z.10	0,734	0,000	Valid	
	Z.11	0,776	0,000	Valid	
	Z.12	0,638	0,000	Valid	
	Z.13	0,687	0,000	Valid	
	Z.14	0,507	0,002	Valid	
	Z.15	0,541	0,001	Valid	

Source: Primary data processed by researchers through SPSS, 2023

Based on table 1 above proves that all statement items for each variable are declared valid, except for the statement item "I know when I have to talk to other employees about my problems." On the emotional intelligence variable. The stated statement is valid because of the sig. value $< 0.05 = \alpha$. Meanwhile, for research purposes, the invalid question items were removed because several other items could still reveal the indicators under study. The emotional intelligence variable obtains a correlation value between 0.172 - 0.680. The work-life balance variable obtains a correlation value between 0.389 - 0.793. The variable job satisfaction obtained a correlation value between 0.618 - 0.814. Meanwhile, the organizational citizenship behavior variable obtained a correlation between 0.507 - 0.818. Therefore, the results

obtained from the variables emotional intelligence (X1), work-life balance (X2), job satisfaction (Y), and organizational citizenship behavior (Z) are declared valid.

Reliability Test

The reliability test was carried out with the condition that a questionnaire was declared reliable if the respondents' answers to the statements used were consistent with the results of the Cronbach Alpha coefficient > 0.60 or 60% according to Imam Ghozali (2009).

Table 2: Reability Test Results

Num.	Variable	Cronbach's Alpha Value	Information
1.	Emotional intelegence (X1)	0,779	Reliable
2.	Work-Life Balance (X2)	0,836	Reliable
3.	Job Satisfaction (Y)	0,909	Reliable
4.	Organizational Citizenship Behavior (Z)	0,915	Reliable

Source: Primary data processed by researchers through SPSS, 2023

Based on Table 2 above, it can be seen that Cronbach's Alpha on all variables, namely emotional intelligence (X1), work-life balance (X2), job satisfaction (Y), and organizational citizenship behavior (Z) is greater than 0.600 so that all variables can be categorized reliable or dependable.

Classic Assumption Test

1. Normality Test

The normality test was conducted to test whether the dependent variable and independent variable regression models or both were normally distributed or not. The normality test in this study was used with the Kolmogorov-Smirnov Z statistical test. The results of the normality test can be shown in Table 5.8 as follows.

Table 3 Normality Test Result

Model	Test Statistic Value	Sig.	Information
X1 and X2 against Y	0,115	0,200	Normal
X1, X2, and Y against Z	0,108	0,200	Normal

Source: Primary data processed by researchers through SPSS, 2023

Based on Table 3, it shows that the significance value for each regression model used is greater than alpha 0.05, which means that each variable in the model meets the assumption of normality, which indicates that all variables have a normal effect.

2. Multicollinearity Test

The multicollinearity test aims to test whether the regression model shows a correlation between the independent variables and other variables. To detect the presence of multicollinearity between independent variables can be seen from the

tolerance value and variance inflation factor (VIF). The results of the multicollinearity test can be shown in Table 4 as follows.

Tabel 4 Multicollinearity Test Results

Model	Variable	Tolerance	VIF	Information
X1 and X2 against Y	<i>Emotional intelegence (X1)</i>	0,999	1,001	No Multicollinearity
	<i>Work-Life Balance (X2)</i>	0,999	1,001	No Multicollinearity
X1 and X2 against Y	<i>Emotional intelegence (X1)</i>	0,585	1,709	No Multicollinearity
	<i>Work-Life Balance (X2)</i>	0,928	1,078	No Multicollinearity
	<i>Job Satisfaction (Y)</i>	0,556	1,800	No Multicollinearity

Sumber: Data primer diolah peneliti melalui SPSS, 2023

Based on Table 4 it shows all tolerance values > 0.10 and VIF values < 10.00 for each regression model used which means that each variable in the model does not occur multicollinearity so that both regression models have met the assumptions.

3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression there is a variance similarity from one residual observation to another. To detect the presence of heteroscedasticity can be seen from the scatterplot between the dependent variable and its residuals. The results of the heteroscedasticity test can be shown in Figure 1 as follows.

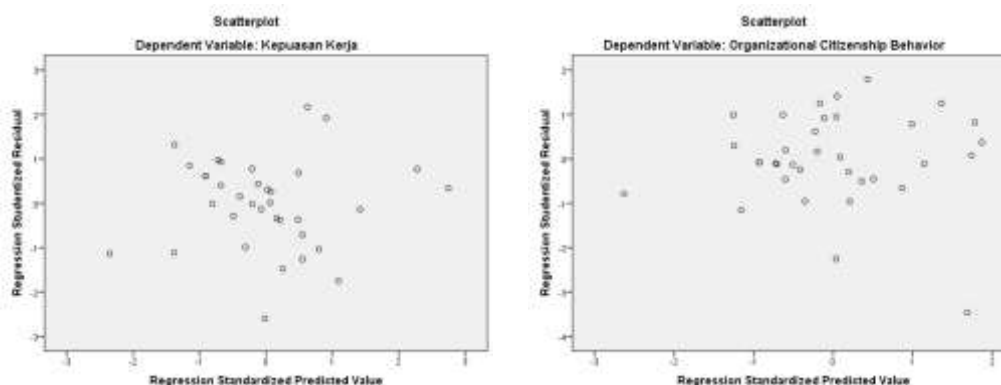


Figure 2 Heteroscedasticity Test Plot

Based on Figure 2, the scatterplots above show that the dots in the image do not form a particular pattern and the dots spread above and below the number 0 on the Y axis. So, it can be concluded that there is no heteroscedasticity in the data so that it can give an explanation that the data obtained has met the assumptions.

4. Autocorrelation Test

The autocorrelation test aims to test whether in a linear regression model there is a correlation between the confounding errors in the t period and the confounding errors in the $t-1$ period. To detect the presence of autocorrelation between observations, the Durbin Watson (DW) test was used. The results of the autocorrelation test can be shown in Table 5 as follows.

Tabel 5 Autocorrelation Test Results

Model	Test Statistic Value (DW)	D _L	D _U	Information
X1 and X2 against Y	2,377	1,343	1,584	No Autocorrelation
X1, X2, and Y against Z	2,019	1,283	1,653	No Autocorrelation

Source: Primary data processed by researchers through SPSS, 2023

Based on Table 5, it shows that the value of the DW test statistic for each regression model is between D_U and 4D_L, which means that each model does not have autocorrelation so that both regression models meet the assumptions.

Path Analysis

The test carried out is the method of path analysis or known as path analysis. This path analysis serves to find out how the direct and indirect effects of all variables, causal variables (exogenous variables) on effect variables (endogenous variables).

1. Path Analysis Model I

$$Y = 14,643 + 0,719X_1 - 0,181X_2$$

Based on the results of the simple regression that has been obtained above, the interpretation can be described as follows:

- The coefficient value of ρ_0 is 14.643. If the emotional intelligence (X1) and work life balance (X2) variables do not change or are constant, then the values obtained will increase job satisfaction (Y) by 14.643.
- The ρ_1 coefficient value is 0.719. This shows that if there is an increase in emotional intelligence (X1) by one unit, job satisfaction (Y) will increase by 0.719.
- The ρ_2 coefficient is -0.181. This shows that if there is an increase in work life balance (X2) by one unit, it will decrease job satisfaction (Y) by 0.181.

2. Path Analysis Model II

$$Z = -0,103 + 0,823X_1 + 0,093X_2 + 0,195Y$$

Based on the results of the simple regression that has been obtained above, the interpretation can be described as follows:

- The coefficient value of ρ_0 is 14.643. If the variables emotional intelligence (X1), work life balance (X2), and job satisfaction (Y) do not change or are constant, then the values obtained will decrease in organizational citizenship behavior (Z) of 0.103.
- The ρ_1 coefficient value is 0.823. This shows that if there is an increase in emotional intelligence (X1) by one unit, it will increase organizational citizenship behavior (Z) by 0.823.
- The coefficient value of ρ_2 is 0.093. This shows that if there is an increase in work life balance (X2) by one unit, it will increase organizational citizenship behavior (Z) by 0.093.
- The ρ_3 coefficient value is 0.195. This shows that if there is an increase in job satisfaction (Y) by one unit, it will increase organizational citizenship behavior (Z) by 0.195.

Hypotesis Test

Model I

1. Simultaneous Parameter Significance Test

Simultaneous parameter significance test to find out whether there is suitability of the data with the analysis model used, then a simultaneous hypothesis test is carried

out using the F statistical test. The simultaneous parameter significance test results can be shown in Table 5.11 as follows.

Table 6 Results of Simultaneous Parameter Significance Test Model I

Model	Sum of Square	df	Mean Square	F	Sig.
Regresi	298,117	2	149,058	10,924	0,000
Residual	436,626	32	13,645		
Total	734,743	34			

Source: Primary data processed by researchers through SPSS, 2023

Table 6 shows that the simultaneous test results show a statistical value of the F test of 10.924 and a significant value at <0.05 , which means that the data used follows the model.

2. Individual Parameter Significance Test

Test the significance of the parameters individually to find out how far the independent variables' influence is on the dependent variable, then test the hypothesis individually using the t-statistical test. The results of the individual parameter significance tests can be shown in Table 7 as follows.

Table 7 Results of the Individual Parameter Significance Test for Model I

Model	Koefisien	Standard Error	T	Sig.
Constant	14,643	7,535	1,943	0,041
<i>Emotional Intelligence</i>	0,719	0,106	4,336	0,000
<i>Work-Life Balance</i>	-0,181	0,027	-2,852	0,013

Source: Primary data processed by researchers through SPSS, 2023

The t test is an individual test of the independent variable X1 (emotional intelligence) on the dependent variable (job satisfaction) then X2 (work life balance) on the dependent variable (job satisfaction). From Table 5.12 above it can be seen that the emotional intelligence variable (X1) shows a significant value $<\alpha$ ($0.010 < 0.05$) with a β value of 0.719, meaning that the emotional intelligence variable has a significant effect and is positively related to job satisfaction (Y) at a confidence level of 95%. Meanwhile the work life balance variable (X2) shows a significant value $<\alpha$ ($0.013 < 0.05$) with a β value of -0.181, meaning that the work life balance variable has a significant effect and is negatively related to job satisfaction (Y) at a confidence level of 95% .

3. Coefficient of Determination

The coefficient of determination (R^2) basically measures how much the model's ability to explain the variation of the independent variables. The results of the coefficient of determination can be shown in Table 5.12 as follows.

Table 8 Coefficient of Determination Model I

Model	R Coefficient	R ² Coefficient
X1 and X2 against Y	0,778	0,606

Source: Primary data processed by researchers through SPSS, 2023

Based on Table 8 above, it shows that the value (R^2) is 0.606, this means that the emotional intelligence (X1) and work life balance (X2) variables on the job satisfaction variable (Y) can have an effect of 60.6%. The remaining 39.4% is influenced by other variables that have not been or are not examined in the continuation of the completion of this research.

Model II

1. Simultaneous Parameter Significance Test

Simultaneous parameter significance test to determine whether there is compatibility of the data with the analytical model used, then a hypothesis test is carried out simultaneously using the F statistical test. The results of the simultaneous parameter significance test can be shown in Table 9 as follows.

Table 9 Results of Simultaneous Parameter Significance Test Model II

Model	Sum of Square	Df	Mean Square	F	Sig.
Regresi	484,532	3	161,511	9,167	0,000
Residual	546,153	31	17,618		
Total	1.030,686	34			

Source: Primary data processed by researchers through SPSS, 2023

Based on Table 9, it was found that the simultaneous test results showed a statistical value of the F test of 9.167 and a significant value at <0.05 , which means that the data used was in accordance with the model.

2. Individual Parameter Significance Test

Test the significance of the parameters individually to find out how far the influence of the independent variables individually on the dependent variable, then test the hypothesis individually using the t statistical test. The results of the individual parameter significance tests can be shown in Table 10 as follows.

Table 10 Results of the Individual Parameter Significance Test for Model II

Model	Koefisien	Standar Error	t	Sig.
Constant	-0,103	9,054	-0,011	0,091
<i>Emotional Intelegence</i>	0,823	0,237	3,467	0,002
<i>Work-Life Balance</i>	0,093	0,107	2.800	0,030
Job Satisfaction	0,195	0,091	2,971	0,039

Source: Primary data processed by researchers through SPSS, 2023

The t test is an individual test of the independent variable X1 (emotional intelligence) on the dependent variable (job satisfaction) then variable X2 (work life balance) on the dependent variable (job satisfaction) and Y variable (job satisfaction) on organizational citizenship behavior (Z). From Table 10 above it can be seen that the emotional intelligence variable (X1) shows a significant value $<\alpha$ ($0.002 < 0.05$) with a β value of 0.237, meaning that the emotional intelligence variable has a significant effect and is positively related to organizational citizenship behavior (Z) at the level of trust by 95%. The work-life balance variable (X2) shows a significant value $<\alpha$ ($0.030 < 0.05$) with a β value of 0.093, meaning that the work-life balance variable has a significant effect and is positively related to organizational citizenship behavior (Z) at a confidence level of 95%. The job satisfaction variable (Y) shows a significant value $<\alpha$ ($0.039 < 0.05$) with a β value of 0.195, meaning that the job satisfaction variable (Y) has a significant and positive effect on organizational citizenship behavior (Z) at a confidence level of 95%.

3. Coefficient of Determination

The coefficient of determination (R^2) basically measures how much the model's ability to explain the variation of the independent variables. The results of the coefficient of determination can be shown in Table 11 as follows.

Table 11 Coefficient of Determination Model II
Model

Model	R Coefficient	R ² Coefficient
X1, X2 and Y against Z	0,818	0,670

Source: Primary data processed by researchers through SPSS, 2023

Based on Table 11 above, it shows that the value (R²) is 0.670, this means that the emotional intelligence (X1), work life balance (X2), and job satisfaction variables on the job satisfaction variable (Y) can have an effect of 67.0%. The remaining 33.0% is influenced by other variables that have not been or are not examined in the continuation of the completion of this research.

Sobel Test

The Sobel test is used to test the strength of the dependent variable's indirect influence on the independent variable through the mediating variable. Testing the hypothesis based on mediation was carried out by a Sobel test regarding the influence of emotional intelligence (X1) on organizational citizenship behavior (Z) through the mediation of job satisfaction (Y). Furthermore, sobel testing was also carried out regarding the effect of work-life balance (X2) on organizational citizenship behavior (Z) through the mediation of job satisfaction (Y). The results of the Sobel test can be shown in Table 12 as follows.

Tabel 12 Sobel Test Results

Influence Between Variables	Direct Influence	Sig.	Indirect Influence	Total Influence
X1 against Y	0,719	0,000	-	0,719
X1 against Z	0,823	0,002	2,043	2,866
X2 against Y	-0,181	0,013	-	-0,181
X2 against Z	0,195	0,039	-2,041	-1,846

Source: Primary data processed by researchers through SPSS, 2023

4. DISCUSSION

The Influence of Emotional Intelligence on Organizational Satisfaction of PNS BPS Makassar City

Emotional intelligence has a positive and significant effect on job satisfaction. Emotional responses to a job influence job satisfaction. Emotional intelligence acts as the principal capital in self-control to produce good performance (Patton, 1998). Porter and Lawler (in Riggio, 1985) argue that good performance will lead to job satisfaction. Emotional intelligence can help an employee in carrying out or improving a conducive psychological work environment and can assist employees in carrying out or carrying out their work; it can also help build social relations within the family environment, work environment, and social community. Creating these social relations can increase satisfaction and productivity, which will realize organizational goals and success, so it can be concluded that the higher the emotional intelligence of a person (employee) in managing emotions, the higher the job satisfaction felt by employees towards their work. The results of this study are in line with research conducted by Busso (2003), Hanzaee & Mirvaisi (2013), and Raharjo Taufik (2012).

The Influence of Work-Life Balance on Job Satisfaction of PNS Organizations BPS Makassar City

In testing the hypothesis, it was found that the test results did not support the hypothesis in this study, namely, the higher the work-life balance, the lower the job satisfaction. The results of this study are not in line with previous research conducted by Haar et al., 2014 which showed a significant and positive effect between WLB and job satisfaction. That is, the higher the work-life balance of an employee, the higher the job satisfaction experienced. The research suggests that organizations should invest in promoting WLB programs by implementing conducive work-life policies, such as flexible working hours, and by embracing a work culture that supports and encourages employees to use the work-life policies available in the organization. The aim is to enable workers to feel satisfied at work, so they are encouraged to work as optimally as possible. In addition, similar research from Yusnani and Prasetyo (2018) and Shabrina and Ratnaningsih (2019), which states that WLB has a positive effect on job satisfaction, is not in line with the results of the tests in this study.

The Influence of Job Satisfaction on Organizational Citizenship Behavior of PNS Organizations BPS Makassar City

The research results indicate that job satisfaction has a positive and significant effect on OCB. The results of this study are consistent with research conducted by Hapsari (2015); and Anggraini and Rahardjo (2016), which state that there is a positive and significant influence between job satisfaction and OCB. Generally, they emphasized that individuals who get satisfaction in their work, will tend to interpret the work and tasks they carry out with full responsibility and dedication. Likewise, Robbins (2006) in his book emphasized that job satisfaction greatly influences OCB. In fact, it is further said that job satisfaction is the main determinant of employee organizational citizenship behavior. For him, satisfied employees are more likely to speak positively about the organization, help others, carry out their job performance beyond existing tasks.

The Influence of Emotional Intelligence on Organizational Citizenship Behaviour of PNS Makassar BPS Organizations

Emotional intelligence has a positive and significant effect on organizational citizenship behavior (OCB). The link between emotions and one's behavior requires the ability of individuals to be able to manage emotions well. Through the ability to manage emotions, an employee (employee) will feel and bring up positive emotions from within himself so that the individual is more sensitive and able to understand or empathize with other people and their environment, and can align the values espoused by their environment, in turn this will make people feel more optimistic about their ability to achieve goals, increase creativity and decision-making skills, and make people like to help (Goleman, 2007). It can be concluded that the higher a person's emotional intelligence, which is shown through a person's ability to manage emotions and understand other people, the higher the OCB behavior shown.

The Influence of Work Life Balance on Organizational Citizenship Behaviour of PNS Organizations BPS Makassar City

The findings in this study state that WLB has an effect on OCB with job satisfaction as a mediating variable. This means that the higher the work life balance, the employee's OCB behavior will also increase. Significant results state that the WLB variable affects the OCB variable. In other words, there is an influence between WLB and OCB which is mediated by job satisfaction.

The Influence of Emotional Intelligence on Organizational Citizenship Behavior Mediated by Job Satisfaction of PNS Organizations BPS Makassar City

The test results show that emotional intelligence has a positive and significant effect on job satisfaction. The results of the hypothesis testing also show that emotional intelligence has a positive and significant effect on OCB. The test results between variables are positive and significant so that mediation occurs. This means that it can be concluded that in this study employees with a high level of emotional intelligence and high job satisfaction can also lead to OCB behavior that is useful for the progress of the company. The results of this study are in line with the research of Hanzaee and Mirvaisi (2013).

The Influence of Work Life Balance on Organizational Citizenship Behavior Mediated by Work Satisfaction of PNS Organizations BPS Makassar City

The findings in this study state that WLB has no positive and significant effect on OCB with job satisfaction as a mediating variable. It is not significant indicating that the WLB variable does not affect the OCB variable. In other words, there is no influence between WLB and OCB mediated by job satisfaction.

5. CONCLUSION

Based on the results of research by researchers on Civil Servants (PNS) BPS Makassar City on 35 respondents, the authors can draw the following conclusions:

- 1) The results of the study show that emotional intelligence has a significant and positive effect on job satisfaction in BPS Makassar civil servants. This shows that the higher the emotional intelligence, the higher the job satisfaction of employees.
- 2) The results of the study show that work life balance has a significant and negative effect on job satisfaction.
- 3) Job satisfaction has a significant and positive effect on organizational citizenship behavior. This shows that the higher the job satisfaction with the organization, the OCB behavior will also increase.
- 4) Emotional intelligence has a significant and positive effect on organizational citizenship behavior. This shows that the higher the emotional intelligence by employees, the employee's OCB behavior will also increase.
- 5) Work life balance has a significant and positive relationship to organizational citizenship behavior. This shows that the higher the work life balance of employees, the OCB behavior will also increase.
- 6) The results of the study show that job satisfaction is proven to be able to mediate the relationship between emotional intelligence and organizational citizenship behavior in PNS BPS Makassar City.
- 7) The results of the study show that job satisfaction is proven to be unable to mediate the relationship between emotional work life balance and organizational citizenship behavior in PNS BPS Makassar City.

REFERENCE

Aliya, G. R., & Saragih, R. (2020). Pengaruh Work-Life Balance dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Di PT Telkom Divisi Telkom Regional III

- Jawa Barat. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 4(3), 84-95.
- Alianto, A., & Anindita, R. (2008). Pengaruh kompensasi dan *work life balance* terhadap kepuasan kerja dimediasi stres kerja. *Universitas Esa Unggul*.
- Ariati, J. (2017). Hubungan antara kecerdasan emosional dengan organizational citizenship behavior (OCB) pada karyawan CV. Aneka Ilmu Semarang. *Jurnal Psikologi Universitas Diponegoro*.
- Beck, J. H., Ciarrochi, J., Forgas, J. P., & Mayer, J. D. (Eds.). (2001). *Emotional intelligence in everyday life: A scientific inquiry*. Psychology Press.
- Elshifa, A. (2018). Pengaruh Leader Member Exchange (Lmx) Dan Komitmen Organisasi Terhadap Kinerja Karyawan Dengan Mediasi Organization Citizen Behaviour (Ocb)(Studi Kasus Pada Karyawan Kospin Jasa Pekalongan). *Economicus*, 9(1), 25-39.
- Fajri, A. (2022). Pengaruh Work-Life Balance Generasi Milenial Terhadap Ocb: Peran Pemediasi Kepuasan Kerja. *Eqien-Jurnal Ekonomi dan Bisnis*, 9(1), 183-187.
- Fatmawati, A., & Azizah, S. N. (2022). Pengaruh Kecerdasan Emosional dan Perceived Organizational Support Terhadap Organizational Citizenship Behavior dengan Komitmen Organisasi Sebagai Variabel Intervening: Studi pada PNS di Badan Pusat Statistik Kabupaten Kebumen. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)*, 4(2), 154-180.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: a measure of work/nonwork interference and enhancement. *Journal of occupational health psychology*, 14(4), 441.
- Fisher-McAuley, G., Stanton, J., Jolton, J., & Gavin, J. (2003, April). Modelling the relationship between *work life balance* and organisational outcomes. In *Annual Conference of the Society for Industrial-Organisational Psychology. Orlando* (Vol. 1, p. 26).
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of vocational behavior*, 63(3), 510-531.
- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Canada : AddisonWesley Publishing Company, Inc.
- Hikmah, M., & Lukito, H. (2021). Peran Worklife Balance dan Stres Kerja terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior sebagai Variabel Mediasi. *Jurnal Bisnis dan Manajemen*, 8(1), 64-74.
- Jahangir, N., Akbar, M. M., & Haq, M. (2004). Organizational citizenship behavior: Its nature and antecedents.
- Kreitner, R., Kinicki, A., & Buelens, M. (1989). *Organizational behavior*. Homewood, IL: Irwin.
- Kumar, K., Bakhshi, A., & Rani, E. (2009). Linking the 'Big Five' personality domains to Organizational citizenship behavior. *International journal of Psychological studies*, 1(2), 73.
- Luthans, F. (1981). *Organizational behavior*. McGraw-Hill Book Company.
- Mulyani, S. (2008). *Analisis pengaruh faktor-faktor kecerdasan emosi terhadap komunikasi interpersonal perawat dengan pasien di unit rawat inap RSJD Dr. Amino Gondohutomo Semarang Tahun 2008* (Doctoral dissertation, Program Pasca Sarjana Universitas Diponegoro).

- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications.
- Phala, G. W. (2016). Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Dengan Komitmen Organisasional Sebagai Variabel Intervening (Studi pada PNS Rumah Sakit Umum Daerah Kabupaten Lombok Utara). *JMM UNRAM-MASTER OF MANAGEMENT JOURNAL*, 5(3).
- Poulose, S., & Sudarsan, N. (2018). Work life balance: A conceptual review. *International Journal of Advances in Agriculture Sciences*.
- Putri, Z. A., & Susetyo, S. (2021). Job Satisfaction Sebagai Variabel Mediasi Pengaruh Emotional Intelligence Terhadap Organizational Citizenship Behavior. *Managemnt Insight: Jurnal Ilmiah Manajemen*, 16(1), 153-164.
- Rivai, V. (2016). Manajemen sumber daya manusia untuk perusahaan.
- Robbins, S. P. C. Mary. 2014, Management, Global Edition. *Harlow (UK): Pearson Education*.
- Sari, A. D. K. (2020). *Pengaruh Work-Life Balance dan Resilience Terhadap Organizational citizenship behaviour (OCB): Peran Mediasi Komitmen Organisasional (Studi pada Pegawai Inspektorat Jenderal Kementerian Hukum dan HAM RI)* (Doctoral dissertation, UNS (Sebelas Maret University)).
- Satriansyah, H. (2019). *Pengaruh Work-Life Balance Terhadap Kepuasan Kerja Dengan Stres Kerja Sebagai Variabel Mediasi (Studi Pada Karyawan Bank Indonesia Kantor Perwakilan Jawa Tengah)* (Doctoral dissertation, Universitas Brawijaya).
- Semlali, S., & Hassi, A. (2016). Work-life balance: how can we help women IT professionals in Morocco?. *Journal of Global Responsibility*, 7(2), 210-225.
- Smith, K. T., Smith, L. M., & Brower, T. R. (2016). How work-life balance, job performance, and ethics connect: Perspectives of current and future accountants. In *Research on Professional Responsibility and Ethics in Accounting* (Vol. 20, pp. 219-238). Emerald Group Publishing Limited.
- Suryana, A. K. H. (2014). *Pengaruh Kecerdasan Emosional Dan Leader Member Exchange (Lmx) Terhadap Organizational Citizenship Behavior (Ocb) Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Pada Karyawan Pt. Pos Indonesia (Persero) Kantor Pos Solo)* (Doctoral dissertation, UNS (Sebelas Maret University)).
- Wendi, K. D., Enas, E., & Kasman, K. (2022). Pengaruh *Work life balance* Dan Burnout Terhadap Kepuasan Kerja Karyawan (Suatu Studi Pada Pegawai PT. Pos Indonesia Cabang Ciamis).
- Winarni, W. S., Suci, R. P., & Mas, N. (2020). Pengaruh Emotional Intelligence Dan Work-Life Balance Terhadap Kepuasan Kerja Dan Kinerja. *JIM (Jurnal Ilmu Manajemen)*, 6(3), 50-68.