

THE ROLE OF JOB SATISFACTION IN MEDIATING THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND SERVANT LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstrak

Penelitian ini bertujuan untuk mengetahui peran kepuasan kerja dalam memediasi pengaruh kecerdasan emosional dan kepemimpinan pelayan terhadap Organizational Citizenship Behavior (karyawan pada tenant SunCity Mall Madiun). Penelitian ini bersifat kuantitatif. Sampel yang digunakan berjumlah 103 responden. Teknik pengambilan sampel adalah purposive sampling. Pengumpulan data menggunakan kuesioner yang disebar melalui Google Forms. Analisis data pada penelitian ini menggunakan tes analisis jalur. Hasil penelitian menunjukkan bahwa: 1) Variabel kecerdasan emosional (X1) berpengaruh positif dan signifikan terhadap kepuasan kerja. 2) variabel kepemimpinan pelayan (X2) berpengaruh positif dan signifikan terhadap kepuasan kerja. 3) variabel kecerdasan emosional (X1) berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior. 4) variabel kepemimpinan melayani (X2) berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior. 5) variabel kualitas kepuasan kerja (Z) berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior. 6) Kepuasan kerja memediasi pengaruh kecerdasan emosional terhadap Organizational Citizenship Behavior. 7) Kepuasan kerja memediasi pengaruh kepemimpinan pelayan terhadap perilaku kewargaan organisasi.

Kata Kunci: Kepuasan Kerja, Kecerdasan Emosional, Kepemimpinan Melayani, Perilaku Kewarganegaraan Organisasi.

Abstract

This study aims to determine the role of job satisfaction in mediating the influence of emotional intelligence and servant leadership on organizational citizenship behavior (employees at SunCity Mall Madiun tenants). This study was quantitative. A sample of 103 respondents was used. The sampling technique was purposive sampling. Data collection used a questionnaire distributed through Google Forms. Data analysis in this study used a path analysis test. The results showed that: 1) The emotional intelligence variable (X1) has a positive and significant effect on job satisfaction. 2) the servant leadership variable (X2) has a positive and significant effect on job satisfaction. 3) the emotional intelligence variable (X1) has a positive and significant effect on organizational citizenship behavior. 4) the servant leadership variable (X2) has a positive and significant effect on organizational citizenship behavior. 5) the quality of job satisfaction variable (Z) has a positive and significant effect on organizational citizenship behavior. 6) Job satisfaction mediates the effect of emotional intelligence on

organizational citizenship behavior. 7) Job satisfaction mediates the effect of servant leadership on organizational citizenship behavior.

Keywords: *Job Satisfaction, Emotional Intelligence, Servant leadership, Organizational citizenship behavior.*

A. INTRODUCTION

Organizational citizenship behavior (OCB) is one of the important things in an organization. This Organizational Citizenship Behavior (OCB) is also carried out by several waiter/service employees in several tenants. This is because the waiter/service employees are required to work in shifts and they are required to continue working on holidays and holidays. For this reason, cooperation between employees is needed to complete the work that has been determined by the business owner. This condition was also experienced by SunCity Mall Madiun Tenants. Based on observations made at several SunCity Mall Madiun Tenants who were the subjects of this research, it shows that employees at SunCity Mall Madiun Tenants such as at Samudera Supermarket show that employees collaborate with other colleagues in their work. When an employee is unable to come to work, another employee is willing to replace that employee. This condition was carried out by several employees at the Tenant SunCity Mall Madiun who were the subjects of this research. This shows that the employees of Tenant SunCity Mall Madiun can do good teamwork, this condition is because if they implement teamwork they will definitely have good OCB.

Goleman (2018) defines emotional intelligence as the ability to motivate oneself and survive frustration, control impulses and not exaggerate pleasure, regulate mood, and keep stress from paralyzing the ability to think, empathize and pray. The existing phenomenon shows that employees at Tenant SunCity Mall Madiun have quite high emotional intelligence. This is because they can control their emotions well when working and are able to analyze the emotions of their co-workers and tenant owners. However, from the information obtained, it can be seen that there are several tenant employees who still do not have good emotional intelligence. When employees lack emotional intelligence, the employee's organizational citizenship behavior (OCB) will also be low. For this reason, emotional intelligence in tenant employees is very important to create organizational citizenship behavior (OCB).

Gap Research conducted by Shulfiyati (2021) explains that emotional intelligence has a positive and significant effect on organizational citizenship behavior (OCB) in UPT (Technical Implementation Unit) Teachers at SMP Negeri 13 Gresik. Goller & Dewi (2020) explained that emotional intelligence has a positive and significant effect on organizational citizenship behavior (OCB). Fiftyana & Sawitri (2020) also explained that emotional intelligence has a positive and significant effect on organizational citizenship behavior (OCB) in State Elementary School (SD) Teachers in Banyumanik District, Semarang City.

According to Septiadi & Adnyani (2019) Servant leadership is a model of leadership approach where the leader prioritizes other people or employees rather than himself. So, Servant leadership is a leadership style that comes from sincere feelings that arise from the heart that desires to serve, namely being the first to serve. The existing phenomenon shows that Servant leadership applied to SunCity Mall Madiun Tenants has been able to work well, namely that the leadership is able to treat all employees well and is willing to listen to suggestions from employees. Leaders also always contribute to the Company and have clear goals. Apart from that, leaders can also be trusted because they are able to provide information and solutions that are useful for the company. However, there are several employees who feel that the Servant Leadership implemented is still dissatisfied. This condition is usually felt by new employees. Where this greatly influences employee job satisfaction and has an impact on organizational citizenship behavior (OCB).

Gap research conducted by Subhaktiyasa et al (2023) also explains that Servant leadership affects Organizational citizenship behavior (OCB). Fanny (2021) also explains that Servant leadership influences Organizational citizenship behavior (OCB) at Hotel Bumi Surabaya. Prasetyo & Mas'ud (2021) also explained that Servant leadership influences Organizational citizenship behavior (OCB) in Hotel Grasia Semarang employees. Fatril et al., (2022) also explained that Servant leadership had a positive effect on Organizational Citizenship Behavior (OCB) in the Padang City Education Department.

In this research, job satisfaction is a mediating variable, meaning that job satisfaction acts as an intermediary cause in the relationship between the other two variables. This shows that job satisfaction as a mediating variable means that job satisfaction plays an important role in

explaining the relationship between other variables. The existing phenomenon shows that if there is high emotional intelligence and servant leadership in employees, organizational citizenship behavior (OCB) in SunCity Mall Madiun Tenant employees will also increase.

B. METHODS

This type of research is quantitative. The number of samples used was 103 respondents. The sampling technique is purposive sampling. The data collection technique uses a questionnaire by distributing Google forms. Data analysis in this study was a path analysis test.

C. RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

The regression equation in this research can be seen in the following table:

Table 1. Results of Multiple Linear Regression Line Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.728	1.109		3.362	.001
Emotional Intelligence	.510	.092	.416	5.516	.000
<i>Servant leadership</i>	.540	.084	.482	6.396	.000

a. Dependent Variable: *Organizational citizenship behavior*

Source: Primary data processed (2025)

The multiple linear regression line equation obtained in this research is as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + e_i$$

$$\hat{Y} = 3,728 + 0,510X_1 + 0,540X_2 + e_i$$

Path Analysis

Model 1

Table 2. Path Analysis Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	3.721	1.065		3.494	.000
Emotional Intelligence	.761	.141	.595	5.396	.000
<i>Servant leadership</i>	.455	.129	.361	3.529	.000

a. Dependent Variable: Job Satisfaction

Source: Primary data processed (2025)

Based on the results of the path analysis in the equation above, the following results can be seen:

$$Z : a + b_1X_1 + b_2X_2 + e_i$$

$$Z = 3,721 + 0,761X_1 + 0,455X_2 + e_i$$

Model 2

Table 3. Path Analysis Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.373	1.179		3.709	.000
Emotional Intelligence	.394	.091	.321	4.320	.000
<i>Servant leadership</i>	.524	.079	.468	6.629	.000
Job Satisfaction	.243	.061	.239	3.955	.000

a. Dependent Variable: *Organizational citizenship behavior*

Source: Primary data processed (2025)

Based on the results of the path analysis in the equation above, the following results can be seen:

$$Y = a + b_1X_1 + b_2X_2 + b_3Z + e_i$$

$$Y = 4,373 + 0,394X_1 + 0,524X_2 + 0,243Z + e_i$$

Hypothesis Testing

T Test

Model 1

Table 4 Ttest Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.721	1.065		3.494	.000
Emotional Intelligence	.761	.141	.595	5.396	.000
<i>Servant leadership</i>	.455	.129	.361	3.529	.000

a. Dependent Variable: Job Satisfaction

Source: Primary data processed (2025)

Based on the results of the data analysis in the table above, it can be concluded as follows:

- 1) In the emotional intelligence variable (X1) $t_{count} > t_{table}$, namely $5.396 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that emotional intelligence (X1) has a positive and significant influence on job satisfaction, so the first hypothesis is accepted.
- 2) In the servant leadership variable (X2) $t_{count} > t_{table}$, namely $3.529 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that servant leadership (X2) has a positive and significant influence on satisfaction, so the second hypothesis is accepted.

Model 2

Table 5. T Test Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.373	1.179		3.709	.000
Emotional Intelligence	.394	.091	.321	4.320	.000
<i>Servant leadership</i>	.524	.079	.468	6.629	.000
Job Satisfaction	.243	.061	.239	3.955	.000

a. Dependent Variable: *Organizational citizenship behavior*

Source: Primary data processed (2025)

Based on the results of the data analysis in the table above, it can be concluded as follows:

- 1) In the emotional intelligence variable (X1) $t_{count} > t_{table}$, namely $4.320 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that the emotional intelligence variable (X1) has a positive and significant influence on organizational citizenship behavior, so the third hypothesis is accepted.
- 2) In the servant leadership variable (X2) $t_{count} > t_{table}$, namely $6.629 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that servant leadership (X2) has a positive and significant influence on organizational citizenship behavior, so the fourth hypothesis is accepted.
- 3) In the job satisfaction variable (Z) $t_{count} > t_{table}$, namely $3.955 > 1.981$ with a significance of $0.000 < 0.05$, meaning H_0 is rejected and H_a is accepted. This means that the quality of job satisfaction (Z) has a positive and significant influence on organizational citizenship behavior, so the fifth hypothesis is accepted.

Uji Sobel

The first Sobel test analysis is to determine the role of job satisfaction in mediating the influence of emotional intelligence on organizational citizenship behavior (employees at Tenant SunCity Mall Madiun) with the following results:

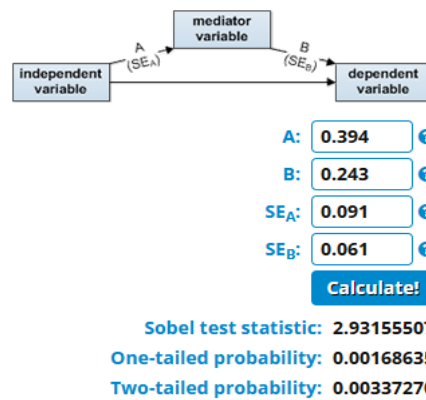


Figure 1. Sobel Test Analysis of Equation 1

Based on the table of Sobel analysis calculation results using the Sobel calculator, it shows that the t test result is 2.932 with a sig value. $0.003 < 0.05$ (5%). This shows that job satisfaction is able to mediate the influence of emotional intelligence on organizational citizenship behavior (employees at Tenant SunCity Mall Madiun), so that the sixth hypothesis is accepted. The second Sobel test analysis is to determine the role of job satisfaction in mediating the influence of servant leadership on organizational citizenship behavior (employees at Tenant SunCity Mall Madiun) as follows:

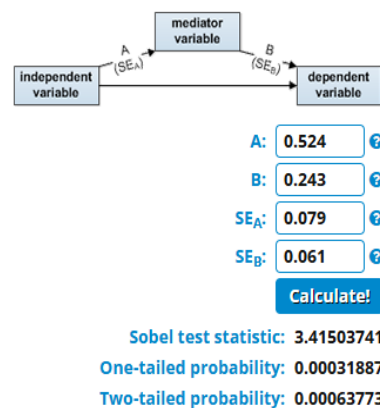


Figure 2. Sobel Test Analysis of Equation 2

Based on the table of Sobel analysis calculation results using the Sobel calculator, it shows that the t test result is 3.415 with a sig value. $0.000 < 0.05$ (5%). This shows that job satisfaction is able to mediate the influence of servant leadership on organizational citizenship behavior (employees at Tenant SunCity Mall Madiun), so that the seventh hypothesis is accepted

Coefficient of Determination (R^2)**Table 6. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.928 ^a	.861	.857	1.984

a. Predictors: (Constant), Emotional Intelligence, *servant leadership*

b. Dependent Variable: *organizational citizenship behavior*

Source: Primary data processed (2025)

Based on the table above, the RSquare value obtained is close to 1, namely 0.861, meaning that the percentage influence of emotional intelligence and servant leadership on employee job satisfaction at Tenant SunCity Mall Madiun is 86.1%. Meanwhile, the remaining 13.9% is influenced by other independent variables not examined in this research.

DISCUSSION**The Influence of Emotional Intelligence on Job Satisfaction**

Implications related to employee emotional intelligence at Tenant SunCity Mall Madiun can be shown by feelings of happiness making employees enthusiastic about working while feelings of anger hinder employees from completing their work. Employees can also recognize the type of emotions I feel. This emotional intelligence is also demonstrated by employees' emotional expressions in the form of when coworkers talk about problems, other employees listen well. Employees also remain friendly to co-workers even when they are angry and also remain kind to co-workers even when they are sick. This is because the staff at the Tenant SunCity Mall Madiun never get carried away by emotions when there are friends who are not good. So that emotional intelligence influences job satisfaction

The Influence of Servant Leadership on Job Satisfaction

The implications of this research regarding service leadership at Tenant SunCity Mall Madiun are shown by the leadership giving me confidence in working optimally and always paying attention to all workers in carrying out their duties. The leadership also always prioritizes the needs of all the teams under its control in working and gives full trust to all the employees under its supervision. Apart from that, the leadership always considers all suggestions given by employees for the progress of the Company and is willing to work together to provide input in completing the work. For this reason, all employees believe in the leadership's strengths in working to develop the Company. So that the presence of servant leadership influences job satisfaction.

The influence of emotional intelligence on organizational citizenship behavior

The implications of this research show that the emotional intelligence of SunCity Mall Madiun Tenant employees has good emotional intelligence. This is because they can control their emotions well when working and are able to analyze the emotions of their co-workers and tenant owners. Apart from that, employees are also able to socialize well with tenant owners, fellow co-workers and consumers. The presence of good emotional intelligence in Tenant employees at SunCity Mall Madiun can increase organizational citizenship behavior (OCB) in these employees. For this reason, emotional intelligence in tenant employees is very important to create organizational citizenship behavior (OCB).

The influence of servant leadership on organizational citizenship behavior

Servant leadership has a positive influence on Organizational Citizenship Behavior (OCB). This leadership style, which focuses on meeting employee needs and development, can encourage SunCity Mall Madiun Tenant employees to engage in voluntary behavior that benefits the organization outside of their formal duties. Servant leadership is an effective approach to encourage OCB behavior, which ultimately provides benefits to the organization as a whole. Through a focus on employee welfare and creating a positive work environment, servant leadership can trigger job satisfaction and encourage employees to contribute more than just their routine tasks.

The influence of job satisfaction on organizational citizenship behavior

The implications related to employee job satisfaction at Tenant SunCity Mall Madiun can be seen from the company giving confidence in every job given to employees and they have the opportunity for promotion. Where employees at Tenant SunCity Mall Madiun must improve their performance in order to obtain promotions. The company provides promotion opportunities for employees who work well. This makes employees at Tenant SunCity Mall Madiun feel that the policies provided by the company are very satisfying. Employee job satisfaction is very important for employees at Tenant SunCity Mall Madiun because it has a direct impact on Organizational citizenship behavior

The role of job satisfaction in mediating the influence of emotional intelligence on organizational citizenship behavior

Implications related to organizational citizenship behavior (OCB) for employees of Tenant SunCity Mall Madiun are shown by employees of Tenant SunCity Mall Madiun taking time to help co-workers in solving work problems and taking time to help co-workers in resolving work problems. SunCity Mall Madiun Tenant employees will also ask friends who look confused and will not hesitate to help friends who are really having difficulty at work. Apart from that, SunCity Mall Madiun Tenant employees avoid conflicts and respect the work of their co-workers and pay attention to co-workers who appear to be in need. Job satisfaction of SunCity Mall Madiun Tenant employees acts as a mediating variable between emotional intelligence and Organizational citizenship behavior (OCB).

The Role of Job Satisfaction in Mediating the Influence of Servant Leadership on Organizational Citizenship Behavior

This Organizational Citizenship Behavior (OCB) is also carried out by several waiter/service employees in several tenants. This is because the waiter/service employees are required to work in shifts and they are required to continue working on holidays and holidays. Research shows that job satisfaction mediates the relationship between servant leadership and OCB. This means that the positive influence of servant leadership on OCB is not only direct, but also through increasing job satisfaction of SunCity Mall Tenant employees. In other words, if a leader applies servant leadership, it will increase employee job satisfaction, which then encourages them to carry out OCB behavior.

D. CONCLUSION

Based on data analysis and discussion, it can be concluded that: 1) The emotional intelligence variable (X1) has a positive and significant influence on job satisfaction (employees at Tenant SunCity Mall Madiun). 2) The servant leadership variable (X2) has a positive and significant influence on job satisfaction (employees at Tenant SunCity Mall Madiun). 3) The emotional intelligence variable (X1) has a positive and significant influence on organizational citizenship behavior (employees at Tenant SunCity Mall Madiun). 4) The servant leadership variable (X2) has a positive and significant influence on organizational

citizenship behavior (employees at Tenant SunCity Mall Madiun). 5) The variable quality of job satisfaction (Z) has a positive and significant influence on organizational citizenship behavior (employees at Tenant SunCity Mall Madiun). 6) Job satisfaction is able to mediate the influence of emotional intelligence on organizational citizenship behavior (employees at Tenant SunCity Mall Madiun). 7) Job satisfaction is able to mediate the influence of servant leadership on organizational citizenship behavior (employees at Tenant SunCity Mall Madiun).

E. SUGGESTIONS

Based on the conclusions of this research, suggestions can be given to several parties, including: a) For the Tenant: Should pay more attention to employees; should provide training to employees to improve employee performance; Leaders should be able to treat employees better. b) For Tenant Employees: should be able to control your emotions when working; should be able to establish good relationships with co-workers; should always help colleagues who need it. c) For other researchers: Also consider the contribution of the influence of other independent variables that influence organizational citizenship behavior which were not examined in this research; Take a number of samples from different research objects so that different research results will be obtained.

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