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Effect of organizational citizenship behavior on psychological well-being: Mediating and moderating effects of emotional intelligence: An empirical study of it-enabled industry employees in Hyderabad

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ABSTRACT

The purpose of this study is to investigate the relationship between organizational citizenship behavior and psychological well-being and assess the moderating and mediating effects of emotional intelligence (EI) on the psychological well-being of Information Technology-enabled employees in Hyderabad. Survey research with quantitative study methodology was applied, and a structured questionnaire was used to collect the data. The effects of organizational citizenship behavior and emotional intelligence on psychological well-being of IT-enabled employees were assessed. The mediating and moderating effects of emotional intelligence on the relationship between organizational citizenship behavior and psychological well-being were assessed. The assessed Cronbach's alpha coefficient, which ranged from 0.79 to 0.91, indicates the questionnaire maintained its reliability and internal consistency. The SEM analysis results revealed excellent model fit, and the impact of OCB and EI on psychological well-being was statistically significant ($p<0.001$) on the IT-enabled industry employees. Furthermore, EI partially mediated psychological well-being through the OCB of information technology employees. The slope analysis reveals that emotional intelligence strengthens the positive association between the OCB and the PWB of IT-enabled sector employees. EI and OCB enhance PWB and employee performance. The study's conclusions can be utilized to create employee promotion plans for OCB and EI, which have several significant ramifications for IT companies. Therefore, the organizations should try to enhance the EI and OCB of employees and develop a supportive culture within the organizations. There are some subjectivity and cultural issues that were elaborated at the end.

Contribution/Originality: This research is novel as the authors studied the impact of the constructs of organizational citizenship behavior, and emotional intelligence on psychological well-being in general and IT-enabled sector employees in particular. The authors also investigated the mediating and moderating role of EI.

1. INTRODUCTION

Organizational citizenship behavior (OCB) is a flexible and open individual behavior in which an employee performs or helps colleagues after fulfilling his/her job requirements. Helping coworkers with tasks, offering

constructive criticism and feedback, performing additional jobs when needed, taking part in organizational events and activities, treating others with courtesy and respect at work, and taking the initiative to spot chances to improve the company's standing in the community are just a few instances of how OCB might show up. Beyond an individual's formal job duties, OCB involves behaviors that positively impact the performance, culture, and climate of the organization.

An individual's total subjective well-being and life satisfaction, encompassing emotional and cognitive functioning, are referred to as psychological well-being. It is a multifaceted construct that encompasses a number of aspects of a person's life, including self-worth, positive affect, personal development, autonomy, positive relationships, and environmental mastery in the workplace.

Today's organizations face constant pressure to deliver results, be innovative, and adjust to the rapidly shifting business landscape. These stated goals require driven, involved, and dedicated employees. In this regard, OCB has become essential in organizational psychology. The term "overtime compliance" (OCB) describes the voluntary activities that employees perform beyond the requirements of their jobs but that are beneficial to the overall operation of the company. These actions include lending a hand to coworkers, demonstrating empathy, offering assistance, proposing enhancements, taking part in the decision-making process, and remaining devoted to the company. Studies have demonstrated that OCBs can improve worker well-being, job satisfaction, and organizational performance (Organ, 1988; Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Another crucial concept in psychology research that has attracted much attention is psychological well-being (PWB). It describes a person's subjective assessment of his or her general level of mental health and contentment in life. Positive affect, personal development, life purpose, environmental mastery, autonomy, and self-acceptance are among the elements that constitute psychological well-being (PWB) (Ryff & Keyes, 1995). Studies have indicated that workers with high PWB levels are happier, more productive, and more devoted to their companies (Bakker & Demerouti, 2007; Diener et al., 2010).

Investigating the relation between OCB and PWB is crucial given their significance. The relationship between OCB and PWB has been the subject of several studies, with varying degrees of success reported. According to Afsar and Badir (2016) there is a positive correlation between OCB and PWB in some studies, but the relationship is weak or not statistically significant in others (Massoudi, Jameel, & Ahmad, 2020). Moreover, little research has been conducted on the connection between OCB and PWB among workers in the IT industry, which is wellknown for its demanding jobs and lengthy workweeks. As a result, the proposed study investigates the relation between OCB, PWB, and EI among workers in the IT-enabled sector employed in Hyderabad city.

Emotional intelligence (EI) is an individual's ability to control and express emotions and handle interpersonal relationships meticulously and empathetically. The study of EI, which is concerned with how humans recognize, understand, control, and perceive emotions, has recently received much attention. Individual differences can potentially impact a number of important outcomes over the course of a person's lifetime. However, until recently, there were no reliable publications that bridged the gap between the "pop-psych" books found in most large bookshops and the scientific research on the subject, often published in small professional journals (Pool & Qualter, 2018).

1.1. Research Questions

1. Does there exist any relationship between organizational citizenship behavior and psychological well-being?
2. Is emotional intelligence related to psychological well-being?
3. Can emotional intelligence play the role of mediator and moderation in the relationship between organizational citizenship behavior and psychological well-being?

2. LITERATURE REVIEW

Asghar et al. (2022) examined employees' pro-environmental behaviors, such as eco-helping, environmentally friendly civic engagement, and environmentally friendly initiatives, to identify the catalysts behind such behaviors**,** The authors reported that, as transformational leaders are inspiring, environmental transformational leadership both directly and indirectly helps to encourage environmental behavior within organizations. Moreover, workers' intentions towards environmental behavior within the organization are stimulated by a strong sense of psychological empowerment and leader-member exchange. In another study, a moderated employee mediation study of a Chinese high-tech company examined the opinions of OCB regarding Human Resource Management (HRM) methods, using emotional weariness as the moderator and perceived insider status as the mediator. Emotional weariness moderates the association between OCB and perceived insider status; employees with low emotional exhaustion levels have a greater relationship with emotional weariness than those with high emotional exhaustion levels. Perceived insider status somewhat mediates the association between OCB and perceived HRM practices (Huang & He, 2022).

Compulsory citizenship behavior (CCB) has detrimental effects on workers and businesses. Recent studies, however, refute the lack of incentives and positive organizational system evaluation for CCB. Employees who receive resource compensation subsequent to the delivery of CCB will not experience the relative deprivation brought about by hesitant false citizenship behaviors. Furthermore, relative deprivation illustrates the difference between expectations and reality; a small psychological disparity does not significantly impair workers' happiness at work. In another empirical study, examined the connections between nurses' organizational citizenship behaviors toward their patients and perceived ethical leadership, trust, and psychological well-being in the setting of Chinese hospitals. This study showed that nurses' perceptions of ethical leadership are positively correlated with their psychological health and management trust. Management trust is also favorably connected with organizational citizenship practices among nurses. For psychological well-being and management trust, the indirect impacts of perceived ethical leadership on OCB were found to have statistical significance. Huang, Qiu, Yang, and Deng (2021) have examined the reciprocal relationships between PsyCap and its positive affect as well as the crucial role that positive affect plays in the relationships between PsyCap and affective organizational commitment (AOC) and organizational citizenship behavior toward that organization (OCBO). These findings are consistent with the theory that positive affect mediates the relationship between OCBO and PsyCap. Additionally, there is some evidence suggesting that PsyCap and positive affect are correlated (Da et al., 2021).

Pradhan, Jena, and Bhattacharya (2016) examined the correlation between psychological capital (PsyCap) and OCB as well as the potential moderating effect of emotional intelligence on these relationships. The findings indicate a positive relationship between PsyCap and OCB. The main hypothesis of the study, according to which EI modifies the connection between the Psycap and OCB, was also confirmed (Pradhan et al., 2016).

The findings of the study indicate that there is a positive correlation between charismatic leadership behavior and increased leadership effectiveness. However, the development of organizational cohesiveness, employees' perceptions of leaders' character, and other psychological empowerment factors are necessary for improving the effectiveness of leadership. Furthermore, the relationship between charismatic leadership behavior and leadership effectiveness can be significantly influenced by both high- and low-emotional intelligence subordinates. However, subordinates with high emotional intelligence find it easier to use charismatic leadership behavior to improve job satisfaction and performance.

Hsieh, Li, Liang, and Chiu (2024) examined the empowering teachers through emotional intelligence of the principals to exploit the organizational citizenship behavior in Taiwan's elementary schools. The emotional intelligence of principals was assessed by measuring self-awareness, self-management, social awareness, and relationship management dimensions. The teachers' OCB was investigated through interpersonal citizenship

performance organizational citizenship performance dimensions. The results reveal that teachers' OCB is mediated and influenced by principal's emotional intelligence.

Vijayalakshmi (2023) investigated the mediating function of OCB in the context of psychological empowerment and life happiness. The multiple regression analysis results revealed that OCB and psychological empowerment, respectively, explained 29% and 17% of the variation in doctors' life satisfaction. OCB served as a comprehensive mediator between life satisfaction and psychological empowerment. According to the study's findings, psychologically empowering medical professionals can encourage behaviors that go above and beyond the call of duty, giving patients greater attention and higher-quality care.

Al Zaidi, Iyanna, Jabeen, and Mehmood (2023) studied the influence of situational conditions and internal psychological states on workers' decisions to exhibit corporate citizenship activity. Employees' motivation to participate in voluntary pro-environmental conduct was not significantly impacted by any other variable, but by their beliefs about corporate social responsibility (CSR). The linkage between intended and actual conduct was reinforced by habits associated with pro-environmental behavior.

Liu, Luu, Pham, and Tang (2024) looked at emotional intelligence (EI) as a possible component in the correlations between internal CSR and OCBs. The results demonstrate that, to a certain extent, both environment- and customer-oriented OCBs influence the relationship between internal CSR and work-family facilitation (WFF). The results of the dual mediation show that EO-OCB, as opposed to CO-OCB, has a stronger mediating influence on the relationship between internal CSR and WFF.

.Organizational citizenship behavior was examined as a moderating factor in relation to job satisfaction, emotional intelligence, and employee performance by Hasibuan, Sari Nasution, and Sari (2024). The results of the study show that emotional intelligence and job satisfaction positively and significantly affect employees' performance. Nevertheless, there is no correlation between organizational citizenship behavior and job happiness, employee performance, or emotional intelligence.

The impact of emotional intelligence on corporate citizenship behavior, transformational and transactional leadership, and ultimately operational efficiency was examined by Santa, Moros, Morante, Rodríguez, and Scavarda (2023). The findings imply that organizational citizenship conduct benefits from emotional intelligence. On the other hand, emotional intelligence barely influences operational performance and transactional leadership, and it has no effect on transformational leadership. When mediated by organizational citizenship behavior, which has a strong and positive predictive power on operational effectiveness, emotional intelligence has a strong and positive influence on operational effectiveness.

Akbari and Khormaiee (2015) examined the mediating role of resilience between students' psychological well-being and emotional intelligence. Resilience predicts psychological health, which can act as a mediator between psychological well-being and emotional intelligence. The emotional intelligence of students directly impacts their psychological health. The findings imply that as one's ability to comprehend and control dynamic intelligence increases, so does one's level of happiness. The best time to support the growth of emotional skills that enhance people's happiness and psychological health is during adolescence. According to this study, activities improve teenagers' psychological well-being by increasing their emotional intelligence.

3. RESEARCH PROBLEM AND RESEARCH GAP

India's IT-enabled economy is dynamic and unstable, with Hyderabad serving as one of the major IT hubs for the nation. The industry is characterized by intense competition, performance pressure, and long work hours that are detrimental to the well-being of employees. The worker's performance, organizational commitment, and job satisfaction are all impacted by this. Consequently, it is imperative to investigate the elements that could improve the emotional intelligence and overall well-being of IT-enabled industry personnel. Whereas OCB may be a contributing factor to employees' well-being, emotional intelligence can enhance employees' ability to make

decisions. The authors discovered little research on the association between OCB, EI, and PWB among IT-enabled industry employees in Hyderabad Metro, conducting a thorough review of the literature. The writers were unable to locate a single source on OCB, EI, or its relationship to the psychological health of the IT-enabled workforce. There is limited empirical evidence on this topic, and cross-cultural comparisons and inadequate attention have been lacking in addressing demographic variables. Addressing these research gaps will improve our understanding of OCB and EI at the workplace in India, as well as their association with employee PWB.

4. OBJECTIVES

- "To study the association among OCB and EI PWB among IT-enabled sector employees."
- "To measure the effectiveness of three dimensions of OCB and EI on four dimensions of employee PWB in the IT-enabled sector."

5. THEORETICAL FRAMEWORK

The theoretical framework (Figure 1) was formulated following the frameworks of Kumar and Shah (2015) and Ahmadi, Chobbasti, and Fard (2014). Figure 1 shows that organizational citizenship behavior has three dimensions: altruism, conscientiousness, and civic virtue. The three dimensions of OCB impact psychological well-being. Emotional intelligence, with the three dimensions of self-awareness, empathy, and managing emotions, is impacting psychological well-being. Psychological well-being has four dimensions: self-acceptance, autonomy, personal growth, and environmental mastery. Korkmaz and Arpacı (2009) evaluated the association between organizational citizenship conduct and emotional intelligence in a correlation study involving 114 employees from Istanbul businesses. They concluded that two aspects of organizational citizenship behaviors—consciousness and altruism—have a favorable link with emotional intelligence. Tofighi, Tirgari, Fooladvandi, Rasouli, and Jalali (2015) examined the relationship between emotional intelligence and the organizational citizenship behavior of critical emergency nurses in Iran. According to the study, to support critical health care nurses, health care managers should establish dynamic, methodical policies and processes that address emotional intelligence and organizational citizenship behavior. Ghewari and Pawar (2021) studied the mediating role of job satisfaction on organizational citizenship behavior through emotional intelligence to better understand the relationships among these variables. The study's conclusions show that workers with higher EI exhibit more discretionary behavior and are happier in their positions.The results also suggest that work satisfaction partially mediates the proposed association between EI and OCB. Based on these studies, the authors developed hypothetical models and theoretical relationships among the study variables (Figure 2 & Figure 3).

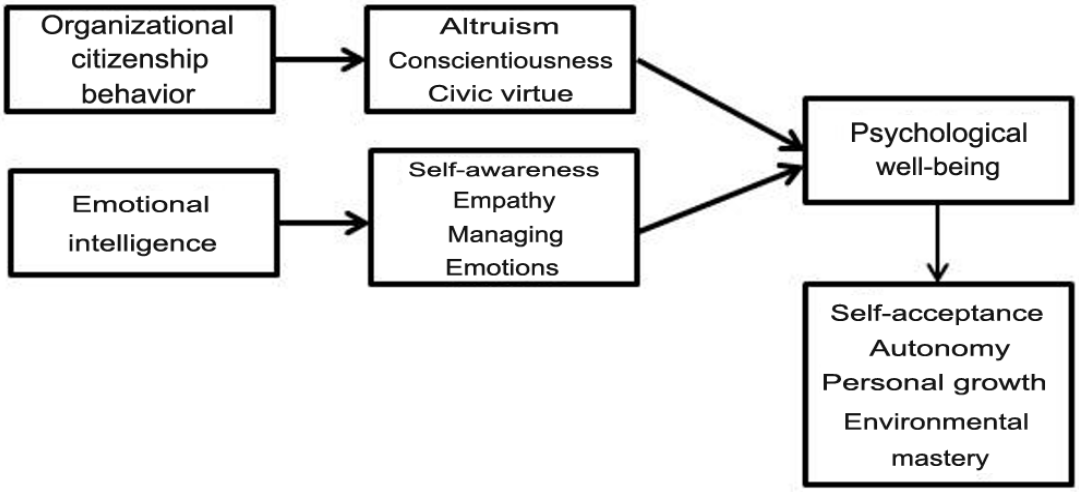

Figure 1. Theoretical framework organizational citizenship behavior, emotional intelligence and psychological well-being.

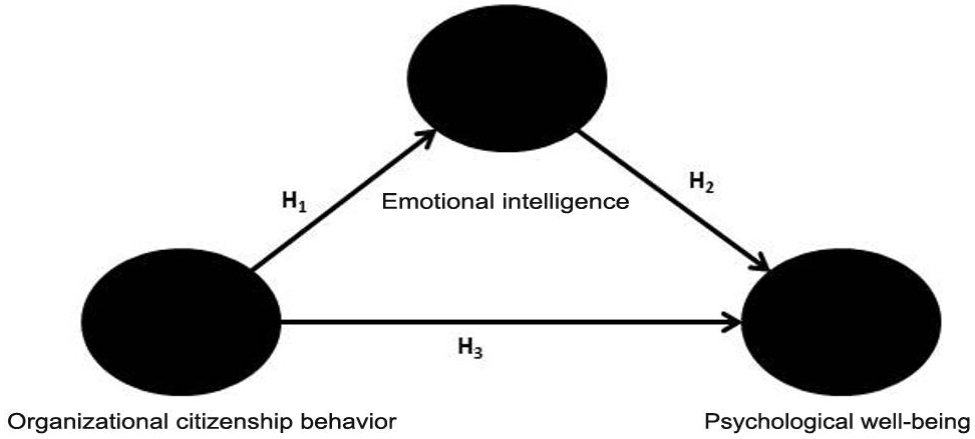

Figure 2. Researchers hypothetical framework.

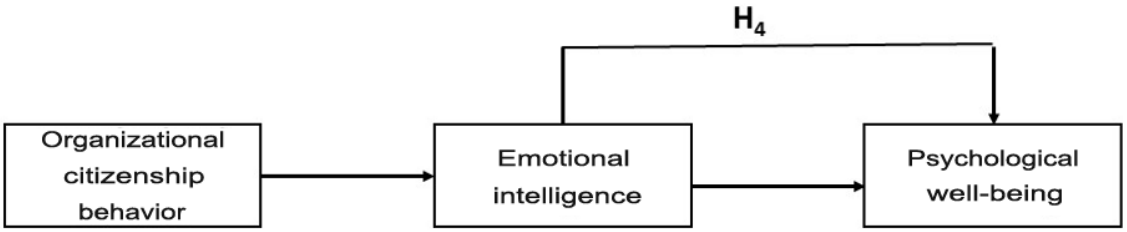

Figure 3. Theoretical model and relationships among the study constructs.
Source: Metselaar, den Dulk, and Vermeeren (2023).

The moderating effect of EI through OCB on PWB was examined following the model of Hair Jr et al. (2021). The moderating effect (P_3) indicated by an arrow indicates the effect of P_1 linking OCB and PWB. The moderating impact of the variables was studied using structural equational modeling (SEM) analysis, which revealed that there was a direct relationship between the moderator (EI) and the dependent construct PWB (P_2) (Figure 4).

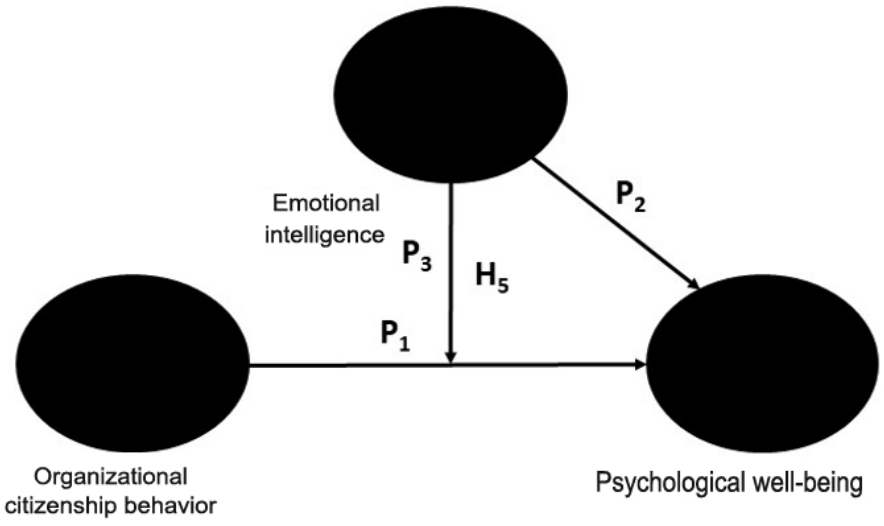

Figure 4. Moderation model.
Source: Hair Jr et al. (2021).

6. HYPOTHESES

After developing the study's objectives and considering the identified research gaps, we proposed the following hypotheses. Figure 2 presents the researcher's theoretical framework.

H_1: Organizational citizenship behavior has strong ramifications for the emotional intelligence of IT-enabled industry employees.

H_2: Emotional intelligence has a statistically significant influence on the psychological well-being of IT-enabled industry employees.

H_3: Organizational citizenship behavior has a statistically significant impact on the psychological well-being of IT-enabled industry employees.

H_4: Emotional intelligence has a mediating effect on the psychological well-being of IT-enabled industry employees.

H_5: Emotional intelligence moderates the psychological well-being of IT-enabled industry employees.

7. METHODOLOGY

Most of the previous studies used partial least squares-structural equational modeling and studied the constructs separately, like organizational citizenship behavior vs psychological well-being, and emotional intelligence vs psychological well-being. Most of the other studies used two more constructs, such employee performance, job satisfaction, the emotional intelligence and organizational citizenship behavior. The past studies not modelled the constructs organizational citizenship behavior, emotional intelligence, and psychological-well-being. This study used three reflective constructs and IBM AMOSversion software 28 to model the study and test the hypotheses. The empirical research was conducted using three standardized questionnaires—a 24-item OCB scale by Organ (1988) an 18-item PWB scale developed by Ryff and Keyes (1995) and an emotional intelligence 27-item scale developed by Srivastava et al. (2011). The scales were adjusted to fit the present study, and a 43-item scale was constructed to represent all three reflective constructs. The assessed Cronbach's alpha was 0.83, and the split half (odd-even) reliability was 0.85. These findings indicate that the questionnaire was reliable and consistent. The data were analyzed via SEM analysis to assess the effect of OCB and EI on the psychological well-being of IT sector-enabled employees. A survey instrument was developed, published in Google form, and shared online through a variety of platforms, including LinkedIn, WhatsApp, and emails, to gather the data. Five hundred workers in the information technology sector were sent a link to the questionnaire. A total of three hundred valid responses were taken into account for the structural equation modeling data analysis.

Sample Size Estimation: The IT-enabled sector population is unknown, and the minimum sample size required for the unknown population according to Cochran (1977) formula is 384. However, this study used 300 valid responses for data analysis, using the formula for a minimum sample size of 50+5x, where x represents the number of questions (James et al., 2009). The present study has 40 questions, and 250 is the needed sample size per this formula (James et al., 2009). The sample size of 300 for this research is greater than the estimated sample size of 250.

Data Collection: Two measures of organizational citizenship behavior and emotional intelligence were administered: a five-point Likert-type scale ranging from "Strongly agree 5" to "Strongly disagree 1". A seven-point scale (Ryff & Keyes, 1995) was used to assess the PWB of IT-enabled employees in Hyderabad. To facilitate easy computation, the seven-point PWB measure responses were converted using linear transformation techniques to a five-point Likert-type scale (IBM SPSS 28; Prasad, Mangipudi, Vaidya, and Muralidhar (2020)).

Reliability and Internal Consistency: The Cronbach's alpha reliability statistic was used to evaluate the questionnaire's reliability and internal consistency. The demographic characteristics of the study sample are presented in Table 1. The results, as shown in Table 3 and the, show the internal consistency and reliability of the instrument as reveled by Cronbach's alpha statistics.

8. DATA ANALYSIS

The factor analysis was conducted using IBM-SPSS version 28.To test the hypotheses,the data were analyzed via SEM (IBM AMOS 28). The authors examined both the inner and exterior measurement models.In the current

study, there are 20 indicators across three reflective constructs. In a number of investigations and social sciences studies using small and large sample sizes and non-normal and normal data, researchers have used the IBM-AMOS model to quantify absolute path coefficients (Hair, Ringle, & Sarstedt, 2013).

Table 1. Demographic characteristics of the study sample.

Item	Frequency	Percent
Gender		
Male	156	52.00
Female	144	48.00
Age group		
20-30	81	27.00
31-40	74	24.67
41 plus	145	48.33
Marital status		
Married	156	52.00
Un married	144	48.00
Education		
SSC	34	11.33
Graduate	119	39.67
Post-graduate	126	42.00
Other	21	7.00
Children		
Yes	120	40.00
No	180	60.00
Experience (Years)		
1-5	39	13.00
6-10	114	38.00
11-20	111	37.00
>20 years	36	12.00

Note: Primary data processed.

Table 2. Items for study variables and outer loadings.

Emotional intelligence	Outer loading
"EI1 - I realize immediately when I lose my temper"	0.86
"EI2 - I know when I am happy"	0.89
"EI3 - I usually recognize when I am stressed"	0.79
"EI4 - I can reframe bad situations quickly"	0.81
"M5 - Others can rarely tell what kind of mood I am in"	0.79
"EI6 - I am always able to see things from the other person's viewpoint"	0.87
"EI7 -I am excellent at empathizing with someone else's problem"	0.68
Organizational citizenship behavior	
"OCB1 -I help others who have heavy workloads"	0.72
"OCB2 - I am always ready to lend a helping hand to those around me"	0.92
"OCB3 - I do not tend to make "mountains out of molehills".	0.73
"OCB4- I attend functions that are not required by help the company image"	0.88
"OCB5 - I read and keep up with organization announcements, memos and so on"	0.70
Psychological well-being	
"PWB1 – 1 I like most parts of my personality."	0.76
"PWB2- 2 When I look at the story of my life, I am pleased with how things have turned out thus far."	0.73
"PWB3 - I tend to be influenced by people with strong opinions"	0.74
"PWB4 - I have confidence in my own opinions, even if they are different from the way most other people think"	0.83
"PWB5 -The demands of everyday life often get me down."	0.84
"PWB6 - In general, I feel I am in charge of the situation in which I live."	0.84
"PWB7 - For me, life has been a continuous process of learning, changing, and growth."	0.80
"PWB8 -I think it is important to have new experiences that challenge how I think about myself and the world."	0.79

Note: Primary data processed.

9. RESULTS AND DISCUSSION

The study presents and describes the results of the SEM, structural model, mediation, and moderation analyses, and tests the hypotheses. This empirical study contains 10 reflective latent constructs. We assess the

reflective measurement's validity and reliability to determine its suitability for further research (Hair, Ringle, & Sarstedt, 2011). Table 2 presents the outer loadings of the three components that the factor analysis results yielded.

10. MEASUREMENT MODEL

The IBM AMOS software was used to perform CFA in order to test the measurement model. Factor loadings were evaluated for every item in the CFA Figure 5. The overall goodness of fit of the model was evaluated using the model-fit metrics (CMIN/df, GFI, CFI, TLI, SRMR, and RMSEA); all of the results fell within the accepted ranges for each model (Bentler & Bonett, 1980; Hu & Bentler, 1998; Ullman, 2001). The data was well-fitted by the three-factor model (emotional intelligence, psychological well-being, and organizational citizenship behavior) (Table 4). As shown in Table 4 (Byrne, 2013) the model has an outstanding fit. The factor loading values (Kline, 2015) are all excellent, acceptable, and nonnegative, with an average factor loading >0.7 for each of the three constructs. The model of measurement. Cronbach's alpha and composite reliability were used to evaluate the construct dependability. Every study construct's Cronbach's alpha was found to be higher above the advised threshold of >0.70 (Nunnally & Bernstein, 1994). The composite reliabilities were higher than the benchmark and recommended values of 0.70 (0.917 to 0.952; Hair et al. (2011)). Construct dependability was thus determined (Table 3).

The convergent validity of the scale items was estimated using the average variance extracted (AVE) (Fornell & Larcker, 1981). The AVE values were above the threshold of 0.50 (Fornell & Larcker, 1981). Hence, the scales used in this empirical study have convergent values (Table 3). Discriminant validity illustrates how a specific construct varies from other constructs and explains how closely correlated the measures should be (Anderson & Gerbing, 1988). Discriminant validity was assessed in the present study using the Fornell–Larcker criterion and the heterotrait–monotrait (HTMT) ratio. The Fornell and Larcker criterion establishes discriminant validity when the square root of the AVE for a construct exceeds its correlation with the other constructs in the study. However, recent criticism of the Fornell and Larcker criterion has led to an increasing use of the HTMT ratio, a new method for assessing discriminant validity. The present study did not establish discriminant validity using the Fornell and Larcker criterion. However, when assessed using the HTMT ratio, all ratios were less than the required limit of 0.85 (Henseler, Ringle, & Sarstedt, 2015). Therefore, discriminant validity was established (Tables 5 and 6).

Table 3. Reliability and convergent validity of the constructs.

Factor	"Cronbach's alpha"	"Composite reliability"	"Average variance extracted/Convergent validity"
Psychological well-being	0.81	0.930	0.626
Emotional intelligence	0.72	0.933	0.669
Organizational citizenship behavior	0.88	0.893	0.628

Source: Primary data processed.

Table 4. Model fit statistics.

"Item"	"Estimate"	"Range"	"Reference"
"CMIN"	1075.918		
"DF"	692.000		
"Relative chi-square (CMIN/DF)"	2.788	"<3"	"Kline (2011)"
"Comparative fit index (CFI)"	0.953	">0.90"	"Bentler and Bonett (1980)"
"Incremental fit index (IFI)"	0.937	>"0.90"	"Bollen and Lennox (1991)"
"Tucker Lewes index"	0.921	">0.90"	"Tucker and Lewis (1973)"
"Normed fit index"	0.923	">0.90"	"Bentler and Bonett (1980)"
"Root mean square error of approximation (RMSEA)"	0.054	"0.5 or less"	"MacCallum, Wegener, Uchino, and Fabrigar (1993)"
"Standardized root mean square residual (SRMR)"	0.043	"<0.05"	"MacCallum et al. (1993)"
"PClose"	0.019	">0.05"	"James et al. (2009)"

Note: Primary data processed.

Table 5. Discriminant validity.

Construct	Psychological well-being	Emotional intelligence	Organizational citizenship behavior
Psychological well-being	0.791		
Emotional intelligence	0.314***	0.818	
Organizational citizenship behavior	-0.138*	-0.018	0.792

Note: Primary data processed.
*** P < 0.01 and * P < 0.1.

Table 6. Heterotrait-Monotrait analysis.

Construct	Psychological well-being	Emotional intelligence	Organizational citizenship behavior
Psychological well-being	**1**		
Emotional intelligence	0.292	**1**	
Organizational citizenship behavior	0.129	0.005	**1**

Note: Primary data processed.

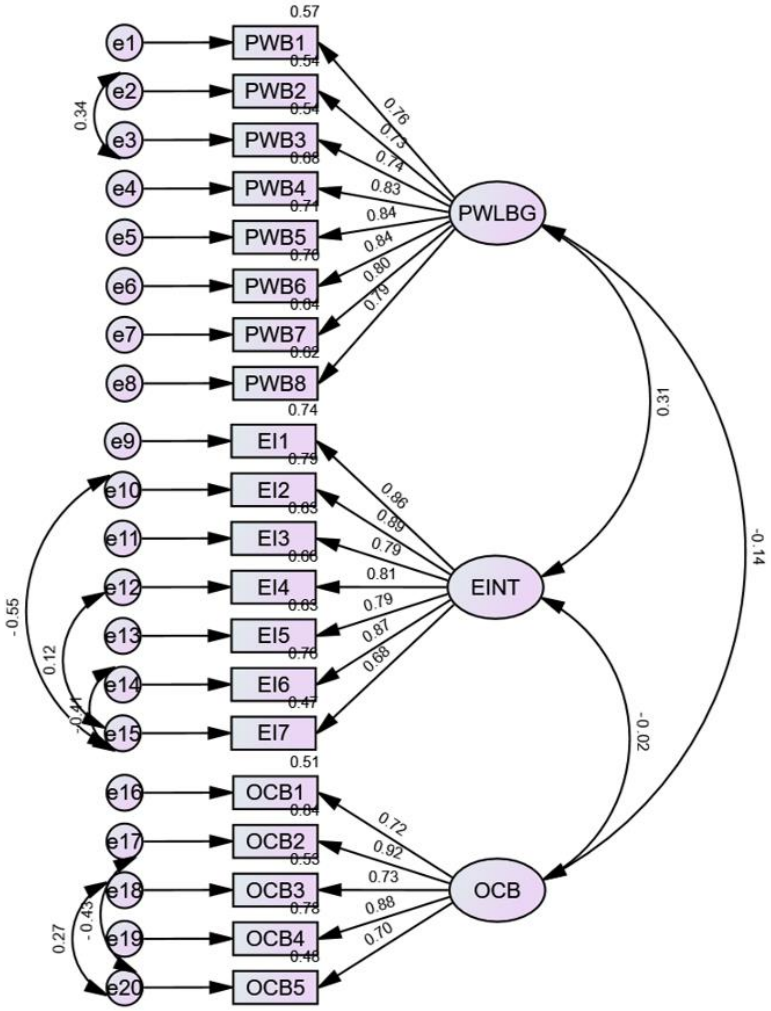

Figure 5. Measurement model.

Note: OCB: Organizational citizenship behavior; EI: Emotional intelligence; PWB; Psychological well-being.

11. STRUCTURAL MODEL

AMOS created a structural equation model to test the correlations. According to Hair et al. (2011) a well-fitting model is recognized if the confirmatory fit index (CFI) (Bentler, 1990) is greater than 0.90, the Tucker and Lewis (1973) indices are greater than 0.90, the GFI is less than 0.90, and the CMIN/df is less than 5. Furthermore, according to Hair et al. (2011) a model was deemed adequate-fitting if the standardized root mean square residual

(RMR) had a value of less than 0.05 when computed using AMOS and if the root mean square error approximation (RMSEA) fell between 0.05 and 0.08.The model's parameters include CMIN/DF 2.788, PClose 0.092, RMSEA 0.054, SRMR 0.043, TLI 0.921, NFI 0.923, CFI 0.935, and IFI 0.937. Table 4 indices are within the permissible range of Figure 6. The squared multiple correlation was 0.12 for Psychological Well-being, which indicates that 12% of the variance in Psychological Well-being is accounted for by Organizational Citizenship Behavior and Emotional Intelligence.

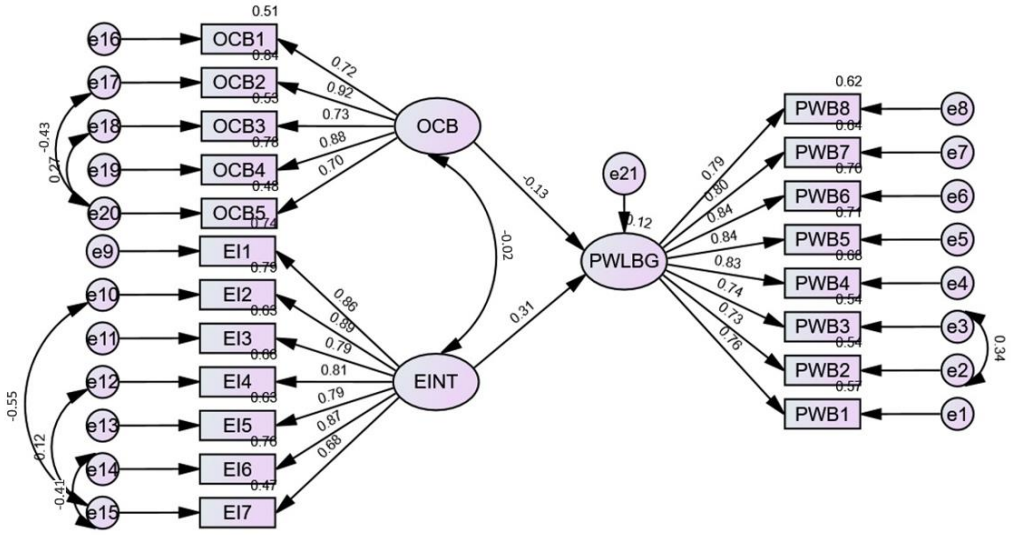

Figure 6. Structure model with relationships.

Note: OCB: Organizational citizenship behavior; EI: Emotional intelligence; PWB; Psychological well-being.

11.1. Common Method Bias

Common method bias (CMB), is the inflation or depletion of the true correlation between the study's observable variables. Artificial covariance inflation is possible because respondents typically answer questions involving both independent and dependent variables simultaneously. Using the common method latent factor and Harman's single-factor test, this study evaluated common method bias.

Harman's single factor test: The researchers loaded all the indications onto a single factor and then used confirmatory factor analysis to evaluate the model fit. After verification, the model fit was not appropriate, ruling out common approach bias.

Latent Common Method Factor: The writers employed a latent construct that had a direct relationship to each of the construct's model indicators. The writers sketched a latent construct known as the common method. As a result, the model contained a direct correlation between each indicator and the latent construct of the unobserved common technique. We draw a path from the common method construct to each indicator in the model, then constrain all the relationships from the method factor to be the same, thereby determining whether there is a common impact among all items or indicators. We ran the model using the latent common method variable, which has a direct relationship with all the variables, and noted its chi-square value. The observed chi-square value is 1080.102, with 697 degrees of freedom. The basic model's chi-square, without a latent factor, is 1075.918 with 698 degrees of freedom. The chi-square difference of 4.184 suggested the presence of common method bias. However, since the CMB is so low and has little bearing on the study's findings, it is not a significant problem in this work (Tables 7 and 8).

Table 7. CMIN (Without latent common method).

"Model"	"No. of parameters (NPAR)	CMIN	DF	P	CMIN/DF"
"Default model"	90	1075.918	698	0.024	1.555
"Saturated model"	314	0.000	0	-	-
"Independence model"	54	8361.918	750	0.000	11.1493

Note: Primary data processed.

Table 8. CMIN (With latent common method).

"Model"	"NPAR	CMIN	DF	P	CMIN/DF"
"Default model"	90	1630.98	697	0.039	2.340
"Saturated model"	275	0.000	0	-	-
"Independence model"	54	8361.918	750	0.000	11.149

Note: Primary data processed.

12. TESTING OF HYPOTHESES

Table 9 shows that the path coefficient of OCB is statistically significant, influencing emotional intelligence (ß=0.328; p<0.001) and explaining 33% of the variance; moreover, when OCB increases by 1-unit, emotional intelligence increases by 0.328 units (Table 9). Therefore, hypothesis "H_1: Organizational citizenship behavior has high ramifications for the EI of IT-enabled industry employees" is supported.

Emotional intelligence significantly and positively influences the psychological well-being of employees in IT-enabled industries (ß2=0.601; p<0.01). When emotional intelligence is increased by 1 unit, the psychological well-being of employees increases by 0.601 (Table 9) units, which explains 60% of the variance; therefore, "H_2: Emotional intelligence has a statistically significant influence on the psychological well-being of IT-enabled industry employees". Furthermore, organizational citizenship behavior significantly influences emotional intelligence (ß3=0.264; p<0.001), explaining 26% of the variance in psychological well-being (Figure 6). This finding supports H_3: Organizational citizenship behavior has a statistically significant impact on the psychological well-being of IT-enabled industry employees.

Table 9. Estimates of structural equation modeling (Hypothesis testing).

"Hypotheses of study"	"Beta/Path coefficient"	t-statistic	p value	Decision
H_1: OCB → EI	0.328	4.065	<0.001	"Supported"
H_2: EI→PWB	0.601	4.165	<0.001	"Supported"
H_3: OCB→PWB	0.264	4.161	<0.001	"Supported"
H_4: EI mediates PWB	0.264	4.077	<0.001	"Partially supported"

Source: Primary data processed.

13. MEDIATION ANALYSIS

A mediator is a third variable that acts as an intermediary in the indirect path of influence between two constructs. At this point, the third variable impacts the influence of the two conceptions (Hair et al., 2011). An intervening variable is also known as a mediating variable. To determine the impact of mediating variables, direct, indirect, and total impacts must be evaluated. The direct impact of the independent construct (OCB) on the dependent construct (PWB) in the absence of a mediator was examined to evaluate the mediating effect. If the outcome was considered significant, we performed additional mediation analysis (Hair et al., 2011). Mahfud, Triyono, Sudira, and Mulyani (2020) then employ the bootstrapping process to evaluate the confidence intervals. Figure 7 shows that organizational citizenship conduct has a significant and beneficial effect on the psychological

well-being of IT sector employees when no mediator is present. Additional mediation analysis was performed because the estimates were statistically significant (ß=0.29; p<0.001).

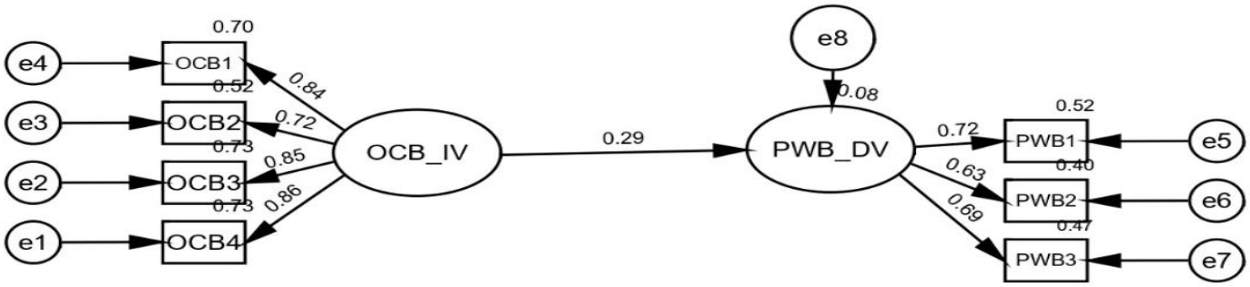

Figure 7. Direct relationship among independent variable organizational citizenship behavior with dependent variable psychological well-being in the absence of mediator.

14. MEDIATION ANALYSIS RESULTS

To compare the indirect effects in the model and measure the mediating effect of emotional intelligence on the psychological well-being of IT personnel, the author of the study adhered to Preacher and Hayes (2008) methodology. This study examined the mediating variable's indirect effect. Jiatao Huang, Shi, and Liu (2018) study the mediating effect of altruistic behavior and confirm that altruistic behavior has positive mediating effects on subjective well-being. Dev and Rahman (2016) reported the positive mediating effects of emotional intelligence on physical activity and mental health among Malaysian students. Lanciano, Curci, Kafetsios, Elia, and Zammuner (2012) explored the mediating role of emotional intelligence, concluding a positive relationship between emotional intelligence and dysfunctional rumination.

The study evaluated how emotional intelligence mediated the association between psychological well-being and organizational citizenship behavior. The results are statistically significant (b=0.264, t=4.073, p=<0.001), further supporting H_4: Emotional intelligence mediates psychological well-being. Furthermore, regarding the direct effect of OCB on psychological well-being, it was discovered that emotional intelligence was significantly related to the presence of the mediator. (b=0.197; p=0.000). Hence, emotional intelligence partially mediated the relationship between organizational citizenship behavior and psychological well-being (Table 10). Thus, "H_4: Emotional intelligence has a mediating effect on the psychological well-being of IT employees".

Is there any significance of indirect paths?

- a1b1 represents the indirect effect of OCB through EI on PWB (Figure 8).

The total indirect effect of 0.197 (Table 10) is the product of a1*b1 =0.328*0.601= 0.197.

a1: Organizational citizenship behavior → Emotional intelligence= 0.328.

a2: Emotional Intelligence → Psychological Well-being = 0.601.

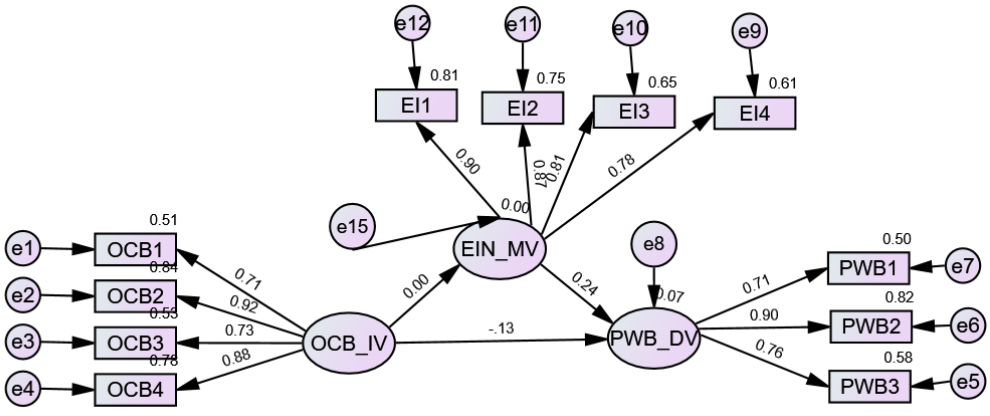

Figure 8. Mediation analysis.

Source: OCB: Organizational citizenship behavior; EI: Emotional intelligence; PWB: Psychological well-being.

Table 10. Mediation analysis summary.

"Relationship"	"Direct effect"	"Indirect effect"	"Confidence interval"		"P value"	"Conclusions"
			Lower bound	Upper bound		
"Organizational citizenship behavior → Emotional intelligence → Psychological well-being"	0.264 (0.000)	0.197 (0.000)	0.102	0.308	0.000	Partial mediation

15. MODERATION ANALYSIS

To assess the influence of the moderator variable Emotional Intelligence on the direct influence of OCB on the PWB of IT-enabled industry employees, moderation analysis was carried out. According to our moderation analysis, the moderator variable emotional intelligence interacts with organizational citizenship behavior as an independent variable.The authors utilized the "interaction term" method of moderation to establish the product term between the moderator variable and the independent variable. Another reason for carrying out the "interaction term" method of moderation as the moderator variable for emotional intelligence is through the use of a continuous variable. The authors used the path model with composite variables. We have assessed how the interaction between OCB and EI influences the PWB of IT-enabled employees.

The problem/issue of high collinearity Frazier, Tix, and Barron (2004) with the product term of the moderator and independent variable was overcome by mean centering the variables of the study. However, the results will be similar even when moderation analysis is performed without mean centering the variables on raw data (Echambadi & Hess, 2007; Hayes, 2018). The advantage of the mean of catering to the data are that it will circumnavigate potential collinearity issues, and interpretation of the results is easier. Therefore, wemeasured the data before analyzing it (Dawson, 2014).

15.1. Moderation Analysis Results

The relationship between OCB and PWB was moderated by emotional intelligence. To study this phenomenon, we examined the moderating role of emotional intelligence (EI) on the relationship between OCB andthe PWB of IT-enabled employees. The results reveal a positive and statistically significant moderating impact of emotional intelligence on the relationship between organizational citizenship behavior and psychological well-being (b=0.095, t=2.195 l, p<0.001;Table 11).

Table 11. Summary of the moderation analysis.

"Relationship"	"Beta"	"CR"	"P value"
EI → PWB	0.588	17.253	<0.001
OCB*EI → PWB	0.095	2.195	<0.001

To better understand the nature of the moderating effects of emotional intelligence on psychological well-being through organizational citizenship behavior, a slope analysis was carried out (Figure 9). Figure 9 clearly shows that at a high level of Emotional Intelligence, the impact of Organizational Citizenship Behavior on the Psychological Well-being of IT-enabled industry employees is much greater than that at a low level of Emotional Intelligence. When employee EI levels rise, the strength of the relationship between OCB and PWB increases.

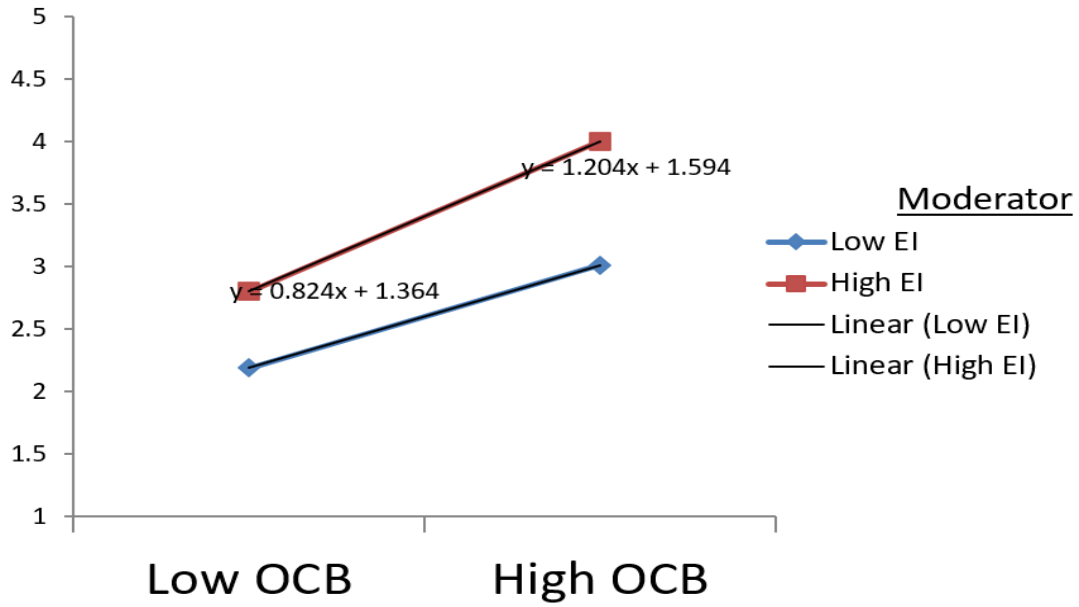

Figure 9. Emotional intelligence strengthens the positive relationship between organizational citizenship behavior and psychological well-being.

16. DISCUSSION

To dissect the relationship between OCB, EI, and PWB among IT-enabled industry employees around Hyderabad, this study was carried out. This study aimed to address the research gap by utilizing three constructs, as previous studies have solely focused on two variables: OCB and PWB in general, and EI and PSB specifically. The authors surveyed employees working in an IT-enabled industry using a questionnaire with 40 items to measure the three constructs, OCB and EI, and the fourth construct, PWB. This empirical study investigates the relationship between OCB and EI, as well as between EI and PWB. The organizational citizenship behavior and emotional intelligence variables are positively associated with psychological well-being.

The findings indicate that EI and OCB are statistically significant, and among IT-enabled employees, there is a substantial correlation between these factors and PWB characteristics. Our results are consistent with these findings. Huang et al. (2021) Organizational citizenship behavior: mediation of trust and psychological well-being A similar study was conducted by Alfonso, Zenasni, Hodzic, and Ripoll (2016) to evaluate the mediating function of work-life quality in relation to emotional intelligence and organizational citizenship behavior. Pradhan et al. (2016) studied the moderating role of emotional intelligence on psychological capital and reported similar results.

The findings of this study have several important implications for organizations in the IT sector and can be used to develop strategies for promoting OCB and EI among employees. Kang, Ji, Baek, and Byon (2020) dissected the structural relationships between PWB and OCB in the context of hotel employees and reported the positive effects of OCB on hotel employees. Employee OCB has the potential to improve PWB, boost performance, and increase job satisfaction. Additionally, the study revealed that employees with high EI are more likely to have improved PWB and performance. Additionally, this study highlighted the importance of creating a positive working environment with organizational citizenship behavior that fosters emotional intelligence, as it directly impacts the psychological well-being of IT employees. Jain (2012) reported the association between emotional intelligence and organizational citizenship behavior with the moderating effect of impression management. Emotional intelligence and organizational citizenship behavior are positively moderated by impression management.

According to the report, as emotional intelligence can result in better PWB, job satisfaction, and higher employee performance, the IT business should support and develop emotional intelligence among its workers.

17. CONCLUSION

This research has provided evidence of the positive association between OCB, EI, and PWB among IT-enabled industry employees. It is evident from the results that a positive organizational culture enhances the emotional intelligence that encourages and rewards such behaviors. The study also identified specific components of OCB, and EI is critical for improving PWB. Altruism, diligence, civic virtue, corporate citizenship conduct, as well as empathy, self-awareness, and emotional intelligence management, are critical elements for improving PWB. The research and practical implications of these findings are examined, highlighting the potential advantages of OCB and EI promotion for improving employee well-being and organizational success. Overall, this study significantly contributes to the body of knowledge on OCB and EI and how they affect worker well-being in India's IT industry.

Research Implications –The findings of this study have several important implications for organizations in the IT sector and can be used to develop strategies for promoting OCB and EI among employees. Kang et al. (2020) dissected the structural relationships between PWB and OCB in the context of hotel employees and reported the positive effects of OCB on hotel employees. The limitations are that the data was collected from the Information Technology employees of Hyderabad Metro. There are some subjectivity and cultural issues, which were elaborated on at the end.

18. LIMITATIONS

The Hyderabad Metro area's IT-enabled industry made up the entire study sample. Nonetheless, a larger sample size could be used to generalize the results. Although the study focused on self-reported measures of emotional intelligence, organizational citizenship behavior, and psychological well-being, biases such as response bias and social desirability bias may have affected the findings. The researchers used reversal questions, checks, and variance measurements to prevent self-reported bias when participants provided answers that were not totally accurate or truthful. The reliability statistics indicate that the sample size of 300 individuals is significant and potentially representative of the population, but it may also constrain the broader applicability of the findings. Other study limitations include the absence of a control group, cultural considerations, and problems with the cross-sectional design. The other limitations are as follows:

Subjectivity: Subjective notions such as OCB, EI, and psychological well-being can be challenging to measure with precision. It can be challenging to compare and analyze data since various people may have different meanings and interpretations of these ideas.

Culture: Cultural elements, such as expectations, conventions, and values, may have an impact on psychological health, OCB, and emotional intelligence. It may be challenging to generalize research from one culture to another as a result.

Self-report bias: Self-report measures are used in many studies on OCB, EI, and psychological well-being, although they might be biased. Inaccurate outcomes may arise from people reporting their own actions or feelings inaccurately, or from social desirability bias.

Multidimensionality: A variety of circumstances can impact the complicated, multifaceted concepts of OCB, EI, and psychological well-being. This approach can make it challenging to separate out the many variables and pinpoint precise causal linkages.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.
Competing Interests: The authors declare that they have no competing interests.
Authors' Contributions: Study design, data analysis, writing, K.D.V.P.; introduction and Literature Review, S.K.; conceptualization of the study and attend reviewer comments, R.V. and S.G.; IBM AMOS data analysis, V.S. All authors have read and agreed to the published version of the manuscript.

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