

Literature Review: A Role of Quality of Work Life and Emotional Intelligence on Organizational Citizenship Behaviour Among Z-Generation Worker

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ABSTRACT

Objective: This research aims to explore the literature on the role of Human Resources (HR) within organizations, particularly in the context of new generations such as Generation Z. This study also seeks to analyze the relationship between Quality of Work Life (QWL), Emotional Intelligence (EI), and Organizational Citizenship Behavior (OCB). **Method:** This research employs a literature review approach to analyze secondary data from existing studies, articles, and reports. The data are categorized and summarized to understand how Quality of Work Life (QWL) and Emotional Intelligence (EI) impact Organizational Citizenship Behavior (OCB) among Gen-Z workers. The study aims to identify patterns, gaps, and insights to help organizations foster OCB in Gen-Z employees across various settings. **Results:** Both Quality of Work Life (QWL) and Emotional Intelligence (EI) significantly influence Organizational Citizenship Behavior (OCB) among Gen Z workers. A positive QWL, including fair compensation, a supportive environment, and work-life balance, motivates Gen Z employees to go beyond basic job expectations. High EI enhances OCB by helping employees manage emotions, fostering better interpersonal relationships, teamwork, job satisfaction, and increased productivity. **Novelty:** The novelty of this research lies in its focus on the emerging Generation Z in the workplace, exploring how their distinct characteristics and expectations interact with key organizational factors like Quality of Work Life (QWL), Emotional Intelligence (EI), and Organizational Citizenship Behavior (OCB). While existing studies have explored these individual factors, this research brings a fresh perspective by examining how they collectively impact employee performance and well-being in the modern, multigenerational workplace.

INTRODUCTION

Human resources (HR) play a vital role in an organization's success in the globalization era. HR must effectively manage themselves and their full potential to maintain a balanced and sustainable life, enabling them to fulfill their responsibilities as adaptable and transformative social beings. (Dewi et al., 2022) To achieve its objectives, an organization must establish a competitive advantage, and one of the key strategies for sustaining this advantage is effective human resource management that aligns with predefined targets (Jackson, Ones, & Dilchert, 2018). According to Handitya (2019), HR holds a crucial position in driving the country's development, and effective policies and work programs must be implemented to produce high-quality human resources capable of competing globally. The active involvement of all employees in organizational change initiatives is essential. Currently, HR is facing challenges with the emergence of a new generation in the workplace, particularly Generation Z. As digital natives, Gen Z possesses distinct characteristics, values, and expectations compared to previous generations. They prioritize flexibility, work-life balance, diversity, and a collaborative and meaningful work environment. Therefore, HR must adapt its management and

human resource development strategies to accommodate Gen Z's needs and potential, fostering a productive, innovative, and competitive workplace.

Gen Z is the newest generation to enter the workforce. Generation Z or Gen Z or Gen or post-millennials (born between 1995 and 2012) is the latest generation to join the workforce in 2025. (Barhate & Dirani, 2022). Gen-Z employees, shaped by their upbringing in a digitally connected world, exhibit distinct traits that differentiate them from previous generations. They are recognized for being tech-savvy, entrepreneurial, diverse, and value-driven, with a strong emphasis on authenticity, social responsibility, work-life balance, and personal growth. As digital natives, they are naturally familiar with technology and adept at navigating the rapidly changing digital landscape. To effectively harness the potential of Gen-Z employees, organizations must acknowledge and integrate these unique traits, fostering a work culture that benefits both parties.

To maximize the contributions of Gen-Z employees, organizations should take a proactive approach in understanding their motivations, behaviors, and expectations. Traditional methods of employee engagement and management may need to be reassessed and adjusted to meet the needs of this new generation. (Lhakard, 2024). With Gen Z entering the workplace dynamic, it has become pertinent for organizations to understand this newest generation in the workforce to meet all employee's workplace needs (Perilus, 2020). The role of Organizational Citizenship Behavior (OCB) becomes crucial for Generation Z because it supports their need for meaningful work, professional growth, and a collaborative work environment. By fostering OCB, organizations can enhance Gen-Z employees' engagement, adaptability, and commitment, ultimately leading to improved performance and job satisfaction. (Chen, 2007). Organizational citizenship behaviors (OCB) refers to employees' positive discretionary behaviors not directly rewarded by superiors since they are partly considered as out-of-role behaviors (Alfonso et al., 2016).

With Gen Z as the newest participants in the workplace, organizations are experiencing an amalgamation of four generations at the same time. With four different generations in the workplace, organizations are experiencing a rising work-value conflict and differences in preferences in learning styles, beliefs and communication styles (Lyons and Kuron, 2014; Solaja and Ogunola, 2016). Gen Z employees highly value workplace happiness, and thus, they seek positive working environments that promote work-life balance, emphasize purpose-driven work, embrace diversity, encourage collaboration and prioritize employee well-being (Nguyen et al., 2020). These priorities are closely tied to the concept of Quality of Work Life (QWL). QWL is a broad concept encompassing work satisfaction, management participation, and work environment improvement. It can be achieved when organizational leaders provide both physical and non-physical resources for all members. QWL helps HR build resilience and satisfaction, encouraging greater contributions amidst intense competition. Employees with high QWL tend to have positive attitudes toward their organization, enhancing Organizational Commitment (OC) and improving Organizational Citizenship Behavior (OCB) (Pradana Lutfiyanto et al., 2020).

In addition to Quality of Work Life (QWL), Emotional Intelligence (EI) is another crucial factor influencing Organizational Citizenship Behavior (OCB). Gen Z grew up by adapting to the constant changes that occurred in their environment, and thus, it is accepted that they are courageous, creative and never lack initiative (Csiszárík-Kocsír and Garia-Fodor 2018). According to Karasneh and Al-Momani (2020), Emotional Intelligence (EI) is a personal trait that enables individuals to process complex and extensive information about their own emotions and those of others. This helps them navigate communication and better understand how people think and act. Emotional Intelligence provides individuals with a competitive advantage by allowing them to manage their emotions, which supports their involvement in highly productive activities and fosters meaningful relationships with others. Furthermore, individuals with a high Emotional Intelligence can effectively regulate their own emotions, understand and manage the emotions of others, and interpret the underlying complexities of emotional exchanges. (Perkasa, 2020) Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB) can drive different behavioral patterns that influence the success of an organization. According to Udayar et al., Emotional Intelligence has a direct impact on an individual's performance, making it crucial to equip emotionally intelligent individuals with a competitive edge in a professional environment. Both leaders and subordinates should apply professional techniques to manage emotions in the workplace (Kumari et al., 2022). Emotional Intelligence may have a stronger effect on performance than Intelligence Quotient (IQ) and is a more significant factor in assessing individual performance compared to academic achievements (Uraz, 2020). Duong et al(2020) argued that expertise and Intelligence Quotient are just two of the many factors that influence performance, and higher levels of Emotional Intelligence, combined with these factors, are essential for improving employee performance within the organization. Employees who perform well on Emotional Intelligence assessments tend to perform better at work and make significant contributions to their organization, primarily due to their Organizational Citizenship Behavior (Kumari et al., 2022).

The novelty of this research lies in its focus on the emerging Generation Z in the workplace, exploring how their distinct characteristics and expectations interact with key organizational factors like Quality of Work Life (QWL), Emotional Intelligence (EI), and Organizational Citizenship Behavior (OCB). While existing studies have explored these individual factors, this research brings a fresh perspective by examining how they collectively impact employee performance and well-being in the modern, multigenerational workplace. This research aims to explore the literature on the role of Human Resources (HR) within organizations, particularly in the context of new generations such as Generation Z. This study also seeks to analyze the relationship between Quality of Work Life (QWL), Emotional Intelligence (EI), and Organizational Citizenship Behavior (OCB).

RESEARCH METHOD

This research adopts a literature review approach, as defined by Nursalam (2020), which involves categorizing data extracted from various sources based on similar criteria to answer the research objectives outlined in the journal. The data are grouped according to the inclusion criteria, collected, and then summarized, including details such as the researcher's name, publication year, the country where the research was conducted, the title of the study, the methodology employed, and a concise summary of the key findings. This process helps organize and synthesize relevant literature to provide a comprehensive understanding of the topic. The study primarily relies on secondary data sources. According to Sugiyono (2020), secondary data refers to information that is not directly gathered from the research subjects but rather obtained from existing sources. These sources can include previous studies, articles, reports, and other published works that provide relevant data.

In this case, the secondary data used in this research comes from articles discussing the relationship between Quality of Work Life (QWL) and Emotional Intelligence (EI) and their impact on Organizational Citizenship Behavior (OCB) among Gen-Z workers. These articles are analyzed to draw insights into how the quality of work life and emotional intelligence influence the likelihood of Gen-Z employees engaging in OCB, thus contributing to the organization's overall effectiveness and success. By employing this method, the study aims to identify patterns, gaps, and critical insights from existing literature, offering a deeper understanding of the factors that shape OCB in the context of Gen-Z employees. This approach also allows for a comparison of various studies across different regions and industries, providing a broad view of the topic's relevance in different organizational settings. Through this comprehensive review, the research intends to contribute valuable knowledge to the field, particularly in helping organizations adapt their strategies to foster OCB among Gen-Z employees.

RESULTS AND DISCUSSION

Results

A. Quality Of Work Life And Organizational Citizenship Behaviour Among Z-Generation Worker

Quality of Work Life (QWL) encompasses a wider and more varied scope than just organizational development. It involves ensuring fair and adequate compensation, providing safe and healthy working conditions, offering opportunities for personal growth and development, fulfilling social needs at work, protecting employee rights, balancing work and non-work responsibilities, and promoting the social significance of work-life integration (Walton, 1975). Quality of Work Life (QWL) is defined as the provision of fair and sufficient compensation, ensuring safety and health protection, offering opportunities for career growth and job security, fostering acceptance in the work environment, and maintaining a balance between work and social life. It also includes promoting an orderly environment and enhancing individuals' social integrity (Hosseini & Jorjatki, 2016). To provide organizations with a broader perspective on the

factors influencing the work experience, the concept of "work-related quality of life" was introduced (Warr, Cook & Wall, 1979; Bruchon-Schweitzer, 2002). This concept encompasses not only work conditions but also broader external factors that impact employees' connection to their work, including overall life satisfaction and the work-home balance (Van Laar, Edwards, & Easton, 2007). A positive assessment of the job environment and available opportunities fosters psychological well-being at work, whereas a negative evaluation leads to dissatisfaction. (Alfonso et al., 2016). workplace that could bring happiness can be an imperative personal resource in turbulent times, as it may provide necessary personal power, resilience and persistence, and thus, it may positively influence employee adaptive performance (Katsaros, 2024). Quality of Work Life (QWL) has become increasingly important for both employees and organizations. The scope of QWL impacts not only job satisfaction but also aspects of life outside of work, including family, other activities, and social needs. (Pio & Tampi, 2018)

Several studies have examined the relationship between Quality Of Work Life (QWL) and organizational citizenship. In the study conducted by (Dewi et al., 2022) it was found that Quality of Work Life (QWL) had a positive but not significant effect on Organizational Citizenship Behavior (OCB). The findings indicated that the Human Resources Development Training and Education Unit had not fully met the expectations of millennial employees regarding salary and allowance provisions, social interaction, or access to training opportunities.

According to (Rizal, 2021) the findings indicate that the quality of work life positively influences Organizational Citizenship Behavior (OCB) among employees at the Jaken and Jakenan Health Centers. Employees who experience a high quality of work life, such as rewards that align with established standards, a supportive work environment, appropriate working hours, clear regulations, and opportunities for challenging tasks (job enrichment), as well as more chances for personal development, are more likely to act in accordance with existing norms. The development of optimal OCB naturally becomes a part of their daily work routine. Conversely, when employees do not experience a good quality of work life—such as inadequate remuneration, an unsupportive work environment, and limited opportunities for self-improvement then there is no encouragement and wider opportunities for self-development will form an unfavorable OCB.

According to Hermanto (2024) demonstrates that the quality of work life (QWL) has a positive and significant relationship with Organizational Citizenship Behavior (OCB). Satisfaction with the quality of work life is a primary determinant of OCB. A tangible way to enhance employees' quality of work life in an organization is by providing benefits beyond the basic salary each employee receives. The QWL in this study was measured using indicators such as employee participation, fair compensation, pride in the organization, job security, work environment safety, well-being, career development, conflict resolution, and communication, all of which have been shown to positively impact the improvement of OCB among teachers. The findings of this study align with previous research, which indicates that employees who enjoy a good quality of work life,

such as rewards in line with applicable standards, a conducive work environment, existing regulations, and opportunities for challenging tasks and personal development, will be able to act in accordance with established norms.

The research found by (Abd El-Latif et al., 2018) Show a positive correlation between overall Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB), indicating that improvements in QWL are linked to an increase in OCB among employees. Specifically, there was a highly statistically significant relationship between the level of QWL and OCB among the study participants. This implies that as employees' satisfaction with their work environment, job conditions, and overall work-life balance improve, their engagement in OCB, such as going beyond basic job requirements and contributing positively to the organization, also rises. Based on these findings, several recommendations can be made to enhance both QWL and OCB within the organization, particularly in healthcare settings. First, creating healthy and conducive work conditions for employees, especially nurses, is crucial. This includes ensuring that workplaces are physically safe, psychologically supportive, and equipped with the necessary resources to perform their tasks effectively. Moreover, it is essential to provide employees with autonomy and the freedom to act in accordance with their professional expectations, as this fosters a sense of trust and job satisfaction. fostering open communication and regular interaction between supervisors and their staff is vital. Periodic meetings should be conducted to address any challenges or concerns that employees may have, ensuring that solutions are implemented and feedback is actively sought. This creates a supportive work environment where employees feel valued and heard, thus strengthening their sense of belonging and commitment to the organization.

Overall, the findings highlight that Quality of Work Life (QWL) plays a critical role in shaping Organizational Citizenship Behavior (OCB). The research underscores that when employees experience high satisfaction in key areas such as fair compensation, a supportive work environment, and opportunities for personal and professional growth, they are more likely to engage in positive behaviors that benefit the organization. These behaviors include going beyond job expectations, demonstrating proactive efforts to help colleagues, and contributing to the organization's overall success. For organizations with a significant presence of Gen Z employees, enhancing QWL becomes even more crucial. Gen Z employees strongly emphasize work-life balance, job satisfaction, purpose-driven work, and a positive organizational culture (Sumarsi, 2021). These factors align closely with the elements of QWL, suggesting that organizations that invest in improving the quality of work life for their Gen Z employees can expect to see positive shifts in OCB. Gen Z workers are likely to thrive in environments that offer opportunities for personal growth, flexibility in work arrangements, and the ability to make meaningful contributions to their teams and organizations.

Moreover, enhancing QWL for Gen Z employees not only fosters improved OCB but also supports the development of a more positive organizational culture. A positive culture encourages greater employee engagement, strengthens loyalty, and helps the organization retain top talent in a highly competitive labor market. When employees feel

valued, supported, and empowered, they are more likely to be motivated and committed to their work, which translates into higher levels of productivity and innovation.

B. Emotional Intelligence on Organizational Citizenship Behaviour Among Z-Generation Worker

Some studies challenge the notion that organizational performance is solely dependent on employees' knowledge, talents, and skills. According to Campbell et al. (1993), the role of employees' emotional intelligence in organizational performance may not be as central as often claimed. Meyer et al. (2000) found that as emotional intelligence among employees increases, unproductive behaviors related to organizational tasks decrease significantly, highlighting the negative correlation between emotional intelligence and deviant employee behaviors. Additionally, emotional intelligence is increasingly recognized as a prerequisite for effective leadership. It has been explored in various fields, including human resource management and emotional regulation (Ashkanasi, Humphrey, & Hui, 2017). Emotional intelligence is divided into two primary dimensions: managing one's own emotions and managing the emotions of others. While coping with one's emotions is important for physical health, managing the emotions of others plays a key role in facilitating social interactions (Pekar et al., 2018). Emotional intelligence (EI) is an individual's ability to control and express emotions and handle interpersonal relationships meticulously and empathetically (Srivastava, 2013). This concept includes five primary factors and fifteen sub-factors related to emotional intelligence. Studies consistently show that individuals with higher emotional intelligence experience greater joy, vitality, and autonomy, leading to enhanced performance at work (Szczygiel & Mikolajczak, 2017). Emotional intelligence is crucial for well-being and mental health (Herwig, 2018), as it enables individuals to manage their emotions for improved functioning within an organization (Elhai, 2018). Emotional intelligence has also been linked to physical and mental health, academic performance, and the development of positive social relationships (Svikak et al., 2019).

Several studies have examined the relationship between emotional intelligence and organizational citizenship. According to (Santa et al., 2023) Organizations are formed by individuals who maintain strong connections with their colleagues through emotional intelligence, competence, and skills. Essentially, high emotional intelligence encourages employees to engage in voluntary behaviors that support others in completing tasks or addressing organizational challenges. This creates an atmosphere where coworkers assist one another and go beyond the basic expectations. Behaviors like punctuality, attendance, and safeguarding resources to avoid setbacks are often exhibited by individuals with high emotional intelligence. These individuals also contribute to the organization's collective success by effectively managing operations for the benefit of everyone. The research shows that individuals with high emotional intelligence also tend to display high levels of organizational citizenship behavior. members of the selected sample, who demonstrate high organizational citizenship behavior and emotional intelligence, do not feel motivated by their leaders to exceed expectations, even when rewards or punishments are used to encourage task development.

Hsieh et al. (2024) explored how principals can empower teachers through emotional intelligence to enhance organizational citizenship behavior in elementary schools in Taiwan. The principals' emotional intelligence was evaluated based on dimensions of self-awareness, self-management, social awareness, and relationship management. Teachers' organizational citizenship behavior (OCB) was examined through interpersonal citizenship performance and organizational citizenship performance. The findings show that teachers' OCB is both influenced by and mediated through the emotional intelligence of the principals.

According to (Yusuf et al., 2023) The research findings indicate that emotional intelligence has a direct influence on organizational citizenship behavior, with a positive and significant relationship. The results show that emotional intelligence positively impacts organizational citizenship behavior in employees of PDAM Tirta Lingga. Emotional intelligence, encompassing aspects such as self-awareness, emotional flexibility, motivation, personal sensitivity, influence, responsiveness, responsibility, and integrity, plays a significant role in enhancing organizational effectiveness, including employee retention, recruitment, talent development, and work teams. This supports previous studies demonstrating that higher emotional intelligence in employees leads to higher levels of organizational citizenship behavior. Furthermore, emotional intelligence has been found to partially or simultaneously affect organizational citizenship behavior in various organizational settings.

According to (Monfared & Baghi, 2022) showing that emotional intelligence and the occurrence of organizational citizenship behavior (OCB) are positively related. The results are consistent with earlier studies that also found a connection between emotional intelligence and OCB. The study indicates that emotional intelligence promotes voluntary and positive behaviors by enabling individuals to understand and manage their emotions effectively. Specifically, the ability to use and assess emotions was found to be particularly important in enhancing OCB. Moreover, the results suggest that when employees are able to regulate their emotions, they can foster a positive organizational environment, which in turn leads to improved behaviors, such as OCB.

According to sarah (2023) the emotional intelligence variable had a significant impact on organizational citizenship behavior. This variable showed a positive relationship, as evidenced by the results, indicating that better emotional intelligence leads to better organizational citizenship behavior. The findings suggest that employees with strong emotional intelligence exhibit empathetic attitudes toward others, which motivates them to engage in extra voluntary activities, such as helping coworkers. Higher emotional intelligence leads to improved organizational citizenship behavior. The results demonstrate that employees with high emotional intelligence are more committed to enhancing organizational performance, not only through their individual contributions but also by focusing on the overall growth and development of the organization.

The studies reviewed consistently highlight the significant role of emotional intelligence (EI) in fostering organizational citizenship behavior (OCB). Emotional intelligence enables employees to effectively manage their own emotions and those of

others, contributing to a positive and supportive organizational environment. Individuals with high EI tend to engage in voluntary behaviors that go beyond basic job expectations, such as helping colleagues and promoting teamwork (Prasad et al., 2024.) This, in turn, enhances organizational performance and creates a collaborative atmosphere. Several studies have found that emotional intelligence has a direct and positive impact on OCB. For instance, employees with high emotional intelligence are more empathetic, exhibit better interpersonal relationships, and contribute to the overall success of the organization. Emotional intelligence is linked to key factors such as self-awareness, emotional flexibility, motivation, and integrity, all of which play crucial roles in organizational effectiveness, including employee retention, recruitment, and development. In terms of organizational effectiveness, emotional intelligence in Gen Z employees plays a significant role in recruitment, development, and retention. Organizations that foster emotional intelligence will likely see increased employee satisfaction, loyalty, and lower turnover rates among their Gen Z workforce. Given that Gen Z values workplaces that emphasize mental well-being, work-life balance, and supportive environments, companies that cultivate EI skills will be more successful in attracting and retaining top talent from this generation.

CONCLUSION

Fundamental Finding : The findings highlight that both Quality of Work Life (QWL) and Emotional Intelligence (EI) significantly influence Organizational Citizenship Behavior (OCB) among Generation Z workers. A high level of QWL – marked by fair compensation, a supportive environment, growth opportunities, and work-life balance – encourages Gen Z employees to engage in voluntary, extra-role behaviors. Furthermore, Emotional Intelligence enhances Gen Z's capacity to manage emotions effectively, fostering a collaborative atmosphere and reinforcing OCB through empathy, interpersonal sensitivity, and emotional regulation. **Implication :** These insights suggest that organizations employing a considerable number of Gen Z workers should prioritize the development of QWL and EI programs. By cultivating an environment that values mental well-being, professional development, and emotional support, companies can expect to see increased employee engagement, loyalty, and discretionary effort. In turn, this could lead to a more harmonious workplace culture, enhanced job satisfaction, and stronger organizational performance overall. **Limitation :** Despite the valuable findings, the study may be limited in its generalizability across all generational cohorts and cultural contexts. The emphasis on Gen Z-specific preferences and values may not reflect broader organizational dynamics or apply to multi-generational teams. Moreover, the constructs of QWL and EI are inherently subjective and may vary across industries and organizational structures. **Future Research :** Future studies are encouraged to explore the interaction between QWL and EI across different age groups and professional settings to validate the applicability of these findings. Longitudinal research could also examine how sustained investment in QWL and EI training influences OCB over time. Additionally, comparative studies between generational cohorts may offer deeper

insights into tailoring workplace strategies that optimize performance and employee well-being.

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