

American Journal of Humanities and Social Sciences Research (AJHSSR)

e-ISSN :2378-703X

Volume-07, Issue-12, pp-60-69

[www.ajhssr.com](http://www.ajhssr.com)

Research Paper

Open Access

## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND SOCIAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR MEDIATED BY EMOTIONAL INTELLIGENCE IN VILLAGE OFFICIALS IN EAST PRAYA SUB-DISTRICT.

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**ABSTRACT:** This study aims to determine the effect of transformational leadership and social support on organizational citizenship behaviour mediated by emotional intelligence in village officials throughout East Praya sub-district. The method used in this research is associative quantitative. The number of respondents in this study were 71 village officials throughout East Praya sub-district. The data collection tool used a closed questionnaire which was processed using the SmartPLS version 3.0 application. The findings in this study indicate that leadership style has no positive and significant effect on organizational citizenship behaviour. While social support and emotional intelligence have a positive and significant effect on organizational citizenship behaviour. In addition, transformational leadership and social support have a positive and significant effect on emotional intelligence. The mediation test shows that emotional intelligence is able to mediate the effect of transformational leadership and social support on organizational citizenship behaviour.

**Keywords:** Transformational leadership, social support, emotional intelligence, organizational citizenship behaviour, village officials.

### I. INTRODUCTION

Researchers in the Human Resource Management (HRM) literature have focused heavily on the quest to find appropriate Human Resource practices that can contribute as a system to higher organisational performance [13]. One form of current Human Resource practice efforts is to try to make every member of the organisation have a strong bond with their organisation because employees who are more helpful and cooperative will perform better which impacts the performance of the organisation at large [18]. Because to function well [36] proposes that organisations need three types of behaviour: first people must be persuaded to enter and remain in the organisation; second they must reliably perform certain roles or job requirements; and third there also needs to be innovative and spontaneous activities that go beyond role prescriptions.

One of the efforts in creating a bond between employees and the company organisation is to create employee behaviour that is oriented towards the interests of the organisation which is also known as OCB (Organizational Citizenship Behaviour). OCB is defined as employee discretionary behaviour that is a significant contributor to organisational effectiveness so that it is increasingly considered important for the long-term sustainability of the organisation [10]. OCB is also often defined as behaviour that exceeds formal obligations (extra roles) that are not related to direct compensation. [22] proved that individuals who show OCB can support better performance. This means that there is a correlation between OCB behaviour and improved organisational performance.

As a public sector organisation, the village government in East Praya Sub-district, Central Lombok Regency, NTB Province, totalling 10 villages, namely: Kidang Village, Bilelendo Village, Semoyang Village, Ganti Village, Beleka Village, Sengkerang Village, Landah Village, Marong Village, Mujur Village, and Sukaraja Village based on performance achievement data, descriptively the village government in the East Praya

sub-district of Central Lombok Regency also showed excellent performance achievements in 2022 with an average performance achievement value of 95.62%. This figure means that the staff involved in village development showed high performance both individually and collectively.

According to [19], the process of emergence of OCB behaviour in an organisation is closely related to the relationship between superiors and subordinates where leaders have an important role in creating OCB behaviour of their subordinates in the organisation related to the adoption of leadership styles applied by organisational leaders such as transformational leadership styles that emphasize the harmonisation of social relationships in the organisation. In addition to the influence of transformational leadership, other factors such as social support become other predictors that allow the emergence of OCB behaviour in the organisation. [21] states Previous research has shown that employees who feel supported are more likely to engage in citizenship behaviour (OCB), which is defined as voluntary actions that go beyond one's formal job requirements.

The empirical model of this study departs from the research gap that still allows for more in-depth exploration of OCB behaviour in organisations, especially public sector organisations such as village governments which certainly have different organisational cultural characteristics. In addition, the inconsistency of previous research results regarding the significance of the relationship between transformational leadership and social support to OCB is still visible.

Regarding the leadership relationship, more specifically the transformational leadership in creating OCB behaviour in organisational members, [11] and [24] state that the transformational leadership style plays a predictor role in the creation of OCB behaviour in employees, meaning that the better the application of transformational leadership will lead to OCB behaviour for employees where the research findings show that the transformational leadership has a positive and significant effect on OCB. Different results are shown in research [3] that transformational leadership has no effect on employee OCB behaviour in the organisation. [12] also found that the effect of transformational leadership on employee OCB has no partial effect but requires mediating variables.

Furthermore, the influence of social support on individual OCB in an organisation. Research findings [28] show that the positive feelings felt by employees as a result of perceived social support for their role in the organisation have encouraged feelings of attachment to the organisation which in turn increases OCB. Different results are shown by [21] where social support does not affect the OCB behaviour of employees where they work. The findings show that employees who perceive their workplace as a place where social support from colleagues is available indicate that they feel more connected to the people around them at work. Simultaneously, a supportive environment protects employees from feeling socially isolated but a stronger increase in connectedness is not followed by a stronger increase in OCB and vice versa.

Finally, it is suspected that there is a role of intermediary variables in the relationship between transformational leadership and social support to OCB so that this research tries to involve Emotional Intelligence variables as mediating variables in the relationship between transformational leadership and social support to OCB. [34] explains that emotional intelligence makes a positive contribution to OCB behaviour. Employees who have emotional intelligence have a sense of tolerance to help and form good interpersonal relationships with other employees.

## II. LITERATURE REVIEW

### OCB (Organizational Citizenship Behaviour)

OCB (Organizational Citizenship Behaviour) is considered essential for organisational sustainability but is rarely included in formal job descriptions. OCB is described in social exchange theory [10], in contrast to economic exchange, which concludes that non-contractual actions are based on long-term relationships and trust. OCB is behaviour that is largely discretionary and includes employee activities that are not called for in the implicit or explicit 'employment contract', and are performed voluntarily by employees and are considered important contributors to organisational effectiveness. Defining organizational citizenship behaviour (OCB) as individual or personal behaviour that is voluntary and not part of the formal terms of employment, but can enhance the effective functioning of the organisation.

### Transformational Leadership

Transformational leadership is a leadership that emphasises the process by which people engage with others and can create a relationship that can increase motivation in both leaders and followers [20]. According to [29] transformational leadership is a leadership perspective that explains how leaders change teams or organisations by creating communication and modelling a vision for an organisational or work unit and employees become inspired to fight for that organisational vision.

Leaders with a transformational leadership will be able to stimulate and inspire their followers to achieve more [4]. In the leadership process, there is an element of mutual influence between leaders and their members where transformational leaders have the ability to direct, encourage and motivate employees to face all changes and challenges for the benefit of the organisation which ultimately improves their performance. Transformational leadership consists of four aspects which include: inspirational motivation, idealised influence, intellectual stimulation and individualised consideration [26].

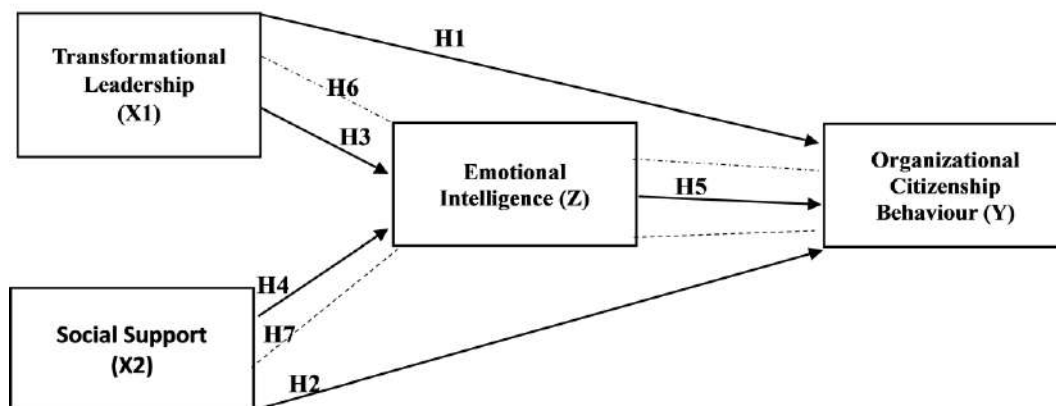
### Social Support

Social support is defined as a process in social relationships that has an impact on well-being in the form of an exchange of resources consisting of at least two individuals considered by the provider or recipient to be intended to improve the recipient's well-being where social support has a positive impact on individual psychological health [6]. Social support includes positive resources obtained from interpersonal relationships such as those from family, relatives, friends, managers, colleagues, and professionals, as well as the process of providing or exchanging resources with others [7].

### Emotional intelligence

According to [30] Emotional intelligence is the ability to feel his emotions to release or evoke emotions, such as emotions to help thinking, understand emotions and knowledge of emotions and to reflect emotions regularly such as controlling emotions and intellectual development. Emotional intelligence is a person's ability to manage one's own feelings and relationships with someone in a more mature and constructive way [14].

### Conceptual Framework



### Hypothesis

H1: Transformational Leadership Positively Affects OCB in Village Officials in East Praya Sub-district

H2: Social Support Positively Affects OCB in Village Officials in East Praya Sub-district

H3: Transformational Leadership Positively Affects Emotional Intelligence in Village Officials in East Praya Sub-district

H4: Social Support Positively Affects Emotional Intelligence in Village Officials in East Praya Sub-district

H5: Emotional Intelligence affects OCB in Village Officials in East Praya Sub-district

H6: Transformational Leadership on OCB Mediated by Emotional Intelligence in Village Apparatus in East Praya Sub-district

H7: Social Support on OCB is Mediated by Emotional Intelligence in Village Apparatus in East Praya Sub-district

III. METHODS

The method in this research is a quantitative method that is associative in nature. The number of respondents in this study was 71 people. This research focuses on 10 sub-districts in East Praya. The respondents came from village officials in 10 sub-districts in East Praya. The instrument in this study was a closed questionnaire distributed directly by the researcher. The questionnaire in this study used a Likert scale of 1-5. The characteristics of respondents in this study were dominated by men with the age of 41-50 years as much as 52.78%. In addition, the average education level of high school graduates is 65.28% with an income of < IDR.5,000,000. This research was analysed using the SEM method processed with SmartPLS 3.0. The testing stages are outer model tests which are divided into convergent validity, discriminant validity and reliability tests. After that, the inner model test will be carried out by conducting the r square test and hypothesis testing or bootstrapping. The following are the validity test results:

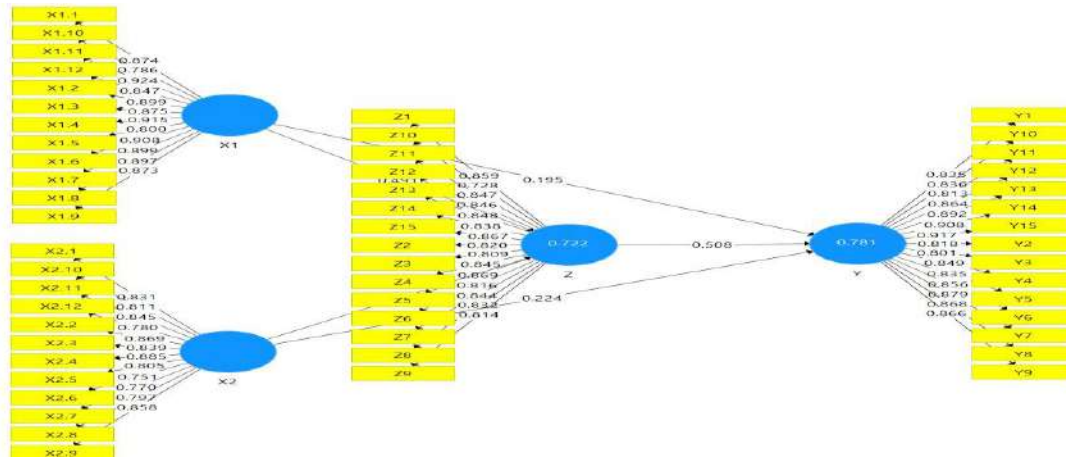


Figure 1. Outer Model

Based on the picture above, it can be seen that the outer loading value of all variables of transformational leadership style, social support, emotional intelligence and organizational citizenship behaviour has a value > 0.7 so it is said to be valid.

The stages after testing discriminant validity are testing the average variance extracted, Cronbach's alpha and composite reliability and the results can be seen from the table below:

Table 1. Discriminant Validity and Reliability

Variables	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Transformational Leadership (X1)	0.767	0.972	0.975
Social Support (X2)	0.674	0.956	0.961
Organizational Citizenship Behaviour (OCB) (Y)	0.734	0.974	0.976
Emotional intelligence (Z)	0.694	0.968	0.971

Based on the table above, it can be seen that the average variance extracted value is > 0.5 so that it is declared valid. Likewise, the Cronbach's alpha and composite reliability values of all variables have met the standard value of > 0.7 so that they can be said to have high reliability.

IV. RESULTS AND DISCUSSION

Hypothesis Test Results

After conducting the outer model test, it is continued with the inner model test which consists of the r-square and bootstrapping tests as below:

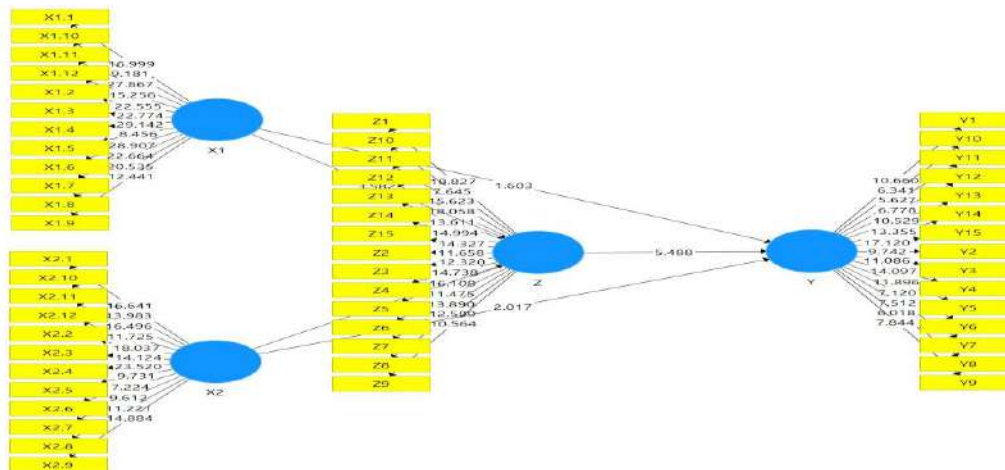


Figure 2.Bootstrapping test

The purpose of hypothesis testing is to statistically test the truth of a hypothesis or assumption statement and draw conclusions whether to accept or reject the hypothesis or assumption statement. The r square value in this study is 0.781, meaning that the variables of transformational leadership style, social support and emotional intelligence can influence organizational citizenship behaviour by 78.1% so that it can be stated in the high influence category. In hypothesis testing, this study uses several criteria that must be met, namely the *original sample value*, *t-statistic value* and *probability value* through *Bootstrapping* in PLS. The *t-statistic value* and *p-value* of each hypothesis in this study are shown in the following table:

Table 2. Hypothesis Test Results

Hypothesis	Influence between Variables	Original Sample	t-Statistics	P Values	Description
H1	TL → OCB	0.195	1.603	0.110	Not Proven
H2	SS → OCB	0.224	2.017	0.044	Proven
H3	TL → EI	0.491	3.582	0.000	Proven
H4	SS → EI	0.377	2.605	0.009	Proven
H5	EI → OCB	0.508	5.488	0.000	Proven
H6	TL → EI → OCB	0.250	3.256	0.001	Proven
H7	SS → EI → OCB	0.192	2.144	0.032	Proven

Based on the table above, it can be seen that h2, h3, h4, h5, h6, and h7 are proven because the p-value <0.05. while in contrast to h1 the p-value is > 0.05 so it is said that it is not proven.

Discussion

The Effect of Transformational Leadership on Organizational Citizenship Behaviour

Based on the results of the first hypothesis test (H1), it shows that there is a positive and insignificant influence between transformational leadership style on OCB. This means that (H1) is not proven. This is because OCB is not only influenced by transformational leadership style, but there are also other factors that influence it. One of the factors that can result in the ineffectiveness of transformational leadership style on OCB is the good emotional intelligence that has been owned, meaning that when good emotional abilities are possessed by village officials, it will be able to increase their OCB. [9] suggests that emotional intelligence is the ability to feel, understand, and selectively apply emotional power and ability as a source of human energy and influence.

Another factor that can cause the relationship between variables not to be influenced is that when the leadership style applied is effective, it does not necessarily increase OCB from employees. Another thing that can directly increase OCB of an individual in an organisation is a strong organisational commitment. Organisational commitment is believed to be one of the factors that can influence OCB [16]. According to [31], organisational commitment is a term used to describe an employee's readiness to accept organisational goals and face work. The same thing is conveyed by [16], the factors that encourage employee OCB behaviour are

influenced by several motives, namely commitment to the organisation where *there is a desire to participate well in the organisation and proud to be part of the organisation*. The results of these findings are in accordance with research [3] that transformational leadership style has no effect on employee OCB behaviour in the organisation.

### **The Effect of Social Support on Organizational Citizenship Behaviour**

Based on the results of the second hypothesis test (H2), it shows that there is a positive and significant influence between social support on OCB. This means that (H2) is proven. This means that the higher the social support provided, the higher the OCB level of village officials in East Praya Sub-district. The findings in this study indicate that the social support received by village officials throughout East Praya Sub-district is in the high or effective category. The majority of respondents stated that they provide mutual support in the work environment both with the Village Head (leader) and colleagues, in addition the Village Head always treats staff well and fairly. Village officials also felt that the Village Head and co-workers always provided opportunities and accepted the opinions I proposed and always appreciated the performance results I achieved. So that these things form the level of OCB that exists in village officials is getting higher.

The location of the relationship between social support and individual OCB behaviour in the organisation lies in the function of social support which is an external force that is constructive which is beneficial to the process of completing all tasks and responsibilities of the role of each individual in the organisation such as cooperation between members to complete tasks to improve work results [17]. In line with previous research that discusses the effect of social support on individual OCB in an organisation. [28] states that social support has a positive and significant effect on employee OCB. The findings indicate that the positive feelings felt by employees as a result of perceived social support for their role in the organisation have encouraged feelings of attachment to the organisation which in turn increases OCB.

### **The Effect of Transformational Leadership on Emotional Intelligence**

Based on the results of the third hypothesis test (H3), it shows that there is a positive and significant influence between transformational leadership on emotional intelligence. This means that (H3) is proven. This means that the more effective the transformational leadership style applied, the better the level of emotional intelligence possessed by village officials in East Praya Sub-district. The findings in this study reveal that the majority of respondents feel that the Village Head always communicates organisational goals well, supports and provides opportunities for subordinates to advance in their work. And most importantly, the Village Head always fosters the confidence of his subordinates to get the job done. So that things or leadership styles like that can increase OCB owned by all village officials, it can be seen that the average respondent states that they are willing to realise the goals of the organisation by always volunteering to do tasks without being ordered.

This means that the practice of transformational leadership in the organisation as an external factor can lead to the creation of emotional intelligence of individual members of the organisation. [27] defines emotional intelligence or emotional intelligence as a form of intelligence that involves the ability to capture the feelings and emotions of oneself and others, to distinguish them and use this information in the designation of individual thoughts and actions. In line with previous research has conducted tests related to the influence of transformational leadership with emotional intelligence, namely [35] states that transformational leadership has a positive and significant effect on emotional intelligence.

### **The Effect of Social Support on Emotional Intelligence**

Based on the results of the third hypothesis test (H4), it shows that there is a positive and significant influence between social support on emotional intelligence. This means that (H4) is proven. This means that the more effective or higher the social support provided, the better the emotional intelligence possessed by village officials in East Praya Sub-district. The findings in this study state that the village head as the leader in each village always provides support or emotional support. This is shown by the statements of the majority of respondents, namely that the village head always provides moral support and is fair to all subordinates. So that things like that ultimately shape or influence the emotional intelligence of each village employee. Emotional intelligence means recognising and managing emotions that arise in oneself, in addition village employees also recognise emotions that arise in other people in the work environment, and in the end each employee has high empathy and good personal relationships with one another.

The social support received can make individuals feel calm, cared for, loved, and self-confidence [33]. Social support does not only refer to actions taken by others but refers to a person's perception that the comfort, care, and assistance available can be felt support. [8], said that the function of social support is to help the process of achieving organisational productivity. Social support that develops in the organisation can be a force outside the individual that is positive and drives all individual actions in the organisation. This means that the higher the intensity of social support that develops in the organisation can create individual and group emotional

intelligence that is used for the benefit of individuals and organisations. In line with research conducted by [1] which states that social support has a positive and significant effect on the emotional intelligence of employees in the organisation.

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

Based on the results of the fifth hypothesis test (H5), it shows that there is a positive and significant influence between emotional intelligence on OCB. This means that (H5) is proven. This means that the higher the emotional intelligence on the level of OCB owned by village officials in East Praya Subdistrict. The findings in the study stated that the majority of respondents were of the opinion that they always provide solutions to other people's problems. This means that village officials have been able to manage their emotions, recognise the emotions of others and are able to foster good relationships among colleagues. So that when emotional intelligence has been built and managed properly, it will shape the OCB level of employees. This can be seen from the respondents' answers, which on average stated that they did their work voluntarily and dedicated themselves to the village's goals.

[9] suggests that emotional intelligence is the ability to feel, understand, and selectively apply emotional power and ability as a source of human energy and influence. In an organisational context, individuals who have emotional intelligence tend to be better able to control their actions and understand all forms of responsibility for their role in the organisation. Furthermore, the emotional intelligence of organisational members is able to direct each individual to build a strong attachment to the organisation and also other members which leads to OCB behaviour in the organisation. In line with some previous research, there have been many tests related to the influence between emotional intelligence and OCB such as those conducted by [15] stating that emotional intelligence has a positive and significant influence on employee OCB behaviour in their organisation.

### **Emotional Intelligence Mediates TheEffect of Transformational Leadershipon Organizational Citizenship Behaviour**

Based on the results of the fourth hypothesis test (H6), it shows that emotional intelligence positively and significantly mediates the effect of transformational leadership on OCB. This means that (H6) is proven. This shows that transformational leadership indirectly affects OCB through emotional intelligence. So that the emotional intelligence variable is appropriate to be included as a mediating or intervening variable because it helps mediate the relationship between the independent and dependent variables. The findings in this study state that the majority of village officials feel that my Village Head always communicates organisational goals well and always supports and provides opportunities for me to advance in my work . This means that the leadership style applied by all village heads in the East Praya sub-district is fairly effective. When village officials already have a positive assessment of the leader or village head, it will certainly shape and improve their emotional intelligence. On average, respondents stated that they could always manage personal emotions and could understand the emotions of others. This is such as always providing solutions to other people's problems and having good personal relationships with colleagues. So that in the end it increases the organizational citizenship behaviour possessed by each village apparatus such as volunteering to help and being highly dedicated in realisingorganisational goals.

This means that the practice of transformational leadership in the organisation as an external factor can lead to the creation of emotional intelligence of individual members of the organisation. [9] suggests that emotional intelligence is the ability to feel, understand, and selectively apply emotional power and ability as a source of human energy and influence. In line with several research studies conducted [11] transformational leadership has a positive and significant effect on OCB. [24] also stated that leadership style can encourage employees to show OCB. In addition, in several tests conducted by previous researchers related to the relationship between emotional intelligence variables and OCB behaviour in organisations [2] stated that emotional intelligence has a positive and significant influence on employee OCB behaviour in their organisation.

### **Emotional Intelligence Mediates the Effect of Social Support on Organizational Citizenship Behaviour**

Based on the results of the fourth hypothesis test (H7), it shows that emotional intelligence positively and significantly mediates the effect of social support on OCB. This means that (H7) is proven. This shows that social support indirectly affects OCB through emotional intelligence. So that the emotional intelligence variable is appropriate to be included as a mediating or intervening variable because it helps mediate the relationship between the independent and dependent variables. The findings in this study state that the majority of respondents feel that the social support received is high, namely in the form of fair treatment from the village head and co-workers and leaders always have high empathy and have harmonious relationships. This can increase comfort and form good emotional intelligence within employees, the majority of respondents feel they

can manage their emotions well. So that things like that can increase OCB owned by village officials throughout East Praya Sub-district.

In line with some previous research, namely [1] which states that social support has a positive and significant effect on the emotional intelligence of employees in the organisation. The findings show that the high intensity of social support that develops in the organisation has encouraged the emotional intelligence of employees which in turn increases productivity. In addition, research conducted by [5], and [23] simultaneously stated that emotional intelligence has a positive and significant influence on employee Organizational Citizenship Behaviour (OCB)

## V. CONCLUSIONS AND SUGGESTIONS

Transformational leadership has a positive and insignificant effect on OCB of village officials in East Praya Sub-district. This means that although the leadership applied by the village head is fairly effective, it cannot directly increase OCB owned by employees. There are other factors that can influence in the form of high organisational commitment owned by employees. Social support has a positive and significant effect on OCB. The findings in this study state that the social support provided is in a high category where each employee provides support to each other and the leader or village head also participates in providing support and always treats his subordinates well and fairly so that this can form a high level of volunteerism at work. Transformational leadership has a positive and significant effect on emotional intelligence. The findings in this study state that employees feel that they always motivate and support all their subordinates to progress and become better so that this leads to a sense of comfort and positive value for employees in managing their emotions at work. Social support has a positive and significant effect on emotional intelligence. The findings in this study state that the social support received is in the form of moral and material support between superiors and colleagues so that it can increase the emotional intelligence possessed by village officials. Emotional intelligence has a positive and significant effect on OCB. The findings in this study state that when each employee or village apparatus is able to manage their personal emotions well, can be aware of the emotions and problems experienced by colleagues and can foster personal relationships well, which in turn can form the level of OCB. Emotional intelligence positively and significantly mediates the influence of transformational leadership on OCB. The findings in this study indicate that when the transformational leadership is effectively implemented by each village head, it first affects the level of emotional intelligence of employees so that in the end it will also increase their OCB. Emotional intelligence positively and significantly mediates the effect of social support on OCB. The findings in this study indicate that good and high social support provided by both village heads and co-workers can form good emotional intelligence, such as the ability to manage negative emotions well so that it can increase OCB owned by each village apparatus.

The suggestions in this study include: The transformational leadership applied by each village head in East Praya Sub-district falls into the effective category. This means that each village head has implemented the right leadership style and can still be improved considering that the transformational leadership has not been able to directly increase OCB so that the devices feel highly valued and trusted by the leader in doing work, besides that the leader is also used as an example by subordinates. It is hoped that the leader, in this case the village head, can improve the leadership style that has been applied at this time so that the village officials as subordinates are always motivated in doing all the work given. As well as the organisational support provided in the work environment is in the good category, meaning that emotional, instrumental, information and appreciation support are in the good category. This means that both the village head and village officials need to maintain well to provide mutual support in carrying out tasks to achieve organisational goals and can increase their OCB. In addition, emotional intelligence or emotional intelligence is in the high category. This means that each employee or village apparatus can understand the feelings and conditions that are happening both from within themselves and from their colleagues in the organisation. It is expected that village officials can maintain and improve the emotional intelligence they have in order to minimise misunderstandings that occur between employees and prevent internal conflicts.

This study examines the influence of transformational leadership and social support on OCB mediated by emotional intelligence. These variables are quite often researched in government agencies, especially village offices. OCB variables can only be explained by transformational leadership, social support and emotional intelligence each by 78.1%, the rest there are still other factors that can influence. Future researchers can consider other variables such as organizational commitment. This research only focuses on villages in the East Praya sub-district and should add a broader research focus. In order to explain the relationship between variables in more detail and the difference or polarisation of diverse respondents' responses.

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