



## The Influence of Psychological Capital, Organizational Commitment & Transformational Leadership on Organizational Citizenship Behavior: The Role of Moderation of Emotional Intelligence (Study on Bank Employees in Mataram City)

Muhammad Cesar Arief Rizkillah<sup>1</sup>; Siti Nurmayanti<sup>2</sup>; Hermanto<sup>2</sup>

<sup>1</sup> Master of Management, Mataram University, Indonesia

<sup>2</sup> Master of Management Lecturer, Mataram University, Indonesia

<http://dx.doi.org/10.18415/ijmmu.v9i12.4339>

---

### **Abstract**

This study aims to analyze and determine the significance of the influence of psychological capital, Organizational commitment, and Transformational leadership on Organizational citizenship behavior (OCB) and the role of Emotional intelligence moderation, on banking employees in Mataram City. This type of research is causal associative. The total population is 1090. This study uses a purposive sampling method in the sample. The number of respondents is as many as 92 people. Data were collected by online surveys, interviews, and documentation and then analyzed through the SmartPLS (Partial Least Square) application. The results showed that psychological capital had a positive and significant effect on OCB, Organizational commitment had a positive and significant effect on OCB, Transformational leadership had a positive and significant effect on OCB, and Emotional intelligence moderated the influence of psychological capital, Organizational commitment and Transformational leadership on OCB positively and significantly.

**Keywords:** *Psychological Capital; Organizational Commitment; Transformational Leadership; Emotional Intelligence; Organizational Citizenship Behavior (OCB)*

### **Introduction**

Human resources are an important factor in a company that determines the success or failure of a company in achieving goals. Ardana et al (2012) state that employees in an organization are the most valuable and most important assets owned by an organization because the success of an organization is largely determined by the human element. Dessler (2015) states that globalization increases competition in various industrial fields, with increasing competition, will have an impact on increasing organizational pressure to continue to develop in various ways such as cost efficiency and increased employee work productivity.

The concept of OCB was first expressed in the 1930s by Barnard about the concept of "willingness to cooperate"; Roethlisberger and Dickson (1939) on "informal cooperation"; Katz and Kahn (1967) on "individual patterns of behavior". It was these concepts that formed the basis of the emergence of OCB before it was discussed in the organizational research literature of the early 1980s.

The organ defines OCB as voluntary individual behavior that is carried out for the development of the efficiency of organizational functions and is not recognized by the formal reward system (Organ, 1997). Meanwhile, Robbins (2006) defines OCB as a preferred behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization.

OCB is a form of individual choice and initiative behavior that if not displayed is not given a penalty. In today's dynamic world of work where there are more and more tasks, organizations need good OCB behaviors such as issuing constructive opinions about their workplace, helping others in their team, avoiding unnecessary conflicts, and airily understanding the work distractions that sometimes occur.

OCB behavior is not found in the employee's Job description, but it is highly expected, because it supports the improvement of the effectiveness and survival of the organization, especially in a business environment where competition is getting sharper. Employees who have an OCB will have high loyalty to the organization in which they work, and will naturally feel comfortable and safe for their work.

OCB is an apparent and observable voluntary behavior. OCB is based on a dominant motive or value. Pragmatically management practices in organizations are often oriented towards what can be observed i.e. behavior. The formation of a behavior is often based on rewards and punishments that are external.

According to Luthans, Youssef and Avolio (2007), Psychological capital is a part of the positive psychological possessed by each individual that is useful for helping the individual to be able to develop with self-efficacy, hope, optimism and resilience in himself. Luthans (2002) studies about positive psychology, which advocates that individual strength and virtue have long-term benefits. Psychological capital is suggested to be a composite construction of strength and positive virtues of employees (Luthans et al., 2007).

In addition to being influenced by psychological capital, OCB can also be influenced by Organizational commitment. Organizational commitment is "the identification of the sense, the engagement of loyalty expressed by workers to the organization" (Gibson et al., 1997). Whereas according to Luthans (1995), organizational commitment is defined as: "A strong desire to remain as a member of a particular organization; the desire to strive as the organization wishes; and certain beliefs, and acceptance of the values and goals of the organization".

Organizational commitment is an employee's trust in the goals and values of the organization and a desire to remain a member of the organization and loyalty to the organization (Mowday et al., 1982; Hacket et al., 2001 in Yiing et al., 2009). In other words, organizational commitment is an attitude that reflects an employee's trust and loyalty to the organization, as well as an ongoing process in which employees express their attention to the values and goals of the organization.

The results of research by Hidayat & Kusumawati (2014), examined the effect of organizational commitment to employee OCB at PT. Argamukti Primary. The study resulted in findings that organizational commitment styles have a significant influence on employee OCB. In line with the research of Obedgiu et al (2020), examining the effect of Organizational commitment on OCB on civil servants in local government offices in Uganda. This study cited findings that there was a significant influence between an organization's commitment to OCB.

In addition to psychological capital and Organizational commitment that affects OCB is Transformational leadership. The successes and failures experienced by the company are largely determined by the role of the leader through his leadership style. A leadership style that is appropriate to the situation and conditions will encourage employees to work to the maximum. Leadership is defined as the ability to influence a group for the achievement of goals (Robbins,2002).

Fard et al. (2020) found that Transformational leadership has a positive and significant effect on the OCB variable. The results showed that transactional leadership and transformational leadership are positive and strongly influence Organizational citizenship behavior Islamic Perspective (OCBIP). However, entrepreneurial leadership and authentic leadership do not predict OCBIP followers. Also, transformational leadership has greater power to influence OCBIP than transactional leadership.

The results of the research conducted by Khalili (2017) and Mekpor & Dartey-Baah (2020) have similar results that between Transformational leadership has positive and significant influence on OCB and is moderated by the Emotional intelligence of leadership. The relationship between these variables has been tested by previous researchers with different or inconsistent results. All the differences in the results of the study above are gaps that must be studied further, and this study tries to fill these gaps.

In order for employees to have extra role behavior or OCB, it requires the active role of employees, the organization and the effectiveness of the role of a leader. Based on the explanation above and the relationship between psychological capital, Organizational commitment, Transformational leadership, Emotional intelligence and Organizational citizenship behavior (OCB), the author will take research on "The Influence of Psychological capital, Organizational commitment, Transformational leadership on Organizational citizenship behavior (OCB): The Role of Moderation Emotional intelligent. (Study on Bank Employees in Mataram City)".

The behavioral roles required of an employee include in role and extra role (Sloat 1999) states that extra role behavior is to give the company more than expected. This behavior tends to see employees as social beings who have the ability to empathize with others and their environment and also align the values possessed with the values of the surrounding environment. This extra role behavior is also called civic behavior or OCB.

Organ et al. (2006) state that OCB is a promiscuous individual behavior, not directly or explicitly acknowledged in the rewarding system, and overall improves the efficiency and effectiveness of organizational functions. Free in the sense that the conduct is not a requirement to be implemented on the description of a particular position but rather a behavior based on personal choice. This means that the behavior is not included in the employee's job description so if it is not displayed by the employee, it will not get a penalty.

Bolino et al. (2002) argue that organizations will function more effectively if employees make contributions that exceed their formal duties. Employees who work in organizations that have high performance have better OCB, compared to employees who work in organizations that have poor performance. So when in a company organization an employee has a high OCB, namely being able to work extra outside the job description based on their own wishes, it will be easier to help the company function effectively to achieve its goals.

Psychological capital is a manifestation of self-confidence, hope, optimism, and resilience as a form of employee personality construct to build positive organizational behavior (Karatepe & Karadas, 2014). Meanwhile, Luthans et al. (2004) state that psychological capital lies outside of human and social capital and basically consists of "who you are" rather than what or who you know. According to Moorhead and Griffin (2013) organizational commitment is an attitude that reflects the degree to which an individual recognizes and is attached to his organization. An individual who has a high commitment is likely to see himself as a true member of the organization.

According to Kreitner and Kinicki (2014), organizational commitment is the level at which a person gets to know the company and its goals. Organizational commitment is an important work attitude because people who have committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in a company (Kreitner and Kinicki, 2014). As the idea of transformational leadership was first mentioned in 1973, in a sociological study conducted by downtown author JV. After that, James McGregor used the term transformational leadership in his book "Leadership" (1978). In 1985, Barnard M. Bass presented a transformational leadership theory that became a reference from many experts in research projects, doctoral dissertations and books in the field of transformational leadership (Simic, 1989).

Robbins & Cuolter (2010) argue that transformational leaders are leaders who stimulate and inspire (transformation) their subordinates to achieve extraordinary results. Transformational leadership is considered more effective than transactional leadership. This refers to the results of research in various fields that found that transformational leadership has a strong bond with low employee turnover as well as high levels of productivity, levels of employee satisfaction, creativity, achievement of goals and welfare of subordinates.

Emotional Intelligence is the intelligent use of emotions. How to make those emotions useful by using them as guides for our behavior and thinking, in such a way that our results increase. Managing emotions means understanding them, then using those understandings to deal with situations productively, instead of suppressing emotions and eliminating the valuable information that emotions convey to us.

According to Patton (1998), emotional intelligence is the basic basis in building relationships and then strengthening ourselves and others to face the challenge of a balance between feelings and thoughts. According to Goleman (2001), at the individual level, elements of emotional intelligence can be identified, assessed, and upgraded. At the group level, the element of emotional intelligence means a good arrangement of interpersonal dynamics that make the group intelligent. At the organizational level, the element of emotional intelligence means revising the hierarchy of values so that emotional intelligence becomes a priority in the context of employee acceptance, training, and development, performance evaluation and promotion

According to Goleman (2001), Emotional intelligence (EI) is the ability to recognize the feelings of oneself and others, to motivate oneself, and to manage one's own emotions in relation to others. So far empirical research on the relationship between Emotional intelligence and OCB has gained little attention. Existing limited research shows some support for this association. For example, in a study of 203 French adult workers, Alfonso et al. (2016) assessing the influence of Emotional intelligence on OCB. They concluded that because workers with a high level of Emotional intelligence can better manage and understand the emotions of themselves and others, being able to create positive emotions of the work environment and to have a better relationship with their co-workers. On the same section of the line, James et al. (2010) shows a positive relationship between Emotional intelligence and OCB among 60 company executives.

## **Method**

The type of research used in this study is associative research described through a quantitative approach, whose main objective is to obtain evidence regarding causal relationships. The population in this study was banking employees in Mataram City, namely Bank Mandiri, Bank Negara Indonesia (BNI), Bank Rakyat Indonesia (BRI), Bank Tabungan Negara (BTN), and Bank NTB Syariah in Mataram City totaling 1090 employees with a sample of 92 respondents. Research data sources use primary and secondary data. In this study, data collection techniques and tools are documentation, questionnaire, and interview techniques. This study used the Partial Least Squares (PLS) method. The PLS method is a

method that combines the properties of the main components and multiple linear regression.

## ***Results and Discussion***

The study was conducted by distributing questionnaires to 92 sample people as respondents, namely Bank employees in Mataram City including Bank Mandiri, Bank BNI, Bank BTN, Bank BRI, and Bank NTB Syariah. The number of respondents with male sex was 45 people while female respondents there were 47 people with dominant respondents aged between 25-30 years as much as 59.8%. The average last education of respondents was S1 with a working period dominated by 1 – 3 years with 44.6%.

It can be categorized that Psychological Capital is perceived to exist well or that employees feel during work is classified as very available with an average value of 4.25. Of the 12 question items, almost all of them show the categories are very available, this indicates that bank employees in Mataram City feel that they have a very high level of psychological capital.

It can be categorized that the Organizational commitment felt by employees during work is relatively high or is likely to see themselves as true members of the organization with an average score of 3.92. Of the 12 question items, almost all of them showed a high category, this indicates that bank employees in Mataram City feel that they have a high level of commitment.

It can be categorized that Transformational Leadership is felt well or that employees feel during work is classified as effective with an average value of 3.95. Of the 12 question items, almost all of them indicate that categories are highly available, this indicates that Bank employees in Mataram City feel that the leader has an effective level of Transformational leadership.

It can be categorized that emotional intelligence is perceived well or that employees feel during work is classified as very available with an average score of 4.11. Of the 15 question items, almost all of them show good categories, this indicates that Bank employees in Mataram City feel that they have a good level of Emotional intelligence.

It can be categorized that OCB is perceived to be very high with an average value of 4.37. Of the 15 question items, almost all of them show very high categories, this indicates that Bank employees in Mataram City feel that they have a very high level of OCB. Hypothesis testing in this study used the Partial Least Square (PLS) approach. PLS does not assume the existence of a specific distribution for parameter estimation, so parametric techniques for testing significance are not required. The PLS evaluation model is based on predictive measurements that have nonparametric properties. Measurement models or outer models with reflective indicators are evaluated with convergent and discriminant validity of their indicators and composite reliability for indicator blocks.

The structural model or inner model is evaluated by looking at the percentage of 2 variances described i.e. R for the dependent latent construct using the Stone-Geisser Q Square Test size and also looking at the magnitude of its structural path coefficient. The stability of these estimates is evaluated using t-statistical tests that can pass a bootstrapping procedure. An outer model defines how each block of indicators relates to its latent variables. There are 3 criteria for assessing the outer model, namely convergent and discriminant validity of the indicator and composite reliability for the indicator block.

Knowing whether an indicator is a construct shaper or a latent variable, a convergent validity test of the measurement model with reflexive indicators is assessed based on the correlation between the score item and the score construct calculated with the help of SmartPLS 3.0 software. Referring to the criteria set by Hair et al (2013) in Ibrahim (2017) indicators that have a loading value of less than 0.5 will be dropped (discarded) from the analysis.

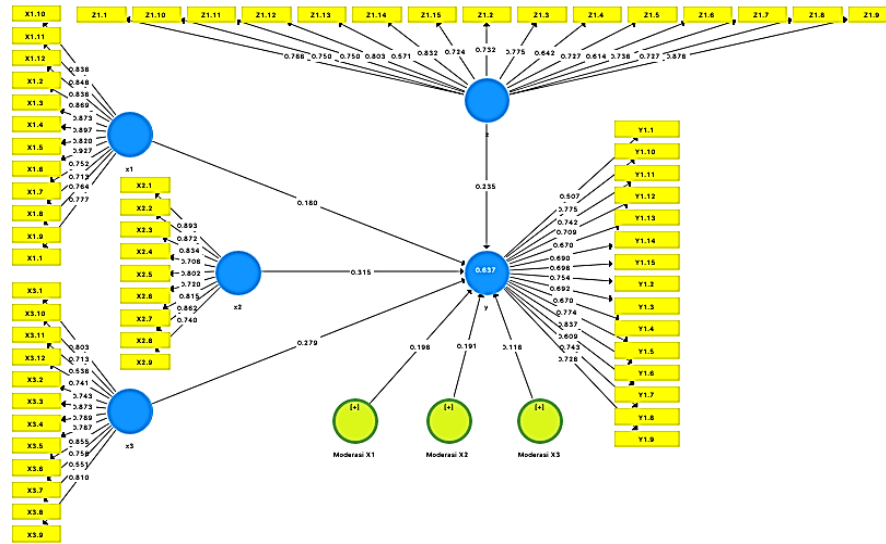


Figure 1. Modeling Path Diagram and Outer Loadings Values

The discriminant validity test is used to see whether an indicator of a particular latent variable differs from the indicators of other latent variables so that the indicator is considered worthy of explaining its latent variables. The discriminant validity test was performed by comparing the root values of square root average variance extracted (AVE) for each construct with the correlation between the construct and other constructs (between fellow latent variables). The indicator is considered to meet the discriminant validity if the AVE root is greater than the correlation.

Structural model testing is performed to predict causal relationships between variables or hypothesis testing, look at significance values, and R-Square research models. Structural model testing aims at predictive relevance and also looks at the magnitude of structural path coefficients. The structural testing model is carried out in the SmartPLS application through a bootstrapping process. The R-Square value is used for predictive relevance, which is to measure how well the observation value is produced by the model and also the estimation of its parameters. R-Square values greater than zero indicate that the model has predictive relevance, while R-Square values that are less than zero indicate models that lack predictive relevance.

Table 1. R-Square Dependent Variable

Dependent Variables	R Square
Organizational Citizenship Behavior (OCB) (Y)	0,637

Source: Primary Data Processed 2022

Furthermore, testing the research hypothesis by looking at the value of the path coefficient and the T-Statistical value. Testing the path coefficient according to Hartono in Jogiyanto (2011), a measure of the significance of the hypothesis can be used to compare the values of T-Table and T-Statistics. If the T-Statistical value is higher than the T-Table value, it means that the hypothesis is supported. For a 95% confidence interval (alpha 5%) then the T-Table value for the two-tailed hypothesis is  $\geq 1.96$ . The results of structural model testing can be seen in the figure below:

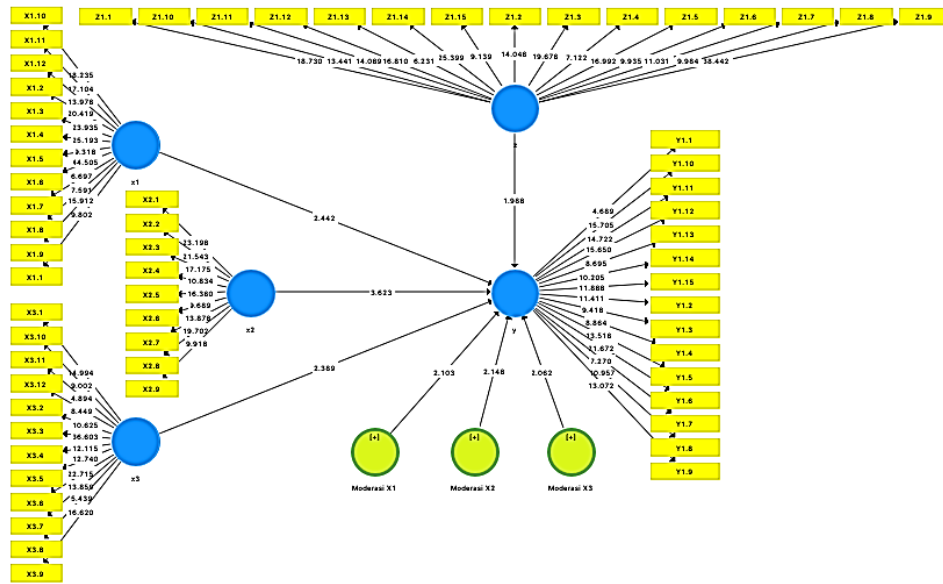


Figure 2. Significant Model Test Results

Based on Figure 4.2. shows that psychological capital, Organizational commitment, and Transformational leadership have a positive and significant effect on the variables of Organizational citizenship behavior (OCB) then Emotional intelligence moderates the influence of psychological capital, Organizational commitment, and Transformational leadership on Organizational citizenship behavior (OCB) positively and significantly on bank employees in Mataram City. The influence of between each variable in this study is summarized in the following Table 2.

Table 2. Structural Model (Inner Model)

Relationships Between Variables	Line Coefficient	T Statistics	P Values	Information
Psychological capital Organizational Citizenship Behavior (OCB)→	0,180	2,442	0,015	Positive and Significant
Organizational Commitment Organizational Citizenship Behavior (OCB)→	0,315	3,623	0,000	Positive and Significant
Transformational Leadership Organizational Citizenship Behavior (OCB)→	0,279	2,389	0,017	Positive and Significant
Psychological capital Emotional Intelligence Organizational Citizenship Behavior (OCB)→→	0,196	2,103	0,036	Positive and Significant
Organizational Commitment Emotional Intelligence Organizational Citizenship Behavior (OCB)→→	0,191	2,148	0,032	Positive and Significant
Transformational Leadership Emotional Intelligence Organizational Citizenship Behavior (OCB)→→	0,116	2,062	0,040	Positive and Significant

Source: Primary Data Processed 2022

Based on the results of the PLS analysis, the results of the calculations that have been carried out will be discussed in this section. This study aims to determine the influence of psychological capital, Organizational commitment, and Transformational leadership on Organizational citizenship behavior (OCB); the role of moderation of Emotional intelligence in Bank employees in Mataram City. Testing is shown through existing hypotheses so that it can find out how each variable affects the other.

1. This research states that psychological capital has a positive and significant effect on the Organizational citizenship behavior (OCB) of bank employees in Mataram City. The results of the hypothesis test proved that psychological capital affects the OCB of bank employees with a p-value of 0.015, which is smaller than alpha 5% ( $\alpha=0.05$ ) and a negative coefficient value of 0.180 so the first hypothesis in this study is accepted. Psychological capital variables affect OCB in Banking employees. This means that if psychological capital is available and has a very available category, then the OCB of Bank employees in Mataram City is getting higher. Vice versa, if psychological capital is less available or with a low category OCB will be lower. Psychological capital plays an important role in the organization, especially in self-development and employee efforts to achieve optimal work results. As a bank employee, of course, he is faced with a high burden and working hours and is required to have a good psychological condition. This is useful in increasing the competence, enthusiasm, or work motivation of employees so that employees are not easily stressed due to excessive workload. In addition, a positive psychological condition is able to lead employees to achieve success in their work and future. Individuals who have a high level of psychological capital tend to show confidence in facing a task or challenge, do not give up easily, are able to predict the future, and have positive planning to anticipate bad things in the face of change. Employees with high psychological capital are most likely to engage in OCB behavior and are least likely to engage in deviant behavior. The results of the correlation test between psychological capital dimensions to OCB behavior in employees show that all psychological capital dimensions consisting of Self-efficacy Resilience, and Optimism are correlated and significant to OCB behavior. Employees are assumed to have a more competitive nature and are loyal to the organization so they are more likely to be successful. Along with the increasing contribution of professionals today, it gives rise to recognition from the organization for employee performance. Related to the findings of this study psychological capital has a positive and significant effect on OCB on Bank employees in Mataram City, due to several facts including. Indicators of Self-efficacy/ self-confidence are the availability of employees' own ability to solve tasks and problems in the workplace. In this study, employees felt strongly that available self-confidence could add to OCB levels. The increasing availability of self-confidence in a person will increase the capital of psychology. The feeling of self-confidence that is very available at work will make an optimal contribution to the organization and is a value or work goal, judged based on individual ideals or standards. Self-efficacy is depicted in employees who often make their own judgments on uncertain circumstances, therefore in making decisions, and statements about the management of the resources they have, they must have confidence. So, when a person knows the extent of his ability to do a task, then that person can be said to have high self-efficacy if he knows the advantages and disadvantages of working on his tasks. Employee self-confidence shows that employees with highly available self-efficacy tend to like challenges and will set high targets for themselves and be selective in solving difficult tasks. So, someone who has high self-efficacy is not only confident but introspective. In addition, he also planned an action to be able to make up for his shortcomings so that he could get the target he had set. This means that employees at the bank in Mataram City have the ability or psychological potential which is classified as very adequate in terms of their confidence to drive motivation, and cognitive resources. Another fact seen from the hope indicator also makes the level of psychological capital very available, employees have expectations and can increase the level of OCB where the more an employee is able to set goals or expectations and then achieve these goals through determination, energy, and self-perception directed at internal control, the more



available psychological capital. Employees with highly available expectations will be encouraged to be able to continue to complete tasks until the achievement of goals even though faced with a very difficult situation. The expectations that exist in employees do not only refer to a positive hope for a better future. But more importantly, it also indicates the ability to knit paths so that a better future can be realized. Thus, the expectations that exist in employees are a combination of expectations, and at the same time knit concrete paths to make those expectations come true. There is a high hope that employees are able to withstand a problem that they are experiencing and have the urge to find a way out even though they are slowly showing consistent behavior to be able to solve problems and achieve goals. In this study, employees felt expectations such as thinking positively, being active, and not being discouraged. Optimism determines the reason and attribution used to explain why a particular event occurred, whether it is a positive or negative event, past, present, or future. When faced with challenges or problems that come their way, employees always see the incident as temporary and specific (meaning it will not apply in other situations). Employees will see a failure or problem with a positive lens. This means employees will not continually lament failure with prolonged grief. They are not stuck in the past and will continue to move forward with positive confidence. This means that the employee of the bank has a very adequate psychological capital in terms of his ability to predict the good things that happen to him related to work activities accompanied by attribution and reasons underlying the prediction in order to achieve the desired goal. Resilience is the capacity of positive psychology to bounce back from misery, uncertainty, conflict, failure, or even positive change, progress and increased responsibility. Simply put, employees have strong resilience so that even a bad situation can be lived up to and used as a stepping stone to jump further. For an employee, it is characterized by the ability to adjust when facing a stressful and risky situation so as to be able to give a positive response. With high resilience, employees are able to see problems as a challenge not as a threat, including having the ability to rise again when they have experienced failure or uncertainty. This means that bank employees have psychological capital that tends to be very adequate in terms of their ability to bounce back from difficult circumstances and positive events that occur during work to achieve desired goals. This means that respondents are classified as having very adequate psychological abilities or potentials in terms of their confidence in their abilities, predictions of various good things accompanied by underlying reasons, their ability to bounce back from negative and positive events, and the existence of positive motivation and the ability to develop various ways when experiencing deadlocks in order to achieve goals. According to the results of research by Ramalu & Janadasari (2020), Jung & Yoon (2014), and Gupta et al (2017) which stated that psychological capital has a positive and significant effect on OCB. The results of this study revealed that the more available psychological capital is in work, the higher the OCB.

2. This study states that Organizational commitment has a positive and significant effect on the Organizational citizenship behavior (OCB) of bank employees in Mataram City. The results of the hypothesis test proved that Organizational commitment affects the OCB of bank employees with a p-value of 0.000, which is smaller than alpha 5% ( $\alpha=0.05$ ) and a negative coefficient value of 0.315 so the second hypothesis in this study is accepted. The Organizational commitment variable affects OCB in Banking employees. This means that if Organizational commitment is available and has a high category, then the OCB of Bank employees in Mataram City is getting higher. Vice versa, if the Organizational commitment is less available or with a low category OCB will be lower. The Continuance commitment indicator is a commitment based on the perceived economic value if the employee lives in an organization when compared to leaving the organization or workplace, related to awareness of the costs associated with leaving the organization. This shows that there is a consideration of profit and loss in employees related to the desire to continue working or actually leave the organization. The longer an employee works in an organization, the greater the employee's fear of losing what has been invested so far. Employees also argue that continuing work within the organization is a matter of necessity for

employees with a very high commitment to sustainability. Therefore, if an employee believes that continuing to work, then the employee will be willing to exert a lot of effort on behalf of the organization compared to a situation where work is more or less guaranteed. Employees who primarily work on this continuous commitment stay in the organization because they need to do just that. In employees who continue to commit, the underlying reason for their commitment lies in their need to stay with the organization employees feel the need to stay with their organization. Another fact seen from the normative commitment indicator is a commitment based on the obligation as an employee to stay in an organization for consideration of moral or ethical reasons, in other words, employees feel a high feeling of obligation to continue working in the organization which means employees who have a high normative commitment feel that they are obliged to stay in the organization which means that employees who have a high normative commitment feel that they are obliged to survive in the organization. Employees' high normative commitment to the organization can develop from a number of pressures that individuals feel during the socialization process and during socialization as new individuals enter the organization. In addition, normative commitment also develops because the organization provides something very valuable for employees that cannot be reciprocated, employees with high normative commitment will stay in the organization because they feel an obligation or duty. Such feelings will motivate employees to behave well and take appropriate actions for the organization. Employees generally feel that they should remain in their organization because normatively committed employees feel that leaving their organization will have disastrous consequences, and feel guilty about the possibility of leaving. The reasons for such guilt are manifold but are often related to employees' feelings that leaving their organization will create a void in knowledge and skills, which will then increase the pressure on their co-workers. According to the results of research by Obedgiu et al (2020), Farzaneh et al (2013), Obedgiu et al (2017), and Hidayat & Kusumawati (2014) stated that Organizational commitment has a positive and significant effect on OCB. The results of this study revealed that the higher the Organizational commitment to working, the higher the OCB. In contrast to the research conducted by Priyandini et al (2020) which states that organizational commitment has an insignificant influence on OCB. In the research of Priyandini et al (2020), The organizational commitment variable (X1) has a significant level of  $0.131 > 0.05$ , meaning that hypothesis one (H1) is not accepted, meaning that organizational commitment does not have a significant influence on OCB on employees.

3. This research states that Transformational leadership has a positive and significant effect on the Organizational citizenship behavior (OCB) of bank employees in Mataram City. The results of the hypothesis test proved that Transformational leadership influenced the OCB of bank employees to have a significant effect with a p-value of 0.017, which is smaller than alpha 5% ( $< \alpha=0.05$ ) and a negative coefficient value of 0.279 so that the third hypothesis in this study was accepted. The Transformational leadership variable affects OCB in Banking employees. This means that if Transformational leadership is available and has an effective category, then the OCB of Bank employees in Mataram City is even higher. Vice versa, if Transformational leadership is less available or with a low category OCB will be lower. The increase in OCB behavior in employees is characterized by an increase in the behavior of helping fellow colleagues willingly, respecting and respecting colleagues in preventing problems from arising, accepting an unpleasant situation without complaining about the company's rules or systems, being responsible through the act of participating and caring about the company's activities and approving, supporting and defending the achievement of targets through participation active and eager to achieve achievements that exceed the standard of assessment at all momentum. Basically, OCB in banking employees can be improved by increasing the intensity of transformational leadership implemented by superiors. Related to the findings of this study Transformational leadership has a positive and significant effect on OCB on bank employees in Mataram City, caused by several factors. The Individualized Consideration indicator focuses on the development of subordinates by offering support, encouragement, and training. The leader

uses individual considerations significantly, which in turn contributes to employees achieving their potential fully communicating timely information to subordinates through training and teaching. It provides ongoing follow-up and feedback. More importantly, it connects the individual needs of today's employees with the organization's mission and elevates those needs where appropriate to do so. The leader also pays attention to individual differences in the needs of employees for their growth and development. Intellectual stimulation indicators Stimulate subordinates to challenge assumptions and look at problems from new perspectives. The more availability of intellectual stimulation in a leader will increase Transformational leadership. Leaders use intellectual stimulation and challenge employees to accept innovative solutions to address problems and challenges. Intellectual stimulation is seen in terms of the conceptualization, understanding, and analysis of employees to the problems they face and the solutions they produce. Through intellectual stimulation, employees get new methods of achieving goals by exploring circumstances according to the mission of the organization. Leaders are always trying to change the outdated thinking, techniques, and targets that have been maintained. The goal is to get more useful results for the greater common good. As a way of achieving this, the leader always opens up new opportunities for each of its members to learn. They proactively mobilize each member to explore new ways of doing things and innovate solutions. Inspirational Motivation Indicators / inspirational motivation, Leaders can increase optimism and enthusiasm to encourage subordinates. The more inspirational motivation available in a leader will increase Transformational this study, employees felt effective inspirational motivation could add to OCB levels. The more inspirational motivation available in a leader will increase Transformational leadership. Leaders always provide challenge, inspiration and meaning to, the work of the people being led. The role of the government in inspiring employees by providing understanding and challenges to employee work so as to increase employee enthusiasm in carrying out their duties and obligations. This is shown from the behavior of high enthusiasm and optimism from the employees. The leader creates expectations of good communication with subordinates and also practices commitment to common goals. According to the results of research that Abdullahi et al (2020), Manoppo, V, P (2020), Fard et al (2020), Sumi Jha (2012), Puspita & Dewi (2020) stated that Transformational leadership has a positive and significant effect on OCB. The results of this study revealed that the higher the Transformational leadership in working, the higher the OCB. In contrast to the research conducted by Arar & Nasra (2017), no statistically significant relationship was found between Transformational leadership and OCB. It reveals that the effect of transformational leadership of principals on OCB is only expressed indirectly, the effect through the perception of work. In summary, the effects of Transformational leadership and Transactional leadership on teachers of job perception and OCB show that the principal's leadership style has no immediate effect on OCB.

4. This study states that Emotional intelligence moderates psychological capital against Organizational citizenship behavior (OCB) positively and significantly for bank employees in Mataram City. The results of the hypothesis test proved that Emotional intelligence moderated the influence of psychological capital on the OCB of bank employees with a significant effect with a p-value of 0.036, which is smaller than alpha 5% ( $\alpha=0.05$ ) and a negative coefficient value of 0.196 so that the fourth hypothesis in this study was accepted. The variable Emotional intelligence moderates the influence of psychological capital on OCB on Banking employees. This means that if Emotional intelligence is available and has a good category in the relationship of psychological capital to OCB, then the OCB of Bank employees in Mataram City is getting higher. Vice versa, if Emotional intelligence is less available or with a low category in the relationship between psychological capital and OCB, then the OCB of Bank employees in Mataram City is getting lower. Employees with good Emotional intelligence in the relationship of psychological capital to OCB will be constantly motivated by their positive perception of their work or career and are willing to give or the best in official duties with the belief that the employee is building a brighter career future, even employees also help colleagues and the

organization in general to meet the goals and objectives set. The employee will encourage the work team with its vision, to perform beyond the criteria. In other words, the results show that emotions are taken into account in helpful behavior, and employees voluntarily decide to engage in some form of OCB behavior. The phenomenon of emotional intelligence related to the OCB of employees can also be explained from the perspective of team unity, team spirit and love that improves the reasoning and feelings of the individual in such a way as to make the employee more logical and empathetic in behavior, attitudes and perceptions. The world of work is the social world of organizations that involves interpersonal relationships between employees, and provides opportunities for expression. Employees demonstrate social skills by reading social situations, interacting with others, forming networks and employees are able to influence someone positively in the process of achieving organizational goals. The findings show a significant pathway between the role of moderation Emotional intelligence influence of psychological capital on OCB. As an emotionally intelligent employee brings psychological stability to understand not only his own emotions but also the emotions of others. Empathic orientation allows employees to understand and regulate the feelings of others. This kind of attitude drives the OCB high. According to the results of research by Pradhan et al (2016) which states that Emotional intelligence moderates the influence of psychological capital on OCB positively and significantly. The results of this study revealed that the better emotional intelligence works, the stronger the psychological capital against OCB.

5. This research states that Emotional intelligence moderates the Organizational commitment to Organizational citizenship behavior (OCB) positively and significantly by banking employees in Mataram City. The results of the hypothesis test proved that Emotional intelligence moderated the influence of Organizational commitment on the OCB of bank employees with a significant effect with a p-value of 0.032, which is smaller than alpha 5% ( $\alpha = 0.05$ ) and a negative coefficient value of 0.191 so that the fifth hypothesis in this study was accepted. The variable Emotional intelligence moderates the influence of Organizational commitment on OCB on Banking employees. This means that if Emotional intelligence is available and has a good category in the relationship of Organizational commitment to OCB, then the OCB of Bank employees in Mataram City is even higher. Likewise, if Emotional intelligence is less available or with a low category in the relationship between organizational commitment to OCB, then the OCB of Bank employees in Mataram City is getting lower. Continuous commitment will bind permanent employees within the organization with considerations of economic value, employees who have Emotional intelligence with good categories will have greater insight into the considerations of whether to survive or leave the organization. In the banking employees, most of whom agreed to demonstrate that the company values their contributions very much, the awards given can be material or non-material. There is a positive attitude toward the relationship between the company and employees that increases the commitment of bank employees. When employees consider that a bank company thinks about their happiness, and protects and helps them, then employees will feel part of the company, and loyal to the company. To have an OCB attitude in an organization requires a level of organizational commitment because, without a strong attachment to the organization, an employee will not be compelled to display OCB behaviors that are not directly or explicitly recognized by the organization's formal reward system (Organ, 1988). However, being an OCB also requires competence to develop and build positive interpersonal relationships. Emotionally intelligent employees have the ability to understand and manage emotions in themselves and others which in turn helps them build those emotions. According to the results of research by Carmeli et al (2015) which states that Emotional intelligence moderates the influence of Organizational commitment on OCB positively and significantly. The results of this study revealed that the better emotional intelligence works, the stronger the Organizational commitment to OCB.
6. This research states that Emotional intelligence moderates the transformation leadership of Organizational citizenship behavior (OCB) positively and significantly for bank employees in

Mataram City. The results of the hypothesis test proved that Emotional intelligence moderated the influence of Transformational leadership on the OCB of bank employees with a significant effect with a p-value of 0.040, which is smaller than alpha 5% ( $\alpha=0.05$ ) and a negative coefficient value of 0.116 so that the sixth hypothesis in this study was accepted. The variable Emotional intelligence moderates the influence of Transformational leadership on OCB on Banking employees. This means that if Emotional intelligence is available and has a good category in the relationship of Transformational leadership to OCB, then the OCB of Bank employees in Mataram City is getting higher. Vice versa, if Emotional intelligence is less available or with a low category in the relationship between Transformational leadership and OCB, then the OCB of Bank employees in Mataram City is getting lower. Emotional intelligence is relevant to leadership effectiveness in many ways. Emotional intelligence can help leaders to solve complex problems, make better decisions, plan how to use time effectively, adapt behavior to situations, and manage crises. Self-awareness makes it easier to understand employee needs and in the event of certain events, it can make it easier to complete alternative solutions and evaluations. Self-management facilitates emotional stability and manages information in difficult and stressful situations. In addition, it can help leaders nurture optimism and enthusiasm in carrying out tasks or missions when faced with obstacles and setbacks. Empathy has to do with the strong social skills needed to develop cooperative interpersonal relationships. With regard to the effect of Emotional intelligence moderation of leaders on the relationship of Transformational leadership to OCB, the findings show that leaders with good Emotional intelligence have a stronger desire to engage in OCB behavior, and employees with Emotional intelligence a good person can better understand the emotions and feelings of managers and their colleagues and as a result, transformational leaders have a more positive impact on the OCB of employees in the organization. According to the results of Khalili's research (2017) which states that Emotional intelligence moderates the influence of Transformational leadership on OCB positively and significantly. The results of this study revealed that the better emotional intelligence works, the stronger the transformational leadership of OCB.

## **Conclusion**

1. Psychological capital has a positive and significant effect on OCB. This means that if psychological capital is felt to be more "available", it has an impact on the "higher" OCB level of bank employees in Mataram City. Vice versa, if psychological capital is less perceived to exist the more "unavailable" it is based on the "lower" OCB level of bank employees in Mataram City.
2. Organizational commitment has a positive and significant effect on OCB. This means that if the Organizational commitment is felt to be "higher", it has an impact on the "higher" OCB level of bank employees in Mataram City. Vice versa, if the Organizational commitment is less felt in the existence of the "low" then it is based on the "lower" OCB level of bank employees in Mataram City.
3. Transformational leadership has a positive and significant effect on OCB. This means that if Transformational leadership is felt to be more "effective", it has an impact on the "higher" OCB level of bank employees in Mataram City. Vice versa, if Transformational leadership is less perceived as its existence more "not effective" then it leads to a "lower" OCB level of bank employees in Mataram City.
4. Emotional intelligence moderates the influence of psychological capital on OCB positively and significantly. This means that if the perceived emotional intelligence is getting "better" in the influence of psychological capital on OCB, it has an impact on the more "high" OCB level of bank employees in Mataram City. Vice versa, if emotional intelligence is less perceived to be the "bad" in the influence of psychological capital on OCB, it leads to a "lower" OCB level of bank employees in Mataram City.

5. Emotional intelligence moderates the influence of Organizational commitment on OCB positively and significantly. This means that if the perceived emotional intelligence is getting "better" in the influence of organizational commitment to OCB, it has an impact on the more "high" OCB level of bank employees in Mataram City. Vice versa, if emotional intelligence is less perceived to exist, more "bad" in the influence of Organizational commitment to OCB, it leads to a "lower" OCB level of bank employees in Mataram City.
6. Emotional intelligence moderates the influence of Transformational leadership on OCB positively and significantly. This means that if the perceived emotional intelligence is getting "better" in the influence of Transformational leadership on OCB, it has an impact on the "higher" OCB level of bank employees in Mataram City. Vice versa, if emotional intelligence is less perceived to exist, the more "bad" the influence of Transformational leadership on OCB, it leads to the "lower" level of OCB of bank employees in Mataram City.

## References

- Abdullahi, A. Z., Anarfo, A. B., Ayigba, H. (2020). The impact of leadership style on organizational citizenship behavior: does leaders' emotional intelligence play a moderating role? *Journal of Management Development*. DOI 10.1108/JMD-01-2020-0012.
- Alfonso, L., Zenasni, F., Hodzic, S. and Ripoll, P. (2016), "Understanding the mediating role of quality of work life on the relationship between emotional intelligence and organizational citizenship behaviors", *Psychological Reports*, Vol. 118 No. 1, pp. 107-127.
- Ashkan, K., (2017)., Transformational leadership and organizational citizenship behavior: The moderating role of emotional intelligence", *Leadership & Organization Development Journal*, <https://doi.org/10.1108/LODJ-11-2016-0269>.
- Bolino, M.C., Turnley, W.H., and Bloodgood, J.M. (2002). "Citizenship Behavior and the Creation of Social Capital in Organization". *Academy of Management Journal*, Vol. 7, No. 4, 2002 pp. 502 – 522.
- Carmeli, A., & Colakoglu, S. N. (2015). The Relationship Between Affective Commitment and Organizational Citizenship Behaviors: The Moderating Role of Emotional Intelligence" In the Effect of Affect in Organizational. [http://dx.doi.org/10.1016/S1746-9791\(05\)01104-1](http://dx.doi.org/10.1016/S1746-9791(05)01104-1).
- Dessler. 2015. *Human Resource Management Human Resources*, Volume 2, Prenhalindo, Jakarta.
- Fard, M. H., Darmayandi, A. A., Mahdilouytazehkandi, A., Asharin, M., (2020)., Leadership and followers' organizational citizenship behavior from the Islamic perspective (OCBIP)., *Journal of Islamic Marketing*. DOI 10.1108/JIMA-02-2019-0036.
- Farzazeh, J., Farashah, A. D., Kazemi, M., (2013). The impact of person-job fit and person-organization fit on OCB The mediating and moderating effects of organizational commitment and psychological empowerment. *Personnel Review* Vol. 43 No. 5, 2014 pp. 672-691. DOI 10.1108/PR-07-2013-0118.
- Gibson, James L, 1997. *Organization: Behavior Structure, Process*, Translation, Jakarta: Erlangga.
- Goleman. D, 2001, *Emotional Intelligence*, Jakarta: PT. Gramedia Main Library.
- Gupta, M., Shaheen, M., Reddy, P. L., (2017). "Impact of psychological capital on organizational citizenship behavior: mediation by work engagement", *Journal of Management Development*, <https://doi.org/10.1108/JMD-06-2016-0084>.

- Hidayat, A., Kusumawati, R., (2014). The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (Ocb) at Pt. Argamukti Pratama Semarang. *Journal of Economics and Business*, 9(18), 56–79.
- James, J.K., Velayudhan, A. and Gayatri Devi, S. (2010), "Organizational citizenship behaviour and emotional intelligence of corporate executives", *Journal of the Indian Academy of Applied Psychology*, Vol. 36 No. 2, pp. 262-267.
- Jha, S., (2014) "Transformational leadership and psychological empowerment: Determinants of organizational citizenship behavior", *South Asian Journal of Global Business Research*, Vol. 3 Issue: 1, pp.18-35, <https://doi.org/10.1108/SAJGBR-04-2012-0036>.
- Jung, H. S., Yoon, H. H. (2014)., The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel., Department of Culinary and Service Management, College of Hotel and Tourism Management, Kyung Hee University, Seoul, Republic of Korea. *International Journal of Contemporary Hospitality Management* Vol. 27 No. 6, 2015 pp. 1135-1156.
- Karatepe, O. M., & Karadas, G. (2014). The Effect of Psychological Capital on Conflicts in the Work-Family Interface, Turnover and Absence Intentions. *International Journal of Hospitality Management*, 43(1), 132–143.
- Karatepe, O.M. and Karadas, G. (2015), "Do psychological capital and work engagement foster frontline employees' satisfaction? a study in the hotel industry", *International Journal of Contemporary Hospitality Management*, 27(6), 1254-1278.
- Khalid, A and Muhammad, A, N., (2017)., "Leadership style, occupational perception and organizational citizenship behavior in the Arab education system in Israel", *Journal of Educational Administration*, Vol. 57 Issue: 1, pp.85-100.
- Khalili, A., (2017)., "Transformational leadership and organizational citizenship behavior The moderating role of emotional intelligence". *Leadership & Organization Development Journal*, <https://doi.org/10.1108/LODJ-11-2016-0269>.
- Kreitner, Robert and Angelo Kinicki. 2014. *Organizational Behavior*. 9th ed. Book 1. Salemba Four. Jakarta.
- Luthans F. (2002). Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management Executive*, 16, 57–72.
- Luthans F, Youssef CM. (2004). Human, social, and now positive psychological capital management. *Organizational Dynamics*, 33, 143–160.
- Luthans, Fred. 2006. *Organizational Behavior*. Issue Ten. Yogyakarta: Andi Publisher.
- Luthans F, Youssef CM, Avolio BJ. (2007). *Psychological capital*. New York: Oxford University Press.
- Manoppo, P, V., (2020). Transformational leadership as a factor that decreases turnover intention: a mediation of work stress and organizational citizenship behavior. *The TQM Journal*. DOI 10.1108/TQM-05-2020-0097.
- Mekpor, B and Baah, K, D., (2020)., Beyond the job description Exploring the mediating role of leaders' emotional intelligence on the nexus between leadership styles and voluntary workplace behaviours in the Ghanaian banking sector. *Journal of Management Development* Vol. 39 No. 2, 2020 pp. 240-252.

DOI 10.1108/JMD-04-2019-0104.

- Moorhead and Griffin. 2013. *Organizational Behavior*. Jakarta: Salemba Empat. Nafisah, Durrotun.
- Muhdar. (2015). *Organizational citizenship behavior of the company*. Sultan Amai Press. Gorontalo.
- Obedgiu, V., Bagire, V., Mafabi, D., (2017)., Examination of organizational commitment and organizational citizenship behavior among local government civil servants in Uganda., *Journal of Management Development*, <https://doi.org/10.1108/JMD-12-2016-0279>.
- Obedgiu, V., Nkurunziza, G., Simiyu, G., Lubogoyi, B., (2020). An investigation of key predictors of organizational citizenship behavior of civil servants Empirical evidence from Uganda. *International Journal of Organization Theory & Behavior* Vol. 23 No. 2, 2020 pp. 101-119. DOI 10.1108/IJOTB-03-2019-0041.
- Organ, D. W. 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. USA: Sage Publications, Inc.
- Patton, P. 1998. *Emotional Intelligence at Work*. (Zaini Dahlan translation). Jakarta: Pustaka Delapratasa.
- Pradhan, R. K., Jena L. K., & Bhattacharya, P. (2016). Impact of psychological capital on organizational citizenship behavior: Moderating role of emotional intelligence, *Cogent Business & Management*, 3:1, 1194174, DOI: 10.1080/23311975.2016.1194174.
- Priyandini, L., Nurweni, H., Hartati, R.,(2020). The Effect of Organizational Commitment, Work Environment, and Motivation on Organizational Citizenship Behavior (OCB) Employees of PT Sport Glove Indonesia Wonosari Branch. Vol. 1, No. 2 (2020). <http://journal.stimykpn.ac.id/index.php/cb.ISSN 2721-3102>.
- Puspita, N, P, V, G., Dewi, A, A, S, K., (2020). The effect of transformational leadership, Organizational culture, and Motivation on OCB. *American Journal of Humanities and Social Sciences Research (AJHSSR)* e-ISSN:2378-703X Volume-4, Issue-3- pp-433-439.
- Ramalu, S, S., Janadari, N. (2020). Authentic leadership and organizational citizenship behaviour: the role of psychological capital. *International Journal of Productivity and Performance Management*. DOI 10.1108/IJPPM-03-2020-0110.
- Robbins, Stephen P, 2002, *Principles of Organizational Behavior* (fifth ed.), Jakarta: Erlangga.
- Robbins, Stephen P. and Coulter, Mary. 2010. *Management Tenth Edition*. Jakarta: Erlangga publishers.
- Simic, Ivana. 1989. "Transformational Leadership the Key to Successful Management of Transformational Organizational Changes". University Of Niš the Scientific Journal Facta Universitatis Series: Economics And Organization, Vol.1, No 6, 1998 Pp. 49 – 55.
- Sloat, K. C. M. (1999). Organizational Citizenship: Does Your Firm Inspire to be "good citizenship?". *Professional Safety*, Vol.44: 20-23.
- Yiing, L, K., Zaman, A, K, B., (2008). The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal* Vol. 30 No. 1, 2009 pp. 53-86.



## Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).