Leadership Styles as a Predictor of the Voluntary Work Behaviors of Bank Employees

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ABSTRACT

This study aims to expand the literature on Transformational Leadership (TL) and Job Satisfaction (JS) to explain Voluntary Work Behavior. Two important aspect of the quality of human resources that have significant implications on organizational performance are Organizational Citizenship Behavior (OCB) and Counterproductive Work Behavior (CWB). The mechanism to determine the moderation effect of emotional intelligence on the proposed theoretical model is also evaluated. The sample consist of 140 employees of PT Bank Syariah as a State-Owned Enterprise (SOE) in Malang. The results show that TL and JS contribute significantly to Voluntary Work Behavior. The findings show that TL can increase OCB, while in contrast it can reduce CWB. The result also show that job satisfaction mediated the relationship between TL and OCB. The effect of Emotional Intelligence as a moderating variable was also confirmed.

JEL Classification: M14, M54

Keywords: Emotional Intelligence, Job Satisfaction, Transformational Leadership, Voluntary Work Behavior

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INTRODUCTION

Competition in the organizations, especially in banking sector is a trend that need to be handled strategically by the players in the industry. The role of human resource department in banks is not limited to recruitment but also extend to providing training for the employees to create a competitive advantage. In other words, human resources have the competence to support competitive advantage in the industry (Yunus et al., 2010). The importance of Voluntary Work Behavior as an indicator of human resources quality has implications to organizational performance. Voluntary Work Behavior can be divided into Organizational Citizenship Behavior (OCB) and Counterproductive Work Behavior (CWB). OCB plays an important role to improve employees' and organization performance, thus the practitioners and academics will keeps searching for new constructs that have significant effect on OCB. Meanwhile, CWB is the behavior that identified as a destructive and harmful behavior both toward work colleagues and organizations (Spector & Fox, 2002).

Previous researchers examine OCB to improve individual and organizational performance (Maharani, Troena and Noermijati 2013; Chiang and Tsung 2012; Mallick et al., 2015). OCB has a potential to improve organizational efficiency by improving task performance and employee productivity (Organ, Podsakoff and MacKenzie 2006; Podsakoff et al., 2009), as a discretionary individual behavior without a direct or explicit formal reward system and in aggregate will increases the efficiency and effectiveness of organizational functions or activities. This mean that is a behavior is not included in work requirements or job descriptions, thus there are no penalties are given (Organ, Podsakoff and MacKenzie 2006). OCB has been identified to have negative relation with CWB as a harmful behavior to organization (Mekpor and Kwasi, 2017). This mean that employees cannot be involved in both behaviors simultaneously. Various actions that classified as CWB area such as late arrivals for work, long breaks, internet browsing during working hours, lack of cooperation, and sabotage (Brimecombe, Magnusenb and Bunds, 2014; Mekpor and Kwasi, 2017).

A factor that affects the emergence of Voluntary Work Behavior is leadership. Leadership has been documented to affect individual behavior in workplace (Humphrey, 2012). A good leader in an organization has the ability to motivate the employees to engage in the behaviors that bring positive results for their workplace as well as improving employee job satisfaction. Therefore, it is important to identify and understand the mechanisms that encourage individuals to become good leaders. Guay and Choi (2015), Mekpor and Kwasi (2017) and Thomas (2017) stated that transformational leadership can increase employees' OCB. On the other hand, Han et al. (2016) stated that leadership does not affect OCB directly. Hassi (2019) stated that transformational leadership has a direct effect on OCB. The inconsistency in the previous research results (Han et al., 2016) motivate researchers to investigate the mediating effect of job satisfaction on the relationship between transformational leadership and OCB. This study concerns to examine the extent of leadership process that affect employee involvement in organization through job satisfaction.

Existing research shows that employees' behavior towards organizations and their job is particularly affected by various variables. The four main variables that affect employees' behavior are individual job satisfaction, task characteristics, organizational characteristics, and leader behavior as the antecedents of OCB (Podsakoff et al., 2000). Moreover, leaders' behavior or leadership style in particular has been considered as a key to affect employee job satisfaction and Voluntary Work Behavior and established in empirical research as a universal principle (Puni, Ibrahim and Emmanuel, 2018; Edenat, 2018; Suliman and Hanan 2013; Cohen, Eli and Vashdi 2012).

Emotions is an aspect that cannot be avoided within the context of organization. Individuals may feel happy or proud for their fulfilment, or despair about their failure. Furthermore, they may show their emotions to people around them. Researchers have agreed that emotional expression has a potential effect on organizational behavior (Koning and Kleef, 2015). In fact, in workplace the way leaders and employees experience working and receiving benefits depends on their emotional intelligence (Winkel et al., 2011). Emotional intelligence facilitates people to learn about each other, and adapting to the workplace condition (Khalili, 2017). Previous studies have shown that emotional intelligence has a great effect on intra-behavioral and extra-role behaviors in workplace (Koning and Kleef, 2015; Khalili, 2017).Several studies have discussed the role of OCB in workplace (Chiang and Tsung, 2012; Maharani, Troena and Noermijati, 2013; Mallick et al., 2015), but few studies have discussed the relationship between Transformational Leadership and OCB, where the emotional intelligence as a moderator variable is included. Previous research (Pamala and Charles,

2016) stated that emotional intelligence affects transformational leadership. Whereas Kim and Kim (2017) stated that transformational leadership correlates with one's emotional intelligence.

This study examines the effect of Transformational Leadership on OCB and CWB, as well as the moderating role of Job Satisfaction and emotional intelligence on the effect of Transformational Leadership on OCB. This study contributes to the literature on leadership, employee job satisfaction, OCB, and employee emotional intelligence in various ways. First, this study contributes to the literature regarding the role of Transformational Leadership, Employee Job Satisfaction, and employee emotional intelligence in creating employee's OCB. Second, this research extends the previous research by theoretically incorporating emotional intelligence into Transformational Leadership, leadership theory.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Transformational Leadership

Transformational Leadership is defined as a leadership style that includes the organizational change to achieve the goals based on the changes in organizational conditions and situations. This leadership style will lead to a superior and best organizations performance in order to face the demands on innovation and changes both from the internal and external environment. A leader can transform his subordinates through four ways, which known as four I (Bass, 1996). Idealized Effect is implemented by giving examples to subordinates and acting as positive role models in terms of behavior, attitudes, achievements, and commitment.

Inspiration Motivation is the second I, that aims to motivate and inspire subordinates by clearly communicating the high expectations and challenges as well as expressing important goals in simple ways. Intellectual Stimulation seeks to create a conducive atmosphere for the development of innovation and creativity. Individualized Consideration is the special attention given by the leaders to the needs of each individual in order to encourage them to achieve goals and improving their capability, by acting as a coach mentor.

Job Satisfaction

Robbins and Timorthy (2011) argued that job satisfaction refers to the general attitude of individuals toward their work. A person with a high level of satisfaction indicates a positive attitude towards his work. Conversely, satisfied people to his job indicate a negative attitude towards his work. Crossman and Bassem (2003) defined job satisfaction as a positive emotion as a result from the comfortable feeling of each employee when carrying out their job.

Job satisfaction is the result of employee perceptions on how well is a person's job, providing everything that considered as a contribution through the results of their work. Job satisfaction can be interpreted as satisfied or dissatisfied feeling on the job done. Some indicators of employee job satisfaction are the job itself, payment system, promotion, supervisor, managers' attitude, supervisors' attitude, and coworkers' attitude (Luthans, 2011; Supriyanto, Ekowati and Maghfuroh, 2020).

Emotional Quotient (EQ)

Dipaolo & Caruso in Klemp (2005) defined Emotional Intelligence (EQ) as the ability to understand each other, building relationships and manage emotions both in thought and action. Davanlou (2005) defined Emotional Intelligence as the ability to act in a direction, think rationally, and deal with environment effectively.

Wong and Law (2002) divided EQ into four indicators: self-assessment, which refers to people's ability to understand their emotions and feelings as well as the ability to express their emotions and feeling naturally; emotional assessment of others, which refers to ability to see and understand emotions and feelings of those around them; emotional regulation refers to people's ability to control their own emotions and feelings; and the emotions usage refers to a person's ability to use and control their emotions and feelings while working.

Voluntary Work Behavior

The Voluntary Work Behavior is a behavior related with employee performance that consist of the job-related activities. Voluntary helping behaviors are supposed to involve a thoughtful planning activity by which a

volunteer looks for occasions to help others and require committed association over a substantial tim (Erdurmazli, 2019). This behavior is divided into two: first, helpful behavior is altruistic actions with a potential to improve an organization, which commonly known as OCB. Second, the behaviors with a potential to damage or harm, hurt colleagues or organizations, which known as CWB (Spector and Fox, 2002).

a. Organizational Citizenship Behavior

An important element behavior in organizations is extra role behavior or Organizational Citizenship Behavior. This behavior is expressed in form of conscious and voluntary willingness to work and contribute to organization (Organ, Podsakoff and MacKenzie, 2006). There are five main categories of OCB. Altruism refers to the work behavior of an individual who helps co-workers' problem. Conscientiousness is employee work behavior that shown through efficient usage of time and high attendance and compliance with organizational regulations.

Sportsmanship is employees work behavior with sporty and positive attitude in carrying out their duties and trying to avoid complaints. Courtesy is a behavior that shows a concern for involvement in corporate life, especially those related to behavior that alleviates problems related to work faced by others. Civic virtue is a behavior that shows voluntary participation and support for organizational functions both professionally and socially, and this awareness is an attitude of responsibility and constructive involvement in organizational processes, or work behavior of an employee in form of good organizational membership (Organ, 1997; Maharani Troena and Noermijati 2013)

b. Counterproductive Work Behaviors (CWB)

CWB can be categorized as a behavior deviation at workplace. It refers to employee actions with harming or endangering effect to the organization and the employees (Spector and Fox, 2002). Penney and Spector (2002) describe the concept as employees' behavior that harms an organization or organizational members such as theft, sabotage, slowness in work, wasting time, and spreading rumors.

Transformational Leadership and OCB

The relationship between Transformational Leadership and OCB refers to Robbinss and Timothy (2011) opinion who mentions that transformational leaders can inspire followers to go beyond their personal interests and can have a profound and extraordinary impact on followers. When leader support their employees, the employees will tend to reciprocate by showing appreciation through commitment in achieving organizational goals, which include being creative and innovative (Wah et al., 2018). Research related to Transformational Leadership and OCB has been carried out in previous research. Suliman and Hanan (2013), Maharani, Troena, and Noermijati (2013), Cohen, Eli, and Vashdi (2012), Guay and Choi (2015), Mekpor and Kwasi (2017) stated that Transformational Leadership could increase employees' OCB. Therefore, the hypothesis is formulated as follows:

Hypothesis 1: Transformational Leadership can increase employee's OCB.

Transformational Leadership and CWB

Newton (2010) argued that leaders' unintentional behavior can increase the likelihood of their employees' CWB, especially when employees feel that they are treated badly. A leader's behavior is also seen as an antecedent that generates negative emotions in their employees that lead to CWB. In relation to leadership style, transformational leaders can build a feeling of belonging in employees, especially with regard to individual considerations. Newton (2010) said that leaders and subordinates affect each other to the extent where they will be involved in voluntary behavior, especially CWB. Mekpor and Kwasi (2017) suggested that Transformational Leadership style has the ability to prevent employees from CWB actions. Therefore, the hypothesis is stated as follows.

Hypothesis 2: Transformational leadership can reduce employee's CWB.

Transformational Leadership, Job Satisfaction, and OCB

Robbins and Timothy (2011) stated that Transformational Leadership affects the extra role behavior, higher productivity, job satisfaction, and organizational effectiveness. Satisfied employees tend to help coworkers (Robbins (2006). Furthermore, Podsakoff et al. (2000) said that job satisfaction is predicted to increase employees' OCB. Job satisfaction is synonymous with always talking positively about the organization, helping colleagues. Besides being an important consequence of Transformational Leadership, job satisfaction has also been accepted as one of predictors of OCB (Mehta and Chalal, 2010; Zeinabadi 2010).

The empirical evidence shows that Transformational Leadership plays a significant role in employee job satisfaction (Bushra, Ahmad and Naveed, 2011; Ibraheem et al., 2011; Al-Hussami, 2008; Gercek, 2018) also found a positive relationship between transformational leadership behavior and organizations' outcomes, including OCB and job satisfaction. Therefore, the hypothesis is stated as follows.

Hypothesis 3: Job Satisfaction Mediates the Relationship of Transformational Leadership and OCB.

Transformational Leadership, Emotional Intelligence, and OCB

Khalili (2017) found that Transformational Leadership and emotional intelligence has a positive and significant effect on employee's OCB. Emotional Intelligence moderate the effect of Transformational Leadership on employee's OCB. Employees with high emotional intelligence have a better understanding of coworker's feelings than those who have low emotional intelligence (Abraham, 1999). Wong and Law (2002) stated that emotional intelligence is closely related to voluntary behavior outside the main task. Therefore, the hypothesis is stated as follows.

Hypothesis 4: Emotional Intelligence moderates the Relationship of Transformational Leadership and OCB.

RESEARCH METHODOLOGY

Variable Measurement

Data was collected using questionnaire with a five-points Likert scale, starting from 1 (one) which means strongly disagrees up to 5 which means strongly agree. This study uses 5 (five) variables, namely Transformational Leadership, Employee Job Satisfaction (EJS), Voluntary Work Behavior, which divided into OCB and CWB, and lastly Emotional Intelligence.

Transformational Leadership is measured using 4 (four) indicators (Bass, 1996), namely: Idealized Effect, Inspiration Motivation, Intellectual Stimulation, and Individualized Consideration. Employee Job Satisfaction is measured using the indicators of job itself: Payment system, Promotion, Supervisor Attitude, Supervisor, and Supervisors' and coworkers' attitude (Luthans, 2011; Supriyanto, Ekowati, and Maghfuroh, 2020)

Emotional intelligence is measured using 4 (four) indicators from Wong and Law (2002), namely self-assessment, emotional assessment of others, emotional regulation, and the use of emotions. OCB is measured by 5 (five) indicators from Ekowati et al. (2017), namely helping others, awareness as members of organization, discipline, kindness, and positive attitude. CWB is described as an disruptive act such as late arrivals for work, long breaks, internet browsing during working hours, lack of cooperation, and sabotage (Brimecombe, Magnusenb & Bunds, 2014; Mekpor and Kwasi (2017).

Population, Samples and Sampling Techniques

The population of this study is all employees of SOE Sharia banks in Malang, consisting of Bank Syariah Mandiri, BRI Syariah, BTN Syariah, and BNI Syariah totaling 436 employees. Proportional random sampling technique using Slovin formula is used to determine the sample number (Ferdinand, 2013). Therefore, the sample consist of all full-time employees in leadership position with a minimum tenure of 1 year in Islamic banks with state-owned status in Malang, totaling 140 employees.

Data Analysis Techniques

Descriptive statistical analysis is used to find out the frequency distribution of respondents' response from the research questionnaire and describe in depth the studied variables. . Data is analyzed using Partial Least Square (PLS), which is characterized as a technique suitable where the research purpose is a prediction or exploratory modeling. PLS is favored as a predictive technique and recommended at the early stage of theoretical development to test and validate exploratory models (Garson, 2016). Mediation test is conducted using the procedure developed by Sobel known as the Sobel test that is used by software Free Statistic Calculation for Sobel Test version 4.0 0 (Supriyanto, Ekowati, and Maghfuroh, 2020).

RESULTS

Test of Structural Models (Inner Model)

Predictive-relevance (Q2) testing of the Goodness of Fit structural model for inner model is used to measure the suitability of observation value generated by the model. Q2 is based on the coefficient of the determination of all dependent variables. The magnitude of Q2 has a range of $0 < Q2 < 1$, a value closer to 1 mean the model is better. The coefficient of endogenous variables is presented in Table 1.

Table 1 Goodness of Fit Test Results

Structural Model	Endogenous Variables	R-Square (R^2)
1	CWB (Y3)	0.091
2	OCB (Y2)	0.396
3	EJS (Y1)	0.260

The R^2 value of each endogenous variables are follows: a) Y1 variable has R^2 value of 0.260; b) Y2 variable has R^2 value of 0.396; and Y3 variable has R^2 value of 0.091

Predictive-relevance value is obtained by the formulation below:

$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) ... (1 - R_p^2)$
$Q^2 = 1 - (1–0.260)(1–0.396)(1-0.091)$
$Q^2 = 0.594$

The calculation results show a predictive-relevance value of 0.594 or 59.4%, thus the model has a relevant predictive value. The predictive-relevance value of 59.4% indicates that the data variance that can be explained by the model is 59.4%. The remaining 40.6% is explained by other variables (outside the model) and errors. It means that the PLS model proposed is quite good, as it can explain 59.4% of the overall information.

Hypothesis Testing Results (Inner Model)

Hypotheses testing and path coefficients show the direct effects of Transformational Leadership on Job Satisfaction, OCB, and CWB. The t-value of statistics is presented in Figure 2. Transformational Leadership has a significant effect on OCB with a path coefficient of 0.761 and t count value of 2.340>1.96. Thus, the study result supports H1. Transformational Leadership has a negative effect on CWB with a path coefficient of -0.302 and a t count value of 5.645>1.96. Therefore, the result of this study supports H2.

Transformational Leadership (TL) has a significant effect on Job Satisfaction (JS) with a path coefficient of 0.245 and a t count value of 3.673>1.96. This shows that JS has a significant effect on OCB with a path coefficient of 0.330 and a t count value of 7.590>1.96. Because the path of TL to JS is significant, and path of JS to OCB is significant, it needs the Sobel test to know the JS path coefficient as a mediation variable. The Sobel test value was 3.659>1.96 and p-value was 0.000<0.05. It can be concluded that JS is a mediation variable. The study results support H3. The overall results are shown in Figure 1.
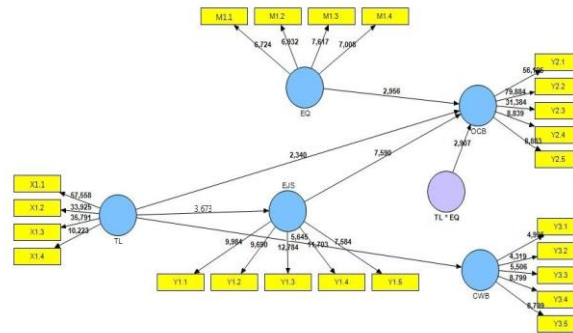
Figure 1 The Final Model

The moderation effects test is conducted by looking at the effect of variables' interaction between TL multiplied by Emotional intelligence variable on OCB. The PLS test results show that the t count value for the interaction of TL*EQ on OCB is 2.907>1.96. It shows that Emotional Intelligence moderates the effect of TL on OCB.

DISCUSSIONS

The inner model of path analysis model shows that TL has a significant effect on OCB. The research results are consistent with Suliman and Hanan (2013) who find that Transformational Leadership can increase OCB. This study results are supported by Maharani, Troena, and Noermijati (2013), who find that Transformational Leadership has a significant positive effect on OCB, Cohen, Eli, and Vashdi (2012), Guay and Choi (2015) and Mekpor and Kwasi (2017) who find that leadership can improve employee work behavior as measured by mutual helping behavior (OCB). The findings are consistent with Johnson (1997) in Nawawi (2003) that transformational leadership seeks to create a family atmosphere among the subordinates, protecting each other, and supporting each other to actualize a favorable vision.

Transformational leadership has the capacity to encourage the employees to show OCB, especially in Islamic banks. This employee perception implies that, generally, leadership in Islamic banking is considered as a way to create a conducive work environment which ultimately encourages employees to increase their extra role performance. This can also explain why most job seekers tend to move to Islamic banks. Leadership behavior will significantly affect OCB if subordinates have confidence in their ability to complete their work. This can be explained from the essence of leadership behavior.

Bass (1996) stated that a leader who behaves based on a relationship orientation will encourage followers to do something more than expected with the charisma, inspiration, intellectual stimulation, and individualized consideration they have. The subordinates' perceptions of self-efficacy and development potential are enhanced by leader. Therefore, this study shows that subordinates' ability to complete their work is also affected by leader behavior. The cognitive process still plays an important role , which serves as a factor to allows people to view the behavior with certain concepts and conclude the relationship between events.

The inner model of the path analysis model shows that transformational leadership has a negative effect on CWB. This clearly shows that employees under transformational leaders tend to not be involved in CWB. The research results are consistent with Mekpor and Kwasi (2017) who find that Transformational Leadership negatively correlated with the CWB of bank employees. The transformational leadership style is a negative predictor of CWB to indicate that managers or leaders who intend to reduce the incidence of counterproductive behavior must be more involved in transformational leadership behavior.

Newton (2010) argued that unintentional behavior of leaders can increase the likelihood of their employee's CWB, especially when employees feel treated badly. Leaders' behavior also seen as an antecedent to generate the negative employees' emotions which could lead to CWB. The results are consistent with Kouzes and Robbins and Timorthy (2011) who find that trust has become an increasingly important aspect for leadership issue in several organizations. Trust is the primary attribute associated with leadership, when trust is broken, this damage can cause unwanted effects. Followers who trust their leader will be sensitive to leader actions, believing that their rights and interests are not appropriated. People who want to follow someone voluntarily

will do something more than expected. At first they want to ensure that the leader can be trusted. Subordinate's trust to leaders will have an effect on employees' behavior.

The effect of Transformational Leadership on job satisfaction can be seen from the research results of previous research. Fernando, Navas and Morales (2007) shows that Transformational Leadership can improve employee job satisfaction. Ibraheem et al. (2011) and Bushra, Ahmad and Naveed (2011) argued that Transformational Leadership positively correlated with job satisfaction. This is consistent with Gibson, Ivancevich and Donnelly (2012)who states that individuals may assess whether their leaders is effective or not based on the satisfaction they receive from their total experience, and in reality, accepting orders or requests from leaders is based on the expectations, the pleasant response leads to good results.

Transformational leadership also implements intellectual stimulation to challenge the values, beliefs and mindset of subordinates by encouraging followers to rethink the way of work and encourage them to try new creative approaches to work (Bass et al., 2003). The most important is, Transformational Leadership also pays attention to their higher order needs and encouraging them to do more responsibility to develop their full potential (Kark, Shamir, and Chen, 2003). The field results also reinforces the opinion of Pamala and Charles (2016) who mentions that one's leadership is considered effective if they can inspire its subordinates to work together, act to achieve organizational goals and in doing so, those who lead will experience a process of developing leadership and someday they will become leaders.

These findings support the opinion of Robbins and Timorthy (2011) that employees who are satisfied with a leadership style, will most likely to talk positively about the organization, help colleagues, and make sure that their performance exceed the average estimates, moreover, a satisfied employees are more obedient to the call of job duty, because they want to replicate their positive experiences. Furthermore, Podsakoff et al. (2000) said that job satisfaction is predicted to increase employee's OCB. Job satisfaction is synonymous with always talking positively about the organization and helping colleagues. Therefore, job satisfaction is positively correlated with OCB (Robbins and Timothy, 2011).

The research results explain that an employee is required to have emotional intelligence to improve task performance. This is consistent with Khalili (2017) who mentions that the implementation of Transformational Leadership toward employees with good emotional intelligence will increase their willingness to be involved in OCB. The field findings show that Transformational Leadership can increase OCB as characterized by employees willingness to perform tasks more than specified, be more responsible to work, help others in their duties, and pay attention to coworkers at work, both personally and professionally (Babcock-Roberson and Strickland, 2010; MacKenzie, Podsakoff and Rich, 2001). This shows that a leader must pay attention to his own leadership style in order to involve employees in OCB.

The findings indicate that employees with high emotional intelligence have a stronger willingness to engage in mutual helping behavior; and employees with high emotional intelligence can understand feelings of their colleagues better, thus as a result, transformational leaders have a positive impact on employee's OCB. These study findings contain 4 (four) important points to be discussed. First, Transformational Leadership has an effect on OCB. Second, Transformational Leadership has a negative effect on CWB. Third, Job satisfaction mediates the effect of Transformational Leadership on OCB. Fourth, Emotional Intelligence moderates the effect of Transformational Leadership on OCB.

The findings indicate that managers with transformational leadership styles are more likely to manage the employees' skills, while employees with higher emotional intelligence can create positive relationships with coworkers. Therefore, banks must recruit managers with transformational leadership styles and find employees who have excellent emotional intelligence to make it easier for them to persuade the employees to involve in activities that aims to achieve company goals. In addition, special training programs must be developed in relation with leadership and intelligence training.

The design of this study cannot completely eliminate the possibility of Common Method Bias, because all data is collected through self-report with the possibility of the data collected is affected by social desirability responses. It means that the answers provided by the respondents are considered as socially appropriate, but it is not necessarily reflect the actual situation.

The result of questionnaires with a Likert scale are sometimes difficult to provide detailed information on the reason for someone to do Voluntary Work Behavior. Future research should adopt a mixed questionnaire to get more in-depth answers. Future research can explore the effects of transformational and transactional

leadership styles on employee voluntary behavior and the mediating role of leader's emotional intelligence. Future research should prioritize to use different moderation variables to enrich the scope of study.

CONCLUSIONS

This study examines the relationship between Transformational Leadership, emotional intelligence and OCB at Islamic banking in Indonesia, which is a developing country. The previous empirical studies have examined the relationship of Transformational Leadership and emotional intelligence on OCB in developed countries. There is a limited evidence to suggest that a research which examines the moderation effect of emotional intelligence on the relationship of Transformational Leadership and OCB has been conducted in developing countries setting. This study shows that Transformational Leadership and employees' emotional intelligence are exceptionally important factors in managing the human resources. This study results emphasize that leader behavior in terms of transformational leadership and employee emotional intelligence should be used and managed optimally to ensure the better organizational outcomes. Transformational leadership style and employee emotional intelligence are two conditions that can contribute to business goals. It is very important to develop and implement a transformational leadership style to increase OCB in an organization.

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