

## The Effect of Emotional Intelligence and Political Skill on Organizational Citizenship Behavior with Job Involvement as Mediating Variable

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### Abstract

This study aims to analyze the effect of emotional intelligence and political skill on organizational citizenship behavior with job involvement as mediating variable at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang. This study uses quantitative descriptive method with primary and secondary data obtained through observation, interviews, and questionnaires to 125 employees as respondents. The data will be analyzed by Structural Equation Modeling using software Partial Least Square. The result shows that emotional intelligence and political skill have positive and significant effect on job involvement. Job involvement, emotional intelligence, political skill also gives positive and significant effect on organizational citizenship behavior. Job involvement plays mediating effect emotional intelligence on organizational citizenship behavior and it is positively and significantly correlated. Job involvement also plays mediating effect political skill on organizational citizenship behavior with positive and significant effect. The previous study only focuses on the direct effect of emotional intelligence and political skill on job involvement and organizational citizenship behavior or the effect of job involvement on organizational citizenship behavior. But, a few has studied the indirect effects of emotional intelligence and political skill effect on organizational citizenship behavior. This is the first study to investigate job involvement as mediating variables that play the effects of emotional intelligence and political skill on organizational citizenship behavior.

**Keywords:** Emotional Intelligence, Political Skill, Job Involvement, Organizational Citizenship Behavior.

### Introduction

People in organization is resource which means that it is a driving of an organization, it can be human resources or technology. This is insistence back to the philosophy of the man behind the gun. The organization is highly dependent on human behavior that work in it. The importance of human resources because it is people who are the decisive element in the life of organization. In this case, it is undeniable factor that human resource as the most crucial factor to decisive the achievement of an organization. It is caused as humans are planners, drivers, and implementing organization. It is necessary for a man as worker whose high organizational citizenship behavior in order to achieve organization goals.

Organizational citizenship behaviors as behavioral options that do not become part of the formal work obligations of the employees, but to support the functioning of the organization effectively (Kreitner & Kinicki, 2014). In addition, organizational citizenship behavior exceed the performance indicators required by an organization in a formal job description. Organizational citizenship behavior reflects the actions performed by employees who go beyond the minimum requirement expected by organization's role and promote the welfare of coworkers, work groups, and companies (Dowling & Pfeffer, 2012).

Job involvement refers to the degree to which a person is psychologically favor of the organization and the importance of work for a picture of himself. Someone who has a high work involvement can be stimulated by their work and immersed in their work (Muchinsky, 2003). Robbins SP (2007) finds that

employees have a high level of involvement that is very impartial and genuinely concerned with the field of work they do. Someone who has a high work involvement will immerse themselves in the work he is doing. The level of work involvement is associated with organizational citizenship behavior and job performance.

This statement is supported by study conducted by Manish Gupta (2017) that results that work involvement is positively correlated on organizational citizenship behavior. It is in line with a study by Andrew Adi Saputra (2013) who finds that work involvement has significant and positive effect on organizational citizenship behavior. An employee with higher job involvement would have a concern and understand in business context, and works with colleagues to improve performance in his team for benefit of the company. An employee with 'a sense of high responsibility' is someone who is psychologically committed to their duties and roles. Thus job involvement has an Effect on organizational citizenship behavior.

Emotional intelligence is used for recognizing our own feelings and the others, the ability to motivate ourself and the ability to manage emotions well in ourselves and in relationships with others (Daniel Goleman, 2001). According to Organ (In Muhdiyanto & Hidayati, 2013) explains that emotional intelligence can encourage an employee to manage feelings, self-motivation, empathy and cooperation with others. When an employee has a self-motivated and high social skill, it will encourage the organization to behave in a cooperative, helpful, considerate and conscientious beyond the formal requirements. This behavior often appears in an organization which is often called the organizational citizenship behavior.

The above statement is in line with a study by Mojtaba Rafiei (2017) states that emotional intelligence is a positive and significant effect on organizational citizenship Behavior. Md. Aftab Anwar (2016) also identified that the employee's emotional intelligence plays major role to improve organizational citizenship behavior of company's employee. If employees have emotional intelligence of employees, as a result organizational citizenship behavior will increase as well. So, emotional intelligence has impact significantly on organizational citizenship behavior.

Basically, political skill is an individual's ability to understand others and use knowledge to act in accordance with his desire for the sake of personal interests or organizational purposes (Ferris, GR and Treadway, 2005). This confirms that individual whose political skill power is needed in organization because company will be confronted by dynamic work environment conditions (Campbell, M. and Phillip, 2013). Employees with high political skill not only have good interpersonal interactions, but also capacity to build organizational citizenship behavior in the workplace. Because individual who has socially smart political skills, he is effectively able to read and understand people around him and has the ability to regulate himself and adapt situation.

The same statement also is supported from a study conducted by Xiangyu Li Ming Kong (2015) that results that political skill employees not only helps them in dealing with relationships with their leaders, but also can stimulate *organizational citizenship behavior* they. Nanang Gunaedi (2018) also suggests that the political skill has significantly and positively effect on organizational citizenship behavior.

This research aims to analyze the effect of emotional intelligence and political skill on organizational citizenship behavior with job involvement as mediating variable. Based on the background described above, then the problem will be addressed to (1) How is the effect of emotional intelligence on job involvement? (2) How is the effect of political skill on job involvement? (3) How is the effect of work involvement on organizational citizenship behavior? (4) How is the effect of emotional intelligence on organizational citizenship behavior? (5) How is the effect of political Effect on organizational citizenship behavior skill? (6) How does job involvement play mediation effect emotional intelligence on organizational citizenship behavior? (7) How does job involvement play mediation effect political skill on organizational citizenship behavior skill?

## Literature And Hypotheses

### Emotional Intelligence on Work Involvement

According to Daniel Goleman (2001), emotional intelligence is the ability to recognize our own feelings and others people feelings, the ability to motivate theirselves and the ability to manage emotions very well in ourselves and in relationships with others. Dulewicz in John (2011) states that emotional intelligence is about how one knows what is felt and can motivate theirselves to be able to perform tasks very well so they can establish a better relationship with other people.

Daniel Goleman (2005) divides emotional intelligence aspects into five basic aspects, namely: (1) self awareness, capacity to know what is perceived and used as a reference for decision making. (2) Self setting up, ability to regulate their own emotions, so it gives positive impact on the implementation of the task. (3) Motivation, the ability to use the desire to move and lead people toward the right goal. (4) Empathy, the ability to feel the feelings of others and able to understand the perspectives of others. (5) Social skills, the ability to handle emotions well when dealing with others.

Muchinsky (2003) defines job involvement which refers to the degree to which a person is psychologically favor of the organization and the importance of work for self image. He says that someone who has a high work involvement can be stimulated by their work and immersed in their work. According to Lodah and Kejner (1965), work involvement is defined as the extent to which a person identifies psychologically with his work or the importance of work in people's self-image.

According to Robbins SP (2007), job involvement can be measured by several indicators, including: (1) Actively participate in the work, (2) Commitment to the work, (3) Seeing work as important thing for self-esteem. Emotional intelligence can define job involvement of employees. Employees who are able to understand, control and use their emotions effectively, then they will be able to create positive attitude and also plays an important role to get themselves involved in their work (Carmeli, 2003). This statement is supported by the results of Juan Liu (2018) study which states that emotional intelligence showed a positive and significant impact on the hotel managers and non-managers in connection with job involvement.

#### **H1: Emotional intelligence has a positive and significant effect on job involvement**

### Political Skill on Job Involvement

Political skills is an individual's ability to understand others and use the knowledge acquired to act according to his desire for the sake of personal interests or organizational purposes (Ferris, G. R. and Treadway, 2005). This confirms that the individual whose political skills power is needed in an organization, because the company will be confronted by a dynamic work environment conditions (Campbell, M. and Phillip, 2013).

Ferris (2005) believes there are four political skill dimension, namely (1) Social Astuteness, the ability to identify someone else to get his interest (2) Interpersonal impact, the ability to Effect people to adjust and calibrate their behavior under different circumstances to achieve the desired goal of the others. (3) Networking ability, able to identify and develop a variety of contacts and networks of people. (4) Sincerity, which has high integrity and a sincere, honest and forthright.

A study from Jennifer Mencl (2016) finds that political skill has significantly and positively effect on job involvement. This shows that the better political skills of an employee, it will be their motivation to manage themselves to be more fully involved in their work and interact with employees regardless of their level of interpersonal skills owned by the employees.

#### **H2: Political skill has a positive and significant effect on job involvement**

### **Job Involvement on Organizational Citizenship Behavior**

According to Organ (1988) organizational citizenship behavior is a voluntary behavior of an individual (in this case employee) that are not directly related to reward system but contribute to the organization's effectiveness. In other words, organizational citizenship behavior is employer's behavior which is not because of demands of his job, but it is more based on voluntary system. In line with a study conducted by Kreitner & Kinicki (2014) which states that organizational citizenship behaviors as behavioral options that do not become part of formal work obligations of the employees, but to support functioning of the organization effectively.

According to Organ, Dennis W (2006) organizational citizenship behaviors consists of five dimensions as follows: *Altruism*: a behavioral helping alleviate job addressed to the other individuals in an organization, such as helping a co-worker who is not healthy. *Courtesy*: helping friends to prevent the problem in connection with his work by giving consultancy and information with regard to their needs, or understand and empathize even when criticized. *Sportsmanship*: tolerance at a less than ideal situation at work without complaining, for example, bear the failure of the project team may be successful by following the advice of members. *Civic virtue*: which is involved in the organization's activities and care for survival of organization, for example, willing to represent the company for the joint program. *Conscientiousness*: doing positive things for organization for instance obey the organization's rule and there is no complain to work over in order to finish a job.

Robbins SP (2007) finds that employees who's a high level of involvement is very impartial and genuinely concerned with work they do. Someone who has a high work involvement will immerse themselves in their work. The level of job involvement is associated with organizational citizenship behavior and job performance. This is also supported by studies of Manish Gupta (2017) that gets results that job involvement has significantly and positively effect on organizational citizenship behavior.

**H3: Job involvement has a positive and significant effect on organizational citizenship behavior**

### **Emotional Intelligence on Organizational Citizenship Behavior**

According to Organ (In Muhdiyanto & Hidayati, 2013) explain that emotional intelligence can encourage an employee to manage feelings, self-motivation, empathy and cooperation with others. When an employee has a self-motivated and high social skill, it will encourage the organization to behave in cooperative, helpful, considerate and conscientious beyond the formal requirements. This behavior often appears in an organization which is often called organizational citizenship behavior.

The above statement is in line with a study conducted by Mojtaba Rafiei (2017) that states that emotional intelligence give positive and significant effect on organizational citizenship behavior.

**H4: Emotional intelligence has a positive and significant effect on organizational citizenship behavior**

### **Political Skill on Organizational Citizenship Behavior**

Employees whose high political skill not only have good interpersonal interactions, but also have the capacity to build organizational citizenship behavior in their workplace. As individuals who have socially astute political skills, it can effectively read others people and have the ability to regulate theirself and adapt to situation.

This is supported by a study from Xiangyu Li Ming Kong (2015) which states that political skill employees not only helps them in dealing with relationships with their leaders, but also can stimulate organizational citizenship behavior.

**H5: Political skill has a positive and significant effect on organizational citizenship behavior**

### **Job Involvement Plays Mediating Role of Emotional Intelligence Effects on Organizational Citizenship Behavior**

Emotional intelligence is regarded as an important personal resource that facilitate employees in completion and achievement of the official target. Achievement of duty leads to feeling of satisfaction and generate positive case among employees to motivate them to engage in organizational citizenship behavior.

The relationship between emotional intelligence has no direct effect on organizational citizenship behavior, but it effects work involvement. Psychologists believe that the work of organizational citizenship behavior exhibited more employees are very involved as employees involved at the same time for investing cognitive energy, physical, and emotional in their job.

There is no research yet that emphasizes job involvement plays mediating role of emotional intelligence effect on organizational citizenship behavior. In this study, researcher wants to test how relationship among these variables in order to answer hypothesis.

**H6: Job involvement plays a mediating role of emotional intelligence effect on organizational citizenship behavior**

### **Job Involvement Plays Mediating Role of Political Skill Effect on Organizational Citizenship Behavior**

Organization members are ot enough to have intention to engage in political activities, but also effective implementation of political skills to be success in organization. The relationship between political skill has no direct effect on organizational citizenship behavior, but it effects work involvement. Psychologists believe that organizational citizenship behavior owned by more employees who are involved a lot because the employees who involve simultaneously and effectively are able to understand others in the workplace, and they can use politic skill to effect others to improve personal goals and organizations.

There is no study that emphasizes on job involvement playing mediating role of political skill effect on organizational citizenship behavior, so researcher wants to test how the relationship between these variables to answer hypothesis.

**H7: Job involvement plays a mediating role of political skill effect on organizational citizenship behavior**

## **Methods**

### **Research Procedure**

This study focuses on the effect of emotional intelligence and political skill on organizational citizenship behavior with job involvement as mediating variable at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang. Emotional intelligence and political skills are treated as independent variables and organizational citizenship behavior as the dependent variable and job involvement as mediating variables.

This study uses quantitative descriptive method with primary and secondary data obtained through observation, interviews, and questionnaires to 125 employees as respondents. The data will be analyzed by Structural Equation Modeling using *software Partial Least Square*.

### **Population and Samples**

The population for this study comprised of the employees working in PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang. amounting to 180 people. The sampling technique used is proportional cluster random sampling where in sampling from members of the population randomly and in groups proportionally and the choice of samples is done through simple random technique. As for knowing the sample size is determined using the Slovin formula with an error rate of 5%, Therefore, the sample size of the study was 125.

## Results and Discussion

### Description of Research Variables:

#### Emotional Intelligence Variables

Based on the results of data analysis, the average level of achievement of respondents about emotional intelligence 72.12%. The highest level of achievement of respondents 94.0%, this means that employees of PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang likes them for who they are. Furthermore, the lowest level of achievement of respondents 66.24%. Overall, the achievement level categories of respondent's emotional intelligence can be categorized sufficiently. This shows that emotional intelligence of PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang needs to be improved in order to be able to provide good performance for the company.

#### Political Skill Variables

Based on the results of data analysis, the average level of achievement of respondents about political skill 72.12%. The highest level of achievement of respondents 70.08%, this means that employees of PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang can affect its coworkers and other people. Furthermore, the lowest level of achievement of respondents 63.20%. Overall, the category of achievement level of respondents in political skill can be categorized as poor. This shows that the political skill of PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang really needs to be improved to achieve the company's goals.

#### Job Involvement Variables

Based on the results of data analysis, the average level of achievement of respondents about job involvement 76.68%. The highest level of achievement of respondents 79.52%, this means that employees of PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang loves their work with all their heart. Furthermore, the lowest level of achievement of respondents 70.40%. Overall the respondents' achievement level categories job involvement can be categorized as sufficient. This shows that the job involvement of PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang in needs to be upgraded to be able to achieve the company's vision and mission.

#### Organizational Citizenship Behavior Variables

Based on the results of data analysis, the average level of achievement of respondents about organizational citizenship behavior 83.10%. The highest level of achievement of respondents is 86.40%, this means that employees of PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang can take the initiative to provide input or suggestions. Furthermore, the lowest level of achievement of respondents 79.04%. Overall categories of respondents' achievement levels of organizational citizenship behavior can be categorized as good. This shows that organizational citizenship behavior of PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang needs to be improved in order to have even higher productivity.

### Data Analysis

#### Evaluation of the Measurement Model :

##### Convergent Validity

Convergent validity at the indicator level is called reliability or loading. For the initial inspection of the matrix loading factor is approximately 0.3 considered to have fulfilled the minimum level, and for loading factors of approximately 0.4 is considered better, and for loading factors greater than 0.5 is generally considered significant.

**Table 1 Average Variance Extracted (AVE)**

Number	Variable	Average Variance Extracted (AVE)
1	Emotional Intelligence	0,50
2	Job Involvement	0,54
3	Organizational Citizenship Behavior	0,58
4	Political Skill	0,50

Based on the table above can be seen each indicator of the research variable has a value of loading factor  $>0.5$ . Based on the loading results, it can be concluded that the construct has good convergent validity. The factor value contains all items agreed to that variable exceeds the required standard, so there is no need to return items approved in the model. So a valid model can be completed and can be tested further.

### Discriminant Validity

Based on the results of calculations that have been done on the emotional intelligence variables obtained by the value of  $\sqrt{AVE}$ , emotional intelligence variable 0.70, job involvement 0.28, organizational citizenship behavior 0.30, political skill 0.27. From this results the emotional intelligence variable is greater than the other variable correlation values. In calculating the job involvement variable, the value of  $\sqrt{AVE}$  0.73, organizational citizenship behavior 0.52, political skill 0.30. From this results the work involvement variable is greater than the other variable correlation values. In the calculation of organizational variables obtained  $\sqrt{AVE}$  value 0.76, political skills 0.38. From this results the organizational citizenship behavior variable is greater than the other variable correlation values. In calculating the political skill variable, the value of  $\sqrt{AVE}$  0.71.

Based on the evaluation of the relationship model it is concluded that the value of  $\sqrt{AVE}$  for the variable must be greater in value than the value of the other latent variables, so this means that the model of discriminat validity has been fulfilled and said to be valid.

### Composite Reliability

Composite reliability is a stage used to test the reliability of indicators for a variable. An indicator can meet reliable requirements if it has a composite reliability value  $> 0.6$ . Test reliability with composite reliability methods can also be strengthened by using the value of *Cronbach's Alpha*. A variable is said to be reliable if it has the value of Cronbach's Alpha  $> 0.7$ .

In this study obtained the value of *cronbach's alpha* emotional intelligence 0.97, political skill 0.93, job involvement 0.92, and organizational citizenship behavior 0.96. While the *composite reliability* value of emotional intelligence is 0.97, political skills 0.93, job involvement 0.93 and organizational citizenship behavior 0.96. It can be seen that the values of each variable in composite reliability are above 0.6 and the cronbach's alpha value is above 0.7. Therefore, this results indicate that each research variable has fulfilled the assessment criteria so that it can be concluded that the overall variables are said to be reliable.

### Evaluation of Structural Models :

Variant analysis (R2) or Determination Test is to find out the effect of the independent variable on the dependent variable

**Table 2 R Square**

No	Variable	R Square	R Square Adjusted
1	Job Involvement	0,14	0,12
2	Organizational Citizenship Behavior	0,34	0,32

In this study, it can be seen that R2 job involvement is 0.14, which means the emotional intelligence variable and political skill explain the job involvement variable of 14 % and the remaining 86% is explained by other constructs outside of the research.

R2 organizational citizenship behavior of 0.34 means that job involvement, emotional intelligence and political skill explain the organizational citizenship behavior variable of 34%, the remaining 66% is explained by other constructs outside of the research.

## Results

The results are obtained based on Inner Model test (structural model) that includes coefficients and t-statistics parameter. In order to see whether hypothesis can be accepted or rejected based on significance value among construct, t-statistic and p-values. Those values can be seen from the results of bootstrapping. Rules of thumb used in this study is hypothesis whose positive beta coefficient with significance level of p-value 0.05 (5%).

**Table 3 Results of Path Coefficients**

No	Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P - Values	Confirmation Status
1	Emotional Intelligence → Job Involvement	0,22	0,23	0,09	2,44	0,01	Confirmed
2	Political Skill → Job Involvement	0,24	0,27	0,10	2,34	0,02	Confirmed
3	Job Involvement → OCB	0,43	0,42	0,07	6,06	0,00	Confirmed
4	Emotional Intelligence → OCB	0,12	0,13	0,08	1,48	0,04	Confirmed
5	Political Skill → OCB	0,22	0,23	0,09	2,57	0,01	Confirmed
6	Emotional Intelligence → Job Involvement → OCB	0,09	0,10	0,04	2,38	0,02	Confirmed
7	Political Skill → Job Involvement → OCB	0,10	0,11	0,05	2,18	0,03	Confirmed

Based on table 3 above shows that the results of hypothesis testing based on beta values and p-value 0.05 (5%) can be concluded that:

### **H1: Emotional intelligence has a positive and significant effect on job involvement**

The results of the first hypothesis test are positive with p-value = 0.01. This shows that emotional intelligence has a positive and significant effect on employee job involvement at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang. This means that, the better emotional intelligence, the more job involvement of employees increases. In other words, in this study emotional intelligence has an effect on job involvement, so the hypothesis is accepted.

**H2: Political skill has a positive and significant effect on job involvement**

The second hypothesis test results are positive with p-value = 0.02. This shows that political skills has a positive and significant effect on employee job involvement at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang. This means that the better the political skill, the higher the employee's job involvement. In other words, in this study political skill has an effect on job involvement, so the hypothesis is accepted

**H3: Job involvement has a positive and significant effect on organizational citizenship behavior**

The third hypothesis test results are positive with p-value = 0.00. This shows that job involvement has a positive and significant effect on organizational citizenship behavior at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang. This means that the better the job involvement, the more organizational citizenship behavior increases. In other words, in this study job involvement has an effect on organizational citizenship behavior, so the hypothesis is accepted.

**H4: Emotional intelligence has a positive and significant effect on organizational citizenship behavior**

The results of the fourth hypothesis test are positive with p-value = 0.04. This shows that emotional intelligence has a positive and significant effect on employee organizational citizenship behavior at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang. This means that the better emotional intelligence, the more increasing the organizational citizenship behavior of employees. In other words, this study of emotional intelligence has an effect on employee organizational citizenship behavior, so the hypothesis is accepted.

**H5: Political skill has a positive and significant effect on organizational citizenship behavior**

The fifth hypothesis test results are positive with p-value = 0.01. This shows that political skill has a positive and significant effect on employee organizational citizenship behavior at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang. This means that the better the political skill, the higher the employee's organizational citizenship behavior. In other words, in this study political skills has an effect on employee's organizational citizenship behavior, so the hypothesis is accepted.

**H6: Job involvement plays a mediating role of emotional intelligence effect on organizational citizenship behavior**

The results of the sixth hypothesis test are positive with p-value = 0.02. This shows that job involvement mediates emotional intelligence on employee organizational citizenship behavior at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang has a positive and significant effect. This means that the stronger the mediation of job involvement, the stronger the relationship of emotional intelligence with employee organizational citizenship behavior. In other words, in this study the mediation of job involvement has an effect on the relationship of emotional intelligence with organizational citizenship behavior, so the hypothesis is accepted.

**H7: Job involvement plays a mediating role of political skill effect on organizational citizenship behavior**

The seventh hypothesis test results are positive with p-value = 0.03. This shows that job involvement mediates political skills on organizational citizenship behavior employees at PT. Angkasa Pura II (Persero) Minangkabau International Airport Branch, Padang has a positive and significant effect. This means that the stronger the job involvement, the stronger the relationship of political skills with employee organizational citizenship behavior. In other words, in this study the mediation of job

involvement has an effect on the relationship of political skill with employee organizational citizenship behavior, so the hypothesis is accepted.

## **Discussion**

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

Based on the results of the analysis conducted shows that emotional intelligence has a positive and significant effect on work involvement. This is in accordance with the theory of (Carmeli, 2003) which states that emotional intelligence can determine job involvement in employees. Employees who can understand, control and use their emotions effectively, they will be able to create positive behaviors and also play an important role in getting them involved in their work. The results of this study are in line with the results of a study conducted by Juan Liu (2018) which states that emotional intelligence shows a positive and significant impact in relation to job involvement. Furthermore, research that is in line with this research is the research conducted by Nurul Ulfa (2016) which states that emotional intelligence has a positive and significant effect on work involvement. Based on the opinion above it can be concluded that when employees who can understand, control and use their emotions effectively will make them really care about the field of work they do so that it will give a big impact on the success of the company

### **The Effect of Political Skills on Work Involvement**

Based on the results of the analysis show that political skills have a positive and significant effect on job involvement. This shows that the political skills of an employee are able to motivate them to manage themselves to be more fully involved in the work and interact with employees regardless of the level of interpersonal skills they have. The results of this study are in line with the results of the research conducted by Jennifer Mencl (2016) who found results that political skill has a positive and significant effect on job involvement. Based on the opinions above, it can be concluded that when employees have high political skills, they will spur their involvement in giving a good contribution to the company

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

Based on the results of the analysis show that job involvement has a positive and significant effect on organizational citizenship behavior. This is in accordance with the theory of Robbins SP (2007) which states that employees who have a high level of involvement are very impartial and truly care about the field of work they do. Someone who has high job involvement will merge into the work he is doing. The high level of job involvement is related to organizational citizenship behavior and work performance. The results of this study are in line with the results of research conducted by Manish Gupta (2017) who found that job involvement has a positive and significant effect on organizational citizenship behavior. Furthermore, research that is in line with this research is a study conducted by Andrew Adi Saputra (2013) who found results that work involvement has a positive and significant effect on organizational citizenship behavior. Based on the opinion above, it can be concluded that employees who are able to merge in their jobs will encourage them to give more contributions to the company.

### **The Effect of Emotional Intelligence on Organizational Citizenship Behavior**

Based on the results of the analysis showed that emotional intelligence has a positive and significant effect on organizational citizenship behavior. This is in accordance with Organ (in Muhdiyanto., & Hidayati, 2013) which explains that emotional intelligence can encourage an employee to manage feelings, motivate themselves, empathize and cooperate with others. When an employee has self motivation and high social skills, of course, he will encourage behavior in the organization cooperatively, helpfully, caring and serious outside the formal requirements. This behavior often appears in an organization or often referred to as organizational citizenship behavior. The results of this study are in

line with the results of research conducted by Mojtaba Rafiei (2017) who found that emotional intelligence has a positive and significant effect on organizational citizenship behavior. Further research that is in line with this research is the research conducted by Md. Aftab Anwar (2016) found that emotional intelligence has a positive effect on organizational citizenship behavior. Based on the opinion above it can be concluded that emotional intelligence is very closely related to organizational citizenship behavior.

### **The Effect of Political Skills on Organizational Citizenship Behavior**

Based on the results of the analysis show that political skills has a positive and significant effect on organizational citizenship behavior. Employees with high political skills not only have good interpersonal interactions, but also have the capacity to develop organizational citizenship behavior behaviors in the workplace. Because individuals who have clever political skills socially, can effectively read other people and have the ability to organize themselves and adapt to situations. The results of this study are in line with the results of a study conducted by Xiangyu Li Ming Kong (2015)) who found that the political skills of employees not only help them transact with their leaders, but also can stimulate their organizational citizenship behavior. Furthermore, the research that is in line with this research is the research conducted by Nanang Gunaedi (2018) which suggests that political skills have a positive and significant effect on organizational citizenship behavior. Based on the opinion above, it can be concluded that political skill will guide employees in increasing their organizational citizenship behavior.

### **Job involvement plays a mediating role of emotional intelligence effect on organizational citizenship behavior**

Based on the results of the analysis showed that the job involvement plays a mediating role of political skill effect on organizational citizenship behavior provides a positive and significant effect. This means that the stronger the mediation of job involvement, the stronger the relationship of emotional intelligence with organizational citizenship behavior. In other words in this study the mediation of job involvement has an effect on the relationship of emotional intelligence with organizational citizenship behavior. Based on the opinion above it can be concluded that organizational citizenship behavior is exhibited more by highly involved employees because the employees involved simultaneously invest their cognitive, physical, and emotional energy in their work.

### **Job involvement plays a mediating role of political skill effect on organizational citizenship behavior**

Based on the results of the analysis showed that the job involvement plays a mediating role of political skill effect on organizational citizenship behavior provides a positive and significant effect. This means that the stronger the job involvement, the stronger the relationship of political skills with organizational citizenship behavior. In other words, in this study the mediation of job involvement has an effect on the political skill relationship with organizational citizenship behavior. Based on the above opinion it can be concluded that organizational citizenship behavior is exhibited more by highly involved employees because the employees involved simultaneously implement political skills to effect others to act in ways that enhance personal and corporate goals.

## **Conclusion**

The result of this study can be seen as follow:

*First*, emotional intelligence has a positive and significant effect on job involvement, this case shows that the better employee's emotional intelligence, the more increasing employee's involvement.

*Second*, political skill has a positive and significant effect on job involvement, this suggests that the better political skills of employees, the more increasing employee's involvement.

*Third*, job involvement has a positive and significant effect on organizational citizenship behavior, this shows that the better job involvement, the more increasing organizational citizenship behavior of employees.

*Fourth*, emotional intelligence has a positive and significant effect on organizational citizenship behavior, which suggests that the better the emotional intelligence, the more increasing organizational citizenship behavior of employees.

*Fifth*, political skill has a positive and significant effect on organizational citizenship behavior, which suggests that the better political skills, the more increasing organizational citizenship behavior of employees.

*Sixth*, Job involvement plays a mediating role of political skill effect on organizational citizenship behavior provides a positive and significant effect. Which means that the stronger mediation job involvement, the stronger relationship emotional intelligence with organizational citizenship.

*Seventh*, Job involvement plays a mediating role of political skill effect on organizational citizenship behavior provides a positive and significant effect. Which means that the stronger mediation job involvement, the stronger relationship political skill with organizational citizenship.

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