



## THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND SERVANT LEADERSHIP (LITERATURE REVIEW)

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DOI: <https://doi.org/10.62567/micjo.v2i3.899>

Article info:

Submitted: 10/06/25

Accepted: 14/07/25

Published: 30/07/25

### Abstract

This literature review aims to explore the influence of emotional intelligence, servant leadership, and organizational commitment on employee career development, with Organizational Citizenship Behavior (OCB) as a mediating variable. The study utilizes a qualitative approach by synthesizing findings from national and international journals published in the past 10–15 years. The results indicate that emotional intelligence enables employees to adapt and interact effectively in the workplace, servant leadership fosters a supportive and empowering work climate, and organizational commitment enhances loyalty and proactive behavior. Furthermore, OCB plays a significant mediating role by reinforcing the relationship between these three variables and career development outcomes. Employees who display high OCB are more likely to gain recognition, trust, and career advancement opportunities. This study highlights the importance of a holistic approach in career development by integrating individual competencies, leadership styles, and affective organizational engagement. Practical implications suggest the need for organizational initiatives that strengthen emotional intelligence, servant leadership, and supportive organizational culture to foster sustainable employee career progression.

**Keywords:** Emotional Intelligence, Servant Leadership, Organizational Commitment, Organizational Citizenship Behavior (OCB), Career Development



## 1. INTRODUCTION

The Regional Health Service is the regional government work unit (SKPD) responsible for answer to organize affairs government in field health in the area. According to with Regulation of the Minister of Health of the Republic of Indonesia No. 49 of 2016 concerning Technical Guidelines for Organizing Provincial and District / City Health Services, that the District Health Services is element executor Affairs The government that became authority area. District Health Office led by the Head of the District Health Service who is positioned under and responsible to answer to Regent through Regional Secretary ( Regional Ministerial Regulation No. 49 of 2016).

Health Service of District X, as agency responsible government answer on organization health in the area this, really need source Power human resources (HR) qualified and dedicated employees. According to the Big Indonesian Dictionary (KBBI), HR is potential human being who can developed for the production process. One of the factor most important for reach objective company is HR. HR is component crucial in organizations, both in the sector government and Company (Putri et al., 2019). HR employees is factor most important for agency government for the sake of advance business for reach goals Which has set. Competitiveness a organizations are greatly influenced by the capacity of human resources in meet the set targets in accordance with standard organization . HR plays a very important role in realize vision, mission and goals companies that have set , and can determine achievement company in a way real with source available power (Putri et al., 2019).

Source power man no only concerning abilities and skills, but also behavior, and concern to environment work. In general, there are two factors that influence low or height Behavior Citizenship Organizational in employees, namely : internal and external factors individual (commitment) organization or leadership ). In addition, internal factors that influence is personality and affect positive employee . Personality is one of source affect individual (Saing et al., 2021). One of key success organization moment This that is how far the citizens organization in a way synergistic capable contribute positive , good in planning and also in the process of implementation duties and responsibilities answer as inhabitant organization For reach objective organization .

According to (Farida et.al., 2023) Human Resources (HR) is valuable and most important treasure owned by a organization or company. The company must notice HR performance in the company to be able to realize the goals that have been set previously, because HR is mover in organization capable give efficiency in management a organization (Wayan et al., 2016a). In an increasingly working world dynamic and competitive, development career employee be one of element important in organization , which can influence productivity and sustainability organization . In the organization public , such as the Health Service of District X, development career employee No only aiming For fulfil satisfaction individual but also for increase performance service to society . However , the development career employee often face various challenges , such as lack of support managerial , weak commitment organization, as well as influence environment work that is not optimal (Putri et.al., 2022).

Intelligence emotional is one of the factors that influence connection between manager And member organization (Alavi et al., 2013). (Coller, 2020) state that



intelligence emotional own influence Which strong and positive towards OCB. Intelligence emotional as a series ability personal , emotional , and social can influence ability somebody For succeed in overcome demands and pressures environment (Bourne et al., 2021). Intelligence emotional , which includes ability recognize , understand , and manage emotion self and others, have proven play role important in success individual in place work . Employees who have intelligence emotional tall tend more capable face challenge , work The same with colleague work , and show superior performance . In addition, the servant leadership style of the superior is also a key factor in creating a supportive work environment, and influencing the enthusiasm and clarity of employee career direction. This leadership style positions the leader as a servant who focuses on developing subordinates, providing guidance, and creating a conducive and supportive work atmosphere for individual growth (Pangkerego et al., 2023).

Every organization that wants to be successful today needs employees who go above and beyond their normal job duties, who will deliver performance beyond expectations. Behaviors that can increase productivity employee in organization that is known as OCB ( Organizational Citizenship Behavior ) or also called behavior citizenship organization is individual behavior that is “ discretionary ” in nature that is not in a way direct recognized by the system reward formal And in a way together will push function organization more effective (Wayan et al., 2016). In terms of This in a way No direct interpreted that OCB includes action voluntary which is not required formally , but very important For support effectiveness in a organization . Employees who show high OCB generally more proactive , cooperative , and loyal, so that more have a chance get development career in a way structural and also functional .

OCB also has potential as a mediator in connection between intelligence emotional , leadership service , and commitment organization to development career . Employees who demonstrate OCB tend to more recognized by the organization , so that opportunity they For develop in career become more big . With Thus , deep understanding about connection between variables This can give outlook valuable for organization in designing development strategies effective career .

Based on Constitution The latest Number 20 of 2023 which regulates about Apparatus Civil State explained that that , ASN employees consist of on Civil Servants (PNS) and Employees Government with Agreement Work (PPPK). Civil servant employees are ASN employees who are appointed as employee remains with the Personnel Development Officer (PPK), and has employee in a way national . Meanwhile, PPPK refers to the Law Number 20 of 2023 concerning Apparatus State Civil Servants (ASN), appointed and employed with agreement with term set time in accordance with need agency government and the provisions of the Law. PPPK is contracted for a minimum of a year and can extended up to 30 years depends situations and conditions (Law Number 20 of 2023). So employees at the Health Service consist of from three component that is civil servants , PPPK, and THL (casual daily workers) / honorary employees . With existence existence three type employee mentioned above at the Health Service of District X, will create dynamics diverse work . Every group have employee status and rights different , so that variables like intelligence emotional and leadership serve , will influential in a way unique to development career they , with notice role OCB (Dilla et al., 2023)mediation .



Based on results observation , one of step important things that are carried out by the Health Service of District X in to uphold commitment organization is with increase discipline employees , namely to uphold policies that regulate about presence employees , working hours , and performance employee in a way consistent through absence , and enforcement Regulation Government of the Republic of Indonesia Number 94 of 2021 concerning Discipline Employee Country Civil (PP Number 94 of 2021). This can increase awareness employee will not quite enough answer they in Work .

Policy improvement discipline all over employees at the Health Service of District X have done through double checking the attendance list , both those carried out in a way digital online through XISMA (X Integrated System Management), as well as with attendance list manually . Filling in the attendance list absence new done manually only when apple ceremony Morning enter work . But at the time go home Work Not yet done double absence manually , only absence in a way digital online Where For civil servants and PPPK ( civil servants) Government with Agreement Work ) has do online attendance on each mobile phone via XISMA application, while For THL ( honorary ) employees through machine absence finger print that has been provided at the door enter or door go out X District Health Office. For employees who have violate provision absence will given sanction start from reprimand oral , written and withholding allowance other areas ( for ASN) in accordance with applicable provision .

Low employee absence can affect the work results and productivity of employees of the Health Service of District X. Low absence means that the level of employee attendance is high, which can reflect commitment, discipline, and good health. This also indicates that environment Work support need physical and psychological employees , so that they feel comfortable For present and working optimally . Attendance and punctuality rates time become proper thing taken into account , because matter This related direct with discipline and impact on performance . In addition delay and leaving office without permission will result in the occurrence decline effectiveness service public to society , because time work that should be used For serve public become disturbed . Residents or power health in need service health Possible must wait longer or even experience unnecessary delay need . This can impact negative on perception public about the reliability and professionalism of the Health Service, which ultimately damage reputation agency ...

## 2.1. Development Carrier

Career development is a process in which individuals improve their skills, knowledge, and work experience in order to achieve their career goals. This process is closely related to the level of job satisfaction, performance, and success of employees in the organization (Coller, 2020). Career development is influenced by various factors, both from within the individual, such as ability and commitment, and external factors, including management support and leadership style. In the context of public sector organizations, effective career management not only benefits employees, but also has a positive impact on improving the quality of services to the community. Several studies have shown that emotional



intelligence and leadership support play an important role in driving employee career development in various sectors, including the health sector (Bourne et al., 2021).

## 2.2. Emotional Intelligence

Emotional intelligence is the ability to recognize, manage, and regulate one's own and others' emotions, which can then affect one's career achievement. Goleman (1995) describes emotional intelligence in five main dimensions: self-awareness, self-management, motivation, empathy, and social skills. In an organizational environment, emotional intelligence helps individuals cope with work pressure, strengthen interpersonal relationships, and improve performance effectiveness. Previous research indicates that emotional intelligence can support career development through improved interpersonal relationships and decision-making abilities. Recent findings also confirm that emotional intelligence contributes significantly to increasing job satisfaction and political skills, which are closely related to individual career advancement (Alavi et al., 2013). In addition, emotional intelligence also allows employees to build positive interpersonal relationships, which support their career growth (Coller, 2020).

## 2.3. Servant Leadership

Servant leadership is a leadership style that focuses on meeting the needs of subordinates, supporting individual development, and creating an inclusive organizational environment. Leaders with this style prioritize the growth and well-being of team members, and build a conducive work atmosphere (Greenleaf, 1977). In relation to career development, servant leadership encourages the improvement of employee competence and skills through empowerment and active support. Various studies have shown that leaders who implement servant leadership can increase employee loyalty, commitment, and engagement, all of which contribute positively to their career advancement (Greenleaf, 1977; Liu et al., 2021).

## 2.4. Organizational Commitment

Organizational commitment refers to the level of attachment and dedication of employees to the organization where they work. Meyer and Allen (1991) developed a theory of organizational commitment consisting of three main components: affective commitment (emotional bond), continuance commitment (cost considerations), and normative commitment (sense of obligation). Research shows that employees with high levels of commitment tend to have greater motivation to improve performance and develop their careers in the organization (Meyer & Allen, 1997 in Sutrisno, 2020). This strong commitment has a direct impact on career development because emotionally attached employees usually show higher performance and loyalty, which has an impact on promotion opportunities and career advancement (Ashar, 2020).

## 2.5. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is behavior voluntary work done employees outside task formally, which contributes to the increase effectiveness organization. According to Organ (1988), OCB includes dimensions like altruism, politeness, awareness, sportsmanship, and virtue organization. Studies show that OCB plays a role as variable strengthening mediation connection between variable independent (eg.



intelligence emotional , leadership service , and commitment organization ) with variable dependent like development career . Research by Goller and Dewi (2020) shows that intelligence emotional and commitment organization own influence positive and significant towards employee OCB . Third factor said — intelligence emotional , commitment organization , and culture organization — together give contribution significant to increase in OCB. This is to signify that improvement intelligence emotional , strengthening commitment , and formation culture organizations that support can increase behavior citizenship employees , which has an impact positive on performance organization in a way overall . Next ,(Safitri et al., 2023) find that leadership serve influential significant towards teacher OCB, and interpersonal relationships as well Work same good between head schools and teachers can support increased OCB. In context Apparatus State Civil Service (ASN), especially in the sector health Like the Health Service, OCB is very important Because help increase efficiency , effectiveness and quality service public which is very vital for society (Akbar & Diwanti, 2021).

## 2. METHODOLOGY RESEARCH

Data used in study This is data secondary Which obtained from journal reputable Good national and also international with the theme that has been determined . Search literature in Systematic Literature review This using 3 databases namely Scopus, google scholar, Garuda . using keywords ; emotional intelligence, servant leadership , organizational citizenship behavior (OCB) . The inclusion criteria for the research included were emotional intelligence . emotional , leadership serving in government agencies that influence organizational citizenship behavior (OCB), free full text articles, published in 2019-2024, show a positive influence on organizational citizenship behavior (OCB).

For look for article use PICOS framework, which consists of from :

- 1) Population / problem that is population or employees or staff at an agency or company;
- 2) Intervention that is method management and action in accordance with theme Which Already determined in Systematic literature review , namely organizational citizenship behavior through emotional intelligence and servant leadership;
- 3) Comparison is intervention or other actions used as comparator , citizenship behavior (OCB);
- 4) The outcome is results obtained in the study the previous one is appropriate with the theme that Already determined in Systematic literature review , namely emotional intelligence, servant leadership and organizational citizenship;
- 5) Study design that is design research used in article the journal that will reviewed; cross sectional, analytical , randomized control trial.

## 3. DISCUSSION

The Mediating Role of Organizational Citizenship Behavior (OCB) in the Relationship between Emotional Intelligence and Servant Leadership in Government Health Institutions conducted by (Pangkerego et al., 2023) shows that work motivation and organizational culture have a positive and significant effect on performance, but do not have a significant effect on employee job satisfaction. Leadership influential significant to



satisfaction Work employees , but No influential to performance . Motivation , leadership , and culture organization employee need improved For increase satisfaction work . If satisfaction Work employee increase , performance employees will also increase .

It is explained (Zain, 2024)that workforce flexibility, individual competence, and job satisfaction levels have been shown to have a significant impact on employee performance. On the other hand , the ability adapt to culture organization No show significant influence to performance employees . With Thus , adaptation to culture organization No play a role as a mediator in connection between flexibility source Power human and performance employees . While that , satisfaction Work play a role as a partial mediator in connection between competence employees and performance they .

(Howladar & Rahman, 2021)explains that servant leadership is direct influence commitment organization and behavior citizenship organization . In addition , the commitment the organization also provides influence direct to behavior citizenship organization . Findings other show that connection between servant leadership and behavior citizenship organization part mediated by commitment organization .

It is explained (Coller, 2020)that intelligence emotional , commitment to organization , and culture organization proven own influence positive and significant to behavior citizenship Organizational Citizenship Behavior ( OCB). Individual with intelligence high emotional tend capable manage emotion in a way effective , constructive connection harmonious work , and show concern to colleague work and organization . Commitment organizational push employee For act beyond formal tasks for progress organization . While that , culture strong organization create environment supportive work creation behavior constructive volunteerism . Third factor This in a way together strengthen involvement and contribution positive employee in organization .

It is also explained (Howladar & Rahman, 2021)that emotional intelligence, servant leadership, and organizational commitment have been proven to contribute to organizational citizenship behavior (OCB) in private vocational school teachers in East Jakarta. Findings study show that third factor the own significant influence to increase in teacher OCB, which reflects attitude positive and participation active they in support environment Work in a way voluntary .

Findings presented by Didin and Ferryal (2019 ) to put forward that s in a way partial and also simultaneous , intelligence emotional , servant leadership , and commitment organization contribute to improvement behavior citizenship Organizational Citizenship Behavior (OCB) at the Department of Education and Culture of South Tangerang City. Third factor the influence How individual in a way voluntary give contribution positive outside not quite enough their formal answer in support performance and effectiveness organization .

Research conducted by(Baharuddin et al., 2023) Servant leadership demonstrates influence positive to satisfaction Work employees , even though influence the No



significant in a way statistics . However , servant leadership has impact positive and significant to behavior citizenship organization (OCB), which reflects involvement employee in do action voluntary For progress organization . In addition , satisfaction Work employees are also proven influential positive and significant towards OCB, shows that level satisfaction employee can push they For more active contribute outside not quite enough answer formal employment . With Thus , servant leadership and satisfaction Work You're welcome important in increase OCB (Yusuf et al., 2021).

Hanny (2020) explained that culture organization and style leadership own influence significant to commitment organization . Culture a strong organization , characterized by values together and clear work norms , able to strengthen the sense of attachment employee to vision and mission company. Likewise, style participative and supportive leadership increase loyalty as well as motivation member team For reach objective together . On the contrary , intelligence emotional employee No show impact significant to level commitment , possibility Because factor individual This not enough related direct with dynamics collective in organization . Therefore that , focus development should directed at strengthening culture as well as improvement quality sustainable and adaptive leadership to change external .

The explanation explained by Maartje et al., (2020) Work motivation and organizational culture have been proven to have a positive and significant influence on improving employee performance, but both do not significantly affect job satisfaction. On the other hand , leadership own impact significant to satisfaction work , even though No influential direct to performance employees . Therefore that 's important for organization For Keep going increase motivation , leadership , and culture work to encourage satisfaction more work high . When satisfaction Work employee increase , things This will impact positive in a way No direct to performance they . Balance between factors This become key in create environment productive and harmonious work .



#### 4. CONCLUSION

The conclusion of the systematic literature review research based on ten journal sources obtained results from 2 journals stating that motivation, leadership and culture organization employee need improved for increase satisfaction work, in other words culture organization no capable mediate influence flexibility source power man to performance employees. While 1 journal mentioned the culture organization and style leadership influential significant to commitment organization, while intelligence emotional no own influence significant, 7 other journals stated that intelligence emotional, commitment organizational, and cultural organization influential positive and significant towards OCB.

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