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Emotional Intelligence and Organizational Citizenship Behavior: The Mediating Effect of Job Satisfaction in Nepalese Commercial Banks

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Abstract

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Purpose: This study examines the relationship between emotional intelligence (EI), job satisfaction (JS), and organizational citizenship behavior (OCB) among employees in Nepalese commercial banks. The study also analyzes the role of job satisfaction as a mediating influence in this relationship, aiming to understand presence of emotional intelligence among employees' impact on positive organizational citizenship behavior through increased job satisfaction.

Methods: The study employed a quantitative approach with descriptive and causal research designs. Data were collected from 408 respondents using a purposive sampling method through an online survey. The variables were measured by using a five-point Likert scale, and the collected data were analyzed by SPSS version 26.0 and AMOS Graphics.

Results: The findings reveal a strong positive relationship between emotional intelligence and organizational citizenship behavior, suggesting that employees with higher EI are more likely to engage in supportive and voluntary behaviors that benefit their organization. Although the direct relationship between emotional intelligence and job satisfaction was not statistically significant, the mediation analysis showed that job satisfaction fully mediates the relationship between emotional intelligence and organizational citizenship behavior. This suggests that EI influences OCB indirectly through subtle psychological or contextual processes reflected in job satisfaction.

Conclusion: The study concludes that EI positively influences organizational citizenship behavior (OCB) through its impact on job satisfaction JS. While EI does not directly affect JS, it indirectly develops OCB by enhancing job satisfaction. Job satisfaction plays a full mediating role in the relationship between EI and OCB, with a significant indirect effect of EI on OCB through job satisfaction. These findings emphasize the need to focus on emotional intelligence and job satisfaction to encourage positive behaviors in the workplace.

Keywords: Commercial banks, Emotional intelligence, Job satisfaction, Organizational citizenship behavior

JEL Classification: D23, M12, J28

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I. Introduction

Extensive evidence suggests that individuals with higher EI tend to achieve better performance outcomes across various work conditions. Carmeli and Josman (2006) found a positive relationship between emotional intelligence and work outcomes, including task performance and two dimensions of OCB: altruism and compliance. This indicates that emotionally intelligent employees are more likely to engage in behaviors that support the organization beyond their formal job roles. Bienstock et al. (2003) emphasized that employees' perceptions of organizational rights and responsibilities are closely tied to the expression of OCB, highlighting the importance of individual attitudes in shaping workplace behavior.

Appelbaum et al. (2004) emphasized the value of shifting organizational culture toward team-based rewards to enhance job satisfaction and collaborative performance. Their findings emphasize the importance of improving employee satisfaction as a foundation for promoting positive behaviors. Miao et al. (2017) demonstrated that emotional intelligence significantly predicts job satisfaction, organizational commitment, and turnover intentions, outperforming cognitive ability in this regard. These findings collectively point to a strong linkage among emotional intelligence, job satisfaction, and employees' willingness to go beyond formal duties.

Employee performance, job satisfaction, and organizational stability are vital to the success of any organization. In the context of Nepal's banking sector, employee turnover has been a persistent challenge (Shrestha et al., 2025), impacting both organizational growth and service quality (Kandel & Timilsina, 2024). High turnover is often driven by issues such as poor management practices, low job satisfaction, and inadequate compensation structures (Al-Suraihi et al., 2021). Despite the important role of emotional intelligence (EI) in improving job performance and employee behavior, there is limited research on how EI, job satisfaction (JS), and organizational citizenship behaviors (OCB) interact in Nepalese banks.

This study seeks to address the issue of how EI and JS together shape organizational citizenship behavior, contributing to a profound insight of influence of these factors to improve workplace dynamics and organizational outcomes in the context of Nepal's banking sector.

This research purpose is to analyze effect of emotional intelligence and job satisfaction on organizational citizenship behavior within this context of commercial banks in Nepal, both public and private. It focuses to generate insights that can inform strategic efforts to enhance employee well-being, increase retention, and improve organizational effectiveness in Nepal's commercial banking sector.

II. Review of Literature

Emotional Intelligence

Emotional intelligence states to the aptitude to distinguish, comprehend, and accomplish both one's personal emotions and those of others. The notion was promoted by Goleman (1995), who defined EI as a set of skills related to emotional awareness and regulation that contribute to effective interpersonal communication and social functioning. According to Mayer and Salovey (1997), EI is composed of four key components: self-management, self-awareness, relationship management, and social awareness. These abilities are critical for managing stress, nurturing positive interactions, and promoting effective teamwork within the workplace. Research has consistently shown that employees with higher levels of EI are well prepared to direct work-related challenges, manage workplace conflict, then build positive relationships with colleagues and supervisors. This results in better job satisfaction and organizational outcomes (Miao et al., 2017).

Job Satisfaction

Locke (1976) well-defined job satisfaction as a pleasant or optimistic emotive state resultant from the assessment of individual's job experiences. Higher levels of job satisfaction are linked with greater employee engagement, increased performance, and reduced turnover.

Satisfied employees are more likely to exhibit organizational citizenship behaviors, as they feel more committed to the organization and its success (Biestock et al., 2003).

Organizational Citizenship Behavior

Organizational citizenship behavior signifies to intentional, optional behaviors that are not part of an employee's authorized job tasks but contribute to the effectiveness of the organization. OCB includes actions such as assisting others, showing initiative, adhering to organizational norms, and engaging in extra-role activities (Organ, 1988). OCB has been shown to enhance team cooperation, improve workplace morale, and increase organizational performance.

OCB is influenced by a variety of factors, including job satisfaction, leadership style, and individual traits such as EI. Employees who are satisfied with their work and who have high EI are more likely to engage in OCB because they are emotionally invested in their work and the success of the organization (Biestock et al., 2003; Carmeli & Josman, 2006).

Emotional Intelligence and Job Satisfaction

Emotional intelligence plays a significant role in determining job satisfaction. Employees with high EI are better able to manage their emotions, navigate workplace challenges, and form positive relationships with colleagues, leading to higher job satisfaction (Miao et al., 2017). Carmeli and Josman (2006) found that employees with high EI experience less stress and are more effective in their roles, which enhances their job satisfaction. This relationship is crucial in workplaces where emotional regulation and interpersonal skills are important for success.

Job Satisfaction and Organizational Citizenship Behavior

When employees are fulfilled with jobs, they are more probable to involve in activities that support the organization beyond individual's official responsibilities. Job satisfaction encourages employees to show altruism, cooperate with colleagues, and demonstrate commitment to organizational goals (Biestock et al., 2003). Satisfied employees feel a greater sense of organizational attachment and are more willing to engage in extra-role behaviors that benefit the organization.

Emotional Intelligence and Organizational Citizenship Behavior

The affiliation between organizational citizenship behavior and emotional intelligence has been explored in several studies. Employees with higher EI are better equipped to engage in OCB, as they are more empathetic, socially aware, and capable of managing their emotions in a way that promotes positive behaviors toward others (Carmeli & Josman, 2006). The studies suggest that the relationship between EI and OCB is mediated by job satisfaction. In other words, employees with high EI are further likely to be contented with their jobs, which in turn increases their likelihood of engaging in OCB (Miao et al., 2017).

III. Research Methods

Research Approach

This study used quantitative approach to analyze the affiliation between emotional intelligence, job satisfaction, and organizational citizenship behavior. Emotional intelligence is conceptualized as the independent variable, job satisfaction serves as the mediating variable, and organizational citizenship behavior is the dependent variable. To test the proposed hypotheses and analyze the structural relationships among these variables, the study applied advanced statistical tools, including SPSS for preliminary data analysis and AMOS for structural equation modeling.

Research Design

This study applied a descriptive along with the causal research design with cross-sectional method, allowing data to be accumulated at a specific single instance in time. By using this design, the study aims to identify and analyze the existing patterns and levels of EI, JS, and OCB, which can inform future interventions and organizational strategies.

Population and Sample

This study focused on employees working across different departments and organizational levels within commercial banks in Nepal. According to Nepal Rastra Bank (2023), as of mid-July 2023, there were a total of 46,508 employees across 20 commercial banks headquartered in the Kathmandu Valley. Given the concentration of banks in this region, employees based in the Kathmandu Valley were selected as the study's focus. A non-probability, purposive sampling technique was chosen for this study, while choosing participants who met specific criteria, ensuring that the sample would reflect the relevant characteristics for the study. The inclusion criteria required participants to have been employed at a commercial bank in Nepal for a minimum of two years. This criterion was chosen to ensure that respondents had sufficient experience and familiarity with the organizational environment to provide meaningful insights into the study's variables.

Yamane's (1967) formula for a known population was applied, to determine the appropriate sample size with a 5% margin of error. The calculated sample size was 396 respondents. To account for potential non-responses and ensure statistical reliability, over 600 questionnaires were distributed. The final sample consisted of 408 respondents, which provided a sufficient sample size for data analysis.

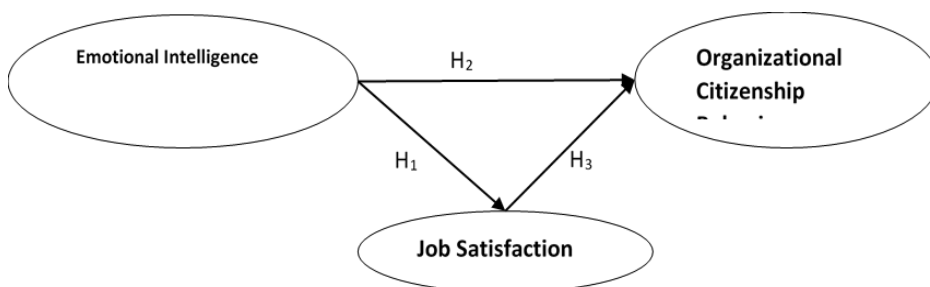
Instruments/Measurements

In order to achieve the research objectives, primary data for this study were gathered through a self-administrated structured questionnaire survey. This method was chosen for its ability to systematically collect detailed and standardized information from a large number of participants, ensuring consistency and reliability in the data. The structured nature of the questionnaire also allowed for the clear measurement of study variables. This 5-point Likert scale was used in the collection of quantitative data that reflected the extent of employees' agreement or disagreement with statements.

Emotional intelligence was measured using a 20-item scale established by Wong and Law (2002), comprising four dimensions: and regulation of emotion, others' emotional appraisal, self-emotional appraisal, and use of emotion, each represented by five items. Organizational citizenship behavior was evaluated using the 20-item OCB-Checklist developed by Fox, Spector, Goh, and Bruursema, (2005), which assesses the frequency of citizenship behaviors in the workplace. Job satisfaction was measured through a 13-item scale adapted from Visagie (2013).

Figure 1

Conceptual Framework



Note. Adopted from Sabahi and Dashti (2016)

The research hypothesis are as follows:

H₁: Emotional intelligence has a positive impact on job satisfaction.

H₂: Emotional intelligence has a positive influence on organizational citizenship behavior.

H₃: Job satisfaction positively influences organizational citizenship behavior.

H₄: Emotional intelligence indirectly affects organizational citizenship behavior through job satisfaction.

Data Collection and Analysis Procedure

The primary data for this study were brought together through the circulation of structured self-administered questionnaires to employees working in selected commercial banks in Nepal. Data analysis was carried out with SPSS version 27 for both descriptive and inferential analysis, and structural equation modeling was performed by means of AMOS to examine both direct and indirect relationships. Structural equation modeling supported the assessment of job satisfaction as a mediating variable between emotional intelligence and organizational citizenship behavior.

The demographic characteristics of 408 respondents comprised 58.6% male and 41.4% female respondents. In terms of age, the major group was 25 to 34 years (52.7%), trailed by 35 to 44 years (17.6%), 45 to 54 years (12.7%), 18 to 24 years (9.3%), and 55 to 64 years (7.6%). Regarding marital status, 55.9% were unmarried and 44.1% were married. As for education, 70.8% gained a master's degree while 29.2% had a bachelor's degree. Concerning work experience, 35% had 2–5 years, 30.6% had 6–10 years, 26.2% had 11–20 years, and 8.1% had over 20 years of experience. With respect to annual income, 55.9% earned above NPR 7,20,000, followed by 12.7% earning between NPR 2,40,001 – 3,60,000, 11.8% earning between NPR 4,80,001 – 6,00,000, 10% earning between NPR 6,00,001 – 7,20,000, 8.1% earning between NPR 3,60,001 – 4,80,000, and 1.5% earning between NPR 1,80,000 – 2,40,000. Position-wise, the distribution included 18.9% managers, 17.4% junior assistants, 16.2% assistants, 15.9% senior officers, 12.3% junior officers or management trainees, 9.1% senior assistants, 5.4% officers, 3.4% assistant managers, and 1.5% trainee assistants.

IV. Results and Discussion

Table 1 indicate that the measurement model demonstrates good reliability and validity, with all constructs showing average variance extracted (AVE) around or above the acceptable threshold of 0.50 and composite reliability (CR) above 0.80, supporting both convergent and discriminant validity. that the default model offers a reasonable fit to the data.

Table 1

Reliability and Validity Analysis

	CR	AVE	Mean (SD)
Emotional Intelligence	0.864	0.515	3.459 (0.852)
Job Satisfaction	0.933	0.517	3.541 (0.696)
Organizational Citizenship Behavior	0.933	0.501	3.499 (0.704)

The CMIN/DF ratio of 3.449 is beneath the suitable threshold of 5, signifying a good fit. RMSEA of 0.078 is within the recommended range which is below 0.08, suggesting a satisfactory fit. The CFI and TLI values of 0.793 and 0.782, respectively, are close to the ideal 0.90 or higher, supporting model adequacy. Although, proposed model does not fit the data as well as expected, these values suggest a suboptimal fit, it is important to acknowledge that model fit indices can vary depending on the intricacy of the model and the sample size (Hayes, 2018).

Emotional intelligence, the mean score of 3.459 suggests that, on average, respondents rated their emotional intelligence slightly above the neutral midpoint of the scale. The standard deviation of 0.852 indicates a moderate spread in responses, showing some variation in how different individuals perceive emotional intelligence. Similarly, job satisfaction has a mean of 3.541, indicating that respondents, on average, are slightly more satisfied than neutral. The relatively lower standard deviation of 0.696 shows less variation, meaning that most respondents have similar levels of satisfaction. Organizational citizenship behavior has a mean of 3.499, also reflecting an above-neutral rating, with a standard deviation of 0.704, signifying moderate variability in the responses.

Table 2 shows the analysis revealed that the relationship between EI and OCB is found to be statistically significant, with a coefficient value of 0.647, a t-value of 8.593, and a p-value of less than 0.001. This suggests that higher emotional intelligence is positively related with more frequent engagement in organizational citizenship behaviors.

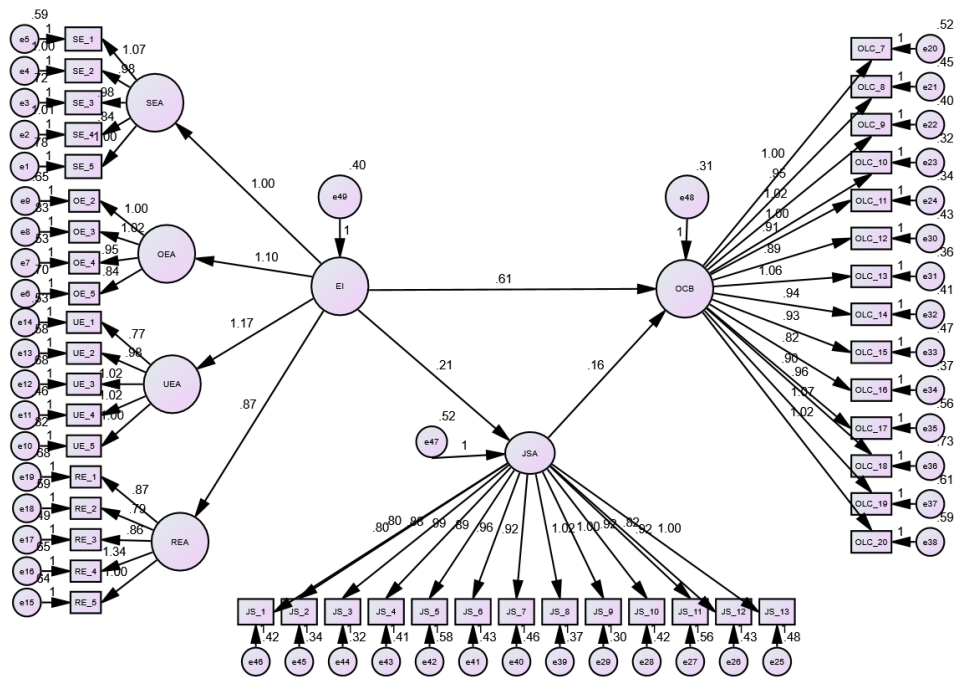
Table 2

Path Analysis

	Coeff.	T-Stats	P-Values	Result
Emotional Intelligence → OCB(H1)	0.647	8.593	<0.01	Significant
Emotional Intelligence → JS (H2)	0.045	0.595	0.552	Not Significant
JS → OCB (H3)	0.255	3.643	<0.01	Significant

Figure 2

Path Analysis



In Hypothesis 2, the link between EI and JS is not statistically significant, as specified by the low coefficient value of 0.045, a t-value of 0.595, and a p-value of 0.552, which is above the standard significance limit of 0.05. This implies that emotional intelligence does not have a meaningful impact on job satisfaction in this model. the relationship between JS and OCB presented in hypothesis 3, is significant, with a coefficient value of 0.255, a t-value of 3.643, and a p-value of less than 0.001, suggesting that soaring job satisfaction leads to increased engagement in organizational citizenship behaviors.

Table 3 shows the outcomes of the mediation analysis, reveals that JS fully mediates the association between EI and OCB.

Table 3

Mediation Analysis

	Total Effect	Direct Effect	Indirect Effect	95% CI		Result
				Lower	Upper	
Emotional Intelligence → Job Satisfaction → OCB(H4)	0.032	0.00	0.058	0.013	0.018	Significant

The total effect of EI on OCB is 0.032, indicating that emotional intelligence has some impact on organizational citizenship behavior, either directly or indirectly. The direct effect of EI on OCB is 0.00, suggesting that emotional intelligence does not directly influence OCB when job satisfaction is accounted for in the model.

The indirect effect, which represents the path through job satisfaction, is 0.058, showing that emotional intelligence positively influences OCB through its effect on job satisfaction. The 95% confidence interval for the indirect effect is lower bound 0.013 to upper bound 0.018 which does not include zero, indicating that this indirect effect is statistically significant. Since the direct effect is non-significant and the indirect effect is significant, we can conclude that job satisfaction fully mediates the relationship between emotional intelligence and organizational citizenship behavior.

Discussion

The results of this research study show that emotional intelligence has a strong positive influence on organizational citizenship behavior. This finding is consistent with previous studies (Turnipseed & Vandewaa, 2012; Ghewari & Pawar, 2021), which highlight that emotionally intelligent workforces are more to be expected to involve in cooperative, supportive, and voluntary behaviors that benefit their organizations. Unlike several earlier studies (Kinnary et al., 2023; Rizki et al., 2025), this study found no statistically significant direct relationship between EI and job satisfaction. This suggests that in the context of Nepalese commercial banks, emotional intelligence alone may not directly translate into higher satisfaction at work. This could be due to the high emotional demands, strict hierarchical structures, and stress inherent in the banking environment, where employees often face pressure to meet performance targets with limited autonomy or emotional support. Such contextual and structural factors may prevent employees from fully applying their emotional abilities to enhance their own satisfaction.

Despite the absence of a direct link, mediation analysis revealed that job satisfaction acts as a complete mediator in the connection between EI and OCB. In statistical terms, this means that even though EI does not directly increase job satisfaction, it still exerts an indirect influence on OCB through job satisfaction. This can occur because mediation analysis assesses the indirect pathway rather than the individual significance of each link. In practice, emotionally intelligent employees may use their emotional skills to build positive relationships, manage workplace challenges, and maintain a balanced emotional

state process that enhance satisfaction indirectly and motivate them to engage in extra-role behaviors that benefit the organization. In emotionally demanding sectors like banking, EI contributes to positive organizational behaviors not by directly enhancing satisfaction, but by developing the conditions that make employees more satisfied and engaged. This highlights the importance of creating a supportive and psychologically safe work environment where emotional competencies can translate into genuine satisfaction and productive behaviors.

V. Conclusion and Implications

This study examined the relationships between emotional intelligence, job satisfaction, and organizational citizenship behavior within Nepal's commercial banking sector. The results reveal that while EI does not directly influence job satisfaction, it indirectly affects organizational citizenship behavior through job satisfaction. In other words, employees with higher emotional intelligence may not necessarily feel more satisfied with their jobs, but their emotional abilities such as managing stress, understanding others' emotions, and maintaining positive interactions can still contribute indirectly to higher levels of OCB by shaping positive psychological experiences at work. Although emotional intelligence did not show a direct effect on job satisfaction, its indirect influence through other psychological mechanisms may still contribute to higher organizational citizenship behavior. As Hayes (2018) explains in the context of mediation models, such indirect relationships can be more impactful than direct effects, as they account for the influence of intermediate variables. The absence of a direct EI and JS relationship pinpoints the complex, context-dependent nature of EI in Nepalese banks. In environments characterized by high emotional demands, hierarchical structures, and stressful work conditions, the immediate impact of EI on job satisfaction may be limited. Instead, emotionally intelligent employees may leverage their EI to develop positive workplace behaviors indirectly, influencing outcomes like OCB, even if it does not directly enhance job satisfaction.

From a policy perspective, these insights hold relevance for both the NRB and the human resource departments of commercial banks. Banking regulators like the NRB could encourage policies that promote employee well-being and emotional competence as part of broader human resource and service quality frameworks. HR departments, in turn, should focus on integrating EI-based training programs, employee recognition systems, and supportive leadership practices to enhance satisfaction and cooperation among staff.

Implications

Theoretical Implications

The results of this research study offer fundamental theoretical insights, particularly when viewed through the lens of Social Exchange Theory (SET). Social Exchange Theory, initially developed by Homans (1958) and further expanded by Blau (1964), suggests that workplace behavior is influenced by reciprocal relationships between employees and the organization. According to SET, employees respond to organizational support with positive attitudes and behaviors, as they perceive these exchanges as part of a broader, mutually beneficial relationship. The results of this study extend SET by indicating that emotional intelligence (EI) indirectly enhances organizational citizenship behavior through job satisfaction. This suggests that employees with higher EI may perceive greater support and fairness from their organization, leading to increased satisfaction and a stronger willingness to contribute beyond their formal job roles.

From a theoretical standpoint, this study also offers implications for understanding different conceptualizations of emotional intelligence. Specifically, the findings align more closely with the Ability EI model, which views EI as a cluster of cognitive-emotional aptitude that allow individuals to differentiate, appreciate, and manage emotions efficiently in themselves and others. The results suggest that employees who can apply these emotional abilities are more likely to develop positive workplace attitudes and engage in prosocial behaviors. Future studies could further examine whether Trait EI, which emphasizes emotional self-

perceptions and personality-based attributes, yields similar or differing effects on job attitudes and behaviors.

Managerial Implications

To improve organizational outcomes, managers in commercial banks should implement emotional intelligence-based training programs as part of their human resource development strategies. These programs can prepare employees with the capabilities to better comprehend and bring about their emotions, building stronger interpersonal relationships and enhancing teamwork. In turn, this can lead to stirring job satisfaction and organizational citizenship behavior, both of which are crucial for promoting a positive organizational environment. In addition to EI training, banks should establish recognition and reward systems that acknowledge employees' contributions beyond their formal job responsibilities. By recognizing extra-role behaviors, organizations not only reinforce positive conduct but also enhance employees' sense of satisfaction and belonging, thereby promoting a more engaged and committed workforce.

It is essential for bank management to encourage emotionally intelligent leadership styles. Leaders who demonstrate empathy, effective communication, and an understanding of employees' emotional needs can create a supportive work environment that builds trust, motivation, and organizational commitment. Such leadership practices contribute significantly to the well-being of employees and, by extension, to the organization's success. Creating a positive and supportive organizational culture that emphasizes collaboration, open communication, and mutual respect can strengthen the relationship between EI, job satisfaction, and OCB. Managers should also remain cognizant of other factors, such as workload, employee recognition, and leadership behavior, which may influence the dynamics between EI and job satisfaction.

Limitations and Directions for Future Study

This study is focused exclusively on employees working in commercial banks within the Kathmandu Valley, limiting the generalizability of the findings to other regions or industries. As a result, the conclusions regarding emotional intelligence, organizational citizenship behavior, and job satisfaction may not be fully applicable to commercial banks in other geographical areas. This research study used a cross-sectional design, which directs that information were poised together at a single specific time period. This design confines the capacity to analyze changes or trends over an extended period, and future research could benefit from a longitudinal approach to better understand shifts in employee attitudes and behaviors over time. The relatively small sample size also restricts the depth of analysis, potentially overlooking various outlooks from employees inside the commercial banking sector. Therefore, it is endorsed that forthcoming studies involve a greater, more representative sample and consider expanding the scope to include commercial banks from other regions of Nepal.

While this research study provides valued perceptions, it is vital to admit several methodological restrictions. First, the model fit indices, specifically the CFI = 0.793 and TLI = 0.782, drop below the generally accepted threshold of 0.90, suggesting that the structural model may not fully capture the relationships between the studied variables. This indicates a need for further refinement of the model, perhaps by incorporating additional variables, reassessing the measurement model, or exploring alternative modeling techniques to improve fit. The geographical scope of the research study is within boundary of Kathmandu Valley, which may not fully characterize the understandings of employees in commercial banks throughout Nepal. Upcoming research could increase the geographical area to contain other provinces, providing a more comprehensive understanding of the dynamics in different cultural or economic contexts. The sampling technique used in this study, a non-probability purposive sampling method, too bounds the relevance of the conclusions. In the meantime participants were selected based on specific criteria, the results may not reflect the broader population of

employees in Nepalese commercial banks. Future studies could employ probability sampling methods to ensure a more representative sample and increase the external validity of the findings.

In terms of theoretical constructs, future research could consider incorporating additional variables that may influence job satisfaction and organizational citizenship behavior. Constructs such as workplace spirituality, employee workload, techno-stress, and the overall organizational environment could provide deeper insights into the factors affecting employees' attitudes and behaviors. It would be beneficial to include control variables such as tenure, education, and job level to account for individual differences. Moderating factors like perceived organizational support or leadership style could also be examined to identify its influence in the relationships between emotional intelligence, job satisfaction, and organizational citizenship behavior.

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