

Moderating Effect of Organizational Citizenship Behavior Ensuring Emotional Intelligence on Employee Performance

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Abstract

Employees are the main guarantee for the quality of agency services. However, low staff in completing work is a problem faced worldwide. This study aims to explore the interaction between emotional intelligence and organizational citizenship behavior and its impact on employee performance. This study wants to identify whether the combination of both (emotional intelligence and organizational citizenship behavior) has a more significant impact on employee performance compared to emotional intelligence or organizational citizenship behavior alone. The associative quantitative approach has been used by researchers, the population in this study were employees of the Tangerang Regency Housing, Settlement & Cemetery Office, with a total population of 172 employees, the sampling that researchers did by drawing all 172 respondents into the sample. Data collection that researchers did with primary data in the form of a questionnaire with an interval scale of 1-10, the closer to the number 1 is strongly disagree, thus the closer to the number 10 is strongly agree. Data analysis in this study used SEM-PLS including Outer model, inner model and Bootstrapping. The results of this study are emotional intelligence affects employee performance, organizational citizenship behavior affects employee performance, organizational citizenship behavior moderates strengthening the influence of emotional intelligence on employee performance. It is hoped that this research will be useful theoretically and practically in the human resource management landscape.

Keywords: Emotional Intelligence; Employee Performance; Organizational Citizenship Behavior

1. Introduction

Human Resources plays a crucial role in improving performance in the public sector, acting not only as a facilitator of organizational processes but also as a strategic asset that enables effective delivery of public services. The importance of human resource management in the public sector has been demonstrated by various scientific contributions, showing that it is essential to improve service delivery outcomes across government functions (Darmawan et al., 2025; Haryadi et al., 2022; Hidayat et al., 2024). One of the main contributions of HRM in the public sector is its influence on the adaptability and responsiveness of government organizations. Olowu emphasized that effective human resource management is an essential determinant of public service delivery, shaping the trajectory of government functions and the implementation of policies and programs (Alfarizi et al., 2022; Karsikah et al., 2023; Olowu,

2024). The need for a robust HR management system is reflected in the work of Anghel and Almășan, who explore navigating HR challenges in public health, illustrating that the strategic management of health workforce elements, including recruitment and training, is critical to achieving positive health outcomes and improving overall service performance in public administration (Anghel & Almasan, 2024; Mukhlisin et al., 2023; Syaechurodji et al., 2024).

The digital transformation of HR processes is becoming increasingly relevant. Digital technology can reform human resources in the public sector, thereby improving service delivery through increased efficiency and effectiveness (Enaifoghe et al., 2024). As public institutions integrate digital solutions, they must navigate the challenges they entail, thereby heightening HRM's role as gatekeepers (Mbatha et al., 2024). Human Resource Information Systems are a transformative tool that can significantly improve service delivery in the health sector by optimizing management practices and enhancing data accessibility (Udekwe et al., 2023). Human resources, as well as emotional and psychological aspects, also contribute to the performance of civil servants (Dewi & Soeling, 2024; Ringson & Matshabaphala, 2023).

Emotional intelligence is increasingly recognized as an important factor influencing service performance in the public sector. The ability to understand and manage one's own emotions, as well as being emotionally intelligent, improves interpersonal interactions, which ultimately improves performance and customer satisfaction. Research shows that EI is essential in contributing to service tributes, whereas stress contributes to higher levels of psychological stress, which, in turn, improves their work performance (Alam et al., 2023). These findings underscore the importance of Emotional Intelligence in operational environments where employee wellbeing is directly correlated with service quality. In the context of public health services, organizational culture has been shown to improve work performance, suggesting that EI can foster a supportive work environment that benefits both employees and clients (Khraim, 2023).

Further, Emotional Intelligence plays an important role in public administration by facilitating effective leadership and conflict management. Research shows that managers who are equipped with strong emotion regulation skills can navigate coore deftly, resulting in higher levels of cohesion and team performance (Schlegel et al., 2025). Further, Schlegel et al. (2025) argue that, in public sector organizations where various stakeholders often have conflicting interests, effective management of emotional dynamics can improve mission delivery and increase public trust.

In sectors such as banking and education, the ability to empathize with clients and stakeholders has been linked to increased customer satisfaction and better organizational performance (Nica & Sabie, 2023; Uzair & Bhaumik, 2023). Employees with high emotional intelligence are better positioned to meet their clients' needs, thereby driving loyalty and improving overall service effectiveness. This relationship highlights how emotional competence can bridge the gap between an organization's public sector institutions and not only meet but also exceed service delivery standards (Heintzman & Marson, 024).

The Tangerang Regency Housing, Settlement, and Cemetery Office is one of the Regional Apparatus Organizations that has a strategic role in realizing sustainable and livable regional development. This Office is responsible for implementing government affairs in the fields of housing, setOffices, and cemeteries, in accordance with the government affairs guidelines provided by the central government. However, in recent years, there have been indications of

a decline in service performance that warrant in-depth analysis. The decline in service performance at the Tangerang Regency Housing, Settlement, and Cemetery Office is a strategic issue that requires serious attention. Through in-depth evaluation and the implementation of appropriate recommendations, it is hoped that service performance will improve and deliver maximum benefits to the community.

Researchers conducted a pre-survey of observations on entation over five years, from 2020 to 2025, with 85.05% 2025, which is a strong indication of 85.05% service delivery. This percentage decreased slightly in 2021 to 84.28%, indicating a slight decline in performance. This trend remained stable in 2022 at 84.25%, indicating that despite slight fluctuations, employee performance was relatively consistent during this period. In 2023, performance increased to 85.72%. However, in 2024, performance will drop significantly to 77.37%. This decline is noteworthy, highlighting a shift in focus. Further investigation into potential causes such as resource limitations, management changes, or external factors affecting service quality is necessary. Overall, the percentage indicates that while performance is strong, a significant decline in 2024 signals potential issues that need to be addressed to maintain service excellence.

The decline in performance shown in the percentages above, especially in 2024, can be attributed to several factors, including emotional intelligence. Emotional intelligence refers to a person's ability to recognize and understand their own emotions and those of others. This emotional intelligence has a significant impact on performance, especially in public services that involve direct interaction with the community or clients.

Significantly impacts highlighted in the studies of Putra & Syamsir (2021), Supramaniam & Singaravelloo (2021), and Zaman et al. (2021). His research findings suggest that emotional intelligence can affect employee performance. This is a difference in the findings. The study by Cahya et al. (2021), Liestiati (2020), and Utami (2021) states that emotional intelligence does not affect employee performance. Based on the above inconsistencies, the researcher moderated a moderation variable, namely organizational citizenship, so that it could close the gap between the above differences.

This study aims to investigate how Organizational Citizenship Behavior (OCB) functions as a moderator that affects the relationship between Emotional Intelligence and Employee Performance. OCB refers to behaviors beyond an employee's formal duties that can contribute to a more positive work environment.

2. Literature Review and Hypothesis Development

2.1 Emotional Intelligence and Employee Performance

Employee performance is defined as the value of a series of employee behaviors that contribute positively or negatively to the achievement of organizational goals. Performance is not only the result but also a process involving actions and behaviors that individuals can control in the context of their work (Colquitt et al., 2019).

The ability to recognize and understand one's own emotions as well as their thoughts and behavior. Individuals with high self-awareness can recognize their strengths and weaknesses, as well as the emotions they experience in a variety of situations (Darmawan et al., 2025).

Emotional intelligence is a strong predictor of performance outcomes in the Workplace (Putra et al., 2023). Emotional intelligence facilitates the recognition and use of emotions, thereby increasing job satisfaction and ultimately driving employee performance (Jufrizen, Khair, & Loviky, 2023). The context of workplace dynamics, including issues such as workplace bullying, shapes how emotional intelligence affects performance. Employees with high emotional intelligence are less likely to experience workplace bullying, which can improve performance outcomes (Odunjo-Saka et al., 2023). This demonstrates a broader understanding of the conditions that drive the practical application of emotional intelligence in the Workplace (Lamina et al., 2023; Wahyuningsih & Hasyim, 2023). The interaction between emotional intelligence and employee engagement underscores the importance of these constructs. Emotional intelligence not only increases work engagement but also motivates employees to perform better, linking engagement as a crucial mediator in the emotional-performance intelligence relationship (Amrollahifar et al., 2023). Similarly, Sulyantie and Gani highlight the mediating role of employee engagement when exploring the influence of emotional intelligence and work motivation on performance (Sulyantie & Gani, 2023). Emotional intelligence is an important contributor to employee morale and overall performance. This is important, given that employees with strong emotional intelligence are reported to be better able to manage stress and focus on their tasks, resulting in superior performance outcomes (Nguyen-Thi et al., 2024).

In summary, the evidence reviewed reinforces the hypothesis that emotional intelligence significantly affects employee performance. The interaction between factors such as job satisfaction, employee engagement, and workplace dynamics provides a comprehensive understanding of how emotional intelligence serves as a fundamental attribute of effective behavior in the Workplace. Based on the above findings, we formulated a hypothesis:

H1: Emotional intelligence affects employee performance.

2.2 Organizational Citizenship Behavior and Employee Performance

The relationship between Organizational Civic Behavior (OCB) and employee performance has attracted significant attention in the organizational and management behavior literature. OCB and employee performance are crucial because they significantly impact organizational effectiveness and employee productivity. Evidence shows a positive effect on employee performance through various mediating factors, including job satisfaction and emotional intelligence.

OCB includes voluntary and discretionary behavior that goes beyond basic job requirements, such as assisting colleagues and actively participating in organizational initiatives. This aspect of behavior is crucial because it contributes to a positive workplace culture and increases overall productivity (Sulaksono & Hidayah, 2024). Individuals who exhibit OCB attributes, such as altruism and civic virtue, experience improved performance, suggesting a direct correlation between OCB and increased employee effectiveness (Maligalig & Ching, 2024). OCB acts as a moderator between other variables related to performance. OCB moderates the relationship between emotional intelligence and employee performance. This suggests that employees with high emotional intelligence who engage in OCB tend to perform better, reinforcing the positive association between these variables (Hasibuan et al., 2024). A good match between individuals and jobs increases OCB rates, suggesting that

employees who align with their roles are more likely to exhibit behaviors that positively affect their performance and that of their coworkers (Jufrizen et al., 2023). When employees feel satisfied and valued, they tend to behave in ways that support the organization's culture of job satisfaction, thereby facilitating OCB (Siregar et al., 2023; Syahril & Tanuwijaya, 2023; et al., 20

). Employees with high emotional intelligence can recognize and manage their emotions, which allows them to work more effectively with colleagues. When they also exhibit OCB behaviors (such as helping coworkers or taking a solution-oriented approach to solving problems), they create a more collaborative and supportive work environment. This, in turn, improves the performance of teams and individuals (Liang, 2023).

Employees with high emotional intelligence tend to be more effective at communicating and resolving conflicts. When they engage in OCB, such as participating in corporate social activities or offering help to coworkers, they promote strong interpersonal relationships in the Workplace. This creates a more harmonious atmosphere, which contributes to improved employee performance (Daulay & Nuvriasari, 2024).

The synthesis of these studies reinforces the convincing hypothesis that organizational citizenship behavior positively influences employee performance broadly through performance mechanisms. These elements collectively contribute to a conducive work environment, encouraging behaviors that increase individual and organizational success. From the various findings presented above, we formulated a hypothesis:

H2: Organizational citizenship behavior affects employee performance.

H3: Organizational citizenship behavior moderates the influence of emotional intelligence on employee performance.

The following is a framework the researcher formulated to examine Emotional Intelligence, Organizational Citizenship Behavior, and Employee Performance. We need to design a model that describes the relationship among the three variables. This framework will cover how emotional intelligence affects employee performance, both directly and through its moderating role in OCB.

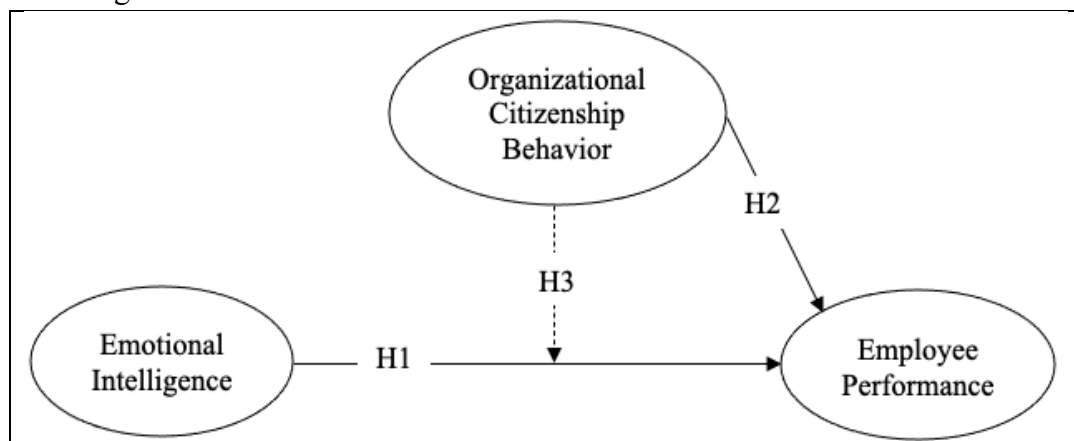


Figure 1. Framework Model

3. Material and Method

s research method. The type of research we used in this study is, titativecausalitcause-and-effect (cause and effect) approach. The causality method is a study that seeks an explanation in terms of cause-and-effect relations among variables, developed in.

This research was conducted at the Tangerang Regency Housing, Settlement & Cemetery Office. The population in this study consists of employees of this Service, totaling 172. The analysis units used as respondents in this study are structural, functional, and implementing staff in the Office who answer the items of statements/questions asked in the interval scale questionnaire, ranging from 1 (strongly disagree) to 10 (strongly agree), in accordance with the competence and responsibilities of the field of work they are undertaking. In this study, we will sample from the entire population with a total/saturated sample. Thus, the sample used in this study is 172 respondents.

After the data was collected, the preparation began by designing the data uExcel. The analysis was conducted using inferential methods in Smart PLS version 4.1, based on Structural Equation Modelling (SEM). To test the data, the researcher conducted an external model analysis, including a validity test, by examining the vector loadings for each indicator in the model. Each indicator is considered valid and has a value > 0.70 . After passing the validity test, the researcher examined the reliability values, including CA and CR values > 0.70 and AVE values > 0.50 . After completing the outer loading analysis, the researcher analyzed the inner model by examining the R² value to determine the extent to which the exogenous variable contributed to the endogenous variable. The researcher continued the bootstrapping test to determine the causal interaction between the moderating variable and the antecedent variable, whether direct or indirect. The causal influence, expressed by looking at the t-statistical value $> t$ -table, was declared significant as the value of the p-value of the comparison with significance (p-value $> sig$ 0.05).

4. Result

Validity measures the validity by examining the outer loading value. Suppose the value of the outer loading is good > 0.7 (Ghozali & Latan, 2015). This study uses three variables, including emotional intelligence variables five indicators including self-awareness, self-management, motivation, empathy and relationship management (Darmawan et al., 2025), organizational citizenship behavior five indicators including caring, politeness, positive attitude, conscience, and wisdom (Na-Nan et al., 2020; Purnomo, 2019; Titisari. P, 2019; Vipraprastha et al., 2018), then employee performance five indicators including work quality, work quantity, punctuality, productivity and cooperative attitude (Gunawan et al., 2022; Haryadi et al., 2022). The following can be seen in the outer loading value in Figure 2:

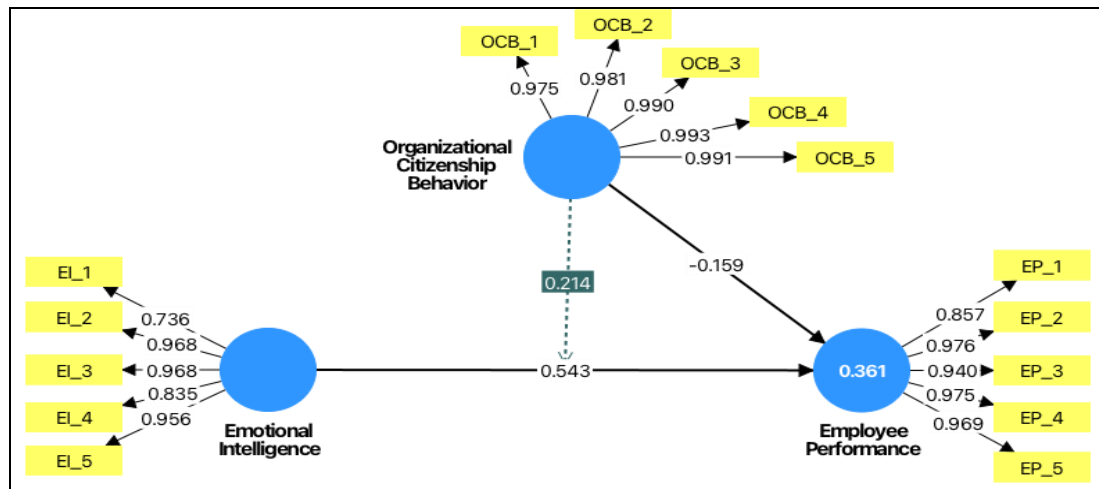


Figure 2. OutFigureel

From Figure 2, all indicators have a VAF> 0.7, so they meet the validity criteria. The validity test uses discriminant validity, as indicated by cross-loadings, while the reliability test is assessed using Cronbach's alpha. Table 1:

Table 1. Fornell-Larcker Criterion

Variable/Indicator	Cross Loadings				Cronbach Alpha	Composite Reliability	AVE	R-square
	EI	EP	OCB	OCB*EI				
Emotional Intelligence					0.937	0.953	0.806	
EI_1	0.736	0.400	-0.072	-0.089				
EI_2	0.968	0.517	-0.124	-0.121				
EI_3	0.968	0.512	-0.115	-0.123				
EI_4	0.835	0.404	-0.073	-0.085				
EI_5	0.956	0.533	-0.101	-0.112				
Employee Performance					0.969	0.974	0.892	0.361
EP_1	0.428	0.857	-0.190	0.109				
EP_2	0.540	0.976	-0.179	0.173				
EP_3	0.490	0.940	-0.190	0.142				
EP_4	0.533	0.975	-0.183	0.177				
EP_5	0.512	0.969	-0.208	0.171				
OCB					0.993	0.995	0.972	
OCB_1	-0.082	-0.210	0.975	0.071				
OCB_2	-0.127	-0.211	0.981	0.072				
OCB_3	-0.118	-0.192	0.990	0.079				
OCB_4	-0.108	-0.186	0.993	0.080				
OCB_5	-0.108	-0.187	0.991	0.072				
OCB * EI	-0.120	0.165	0.076	1.000				

Table 1 shows that the cross-loadings in the discriminant validity column meet the criteria for discriminant validity. Discriminant validity is characterized by a construct that is not highly correlated with another construct (Rasoolimanesh, 2022). Furthermore, in reliability testing, Cronbach's alpha is greater than 0.70 (Yusoff et al., 2020). Table 1 shows that all variables met the reliability criteria, with Cronbach's alpha ranging from 0.953 to 0.995 and from 0.937 to 0.993. Then, the Average Variance Extracted (AVE) value must be greater than 0.50 (Henseler et al., 2016). Table 1 in the AVE column shows that this is the recommended value. Furthermore, R-squared measures the contribution of the independent variables to the dependent variable. Hair et al. (2019) explain the criteria for R-square: 0.75 indicates

substantial, 0.50 moderate, and 0.25 weak. Table 1 in the R-square column shows that two variables (EP) are said to be weak. The relationships between the variables are shown in Figure 3:

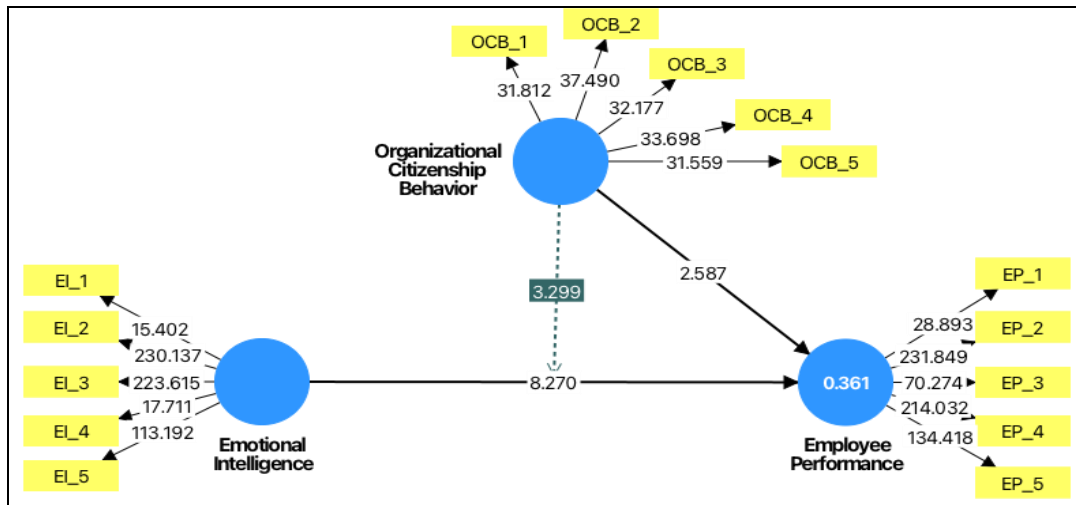


Figure 3. Research Model

Figure 3 illustrates the research model used in this study. This provides a view describing the relationship between each research variable. Next, the results are presented in Table 2 to determine the correlation and influence of each relationship, either directly or moderating.

Table 2. Bootstrapping Hypothesis

Variable	Coefficient (β)	T statistics	P values
Emotional Intelligence → Employee Performance	0.543	8.270	0.000
Organizational Citizenship Behavior → Employee Performance	-0.159	2.587	0.010
Organizational Citizenship Behavior x Emotional Intelligence → Employee Performance	0.214	3.299	0.001

The explanation in Table 2 of the influence of the direct and moderating variables is presented in the discussion below.

5. Discussion

5.1 Emotional Intelligence and Employee Performance

This study finds that the first hypothesis—that emotional intelligence affects employee performance—is supported. Emotional intelligence has emerged as an important factor affecting employment across industries and agencies. Studies have shown a significant positive correlation between high levels of emotional intelligence and improved employee work outcomes, including job performance, overall job satisfaction, and organizational effectiveness. One of the key aspects of emotional intelligence is its role in facilitating interpersonal relationships and understanding emotions, both personal emotions and those of others. Higher emotional intelligence allows employees to manage their emotions effectively and engage in workplace interactions more constructively. Research shows that employees with high emotional intelligence are better equipped to resolve conflicts and collaborate

effectively, thereby directly improving organizational performance (Duong & Nguyen, 2023; Pradeep, 2024).

The implications of emotional intelligence go beyond individual performance and affect broader organizational outcomes. Supervisors report greater satisfaction with employees who demonstrate high emotional intelligence, which is linked to better team dynamics and overall performance (Mokhtar et al., 2024). Emotional intelligence also contributes to employee wellbeing and resilience. Understanding, understanding and managing emotions can create a positive work environment, which in turn increases job satisfaction and exceeds performance expectations (Sharma et al., 2024). Such a workplace not only helps retain talent but also increases productivity. Additionally, emotional intelligence encourages creativity, an essential component of innovation in the Workplace. Research by Sapiee and the application of emotional intelligence can significantly increase creativity through the mediating effects of spiritual intelligence (Sapiee et al., 2024).

In summary, the evidence consistently supports that emotional intelligence significantly affects employee performance by improving interpersonal relationships, job satisfaction, adaptability, and creativity. As organizations increasingly recognize the value of emotional intelligence in their workforce, implementing training and development programs focused on Emotional Intelligence (EI) is critical to optimizing employee performance and overall organizational success.

5.2 Organizational Citizenship Behavior and Employee Performance

This study found a second hypothesis: organizational citizenship behavior affects employee performance. Organizational Citizenship (OCB) Behavior significantly influences employee performance by fostering a work environment characterized by cooperation, initiative, and commitment beyond formal roles. This voluntary behavior contributes positively to the organization as a whole, increasing productivity and morale. Research shows that OCB encompasses a wide range of behaviors, including altruism, civic virtue, and prudence, which are not officially recognized but play an important role in driving organizational efficiency and effectiveness. For example, Hasibuan et al. state that OCB acts as a moderator in the relationship between emotional intelligence and employee performance, noting that employees who practice OCB often experience improved performance metrics through their collaborative and proactive engagement with work and colleagues (Hasibuan et al., 2024). This is supported by other research showing that emotional intelligence contributes to increased OCB, which in turn impacts employee performance.

OCB is positioned to mediate the impact of different leadership styles on performance. For example, Liang found that transformational leadership, characterized by motivating and inspiring employees, improves OCB, which in turn contributes significantly to employee performance outcomes (Liang, 2023). Similarly, Rosmawati et al. highlight that OCB is crucial in mediating the effects of transformational leadership on organizational effectiveness (Rosmawati et al., 2024). Junianto et al. also highlighted the role of OCBs in improving organizational performance through leadership effectiveness, demonstrating that fostering these behaviors leads to a more engaged and productive workforce (Junianto et al., 2024). Employees who exhibit a high level of OCB are more likely to take initiative, support their

colleagues, and contribute positively to the organizational climate, thereby improving levels of performance (Al-Romeedy & El-Sisi, 2023; Yang et al., 2023).

In summary, the close relationship between organizational civic behavior and employee performance underscores the importance of organizations developing and promoting OCB as a strategic approach to improving performance outcomes. This can be achieved through supportive leadership, creating a favorable organizational climate, and ensuring employee engagement and job satisfaction.

5.3 Moderating Effect of Organizational Citizenship Behavior, Emotional Intelligence, and Employee Performance

Organizational Civic Behavior (OCB) is recognized as a significant moderator that strengthens the relationship between emotional intelligence (EI) and employee performance. As emotional competencies become increasingly important, it is important to investigate their contribution to overall workplace effectiveness. OCB refers to voluntary behavior that is not always part of an employee's formal job description, in a supportive and productive work environment. Research shows that employees who exhibit OCB — altruism, decency, and civic virtue — are more likely to leverage their emotional intelligence to improve their own performance and that of their coworkers (Hasibuan et al., 2024; Santa et al., 2023). Hasibuan et al. showed that OCB moderates the relationship between emotional intelligence and employee performance, suggesting that when employees engage in OCB, their emotional intelligence positively affects their work performance. Furthermore, Prasad et al. emphasized that the presence of OCB in the Workplace fosters an environment conducive to the development of emotional intelligence, thereby improving psychological wellbeing and overall employee performance (Prasad et al., 2024). This view is supported by Santa et al., who assert that individuals with high emotional intelligence are more likely to engage in OCB, thus facilitating stronger working relationships and increasing operational effectiveness (Santa et al., 2023).

Further research by Mokhtar et al. supports the idea that employees with high emotional intelligence tend to exhibit higher levels of OCB, which correlates with improved performance metrics (Mokhtar et al., 2024). Similarly, it has been shown that emotional intelligence significantly affects service performance. This relationship is partly mediated and moderated by OCB, underscoring the important role of this positive behavior in achieving higher performance across sectors (Aripin et al., 2023). OCB's role includes OCB's typing of leadership styles. For example, employees with high emotional intelligence, supported by transformational leadership, tend to exhibit OCB, which improves performance (Kurniadi, 2024). These findings underscore the importance of encouraging the development of emotional intelligence and OCB simultaneously within organizations to maximize employee performance outcomes.

In summary, the evidence consistently suggests that Organizational Civic Behavior moderates and amplifies the influence of emotional intelligence on employee performance. These interactions not only improve individual performance but also contribute to a more positive organizational culture, encouraging collaboration and commitment among employees.

6. Conclusion, Implication, and Recommendation

Emotional intelligence plays an important role in improving employee performance, because employees who can manage and understand their own and others' emotions tend to be more effective in interacting with colleagues and in facing challenges in the Workplace. They can manage stress, adapt to change, and make more rational decisions, which ultimately improves their performance in the tasks at hand. In addition, emotional intelligence improves the ability to work together, communicate effectively, and maintain positive relationships in the Workplace, contributing to better overall performance. On the other hand, Organizational Citizenship Behavior (OCB)—voluntary behavior not listed in the job description that has a positive impact on the organizational environment—also significantly affects employee performance. Employees who actively exhibit OCB behaviors, such as helping colleagues, participating in social activities, and contributing more than expected, create a harmonious work atmosphere and improve team collaboration. This facilitates the achievement of organizational goals and increases efficiency in the Workplace. Therefore, OCB not only improves interpersonal relationships but also strengthens work processes that support productivity. OCB also serves as a moderating variable, strengthening the relationship between emotional intelligence and employee performance. Employees with high emotional intelligence who also exhibit OCB behavior will be more effective in achieving optimal performance. OCB behaviors strengthen employees' ability to labor in an environment that supports higher performance. Thus, emotional intelligence not only improves individual performance directly, but when combined with OCB, its impact becomes greater and more effective in supporting the achievement of organizational goals. This shows the importance of synergy between individuals' individualities in the organization in improving overall performance.

Implications of this study: This study provides a deeper understanding of the relationship between emotional intelligence, organizational civic behavior (OCB), and employee performance. The main implication of these findings is that emotional intelligence not only directly affects employee performance but also serves as an important foundation for the development of positive OCB behaviors. This emphasizes the importance of developing emotional intelligence in employee training or development programs in organizations. An organization that supports the development of emotional intelligence among its employees will increase individuals' opportunities to work more effectively together, manage conflicts, and adapt in a dynamic environment. In addition, these findings also show that OCB behavior plays an important role in strengthening the relationship between emotional intelligence and employee performance. Therefore, companies that encourage positive civic behavior, such as helping colleagues, participating in social activities, and innovating to improve working conditions, will foster an atmosphere more conducive to optimal performance. This implies that organizations must not only focus on completing formal tasks but also recognize and motivate voluntary behaviors that contribute to a positive work culture and overall performance.

Future research recommendations: Further research can examine the role of contextual variables — such as organizational culture, leadership, and working conditions — in moderating the relationships among emotional intelligence, OCB, and employee performance. This will enrich understanding of how social and cultural contexts affect the dynamics of those

relationships. Given the importance of emotional intelligence for improving employee performance, future research could examine the effectiveness of various programs for developing emotional intelligence and OCBs in organizations. This includes emotional intelligence training or interventions designed to encourage OCB behavior, as well as its influence on individual and team performance. Further research could adopt a multilevel approach to examine how emotional intelligence and OCB affect employee performance at the individual, team, and organizational levels. This approach will provide a more holistic picture of the impact of both factors at various levels within the organization. The research may also explore whether the relationships among emotional intelligence, OCB, and employee performance differ across sectors or industries. For example, whether the role of OCB is more significant in the service sector than in manufacturing or technology. Cross-sectoral research can identify the factors that influence these relationships in more varied contexts.

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