

Emotional Intelligence and Job Satisfaction as Predictors of Organizational Citizenship Behavior

Muhammad Rizki

STIE Pembangunan Tanjungpinang; Tanjungpinang, Indonesia

E-Mail: m.rizki@stie-pembangunan.ac.id

Dila Fitriani

STIE Pembangunan Tanjungpinang; Tanjungpinang, Indonesia

E-Mail: fitrianidila31@gmail.com

Daeylen Beby

STIE Pembangunan Tanjungpinang; Tanjungpinang, Indonesia

E-Mail: daeylenbeby1126@gmail.com

Nurul Utami

STIKes Tengku Maharatu; Pekanbaru, Indonesia

E-Mail: nurulutami04@gmail.com

Rifqah Salsabila

STIKes Tengku Maharatu; Pekanbaru, Indonesia

E-Mail: rifqahsalsa1374@gmail.com

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ABSTRACT

Organizational citizenship behavior (OCB) of health workers is very important in improving the effectiveness and efficiency of services in health centers in a region. However, the reality in the health centers in the region shows that not all health workers consistently show strong OCB. This study also aims to determine whether there is an influence of emotional intelligence and job satisfaction on the OCB of health workers in the health centers in the region. This study uses a quantitative methodology. Primary data were then collected through the use of a questionnaire instrument. The population of this study consisted of 60 health workers working in the health centers in the region. The total sampling technique was also used because the population was below 100; as a result, the sample size for this study was 60. The findings of this study indicate a significant positive influence of emotional intelligence on OCB. Furthermore, job satisfaction was also found to have several significant positive influences on OCB. In the end, emotional intelligence and job satisfaction simultaneously showed a significant positive influence on OCB.

Keywords: Emotional Intelligence, Health Center, Healthcare Workers, Job Satisfaction, OCB

ABSTRAK

Perilaku kewarganegaraan organisasi (OCB) petugas kesehatan sangat penting dalam meningkatkan efektivitas dan efisiensi layanan di Puskesmas yang berada di suatu daerah. Namun, kenyataan di Puskesmas daerah tersebut menunjukkan bahwa tidak semua petugas kesehatan secara konsisten menunjukkan OCB yang kuat. Penelitian ini juga bertujuan untuk mengetahui bahwa terdapat pengaruh kecerdasan emosional dan kepuasan kerja terhadap OCB petugas kesehatan di Puskesmas daerah tersebut. Penelitian ini menggunakan metodologi kuantitatif. Data primer kemudian dikumpulkan melalui penggunaan instrumen kuesioner. Populasi penelitian ini terdiri dari 60 petugas kesehatan yang bekerja di Puskesmas daerah tersebut. Teknik total sampling juga digunakan karena populasinya di bawah 100 akibatnya, ukuran sampel untuk penelitian ini adalah 60. Temuan penelitian ini menunjukkan pengaruh positif yang signifikan dari kecerdasan

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emosional terhadap OCB. Untuk lebih lanjut, kepuasan kerja juga ditemukan memiliki beberapa pengaruh positif yang signifikan terhadap OCB. Hingga pada akhirnya, kecerdasan emosional dan kepuasan kerja secara bersamaan menunjukkan pengaruh positif yang signifikan terhadap OCB.

Kata kunci: Kecerdasan Emosional, Puskesmas, Tenaga Kesehatan, Kepuasan Kerja, OCB

INTRODUCTION

Established in 2014, the Sei Lekop Community Health Center in Bintan Regency has been continuously striving to enhance the quality of its services. As one of the primary healthcare facilities in the region, Sei Lekop Community Health Center faces various challenges in delivering optimal healthcare services to the community. Amidst increasingly complex work demands and the necessity for comprehensive healthcare provision, healthcare workers' organizational citizenship behavior (OCB) emerges as a crucial factor capable of improving service effectiveness and efficiency. OCB can be defined as diverse forms of cooperation and prosocial behavior that support the social and psychological context of an organization (McShane & Von Glinow, 2018). OCB is vital for the advancement of an organization, wherein employees not only execute their assigned tasks and responsibilities but also engage in actions beyond their superiors' expectations to benefit the organization as a whole (Kumaria & Thapliyal, 2017). However, the reality at Sei Lekop Community Health Center indicates that not all healthcare workers consistently demonstrate strong OCB. This is evidenced by healthcare personnel arriving late or being absent without clear justification, increasing the workload for their colleagues on duty. Furthermore, preliminary interview data suggest a lack of mutual assistance among healthcare professionals within the health center environment, primarily focusing on routine tasks. Interestingly, a stronger sense of collaboration appears to manifest when they are outside the facility.

Sengkey et al. (2018), Ozluk and Baykal (2020), Sholikhah and Frianto (2022), and Hermawan et al. (2024) stated that OCB exhibited by an employee can be influenced by job satisfaction. At the Sei Lekop Community Health Center, healthcare personnel arriving late or absent without a clear justification are still observed. Tardiness and absenteeism themselves constitute aspects of counterproductive work behavior, which can be indicative of low job satisfaction (Robbins & Judge, 2017; Rinaldi & Riyanto, 2021). Masruroh and Himam (2014) and Sandora and Yasni (2024) OCB can also be affected by emotional intelligence. According to Barza and Arianti (2019) a key characteristic of an employee with high emotional intelligence is their willingness to assist colleagues facing difficulties. However, as highlighted in the preliminary interview data, there is a lack of consistency in mutual helping behaviors among the healthcare professionals at the Sei Lekop Community Health Center. This research is crucial for identifying potential interventions to enhance the OCB of healthcare professionals at community health centers, notably the Sei Lekop Community Health Center. Moreover, research examining the variables of OCB, job satisfaction, and emotional intelligence within community health centers remains relatively limited. Therefore, the findings of this study are anticipated to serve as a foundation for developing more effective policies in managing healthcare workers within these primary healthcare facilities.

Sengkey et al. (2018), Ozluk and Baykal (2020), Sholikhah and Frianto (2022), and Hermawan et al. (2024) have found that job satisfaction and Masruroh and Himam (2014) and Sandora and Yasni (2024) showed that Organizational Citizenship Behavior (OCB) is influenced by emotional intelligence, but there is still a research gap related to the implementation of these variables in the context of community health service centers. The majority of previous studies have focused more on the education, banking, or private sector sectors, and have not specifically explored the dynamics of OCB in health workers in health centers, which have unique work environment characteristics and task pressures. In addition, the phenomenon of lateness and absence without clear reasons that still occur at the Sei Lekop Health Center indicates counterproductive work behavior that can reflect

low job satisfaction (Robbins & Judge, 2017; Rinaldi & Riyanto, 2021). However, there has been no empirical study linking this counterproductive behavior with the level of OCB and emotional intelligence in health workers in community health centers. The study aims to determine whether there is an influence of emotional intelligence and job satisfaction on the OCB of health workers in the regional community health center.

LITERATURE REVIEW & RESEARCH DEVELOPMENT

Emotional Intelligence on Organizational Citizenship Behavior (OCB)

Emotional intelligence plays a significant role in influencing how individuals interact and contribute within an organizational environment. Alifuddin and Widodo (2021) describes emotional intelligence as the ability to accurately perceive emotions, interpret their relational implications, and effectively manage emotional responses. Robbins and Judge (2017) and Rinaldi and Riyanto (2021) also define it as the ability to recognize and regulate emotional signals in oneself and others. Masrurroh and Himam (2014) expand on this by emphasizing the capacity to not only understand but also manage these emotional experiences, using them to shape behaviors to improve performance. McShane and Von Glinow (2018) offer a comprehensive view, defining emotional intelligence as a set of skills that involve recognizing, understanding, and regulating emotions in both personal and social contexts.

By synthesizing these perspectives, emotional intelligence can be understood as an individual's ability to identify, express, and manage emotions, both internally and in relation to others. Individuals with high emotional intelligence tend to demonstrate better interpersonal interactions, stronger communication, and more effective conflict resolution skills, especially in team-oriented environments (Viko, & Kelechi, 2020; Almahdali et al., 2021). These abilities are especially important in healthcare settings, where collaboration and emotional sensitivity are essential to service quality and team cohesion. The link between emotional intelligence and Organizational Citizenship Behavior (OCB) has been supported by several studies. Chehrazi et al. (2014) showed that emotional intelligence significantly influenced the OCB of public transportation employees in Iran. Similarly, Mutamadra and Claudia (2024) found a strong positive effect of emotional intelligence on the OCB of staff in an Indonesian electricity provider company. Santa et al. (2023) also noted that individuals with high emotional intelligence tend to support organizational goals more effectively.

H1: Emotional intelligence has a significant effect on organizational citizenship behavior.

Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction is a fundamental aspect influencing employee behavior and organizational outcomes. According to McShane and Von Glinow (2018), it refers to an individual's evaluation of their job and work environment, which can evoke either positive or negative emotional responses. Black et al. (2019) define it as a favorable emotional condition from one's job appraisal. Riggio (2018) adds that it involves both positive and negative attitudes toward work. Synthesizing these views, job satisfaction is the emotional state shaped by an employee's overall assessment of job elements. The more positively an individual views their job, the greater their satisfaction (Rizki et al., 2022).

Guslina et al. (2025) found high job satisfaction is often linked to improved performance, stronger organizational commitment, and lower turnover intentions (Prayuda, 2019; Fahrosa et al., 2025). These outcomes are crucial in healthcare settings requiring sustained quality service. Satisfied employees are more likely to exhibit Organizational Citizenship Behavior (OCB)—voluntary actions beyond formal duties. OCB is essential and should be inherent in employees as positive actions drive performance and benefit the organization (Dude et al., 2023). As employees' citizenship behaviors increase, so does the organization's effectiveness (Ozluk & Baykal, 2020). Empirical studies confirm this. Sengkey et al. (2018) found job satisfaction significantly

affects OCB among civil servants. Sholikhah and Frianto (2022) observed the same in retail. Dubey et al. (2023) stress that high job satisfaction cultivates willingness to go beyond assigned roles.

H2: Job satisfaction has a significant effect on organizational citizenship behavior.

The Joint Influence of Emotional Intelligence and Job Satisfaction

Organizational Citizenship Behavior (OCB) encompasses voluntary employee actions that support organizational functioning without direct recognition or reward (McShane & Von Glinow, 2018; Riggio, 2018; Kinicki, 2021). These behaviors—such as helping colleagues, being punctual, and demonstrating loyalty—are essential to workplace effectiveness and sustained performance (Ozluk & Baykal, 2020; Dude et al., 2023). Experts define OCB in a variety of ways, such as McShane and Von Glinow (2018) describe it as cooperative and prosocial behaviors that enhance the social context of the organization; Riggio (2018) sees it as a discretionary act that helps achieve goals; Kinicki (2021) and Ajis et al. (2021) emphasize the informal nature and their contribution to success. As such, OCB reflects voluntary efforts beyond formal duties, benefiting the organization without expecting compensation.

Two psychological constructs—emotional intelligence and job satisfaction—consistently predict OCB. Emotional intelligence is the ability to recognize, understand, and manage emotions (Masruroh & Himam, 2014; Robbins & Judge, 2017; McShane & Von Glinow, 2018). Individuals with high emotional intelligence demonstrate better communication, collaboration, and organizational commitment (Viko & Kelechi, 2020; Almahdali et al., 2021; Santa et al., 2023). Studies from Chehrazi et al. (2014), Mutamadra and Claudia (2024) validate this across sectors. McShane and Von Glinow (2018), Riggio (2018) and Black et al. (2019) job satisfaction, a positive emotional state from evaluating one's job, Rizki et al. (2022), Guslina et al. (2025) and Fahrosa et al. (2025) fosters greater commitment and OCB. Its influence is confirmed in diverse contexts (Sengkey et al., 2018; Sholikhah & Frianto, 2022; Dubey et al., 2023). Supporting this dual effect, Masruroh and Himam (2014) found both variables significantly predict OCB among nurses ($F = 15.314$, $p < .05$; $R^2 = .244$).

H3: Emotional intelligence and job satisfaction simultaneously have a significant effect on organizational citizenship behavior (OCB).

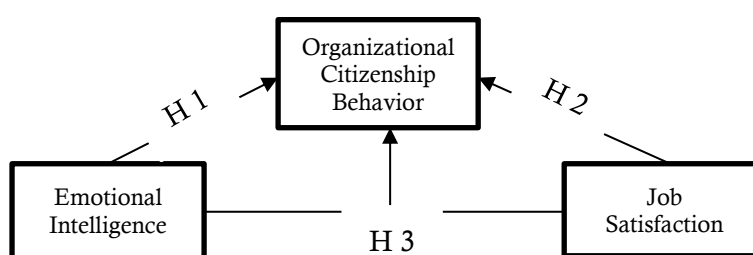


Figure 1. Conceptual Framework

The Figure 1 illustrates a conceptual framework that examines the influence of emotional intelligence and job satisfaction on organizational citizenship behavior (OCB). In this model, Hypothesis 1 posits a direct relationship between emotional intelligence and OCB, suggesting that higher emotional intelligence leads to increased citizenship behavior within an organization. Hypothesis 2 proposes a similar direct relationship between job satisfaction and OCB, indicating that employees who are more satisfied with their jobs are more likely to engage in behaviors that benefit the organization beyond their formal job requirements. Hypothesis 3 represents the combined or simultaneous effect of emotional intelligence and job satisfaction on OCB, implying that the two variables together significantly influence employees' organizational citizenship behavior. This

framework provides a foundation for testing how individual psychological and attitudinal factors contribute to voluntary and beneficial behaviors in the workplace.

RESEARCH METHOD

This study applied a quantitative research design to examine the influence of emotional intelligence and job satisfaction on organizational citizenship behavior (OCB) among healthcare workers. Primary data were gathered using a structured questionnaire based on a 5-point Likert scale, ranging from strongly disagree to strongly agree (Indrawati, 2015). The questionnaire was designed based on the operational definitions of each variable: emotional intelligence (self-awareness, self-management, social awareness, and relationship management) as outlined by Alifuddin and Widodo (2021) job satisfaction (work itself, pay, promotional opportunities, supervision, coworkers) based on Black et al. (2019) and OCB (altruism, conscientiousness, civic virtue, courtesy, sportsmanship) as defined by Avey et al. (2008) and Luthans et al. (2021).

This study involved 60 healthcare professionals at the Sei Lekop Community Health Center, selected using a total sampling technique due to the population being under 100 (Syahroni, 2022). Of 48 questionnaire items, 47 were valid with $r > 0.3610$; one job satisfaction item was excluded. Reliability was confirmed with Cronbach's Alpha scores above 0.70: emotional intelligence (0.936), job satisfaction (0.955), and OCB (0.920) (Pallant, 2016). Normality testing using the Kolmogorov-Smirnov method showed the data were normally distributed. Sig. value of 0.200 ($p > 0.05$), indicating a normal distribution. This result was supported by visual inspections using a bell-shaped histogram and a P-P plot displaying points closely aligned to the diagonal line. Heteroscedasticity and multicollinearity tests were also conducted to ensure the accuracy of regression analysis outcomes. The data were analyzed using SPSS version 25 software. Multiple linear regression analysis was employed to test the effects of the independent variables emotional intelligence and job satisfaction on the dependent variable, OCB. The Sei Lekop Community Health Center, founded in 2014, faces challenges in staff OCB, including tardiness and low collaboration. Masruroh and Himam (2014), Barza and Arianti (2019), and Hermawan et al. (2024) emotional intelligence and job satisfaction have been shown to influence OCB, underscoring the need for this study to inform healthcare management strategies. The questionnaire employed a 5-point Likert scale and Indrawati, (2015) and Aprianto (2021) was developed based on clearly defined operational variables relevant to emotional intelligence, job satisfaction, and OCB.

Emotional intelligence in this study is measured through four indicators: self-awareness, self-management, social awareness, and relationship management. Job satisfaction is assessed based on five aspects such as the nature of the work itself, pay, opportunities for promotion, supervision quality, and relationships with coworkers. Meanwhile, Organizational Citizenship Behavior (OCB) is evaluated using five dimensions: altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. The operational definition in this study is based on the established theoretical framework. Emotional intelligence is measured through four indicators: self-awareness, self-management, social awareness, and relationship management. Job satisfaction is assessed using five dimensions: the nature of the work itself, salary, promotion opportunities, supervision, and relationships with coworkers (Black et al., 2019). Organizational Citizenship Behavior (OCB) is evaluated based on altruism, conscientiousness, civic virtue, politeness, and sportsmanship (Avey et al., 2008; Luthans et al., 2021). These indicators form the basis of the questionnaire used to comprehensively measure each variable.

RESULTS

This study involved 60 healthcare professionals from the Sei Lekop Community Health Center and utilized a quantitative design with valid and reliable instruments. Multiple linear regression analysis revealed that both emotional intelligence and job satisfaction have a significant positive effect on Organizational Citizenship Behavior

(OCB). Emotional intelligence, measured through self-awareness, self-management, social awareness, and relationship management, and job satisfaction, assessed via work itself, pay, promotion, supervision, and coworkers, significantly influence OCB dimensions such as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. Data met all assumptions for normality, reliability, and absence of multicollinearity. These findings highlight the critical roles of emotional and psychological factors in shaping positive workplace behaviors. The results support prior research and suggest the need for emotional intelligence training and improved compensation systems to enhance staff commitment and voluntary behavior at the Sei Lekop Health Center.

The total respondents of this research is 60. In terms of gender, out of the 60 total respondents, 6 respondents were male, and 54 were female.

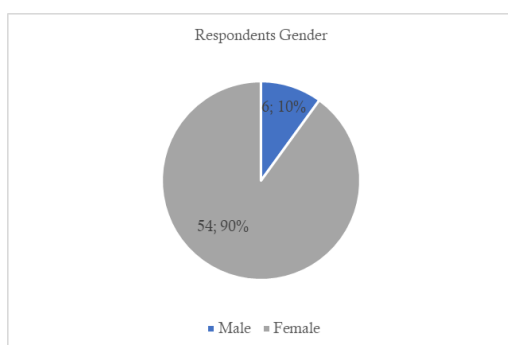


Figure 2. Respondents Gender

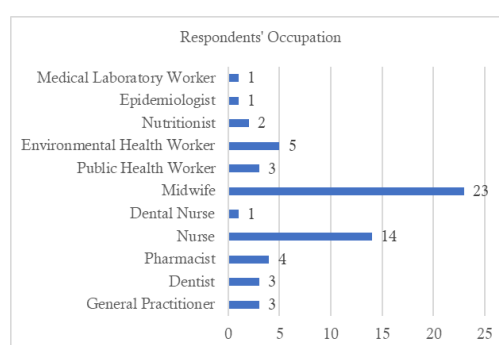


Figure 3. Respondents Occupation

Based on Figure 2 and 3, the demographic data of the respondents can be described based on gender and occupation. The pie chart illustrates that the majority of respondents at the Sei Lekop Community Health Center are female. Out of 60 healthcare workers, 54 (90%) are female, while only 6 (10%) are male. This highlights a gender imbalance, with women dominating the healthcare workforce at this facility. Regarding occupational distribution, the bar chart shows a wide range of healthcare roles among the respondents. The largest group consists of midwives, totaling 23 individuals, followed by nurses with 14 respondents. Pharmacists make up 4 of the total, while public health workers and dentists each account for 3. Environmental health workers are represented by 5 respondents. Meanwhile, only 1 respondent each is categorized as a medical laboratory worker, epidemiologist, and dental nurse. Lastly, there are 3 general practitioners included in the sample. This diversity reflects the multidisciplinary nature of the health center's workforce, with midwives and nurses playing the most prominent roles.

Furthermore, in terms of work, out of a total of 60 respondents, 3 worked as general practitioners, 3 as dentists, 4 as pharmacists, 14 as nurses, 1 as dental nurses, 23 as midwives, 3 as public health workers, 5 as environmental health workers, 2 as nutritionists, 1 as epidemiologists, and 1 as medical laboratory workers. The validity and reliability tests were conducted by distributing questionnaires to 30 participants. There are a total of 48 items, 18 of which measure emotional intelligence, 15 of which measure job satisfaction, and 15 of which measure OCB. 1 item from job satisfaction was invalid, while 47 items were valid since the r value was larger than 0.3610. Thus, this research proceeded by using the 47 valid items. Next, the reliability test was conducted by measuring the Cronbach's Alpha, where the results showed that the questionnaires for each variable are considered reliable because the Cronbach's Alpha scores are all larger than 0.70 (Pallant, 2016). The Cronbach's Alpha for emotional intelligence is 0.936, job satisfaction is 0.955, and OCB is 0.920. Prior to hypothesis testing, three classical assumption tests were conducted the normality test, the heteroscedasticity test, and the multicollinearity test. The normality of the data was assessed using the Kolmogorov-

Smirnov test, which yielded an Asymp. Sig. value of 0.200 ($p > 0.05$, indicating that the data were normally distributed.

Table 1. Kolmogorov-Smirnov Test

Parameter			Unstd Residual
N			60
Normal Parameters ^{a,b}	Mean		0.0000000
	Std. Deviation		4.82961192
Most Extreme Differences	Absolute		0.097
	Positive		0.073
	Negative		-0.097
Test Statistic			0.097
Asymp. Sig. (2-tailed) ^c			0.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		0.172
	99% Confidence Interval	Lower Bound	0.162
		Upper Bound	0.181

The Kolmogorov-Smirnov (K-S) test results presented in Table 1 assess the normality of the unstandardized residuals from a regression analysis involving 60 observations. The test statistic (D) is 0.097, with an associated asymptotic significance (2-tailed) value of 0.200. Since this p-value exceeds the conventional alpha level of 0.05, we fail to reject the null hypothesis, indicating that the residuals do not significantly deviate from a normal distribution. Additionally, the Monte Carlo significance (2-tailed) is 0.172, with a 99% confidence interval ranging from 0.162 to 0.181, further supporting the conclusion of normality. These findings suggest that the assumption of normally distributed residuals is satisfied, validating the use of parametric tests in subsequent analyses.

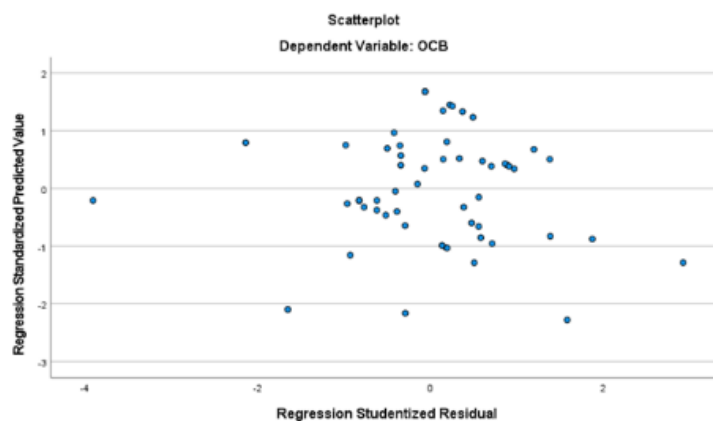


Figure 5. Scatter Plot

Figure 5 shows the result of heteroskedasticity test where the dots are scattered below and above zero axis, thus, suggesting the absence of heteroskedasticity in the data.

Table 2. Regression Coefficients

Variable	Unstd.Coeff.B	Unstd.Coeff Std. Error	Std.Coeff.Beta	t	Sig.	Tolerance	VIF
(Constant)	18.867	5.012		3.764	0.000		
Emotional Intelligence	0.332	0.075	0.448	4.437	0.000	0.680	1.471
Job Satisfaction	0.378	0.089	0.430	4.261	0.000	0.680	1.471

The regression analysis results presented on the Table 2 indicate that both emotional intelligence and job satisfaction significantly and positively influence Organizational Citizenship Behavior (OCB) among employees. Specifically, the unstandardized

coefficients are 0.332 for emotional intelligence and 0.378 for job satisfaction, with corresponding t-values of 4.437 and 4.261, respectively, both significant at $p < 0.001$. These findings suggest that enhancements in emotional intelligence and job satisfaction are associated with increased OCB. The analysis also reports tolerance values of 0.680 and Variance Inflation Factor (VIF) values of 1.471 for both predictors, indicating no multicollinearity issues. This means that emotional intelligence and job satisfaction independently contribute to OCB without overlapping effects. These results align with prior research demonstrating the positive impact of emotional intelligence and job satisfaction on OCB. For instance, a study found that emotional intelligence significantly affects organizational citizenship behavior, emphasizing the role of emotional intelligence in fostering positive workplace behaviors. Similarly, job satisfaction has been shown to predict various dimensions of OCB, including altruism and conscientiousness

Based on Table 3 above, the regression equation of this research is as follows:

$$\text{OCB} = 18.867 + 0.332\text{Emotional Intelligence} + 0.378\text{Job Satisfaction} + e.$$

Table 3. Partial Hypothesis Testing

Hypothesis	Variables	t-value	p-value	Description
H1	Emotional Intelligence → OCB	4.437	0.000	H1 Accepted
H2	Job Satisfaction → OCB	4.261	0.000	H2 Accepted
H3	Emotional Intelligence, Job Satisfaction → OCB	43.584	0.000	H3 Accepted

Based on Table 3, it can be seen that emotional intelligence affects the OCB of healthcare workers at the Sei Lekop Health Center with a value of $t = 4.437$, $\text{sig} = 0.000$, thus H1 of this study is accepted. Furthermore, job satisfaction was also found to affect the OCB of healthcare workers at the Sei Lekop Health Center with $t = 4.261$, $\text{sig} = 0.000$. Thus, H2 of this study is also accepted. The emotional intelligence and job satisfaction simultaneously influence the OCB of health workers at the Sei Lekop Health Center with a value of $F = 43.584$, $\text{sig} = 0.000$. Thus, H3 of this study is also accepted.

Table 4. R-Square Value

Model Summary Component	Value
Multiple R (R)	0.778 ^a
R Square	0.605
Adjusted R Square	0.591
Std. Error of the Estimate	4.91361

Table 4 shows that the adjusted R-square value in this study was 0.591, meaning that emotional intelligence and job satisfaction could explain as much as 59.1% of the OCB of healthcare workers at the Sei Lekop Health Center. The regression model summary indicates a strong linear relationship between the predictors and the dependent variable. The multiple correlation coefficient (R) is 0.778, suggesting a substantial positive correlation. The R-squared value of 0.605 implies that approximately 60.5% of the variance in the dependent variable is explained by the model's predictors. The adjusted R-squared, at 0.591, accounts for the number of predictors and sample size, providing a more accurate measure of model fit. The standard error of the estimate is 4.91361, indicating the average distance that the observed values fall from the regression line. These metrics collectively suggest that the model has a good explanatory power, with a significant portion of the variability in the outcome variable accounted for by the independent variables.

DISCUSSION

This research indicates that emotional intelligence influences the Organizational Citizenship Behavior (OCB) of healthcare workers at the Sei Lekop Community Health Center with a value of $t = 4.437$, $\text{sig} = 0.000$. This means that the better the emotional intelligence of the health workers at Sei Lekop Community Health Center, the more likely the health workers will demonstrate OCB. This finding is consistent with the studies

conducted by Padilah (2022), Mutamadra and Claudia (2024), and Anisa et al. (2024) which found that emotional intelligence affects OCB in their respective subject populations. These findings corroborate the assertion by McShane and Von Glinow (2018) that individuals with well-developed emotional intelligence tend to be more effective in work environments characterized by substantial social interaction. The work of healthcare professionals in primary healthcare centers undoubtedly falls into this category, as it inherently involves significant interaction with colleagues and patients, who are the recipients of their services. Healthcare workers possessing higher emotional intelligence are more attuned to the challenges faced by their peers and are more inclined to offer assistance when colleagues encounter difficulties.

One employee is seen assisting a colleague facing challenges, exemplifying the altruism dimension of Organizational Citizenship Behavior (OCB), characterized by voluntary helping behaviors. Another employee actively contributes suggestions for improving work procedures, reflecting the civic virtue aspect of OCB, which involves active participation in organizational life. These behaviors align with the findings of Almahdali et al. (2021) and Ludin and Mukti (2023) who discovered that servant leadership, emotional intelligence, and self-efficacy significantly influence OCB and employee performance in state-owned banks in Palu City. Emotional intelligence enables employees to understand and manage their own emotions as well as those of others, fostering a positive and collaborative work environment. This is consistent with the study by Padilah (2022) and Anisa et al. (2024), which found that emotional intelligence and work-life balance contribute to enhanced OCB among civil servants.

Similarly, the results show that job satisfaction influences OCB with $t = 4.261$, $\text{sig} = 0.000$. This means that the more satisfied the Sei Lekop Community Health Center healthcare workers are, the more likely they will demonstrate OCB. This finding aligns with the research of Hanzae and Mirvaisi (2013) and Hasibuan and Wahyuni (2022) who also reported a significant relationship between job satisfaction and OCB. However, these results diverge from the findings of Mutamadra and Claudia (2024), who concluded that job satisfaction did not significantly influence the OCB of employees at PT. PLN UP2D South and Central Kalimantan. The finding in this study aligns with the assertions of Robbins and Judge (2017) and DuBrin (2019) who posit that one salient outcome of job satisfaction is the emergence of Organizational Citizenship Behavior (OCB). The positive effect engendered by one's work experience motivates healthcare professionals to engage more frequently with their colleagues and exhibit behaviors that assist both their peers and the primary healthcare center as their employing organization (Colquitt et al., 2019).

Furthermore, the results of this study indicate a statistically significant simultaneous effect of emotional intelligence and job satisfaction on the OCB of healthcare professionals at the Sei Lekop Community Health Center ($F=43.584$, $p<0.001$). Additionally, the adjusted R-square value reveals that emotional intelligence and job satisfaction collectively account for 59.1% of the variance in OCB among these healthcare workers. This implies that other variables not examined in the present research explain the remaining 40.9% of the variance in OCB.

CONCLUSION

The findings of this study indicate that emotional intelligence has a significant positive effect on Organizational Citizenship Behavior (OCB) among healthcare professionals at the Sei Lekop Community Health Center. Additionally, job satisfaction also shows a significant positive influence on OCB. Together, emotional intelligence and job satisfaction simultaneously exert a significant positive impact on OCB. From a practical perspective, these results suggest that efforts to enhance OCB among healthcare workers should prioritize the improvement of their emotional intelligence without neglecting the role of job satisfaction. Enhancing emotional intelligence can be achieved by implementing training programs, seminars, or workshops focused on emotional management and awareness. Furthermore, it is recommended that the management

develop an additional compensation system related to workload, to increase employee satisfaction and motivation when their workload increases.

Theoretically, this research supports existing theories that emphasize the importance of emotional intelligence and job satisfaction as key drivers of positive organizational behaviors such as OCB. These findings contribute empirical evidence within the context of healthcare services in Indonesia, highlighting the critical role of emotional and psychological factors in improving employee performance and organizational commitment. However, this study has certain limitations. The sample was limited to healthcare workers at a single community health center, which may affect the generalizability of the findings to other healthcare settings. Moreover, this study focused only on two individual variables, leaving other potential factors influencing OCB unexplored. For future research, it is recommended to include additional individual and organizational variables such as leadership, organizational culture, or workplace stress to provide a more comprehensive understanding of OCB. Expanding the study to different locations and larger sample sizes would also strengthen the validity of the findings and broaden their practical applicability.

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