

## The Mediating Role of Organisational Commitment in the Relationship of Emotional Intelligence and Organisational Citizenship Behaviour

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### ABSTRACT

**Purpose:** This study investigates the mediating role of organizational commitment (OC) in the relationship between emotional intelligence (EI) and organizational citizenship behaviour (OCB) among employees.

**Design:** Research is carried out in the setting of the Indian IT industry, and a sample of 550 employees chosen utilizing a random sampling technique is collected from the region of Delhi-NCR region using structured questionnaire with responses obtained on 5-point Likert scale for measures of OCB, EI, and OC. A partial least squares-structural equation model (PLS-SEM) has been developed to examine linkage between variables.

**Findings:** Analysis confirmed that EI among the employees leads to higher OC towards the organisation, as they manage their emotions better, are more emotionally aware, and forge stronger relationships with colleagues. The study also found that OC among the employees leads to enhanced OCB among the employees. The heightened OC among employees encourages them to extend their job duties beyond the level of formal requirements. Finally, the study also found that OC partially acts as mediator in relationship between EI as well as OCB among employees.

**Originality:** This research extends literature on the mechanisms driving OCB, particularly emotional intelligence. Since the mediating role of OC in this dynamic was relatively unknown, the theoretical contribution of this study is valuable for academia. In practice, organisations can utilise the findings to drive higher levels of OC, which, in turn, enhances OCB.

**Keywords:** *Organizational commitment (OC), Organizational citizenship behaviour (OCB), Emotional Intelligence (EI), PLS-SEM, AMOS*

### INTRODUCTION

Organisational Citizenship Behaviour(OCB) is the behaviour of employees that makes them go beyond their formal job duties. These are voluntary contributions from the employees and have significant attention in the workplace today. OCB or the extra-role behaviour of employees without the motivation of extra reward helps organisations adapt and thrive in today's dynamic as well as competitive business setting (Hossain et al., 2024). Several researchers (Merdiaty et al., 2023; Salim, 2023; Tan, 2015) have identified OCB role in impacting organizational efficiency and employee well-being. This is because proactive behaviour from the employees fosters teamwork, enhances problem-solving capabilities, increases assistance among colleagues, provides innovative solutions, and contributes to positive work atmosphere (Eungoo and Hwang, 2023).

In addition to OCB, researchers (Doğru, 2022; Ruble et al., 2022; Uzunbacak et al., 2022) have found that organisations today focus on OC as well as EI to improve organizational outcomes. OC reflects the extent to which employees are dedicated to their organization (Grego-Planer, 2019). While EI is ability to recognize, comprehend, as well as manage one's own feelings along with those of others, OC plays a crucial role in organisation as it engages employees in committing to the organisation (Abduraimi et al., 2023). However, employees equipped with EI can handle interpersonal relationships better. They demonstrate empathy and resolve conflicts better to enhance effectiveness in workplaces (Babatunde et al., 2023).

In context of Indian IT industry, which is growing additionally known for its skilled workforce, the competition is fierce and innovation is paramount (Sureban, 2023). The IT industry in India is set to grow to an approximate value of \$350 billion in revenues by 2030, wherein the sector has the potential to double the employment opportunities by 2033 (Sureban, 2023). These conditions, along with the organizational climate of reliance on teamwork, emphasis on customer satisfaction, and operations in a fast-paced environment, make OCB instrumental in driving collaboration (Kumar and Brindha, 2023). Collaboration in IT companies drives knowledge sharing and delivery of exceptional service to clients (Kumar and Brindha, 2023). Moreover, as the Indian IT industry is rapidly evolving, retaining talent in the atmosphere is a challenge (Nayar, 2023). In this scenario, OCB's role is to foster loyalty, enhance employee engagement, decrease employee turnover, along with job satisfaction (Tiwari et al., 2022). Thus, OCB in Indian IT industry plays an imperative role in reducing turnover rates and contributing to organisational growth.

The imperative nature of OCB, EI, and OC in organisations is being recognised by researchers (Chauhan and Maheshwari, 2020; Mohyi, 2021; Romi et al., 2021) in driving job satisfaction, employee engagement, and employee performance. Despite the recognised significance of OCB in organisations, there is a gap in understanding of underlying mechanisms that drive employees to engage in such behaviours. In addition, there is a gap in understanding mediating OC role and EI in driving OCB among employees. Hence, the current study will address the problem of identifying mediating OC role and EI in OCB.

This research is significant for academia as it will provide insights into the psychological processes that motivate employees to engage in discretionary behaviours that advantage organization. It is also significant for the industry experts as the understanding of the factors influencing OCB, IT companies can develop targeted strategies for strategic talent management, improved work environment, and performance enhancement. Furthermore, it is important for the government as OCB, OC, and EI in IT can create a committed workforce, which can be enhanced using skill development and innovation to be more well-rounded and contribute to national economic growth.

## LITERATURE REVIEW

### Impact of OC on OCB

Several researchers (Grego-Planer, 2019; Merdiaty, Putri and Mangundjaya, 2023) have suggested the presence of positive relationship between OC as well as OCB. When employees feel committed to their organization, they are more prone to act in certain ways that go beyond their formal job duties (Grego-Planer, 2019; Merdiaty, Putri and Mangundjaya, 2023). OC has been identified in several studies (Jakada et al., 2019; Haque, Fernando and Caputi, 2020; Krajcsák, 2020) as three-dimensional, namely affective, continuance and normative commitments. Similarly, OCB has been identified to be classified under the behaviour of altruism, courtesy, civic virtue, as well as conscientiousness (Ndoja and Malekar, 2020). Scale for OCB was identified in studies by (Kushwaha, 2019; Meilani et al., 2020; Tambe and Shanker, 2015).

Altruism is displayed by an employee in acts of assistance or help provided to others without the expectation of gaining anything in return. Courtesy is displaying behaviour of kindness or consideration at work. Sportsmanship is to accept that, on occasion, work plans may not get executed. Conscientiousness refers to employee's adherence to self-discipline as well as civic virtue is how an employee conducts themselves even when they are not at work (Ndoja and Malekar, 2020; Tan, 2015). Affective commitment is associated with identification, emotional connection, as well as involvement that employee feels with the organization. Affective commitment has been found by researchers to impact the altruism and OCB civic virtue dimension (Ficapal-Cusi et al., 2020; Zayas-Ortiz et al., 2015). Employees with strong affective commitment show OCB with features of more loyalty, engagement, and work harder to achieve organizational goals (Khaola and Rambe, 2021). The second is continuance commitment, which represents the cost of leaving for an employee.

Several researchers have found continuance commitment to have a positive relationship with sportsmanship, civic virtue, as well as self-development among employees (Shao, 2018; Ficapal-Cusí, Enache-Zegheru and Torrent-Sellens, 2020; Nguyen, Tran and Le, 2022). Normative commitment is perceived obligation or sense of accountability that an employee feels toward carrying out their duty in the organisation, and promotes OCB in the form of willingness to continue working with the organisation and loyalty (Haque, Fernando and Caputi, 2020; Aminah et al., 2022). It holds back an employee from quitting. (Oamen, 2023) a study found that normative commitment impacts conscientiousness, sportsmanship, and civic virtue. Thus, the studies reviewed point towards the presence of OC's impact on OCB.

## Impact of EI on OCB

To understand EI dimensions in an organisation, several researchers (Hussein, Acquah and Musah, 2019; Aniemeka, Akinawo and Akpunne, 2020; Pinar, Vicente B. de M. Cordeiro and Phadke, 2022) advocate the validity of the factors mentioned in SSEIT (Schutte Self-Report Emotional Intelligence Test). Four dimensions of EI suggested by SSEIT are “emotion perception, utilizing emotions, managing self-relevant emotions, and managing others’ emotions” (Aniemeka et al., 2020, p. 178). Positive as well as direct relationship between EI as well as OCB was established in several research studies (Kanimozhi, 2016; Anwar et al., 2017). EI impacts the conscientiousness and altruism dimension of OCB and is important for leadership effectiveness (Kanimozhi, 2016). In addition, the emotional intelligence of leadership leads employees to reciprocate in the form of positive OCB and are more motivated (Kanimozhi, 2016; Sharma and Mahajan, 2017). Furthermore, the EI impact on the altruism component of OCB leads to the creation of a work-family culture, and the organisational approach is guided by the vision that helps individuals and organisations in the accomplishment of goals. Thereby, creating collaborative behaviour among employees where individuals go beyond their formal roles to contribute to team's success (Korkmaz and Arpacı, 2009). Moreover, higher EI among the workers allows them to deal with information related to emotion very easily, thus helping them manage their own and the team's emotions better. This leads to the creation of a positive environment in the organisation and better work-life balance by impacting the elements of sportsmanship and civic virtue component of OCB (Firozjaee, Abbaspour and Azizishomami, 2014; Alfonso et al., 2016). Furthermore, (Firozjaee et al., 2014) identify EI's impact on all aspects of OCB by facilitating the diagnosis of causes of emotions and excitement and the adoption of appropriate control and management. This leads to better adaptability and conflict resolution through OCB among employees. Also, EI acts as moderator in relationship between occupational stress as well as OCB by helping reduce occupational stress (Aderibigbe and Mjoli, 2019a, 2019b).

In addition, several researchers (Anwar et al., 2017; Sharma and Mahajan, 2017) have also identified that emotionally sound employees have better interpersonal communication and are more satisfied, which impacts their OCB positively, leading them to contribute more to organizational effectiveness and productivity. Thus, EI influences employee behaviour of usage of interpersonal skills, empathy, teamwork, conflict resolution, leadership effectiveness, adaptability, positive work culture, and stress management components of OCB.

## Empirical review

Relationship between EI as well as OC was studied empirically by several scholars. One of the studies is by (Shafiq and Akram Rana, 2016) who examined relationship between EI as well as OC of 494 college instructors in Pakistan. Research discovered significant positive relationships between EI with three components of OC. Similar results had been published by (Ahad et al., 2021) who analysed 263 respondents in Malaysia. However, (Bhalerao and Kumar, 2016) in a study examining 155 respondents from the IT and manufacturing industry in India reported that there exists a significant relationship between EI as well as affective commitment. But, the authors reported no significant relationship between EI, normative as well as continuance commitments.

Further, (Partono Prasetyo, Yuniarsih and Ahman, 2017) surveyed 320 employees of state-owned bank in Indonesia to identify OC's mediating role in relationship between job satisfaction as well as OCB. Research found OC to have a positive relation with OCB. Conversely, results had been reported in a study by (Grego-Planer, 2019) who studied 323 employees working in public and private sectors in Poland to examine relationship between OC along with OCB. Research discovered that OCB is positively related to all the affective as well as normative components of OC. But no relationship was found

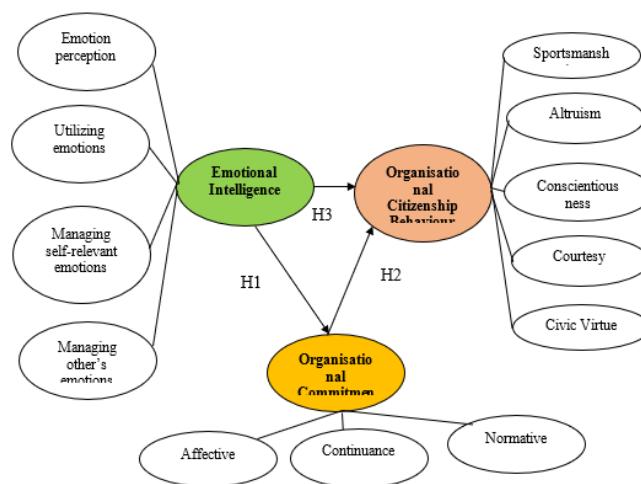
between OCB and continuance commitment. This finding was negated in research carried out by (Khan et al., 2018), who discovered that continuance commitment impacts OCB along with affective commitment.

To understand mediating OC effect in linkage between EI as well as OCB, previously conducted empirical studies using measurements and observations are analysed in this section. (Chehrazai, Hoseini Shakib and Askari Azad, 2014) in a study that analysed relationship between EI, OC, as well as OCB using 324 employees of bus company in city of Tehran, Iran. The research confirmed that EI impacts OC. The research also found that OC impacts OCB between workers. While OC was found to influence OCB, confirming the mediating effect of OC.

In addition, (Salim, 2023) studied 567 employees in startups in Kerala, India to explore relationship between EI, OC, as well as OCB. Research found that EI, along with OCB, are not directly related. However, the study establishes an indirect relationship between EI as well as OC, showing total mediation effect between EI as well as OCB.

## Conceptual framework

This section displays a conceptual framework for study, which will act as the theoretical foundation. It is presented visually in the study through review of existing studies about the topic



**Figure 1.** Conceptual Framework.

In above figure, based on literature review, relationship between the OC as well as OCB is positively impacted by loyalty, engagement, and sincere leadership in the organisation. However, presence of EI in OCB is guided by the employee behaviour of usage of interpersonal skills, empathy, teamwork, conflict resolution, leadership effectiveness, adaptability, positive work culture, and stress management components of OCB.

## Research Gaps and Hypothesis

The extent to which EI is incorporated in organisational working indicates to the employees that their role in the organisation is significant. EI has an important impact on OCB and makes employees feel cared for by the organisation. This helps in redefining and improving employee relationships with their organisation and creates a positive impact on their work-related behaviour (Hussein, Acquah and Musah, 2019; Aniemeka, Akinawo and Akpunne, 2020; Pissar, Vicente B. de M. Cordeiro and Phadke, 2022). In addition, there are several researchers (Kanimozhi, 2016; Anwar et al., 2017) who have linked EI to OCB in a direct relationship, where EI impacts the creation of a work-family culture and promotes the accomplishment of organisational goals. However, only some OCB dimensions had been impacted by EI in these studies. Excluding other dimensions of OCB may lead to incorrect conclusions regarding the overall impact of EI on them. In this light, current research goals to fill this research gap. Further, some studies (Chehrazai, Hoseini Shakib and Askari Azad, 2014; Salim, 2023) have identified mediating OC effect in relationship between EI as well as OCB. However, these studies are not based on the IT industry.

To fill research gap, additionally achieve the objective of research and fill research gap following hypothesis will be analysed in the study:

1. H1: EI among the employees lead to higher OC towards the organisation.
2. H2: OC among the employees leads to enhanced OCB among the employees.
3. H3: OC acts as a mediator in the relationship between (EI) and (OCB) among employees.

## RESEARCH METHODOLOGY

Current research aims to identify OC's mediating effect in relationship between EI as well as OCB. In this section, systematic process for data collection as well as analysis is explained for current study. Detailed insight on data type, data gathering, along with data analysis, is presented for process of advancing knowledge on the subject. The research was conducted using the research paradigm of positivism, as it focuses on the usage of valid rules and tools to uncover knowledge on the topic under study. Research design has been exploratory as exploratory design allows the researcher to develop an understanding of the study problem's practical elements and statistically understand the mediation impact of OC in relationship between OCB as well as EI.

### Data Type

To get responses from maximum number of participants in the short duration of the study, quantitative data was collected (Gürbüz, 2017). Quantitative data was used in this study to help in the statistical exploration of the information gathered and to examine the linkages and mediation effects of OC in relationship of EI as well as OCB.

Initially, for the survey, companies had been chosen according to selection fit criteria of operating in the IT industry and employing at least 50 people, with continuous operations. The companies were approached with the aim and synopsis of the research to brief them about the study. Once the response was received, a questionnaire was sent out to the targeted population. The targeted population from these IT companies were executives, managers, and leads.

### Data Collection

In the survey, quantitative data is collected in the study using a closed-ended structured questionnaire. Several researchers (Gürbüz, 2017; Stockemer, 2018) have stressed the importance of using the survey method in quantitative data to collect a statistically representative sample of responders. Method was preferred in this research because of its ability to reach masses, lower cost, as well as easy application. Additionally, the sample from this population was collected using the random sampling method for its merit in being free from personal bias and subjectivity. The method allows the researcher to gather appropriate data for inferential purposes (Pandey and Pandey, 2015).

Sample size has been measured utilizing Yamane's formula by considering that 3 to 5% of people had study attributes, and with 95% confidence level. The targeted sample size for the study was 550 employees. In the first phase, the data was collected from only 400 employees. However, as the targeted sample size was 550 employees, the researcher undertook further rounds of data collection until the desired sample size was achieved.

### Questionnaire

The questionnaire used for the survey consisted of three constructs for hypothesis testing, namely OCB, OC, and EI. The survey included 60 items for measuring these constructs. The questions taken from secondary sources are modified to improve their applicability in the current research, and the responses are attained on five-point Likert scale. OC scale was developed to obtain responses on affective, normative, as well as continuance commitment of the respondents. Similarly, statements measuring conscientiousness, courtesy, civic virtue, sportsmanship, as well as altruism aspects of OCB were adopted in the questionnaire. Lastly, the statements representing the emotional intelligence of the respondents were adopted to gather responses from the survey population. The sources of these constructs are presented in the table below.

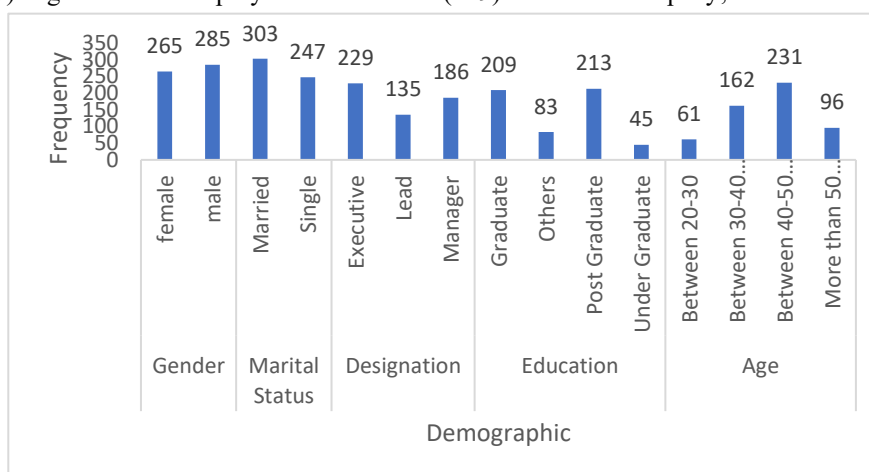
**Table 1.** Construct and their sources.

Constructs	Number of items	Source
OC	20	(Ravikumar, 2020)
OCB	24	(Kushwaha, 2019; Meilani et al., 2020; Tambe and Shanker, 2015).
EI	16	(Garg et al., 2023; Khatun and Salleh, 2020; Muhammad Abdul Rasheed, 2014; Zungu, 2022)

The table above shows the sources of different constructs adopted in questionnaire for this research and also presents number of objects that have been adopted from various sources.

### Demographics of participants

The demographics of participants are essential for the study as they help the researcher to examine whether or not the selected respondents were relevant to the study. The demographic data gathered or distribution of sample displayed that maximum respondents were between 40 & 50 years old (231), male (285), and married (303). Most of the respondents had a post-graduate (213) degree and are employed as executives (229) within the company, as shown in the figure below.

**Figure 2.** Demographic representation.

Also, the maximum number of respondents had work experience of less than 5 years for the company they are currently working for (294), and most of them have a total work experience between 5 to 10 years (189), and income between 5- 10 lakhs (187).

The selected demographics were found to be relevant for this study as they comprised IT employees working in the industry for at least a year to understand the nuances of OC, OCB, and EI and might better understand the survey.

With details of participants discussed, the method of data analysis is further identified in research.

### Data Analysis Method

Data gathered from responses of 550 employees is analysed utilizing IBM SPSS AMOS (Analysis of Moment Structures) software's PLS-SEM model for the analysis of quantitative data. Method was utilized in the current research to analyse structural connections between elements of OCB, EI, and OC.

### Reliability and validity

In the PLS-SEM model, usage of Cronbach's alpha in determining reliability of instrument is widespread (Cho, 2016; Cheung et al., 2023). In current research, it is used to show level of internal consistency in measuring instruments.

Additionally, the construct validity is examined utilizing AVE(average variance extracted) values. This allows the researcher to confirm that the measuring instruments will provide the results based on reference theory in defining construct (Triwidyati and Tentama, 2020). Additionally, the composite reliability of the model is examined to understand the level to which the constructs in model served in modelling. Reliability measures also include the test of discriminant validity. Additionally, the model fitness test is conducted using the tools of RMSEA, GFI, AGFI, NFI, and IFI, among others.

## Data Analysis

Studies (Chehrazi et al., 2014 and Salim, 2023) conducted in the past have been able to show the mediation effect of OC in relationship between EI as well as OCB among employees. Herein, analysis of data gathered is presented to examine this relationship further. Based on the coded statement as presented in the table in the Appendix section, the linkage between the variables of OC, OCB, and EI could be represented by the SEM model as presented in the figure below.

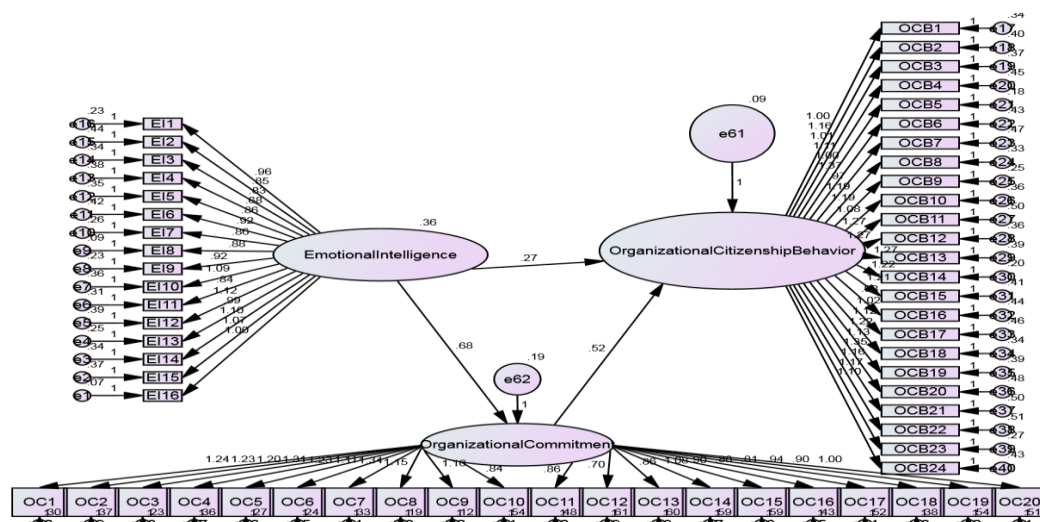


Figure 3. Original PLS-SEM Model.

The figure above shows the original PLS-SEM model, and before proceeding with the analysis of the constructs and making deductions about their impact, the test for reliability and validity is carried out.

## Measurement model

Reliability of model is done utilizing Cronbach's Alpha. Several researchers (Ateş and Altuner Çoban, 2022; Cheung et al., 2023; Taber, 2018) have suggested the use of Cronbach's Alpha in measuring reliability of model. Alpha value represents the internal consistency or the strength with which a concept is consistently measured in the model. The studies also suggest that a value of more than 0.7 is desirable to attain a reliable model (Taber, 2018). However, (Cheung et al., 2023) in a study suggest that a more appropriate measure of reliability in PLS-SEM models is CR(composite reliability). CR value of model above 0.7 denotes good reliability. Additionally, the convergent validity needs to be checked (Yang and Liu, 2023). The extent of positive correlation between various measures of same construct is called convergent validity. It examines whether multiple indicators of the construct are assessing same fundamental concept. However, discriminant validity examines whether measures of various constructs are weakly correlated with each other, demonstrating that they are different ideas. The convergent can be determined using an AVE of more than 0.5. However, discriminant validity is determined by comparing AVE square root with correlation between the latent variable, i.e.  $\sqrt{\text{AVE}} > \text{correlation}$ . Additionally, the validity has been tested by test of standardized loading factor. The analysis is conducted using AMOS, and the factors' recommended levels should be more than 0.5 for the construct to be valid (Edwar and Sulastrri, 2023).

The results of reliability as well as validity of model are presented in table below.

**Table 2.** Reliability and Validity Test.

Latent Variable	Observed Variables	Factor loading	CR	AVE	Cronbach alpha
Emotional Intelligence	EI16	0.91	0.95	0.53	0.94
	EI15	0.72			
	EI14	0.75			
	EI13	0.77			
	EI12	0.72			
	EI11	0.67			
	EI10	0.73			
	EI9	0.76			
	EI8	0.87			
	EI7	0.71			
	EI6	0.65			
	EI5	0.66			
	EI4	0.56			
	EI3	0.66			
	EI2	0.62			
	EI1	0.77			
Organizational Citizenship Behavior	OCB1	0.66	0.96	0.50	0.96
	OCB2	0.69			
	OCB3	0.65			
	OCB4	0.65			
	OCB5	0.77			
	OCB6	0.75			
	OCB7	0.62			
	OCB8	0.75			
	OCB9	0.80			
	OCB10	0.70			
	OCB11	0.70			
	OCB12	0.76			
	OCB13	0.75			
	OCB14	0.84			
	OCB15	0.71			
	OCB16	0.61			
	OCB17	0.62			
	OCB18	0.70			
	OCB19	0.71			
	OCB20	0.65			
	OCB21	0.71			
	OCB22	0.65			
	OCB23	0.76			
	OCB24	0.64			
Organizational Commitment	OC20	0.64	0.95	0.50	0.95
	OC19	0.58			
	OC18	0.67			
	OC17	0.55			



	OC16	0.63			
	OC15	0.57			
	OC14	0.64			
	OC13	0.55			
	OC12	0.47			
	OC11	0.60			
	OC10	0.57			
	OC9	0.90			
	OC8	0.85			
	OC7	0.82			
	OC6	0.81			
	OC5	0.82			
	OC4	0.79			
	OC3	0.83			
	OC2	0.77			
	OC1	0.80			

It can be seen from Table 2 that each indicator has estimated or SL (standardized loading) greater than 0.50. It could also be observed that construct reliability of all the latent variables has a Cronbach's Alpha, as well as CR was  $> 0.7$ . This signifies that model has good internal consistency and composite reliability. Also, the AVE for all latent variables of OC, OCB, and EI is either equal to or more than 0.5 threshold, suggesting that model has convergent validity (Yang and Liu, 2023).

To test model's discriminant validity, square root of AVE value of every construct is calculated and shown in table below.

**Table 3.** Discriminant Validity Analysis.

	<b>Emotional Intelligence</b>	<b>Organizational Citizenship Behavior</b>	<b>Organizational Commitment</b>
<b>Emotional Intelligence</b>	0.73		
<b>Organizational Citizenship Behavior</b>	0.63	0.71	
<b>Organizational Commitment</b>	0.57	0.62	0.70

As seen in table 3, square root of AVE value of every construct is higher than latent variable's correlation coefficient, thus confirming discriminant validity of constructs. Since data used for PLS-SEM analysis to explore mediation effect of OC on OCB, as well as EI, have passed all reliability along with validity tests, subsequent analysis for structural model is carried out.

## Structural model

Structural model aims to test hypothesis by first determining fit of data model by testing relationship between variables. Based on results of data processing along with the recommended level of absolute fitness, incremental fitness, and parsimonious fitness as shown in the table below, research's initial structural model still doesn't meet its corresponding cut-off values.

The original model doesn't fit; additionally, it needs to be changed to discover a fit (values in Table 4). A fit can be derived by the examination of the values of modification indices. (Edwar and Sulastr, 2023) a study suggested that the indices can be modified using the method of decreasing chi-square value if specific indicator error is correlated. The model is adjusted using the recommendation of modification indices as presented in the AMOS output.

The analysis for model fitness is conducted, and the outcomes are presented in table below.

**Table 4.** Model Fitness.

Model fitness Index	Original model	Final model	Recommended level
CMIN/DF	8.93	4.94	<5
GFI	0.44	0.77	>0.9
AGFI	0.40	0.65	>0.9
RMSEA	0.12	0.09	<0.10
NFI	0.57	0.83	>0.9
IFI	0.60	0.86	>0.9
TLI	0.58	0.79	>0.9
CFI	0.60	0.86	>0.9
PNFI	0.55	0.57	>0.5
PCFI	0.58	0.59	>0.5
PGFI	0.41	0.51	>0.5

From the table-4, it can be seen that the measures of GOF(goodness of fit) of model are either marginally close or within the recommended levels. (Hair Jr. et al., 2019) a study suggested that a structural model is declared fit if 3-4 of GOF principles are met. As the measures of CMIN/DF, RMSEA, PNFI, PCFI, and PGFI are within the recommended range, there is adequate evidence of model fit. and impact analysis can be conducted using it and the results of the same are presented in the table below.

### Direct effect hypothesis testing

**Table 5.** Hypothesis Result.

Hypothesis	Relationship	Estimate	Critical ratio	P	Result
H1	EI → OC	0.48	9.39	0.00	Significant
	EI → OCB	0.27	8.08	0.00	Significant
H2	OC → OCB	0.46	8.27	0.00	Significant

The table-5 shows the t-stats and p-values; direct relationship between EI as well as OC displays that EI construct positively effects the response towards OC among the employees ( $\beta = 0.48$ , t stats = 9.39, and p-value = 0.00), direct relationship between EI as well as OCB displays that EI construct positively effects the responses towards OCB ( $\beta = 0.27$ , t stats = 8.08, and p-value = 0.00), response towards OC positively impact responses towards OCB ( $\beta = 0.46$ , t stats = 8.27 and p-value = 0.00), therefore, at 0.05percent level, every values are highly significant. This supports outcomes of proposed hypotheses framed as H1 and H2 are accepted.

### Indirect effect hypothesis testing

In addition to the direct effect, the testing of hypothesis is done to examine magnitude of indirect effect formed between dependent variable of OCB as well as, independent variable of EI mediated by OC.

**Table 6.** Mediation Analysis (Indirect effect).

Dependent variable	Independent variable	Mediating variable	Total effect	Direct effect	Indirect effect
Organizational Citizenship Behavior	Emotional Intelligence	Organizational Commitment	0.49	0.27	0.22

From the table-6 determining indirect effect, it could be seen that value of indirect effect is 0.22, as well as total effect is 0.49. Significance of direct and indirect effects is significant; thus, this shows that OC has mediating role. However, to understand mediation effect of OC in relationship between OCB as well as EI, is better way VAF or % of indirect effect to total effect is utilized. As suggested in a study by (Yang and Liu, 2023), the formula for assessing the VAF is

$$VAF = \frac{IE}{TE} * 100$$

$$VAF = \frac{0.22}{0.49} * 100 = 44.898$$

Where

IE is indirect effect

TE is total effect

For analysis of VAF, value of the effect between dependent, independent, as well as mediating variables is computed as well as presented in table below.

The derived value of VAF = 44.90%. The studies suggest that a value of VAF between the range of  $20\% < VAF < 80\%$  means partial mediation (Elshaer et al., 2023; Yang and Liu, 2023). Thus, hypothesis 3 OC acts as mediator in relationship between EI as well as OCB among employees is accepted.

## DISCUSSION

Current research aims to determine mediating effect of OC in linkage between EI as well as OCB, PLS-SEM-based analysis was undertaken based on responses gathered from 550 employees working in IT industry in Delhi-NCR region of India. Based on the study's findings, firstly, Hypothesis 1 of EI among the employees leads to higher OC towards the organisation is accepted. This result is consistent with several other studies (Hussein, Acquah and Musah, 2019; Aniemeka, Akinnawo and Akpunne, 2020; Pissar, Vicente B. de M. Cordeiro and Phadke, 2022) previously conducted, confirming that EI positively impacts OC.

The study's results also confirm the second hypothesis that OC among the employees leads to enhanced OCB among the employees. In the current study, statements representing all components of organisational commitment were found to impact OCB. This finding is partially supported, as some study researchers (Grego-Planer, 2019; Merdiaty, Putri and Mangundjaya, 2023) have suggested that OC and OCB are positively related. However, (Grego-Planer, 2019) was only able to link the affective and normative components of OC with OCB, and in another study by Khan et al., (2018), the authors found continuance commitment impact on OCB. Thus, the study is partially supported, suggesting that the specific dimensions of OC might influence OCB differently.

Additionally, the results derived in the current study also confirm the hypothesis of OC acting as mediator in relationship between EI as well as OCB between employees. While in the study it has been found that EI directly influences OCB, OC was also found to partially mediate this relationship. Thus, employees with greater EI are more likely to develop strong OC, which in turn leads to enhanced OCB. This conclusion is partially supported by works of previous researchers. Studies by (Chehrizi, Hoseini Shakib and Askari Azad, 2014) suggested a full mediation impact of OC in relationship between OCB as well as EI. On other hand, Salim (2023) also suggested an indirect relationship with OC partially mediating effect of EI on OCB.

Thus, research declares that OC has mediating effect on relationship between EI as well as OCB. Employees having greater EI tend to be more emotionally aware, manage their feelings effectively, and build stronger relationships with colleagues, which results in stronger identification and increased behaviour showing organisational commitment. Further, when employees feel committed to their organization, they are more prone to engage in behaviours that go beyond their formal professional duties, including altruism, conscientiousness, and courtesy. Thus, suggesting that OC among employees results in enhanced OCB.

## CONCLUSION

The research aimed to analyse mediating role of OC in link between EI as well as OCB among employees in Indian IT industry. This research was motivated by the significant role of OCB, EI, and OC on employee well-being and overall organisational effectiveness in organisations. The synthesis of examination of secondary literature review, along with empirical pieces of evidence, suggested role of OC and EI in driving OCB among the employees. Conclusively, analysis of primary data in study confirmed positive relationship between EI as well as OC. It proposes that employees who have greater EI show stronger emotional awareness. They manage their emotions effectively and focus on building stronger relationships with colleagues. This results in greater sense of identification between the employees and increased commitment to organization. Also, results supported positive association between OC as well as OCB. All OC dimensions, i.e. affective, normative, as well as continuance commitment, had been found to influence OCB in the current study. When employees feel committed to the organization, they develop a behaviour of extending their job role beyond their formal job duties. They also believe it is in their best interest to remain with organisation additionally are more likely to engage in citizenship behaviour. Further, study found that OC partially mediates relationship between OCB as well as EI. It was also found that EI directly influenced OCB. This suggests that employees with higher EI developed stronger OC, which in turn encouraged them to engage in more citizenship behaviours. However, as EI also had a direct effect on OCB, it indicates that even without a strong sense of commitment, employees with greater EI were more likely to exhibit positive behaviours towards the organization. These results are consistent with some prior research suggesting partial mediation impact of OC. Thus, this study highlights critical role of both EI as well as OC in fostering positive OCB between employees.

## Implications of the study

As per results of research and confirmation of hypotheses, study finds its implications in manifold ways extending to academia, industry, and policymaking. The academic implication includes contribution of study to body of existing knowledge of the underlying mechanisms driving OCB. Research demonstrates mediating role of OC in relationship between EI as well as OCB. This will enrich findings of organizational behaviour theories academically.

There are also practical implications for the industry as the findings suggest that fostering EI among employees can lead to higher levels of OC, which, in turn, enhances OCB. To leverage these insights, companies can design training programs to develop emotional intelligence among employees, thereby promoting a culture of commitment as well as citizenship behaviour. Results of study also suggest that OC plays a crucial part in driving OCB. This implies that organisations can develop strategies such as creating a supportive workplace, offering opportunities for career development, as well as recognizing employee contributions to enhance OCB among employees. Additionally, organisations may also use the study findings for the betterment of recruitment as well as selection process. By incorporating measures of EI as well as OC to identify candidates with greater levels of EI as well as OC, companies can identify employees who are more likely to demonstrate OCB.

The study also finds its implications in facilitating policies for the government. The analysis of secondary literature in the study recommended OCB role in contributing to organizational growth and efficiency. Policymakers can use initiatives aimed at supporting skill development, promoting employee well-being, as well as creating incentives to foster conducive setting for organizations to invest in cultivating a committed and engaged workforce. This will also impact the development of the nation as an engaged workforce is more productive and competitive to contribute to growth.

## Suggestions for further research

In current research, some limitations need to be addressed in further study to build upon the findings. This includes focus area of current research being limited to region of Delhi-NCR region, in India. Investigating different geographical locations for the parameters under study, within the Indian IT sector, could reveal regional variations. In addition, current research did not examine specific influence of different OC dimensions on various facets of OCB. Further research could be done to explore these relationships. Also, further research can be done to investigate potential moderating elements that could affect relationship between EI, OC, as well as OCB. This can build an understanding of aspects such as organizational culture along with leadership style, in understanding the moderating effect, strength or direction of these relationships. In

addition, longitudinal research could be conducted in future to see how relationship between EI, OC, as well as OCB evolves. Such a study will help in identification of causal relationships between variables additionally provide insight into the dynamic nature of these variables. Furthermore, as organisations these days operate in a multinational environment, future endeavours can be undertaken to understand the cross-cultural variations in relationship between EI, OC, as well as OCB. An investigation into cultural factors that influence the relationship can provide valuable insights for such organisations.

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