

Employee emotional intelligence, organizational citizen behavior and job performance: a moderated mediation model investigation

Shu-Hsien Liao

Tamkang University, New Taipei City, Taiwan, Republic of China

Da-Chian Hu

Shih Chien University, Taipei, Taiwan, Republic of China, and

Yi-Ching Huang

Tamkang University, New Taipei City, Taiwan, Republic of China

Received 18 November 2020

Revised 11 October 2021

21 January 2022

Accepted 4 February 2022

Abstract

Purpose – Emotional intelligence (EI) affect behavior and thinking patterns are linked to physical and mental health, employee interpersonal relationships and job performance. Regarding individual EI, workplace employees expect high organizational support with positive employee relations, because they regard employee relations as a perceived support from the organization, which reflects a positive organization's citizenship behavior. Thus, in terms of human resource management, enhancing organizational citizen behavior can ensure that employees continue to improve job performance by maintaining a positive psychological state and employee relations.

Design/methodology/approach – Using a questionnaire survey and structural equation modeling, this study aims to investigate the relationships between EI, psychological capital, job performance, organizational citizenship behavior (OCB) and perceived organizational support. The research subjects ($N = 536$) were in life insurance companies in Taiwan.

Findings – The results showed that psychological capital plays a mediating role in the effect of EI on OCB. Perceived organizational support is used to determine the existence of the effect of moderated mediation in the proposed research model.

Originality/value – This is the first study to find that the indirect effect of EI on organizational citizen behavior through psychological capital is stronger when there are higher levels of perceived organizational support than when there are lower levels of perceived organizational support. In addition, in terms of employee relation development, employee perceived organizational support from organizations is a critical influence which bridges employees' EI and organizational citizen behavior through psychological capital on the human resource management.

Keywords Emotional intelligence, Psychological capital, Job performance, Organizational citizen behavior, Perceived organizational support, Moderated mediation model

Paper type Research paper

1. Introduction

Emotional intelligence (EI) is the capability of individuals to recognize their own and other people's emotions, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goal(s) (Andrew, 2008). EI involves the accurate perception, understanding and regulation of one's own emotions and those of others and covers "the active and purposeful integration of feelings and thoughts" (Srivastava and Agarwal, 2020). EI is traditionally explained using two related but different theoretical approaches: EI as a trait (TEI) (Petrides *et al.*, 2007) and EI as an ability (AEI) (Mayer and Salovey, 1997). TEI, which is



Employee Relations: The
International Journal

© Emerald Publishing Limited
0142-5455

DOI 10.1108/ER-11-2020-0506

This research was funded by the Ministry of Science and Technology, Taiwan, Republic of China (MOST 110-2410-H-032-032-).

also called emotional self-efficacy, is defined as a constellation of emotional self-perceptions that are located at the lower levels of personality hierarchies (Petrides *et al.*, 2007). Individuals with high EI, who have a strong ability to perceive, use, understand and manage their own and others' emotions, tend to show better social and psychological adjustment than those with low EI (Mayer *et al.*, 2008). In addition, studies have begun to provide evidence to help characterize the neural mechanisms of EI that EI is related to the quality of an individual's psychological capability, organizational interactions, workplace performance, work effectiveness and engagement and job performance (Linder, 2019).

In terms of positive psychological capability, psychological capital (PC) is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement". Positive psychological capital (PPC) is defined as the positive and developmental state of an individual as characterized by high self-efficacy, optimism, hope and resiliency (Luthans and Youssef, 2004). PPC requires a balanced approach that addresses human strengths and weaknesses. PPC offers a scientific, integrated framework that measures, explains and develops positivity in the workplace, even amidst today's predominant uncertainty and negativity (Badran and Youssef-Morgan, 2015). Some studies have also suggested that there is a positive relationship between employees' PPC and their organizational performance, including organizational citizenship behavior (OCB), work engagement, job performance and job satisfaction (JS) (Liao *et al.*, 2017; Tan *et al.*, 2021). This characteristic changes during the process of being developed or consumed. Therefore, organizations can ensure that employees continue to improve their organizational performance by maintaining positive psychological conditions. In academia, the interest in positive organizational behaviors has increased with the advent of positive psychology (Jung and Yoon, 2015).

Organizational support theory says that, in order to meet socio-emotional needs and to determine the organization's readiness to reward increased effort, employees must develop a general perception of the extent to which the organization values their contributions and cares about their well-being (called perceived organizational support or POS; Karavardar and Gulsah, 2014). POS is grounded in the theory of organizational support, which emphasizes the importance of viewing employees as valued organizational assets who warrant a company's investment in terms of time and resources, to develop employees' full potential (Wanyama and Eyamu, 2021). Similarly, norms of reciprocity predict that employees repay organizations with desired behaviors if they feel valued and appreciated. Organizational support theory assumes that employees' EI is a function of treatment by supervisors in the workplace to encourage high POS and greater psychological capability because they view their supervisor as an organizational support whose behaviors toward them reflect the organization's citizen behavior (Jung and Yoon, 2015; Morales-Sánchez and Pasamar, 2019; Salas-Vallina *et al.*, 2021). Thus, this study suggests that the possible relationships between EI, PC, job performance (JP) and OCB as adjusted behaviors are moderately mediated by POS. In addition, it is argued that the indirect effect of EI on organizational citizen behavior through psychological capital is stronger when there are higher levels of perceived organizational support than when there are lower levels of perceived organizational support.

This study aims at investigating how POS moderate PC and OCB on the relationships between EI, PC, JP and OCB in life insurance companies in Taiwan. However, the relationships among these five variables are another focus of our study. The present study considers that the relationships among these five variables are very critical to the issue of business organizational psychology and behavior. EI allows organization members to obtain high quality of emotional quality as a value input to participate in their roles in the organization (Hou *et al.*, 2018). The EI acquired belongs to individual employees and is featured as value organizational resource (Rhee *et al.*, 2017). This valuable resource is transferred into JP and OCB and spread to other units of the organization through PC as a mediation role (Gurbuz and

Yildirim, 2019). The organization, thereby, focuses the specific role of PC with the influence to JP and OCB (Liao and Chen, 2018; Meynhardt *et al.*, 2020). Through POS, the employees can moderate the PC into their OCB as a moderated mediation role. The organization continues enlarge its organizational resource and then possess a high degree of PC, which enhance its OCB and JP. In this way, the cycle goes on continuously. Figure 1 shows a conceptual framework in terms of the theoretical model development of this study.

With 330,000 of life insurance agents, Taiwan is a highly competitive market for life insurance. Because the nature or the ability of life insurance agents is generally the key to product sales, life insurance companies have given increasing attention to the recruitment of employee in recent years. To increase profitability, life insurance companies must improve employee performance and reduce the turnover of employees. In addition to revising the company systems and or updating incentives, support from supervisors or colleagues affects the willingness of employee to remain and the standard of work. This study determines how to enhance the performance of life insurance agents in the workplace and improve OCB in terms of EI, psychological capital and perceived organization support in employee relations.

Usage of models integrating mediation and moderation is on the rise in the organization behavior and human resource management. The core of the argument for a moderation approach hinges on the recognition that mediation refers to a mechanism or process that might be blocked or enhanced via a moderator. Thus, finding interactions with manipulations, variables or constructs that might affect the efficiency, rate or operation of a mechanism, or the links to or from the mechanism, implies that mechanism is involved in determining the relationship between a cause and an effect (Vancouver and Carlson, 2015). Jiang and Gu (2017) proposed a moderated mediation model of leader creativity expectations to investigate the effects of leader creativity expectations on employee creativity. Haar and Brougham (2020) found that job insecurity is positively related to anxiety and depression, as well as negatively related to POS climate employee teams within New Zealand. POS climate mediates the insecurity effects towards anxiety and depression, while cooperative team norms buffer the effects of high

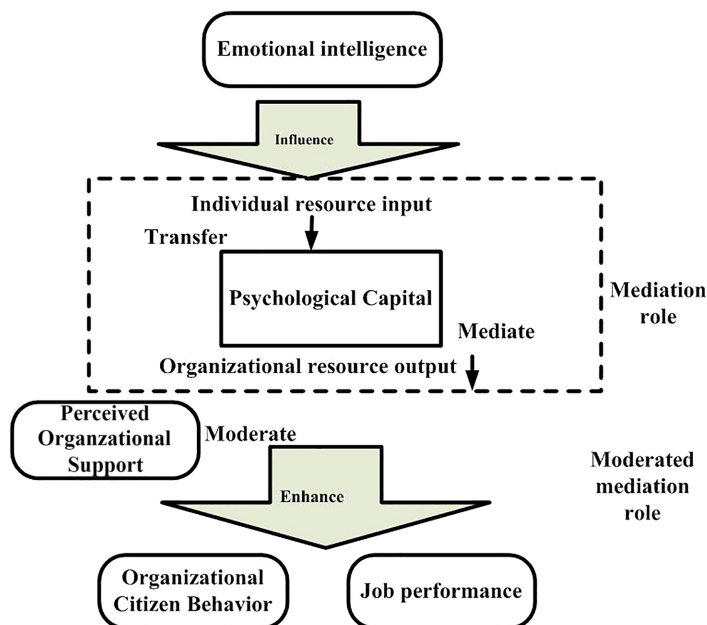


Figure 1.
A conceptual
framework

job insecurity towards anxiety but not depression. Moderated-mediation effects show the indirect effect of insecurity strengthens as norms do. Thus, moderation and mediation are fairly well understood by recent studies, additional complexities emerge when combining them on human resource management and organizational behavior research issues. This study proposes a moderated mediation model and tests the effects of mediating and moderated mediating based on the following theory development and hypotheses.

2. Theoretical foundation and hypothesis development

2.1 Emotional intelligence and psychological capital

Gallagher *et al.* (2015) developed a model and associated propositions that link a project manager's cognitive appraisal of project-related demands to high-performance work practices versus abusive supervisory behaviors. It was proposed that the choice between high-performance work practices and abusive supervisory behaviors is moderated by a project manager's personal resources, including psychological capital, EI and dark triad personality. Wilderom *et al.* (2015) studied non-managerial sales employees in a large retail electronics chain in South Korea who rated the EI of their own store managers and the group cohesiveness within their stores. The results showed that a manager's EI and store cohesiveness are seen as intangible organizing resources or socio-psychological capital for non-managerial store employees. From these results, this study deduces that if an employee has high EI, a PPC is established. Hou *et al.* (2018) found that evidence for strengthening Chinese new generation employees' emotion-management and controlling the disruptive behavior of frontline PC, so as to promote the enhanced innovative performance of new generation employees in China. From these results, this study deduces that if an employee has high EI, a positive PC is established. This study proposes the following hypothesis:

H1. Emotional intelligence is positively related to psychological capital.

2.2 Psychological capital and job performance

In a psychological capital study, Mazzetti *et al.* (2016) studied the positive association between job resources, support from co-workers and PC and assessed the mediating role of PC in the relationship between job resources and work engagement and between job resources and psychological distress. Their results fully supported the hypotheses and showed that autonomy and support from co-workers are positively associated with PC. PC also fully mediates the effect of job resources on work engagement and on psychological distress. Bozionelos and Singh (2017) studied the relationship between EI and job performance for 188 individuals who were working as expatriates. Job performance was measured in terms of task and contextual performance—helping (OCB-H) and voice (OCB-V) OCBs. It was found that although those with the highest scores in EI achieve the best job performance ratings, those who are most disadvantaged in terms of job performance do not have the lowest EI scores. On the other hand, Gurbuz and Yildirim (2019) indicated that those with higher PC are more likely to depict task performance, engage in highly extra-role behaviors, be more committed to their organizations and be highly satisfied with their jobs that are advantageous to army aviation settings in various Turkish Army aviation units. Therefore, this study proposes the following hypothesis:

H2. Psychological capital is positively related to job performance.

2.3 Psychological capital and organizational citizen behavior

In terms of motivation, Jung and Yoon (2015) studied the relationships between PPC (hope, self-efficacy, resilience and optimism), JS and OCBs for employees in deluxe hotels. The

results showed that hope and optimism in employees with PPC have a significant effect on JS; so their hope and resilience affect OCBs. Employee satisfaction is positively associated with OCBs. [Lee et al. \(2007\)](#) identified the driving forces for customer value co-creation (VCC) that occur because of employee PPC, employee service-oriented organizational citizenship behavior (SOOCB) and customer brand experience (BE). The results for 493 valid samples from 30 hotels in Taiwan showed that employee PPC is not positively related to customer VCC, that employee PPC affects customer VCC indirectly through the mediating effect of employee SOOCB and that the relationship between employee SOOCB and customer VCC is positively moderated by customer BE. [Aftab et al. \(2018\)](#) found that extraversion and conscientiousness significantly and positively predicted OCB. Moderation analysis showed that high positive PC attenuated the positive relationship of extraversion and conscientiousness with OCB. Therefore, this study proposes the following hypothesis:

H3. Psychological capital is positively related to organizational citizen behavior.

2.4 Emotional intelligence and job performance

[Kunnamatt \(2004\)](#) showed that good EI training brings considerable benefits to an organization. Drawing on social exchange theory, [Lu et al. \(2017\)](#) examined the moderating effect of job security on the job demands–job performance relationship. Three studies with cross-sectional and time-lagged designs were conducted. The importance of job security to improving employees' performance in emotional workplaces was affirmed. The results showed that EQ and SQ significantly affect CQ. CCA also mediates the relationship between CQ and job performance. Perceived social support and experience moderates the relationship between CQ and CCA. [Ma et al. \(2020\)](#) found that emotional labor was to have a significant effect on in-role performance, and EI moderated the link between emotional labor and JP in public organizations, but not in private organizations. Therefore, this study proposes the following hypothesis:

H4. Emotional intelligence is positively related to job performance.

2.5 Emotional intelligence and organizational citizen behavior

A new OCB scale, the OCB-checklist (OCB-C) was used that did not have these artefacts. Contrary to prior expectations from the literature, positive relations were found between counterproductive work behaviors (CWB) and OCB, and stressors and OCB. Theoretical explanations for positive CWB/OCB relations (demand-elicited OCB, social loafing, work process problems, rater perceptions and attributions and aggravated job stress processes) are discussed ([Fox et al., 2012](#)). [Ölçer et al. \(2014\)](#) found that managers with high EI tend to be more willing to help others, care for others, adhere to the rules and show civic virtue. Highly emotionally intelligent leaders can monitor their own behavior and understand that of their followers, which enhances the employee's additional role in the organization's citizen behavior. [Kearney et al. \(2017\)](#) found that salespeople's customer orientation directly affects customer-related organizational performance; the relationship is moderated by salespeople's EI. The EI of salespeople also directly affects the customer-directed citizenship behavior of back-office employees. The EI of back-office employee moderates the link between the EI of salespeople and the citizenship behavior of back-office employee. The citizenship behavior of back-office employee affects customer-related organizational performance. [Oliver \(2020\)](#) found that high levels of EI are just as critical at the subordinate level of organizations as was originally believed to be for the upper echelon of organizations on OCBs. Therefore, this study proposes the following hypothesis:

H5. Emotional intelligence is positively related to organizational citizen behavior.

2.6 Psychological capital mediates the relationship between emotional intelligence and job performance

Gökhan and Ergeneli (2013) studied the personal performance and JS for 260 medical employees using psychological capital as the intermediary test objects. The results showed that now or in the future, when employees have better performance, they have more confidence and positive features that show their success and increased enthusiasm results in higher JS. Bozionelos and Singh (2017) illustrated the link between global EI and its facets with contextual performance, separately from task performance, which had been the primary focus of research. Their findings also showed that although those with the highest EI scores achieve the best job performance, those who are most disadvantaged in terms of job performance are not necessarily those with the lowest EI scores. These studies show that EI affects the psychological capital of employees and affects job performance. Therefore, this study proposes the following hypothesis:

- H6. The relationship between emotional intelligence and job performance is mediated by psychological capital.

2.7 Psychological capital mediates the relationship between emotional intelligence and organizational citizen behavior

In the literature, Wilderom *et al.* (2015) noted that the EI of a manager and store cohesiveness are seen as intangible organizing resources or socio-psychological capital for non-managerial store employees. Jung and Yoon (2015) confirmed that if employees understand and control and effectively manage their emotions, they can create a positive working environment and significantly improve the organization by increasing organizational citizen behavior. Pradhan *et al.* (2016) investigated (1) the relationship of PC on OCB and (2) whether the construct of EI plays a role in moderating the relationships between PC and OCB in Indian manufacturing and service industries. They found that PC is positively related to OCB and EI moderates the relationship between PC and OCB. Lee *et al.* (2007) identified the driving forces for customer VCC that occur through employee positive PC and employee service-oriented OCB. Therefore, this study proposes the following hypothesis:

- H7. The relationship between emotional intelligence and organizational citizen behavior is mediated by psychological capital.

2.8 The moderated mediating role of perceived organizational support in the relationship between emotional intelligence, organizational citizen behavior and psychological capital

Moderated mediation, also known as conditional indirect effects (Preacher *et al.*, 2007), occurs when the treatment effect of an independent variable on an outcome variable via a mediator variable differs depending on levels of a moderator variable. Silber (2005) noted that many studies have shown that perceiving the support of organization leads to positive working behavior befitting the organization. When employees perceive more organizational support, they have a high level of dedication to work, and employees who are valued by the organization have better working performance. For example, employees faithfully fulfill their obligations or make recommendations that are beneficial to the organization and are more responsible for their work. Specifically, either the effect of independent variable on the mediator variable or the effect of mediator variable on outcome variable depends on the level of moderator variable (Hu *et al.*, 2018). Karavardar and Gulsah (2014) studied 700 fast-food chain restaurant employees in Istanbul, Turkey and found that there was a strong relationship between psychological empowerment, perceived organizational support, organizational citizen behavior, job-embedding and employee performance. In terms of perceived organizational support,

organizational support theory assumes that employees' EI responds to supervisors' treatment in the workplace by ensuring a high POS and greater psychological capability, because they view their supervisor as an organizational support whose behaviors toward them reflect the organization's citizen behavior (Jung and Yoon, 2015). Jiang *et al.* (2020) found that the indirect effect of challenge stressors on affective commitment through work engagement is moderated by the joint effects of core self-evaluations and POS in a sample of 226 Chinese public servants. In their study, POS is a moderated mediating role on the relationships among challenge stressors, work engagement and affective commitment. Thus, this study suggests that the possible relationships between EI, PC, JP and OCB as adjusted behaviors are moderately mediated by POS. Teo *et al.* (2021) proposed a moderated mediation model which examined the impact of high commitment HR management (HCHRM) practices and PC on job autonomy and job demands in predicting burnout in frontline food service employees and tested on 257 Australian workers employed in the food service industry. They found that employees also perceived HCHRM to be a "negative signal" that was implemented for the good of management. Thus, this study suggests that the possible relationships between EI, psychological capital, job performance and organizational citizen behavior as adjusted behaviors are moderately mediated by POS. Therefore, this study proposes the following hypothesis:

- H8. The indirect effect of emotional intelligence on organizational citizen behavior through psychological capital is stronger when there are higher levels of perceived organizational support than when there are lower levels of perceived organizational support.

3. Method

3.1 Research design

This study determines the relationships between EI, psychological capital, job performance, organizational citizen behavior and perceived organizational support for the Taiwan insurance industry and constructs the theoretical model, as shown in Figure 2.

3.2 Operational definitions and questionnaire design

There are 16 items relating to EI. The psychological capital is defined as the development of four positive psychological states: self-efficacy, hope, resiliency and optimism. There are 6 items relating to psychological capital (Luthans and Youssef, 2004). Job performance is defined as the results of achieving the goals of the organization; based on the standards set by the organization,

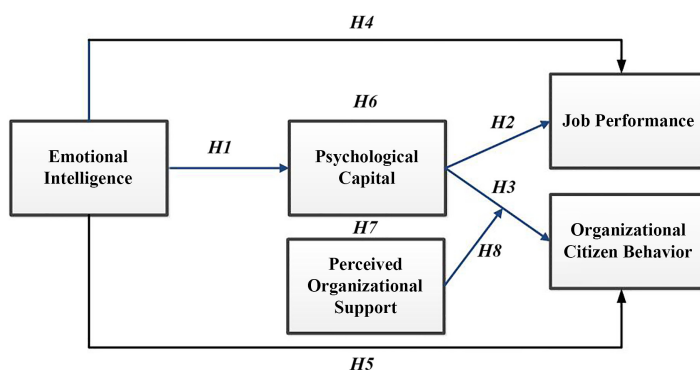


Figure 2.
Theoretical model

working towards these standards and interacting with others. There are 4 items relating to job performance (Ang *et al.*, 2003). Organizational citizen behavior is defined as an act whereby an organization member is willing to cooperate with others spontaneously and without thought of profit. There are 16 items relating to organizational citizen behavior. Perceived organizational support is defined as the perception of the employee as to whether the organization values their contribution or cares about their welfare. There are 24 items relating to perceived organizational support (Eisenberger *et al.*, 1986). All of the items are rated using a 5-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). For the needs of this study, a pre-test questionnaire was revised after discussion with respondents from the insurance industry. First, we randomly selected 10 managers from insurance firms to pilot test the questionnaire to check where the semantic and syntax structure could be improved. After having partly modified the wording of some items, the next stage was a pre-test, which selected three firms from the industry to receive a total of 60 questionnaires, from which a total of 52 valid responses were received, for an effective response rate of 86.67%. After the pilot test, no items were deleted, indicating that the initial measurement of this research can support the subsequent measure model test.

4. Analysis and results

4.1 Sample structure

The research subjects were the employees in insurance companies in Taiwan. The questionnaires were sent to 48 business companies in the life insurance industry. A total of 1,050 questionnaires were sent out from August to October in 2019 and 536 valid questionnaires were retrieved (see Table 1).

4.2 Measurement model

The confirmatory factor analysis (CFA) primarily determines the fit between a variable's factor and its measurement item in this questionnaire. The model fit is good: GFI and NNFI are greater than 0.90, CFI is greater than 0.90, SRMR ranges from 0 to 0.04 and RMSEA ranges from 0 to 0.1. In the reliability analysis, the Cronbach's values are all between 0.86–0.93. Table 2 summarizes factor loading of each item, composite reliability (CR) and average variance extracted (AVE) of each construct. All the standardized factor loadings of each item ranged from 0.40 to 0.91. CR and AVE were used to assess reliability and validity. The results showed CR values greater than 0.7 and AVE values greater than 0.5 except that EI is 0.4 slightly lower than 0.5, which supports the reliability and validity of the constructs used in this study (Fornell and Larcker, 1981). In the validity analysis, the t-values for all items are greater than 1.96, which indicates excellent convergent validity, except for psychological capital. The means, standard deviations and inter-correlations for all variables that EI is positively related to psychological capital ($r = 0.43, p < 0.01$) and to job performance ($r = 0.18, p < 0.01$). Psychological capital has a significant relationships with job performance ($r = 0.25, p < 0.01$) and organizational citizen behavior ($r = 0.27, p < 0.01$). Job performance is

Table 1.
Fitting statistics for the
CFA model

	Emotional Intelligence	Psychological Capital	Job Performance	Organizational Citizen Behavior
GFI	0.94	0.98	1.0	0.97
SRMR	0.04	0.02	0.00	0.04
RMSEA	0.04	0.1	0.00	0.08
NNFI	0.99	0.96	1.00	0.97
CFI	0.99	0.99	1.0	0.98

Employee
emotional
intelligence

Constructs and items	Factor loading	CR	AVE
<i>Emotional intelligence</i>			
EI1 I am capable of knowing why I have certain feelings	0.47	0.91	0.4
EI2 I am very aware of my emotions	0.56		
EI3 I can really understand my feelings	0.56		
EI4 I know why I feel happy or unhappy	0.40		
EI5 When I am unhappy, I can control my temper	0.53		
EI6 I can control my emotions	0.57		
EI7 When I am angry, I can usually calm down in a very short time	0.61		
EI8 I have strong control over my emotions	0.64		
EI9 I can usually set goals for myself and try to accomplish these goals as well as possible	0.63		
EI10 I often tell myself that I am a competent person	0.66		
EI11 I am a person who can motivate myself	0.68		
EI12 I often motivate myself to do my best	0.68		
EI13 I can usually guess emotions from a friend's behavior	0.68		
EI14 I have a good ability to observe other people's emotions	0.68		
EI15 I am keenly aware of other people's feelings and emotions	0.72		
EI16 I know the emotions of people around me	0.73		
<i>Psychological capital</i>			
PC1 I believe that I can complete the task that is assigned by the company	0.82	0.91	0.64
PC2 I believe that I can overcome the difficulties that I encounter in my work	0.86		
PC3 I can think of many ways to achieve the current goal	0.82		
PC4 I am looking forward to the company's future development	0.59		
PC5 I often have an optimistic attitude in work	0.82		
PC6 If I encounter a difficulty in work, I can think of many solutions	0.85		
<i>Organizational citizen behavior</i>			
OCB1 I would like to help colleagues who are absent to complete their jobs	0.64	0.95	0.55
OCB2 I would like to spend more time helping colleagues to deal with work-related issues	0.73		
OCB3 I would like to adjust my schedule to suit the needs of other colleagues	0.65		
OCB4 I would like to show real concern when the organization or colleagues are in the difficulty	0.76		
OCB5 I would like to help new colleagues to adapt to the environment and solve their problems	0.68		
OCB6 I would like to sacrifice time to help colleagues with work-related or unrelated issues	0.67		
OCB7 I would like to share my experiences with colleagues to help them with their work	0.71		
OCB8 I would like to help other people to complete their duties	0.75		
OCB9 I feel that I have to keep up with the development of the organization	0.63		
OCB10 I would like to protect the organization against other colleagues' criticism	0.74		
OCB11 I feel very proud of the work that this organization does	0.80		
OCB12 I would like to be creative to help the operation of the organization	0.81		
OCB13 I would like to improve loyalty to the organization	0.84		
OCB14 I would like to take action to protect the organization from potential threats	0.85		
OCB15 I would like to monitor the organization's reputation	0.83		
<i>Perceived organizational support</i>			
POS1 The company is proud of my achievements	0.60	0.96	0.52
POS2 The company values my contribution	0.62		
POS3 The company helps me when I encounter difficulties	0.68		

(continued)

Table 2.
Standardized factor loadings of each scale item

Constructs and items	Factor loading	CR	AVE
POS4 The company cares about my situation	0.74		
POS5 The company values my goals and principles	0.73		
POS6 The company forgives my careless mistakes	0.69		
POS7 The supervisor helps me to solve problems in the work	0.75		
POS8 The supervisor encourages me to develop new work skills	0.81		
POS9 The supervisor rewards my good job performance	0.68		
POS10 The supervisor praises good performance	0.70		
POS11 The supervisors continue to care about the feelings and ideas of employees	0.86		
POS12 The supervisor encourages employees to participate in important decisions	0.85		
POS13 The supervisor encourages employees to submit different ideas	0.84		
POS14 The supervisor encourages me to adhere to the principle of good faith in the process of customer interaction	0.72		
POS15 Colleagues are proud of my achievements	0.58		
POS16 Colleagues value my contribution	0.66		
POS17 I believe that I get help from colleagues when I encounter difficulties	0.73		
POS18 Colleagues help me when I encounter difficulties	0.74		
POS19 Colleagues value my goals and principles	0.70		
POS20 Colleagues forgive my careless mistakes	0.61		
<i>Job performance</i>			
JP1 The performance of the staff makes me feel satisfied	0.87	0.94	0.78
JP2 The employee is quite efficient in his performance	0.91		
JP3 The performance of the employee is better than that of other employees who do the same work	0.87		
JP4 The employee shows a high quality of work performance	0.90		

Table 2.

also positively related to organizational citizen behavior ($r = 0.55, p < 0.01$). The correlated coefficients are related only to the relationships between some of the variables, although they provide a crucial basis for further analysis (Effelsberg *et al.*, 2014).

4.3 Common method variance testing

As for the examination of common method variance, currently, the most frequently used method to deal with the problem of CMV is Harman's one-factor test, which is used to analyze all items of various variables. This study adopts this method to test the severity of CMV. While using Harman's one-factor test, we assumed if a single factor extracted after the factor analysis or the main variation is more than 50% while a comprehensive factor is used to explain independent variables and dependent variables, then a serious problem with CMV is present (Mattila and Enz, 2002). According to the test results of the present study, a total of five factors were extracted. Among them, the variance explained by the first factor is 39.80%, which is <50%, indicating the present study does not have a serious problem of common method variance.

4.4 Theoretical model

The results show that the correlations between most variables are significant. This study tests five hypotheses with the structural equation model. This model gives an adequate fit to the data (Chi-square = 287.79; Root mean square error of approximation (RMSEA) = 0.076). Figure 2 shows the results for the structural equation model for the variables in this study. It is seen that the T -values for these paths, including EI–psychological capital, psychological capital–job

performance, psychological capital–organizational citizen behavior and EI–organizational citizen behavior, are significant. The parameter estimates are 0.87, 0.31, 0.31 and 0.54. The analytical results of convergent validity in this study indicate the t -values of all the measurement items from each dimension of variables are from 9.56 to 23.04 (Fornell and Larcker, 1981). The t value of each variable is greater than 1.88, indicating the convergence validity of the items under each variable is good. This study tested discriminant validity on the method by Anderson and Gerbing (1988). If the chi-square (χ^2) value of the difference between the restricted model and the non-restricted model is greater than 3.84, then the discriminant validity of these two dimensions is good. Since all $\Delta\chi^2$ values are greater than 3.99, the discriminant validity of this study is good. Table 2 summarizes factor loading of each item, CR and AVE of each construct. All the standardized factor loadings of each item ranged from 0.40 to 0.91. CR and AVE were used to assess reliability and validity. The results showed CR values greater than 0.7 and AVE values greater than 0.5 except that EI is 0.4 slightly lower than 0.5, which supports the reliability and validity of the constructs used in this study (Fornell and Larcker, 1981). In the validity analysis, the t -values for all items are greater than 1.96, which indicates excellent convergent validity, except for PC. Table 3 shows the means, standard deviations and inter-correlations for all variables. EI is positively related to PC ($r = 0.43, p < 0.01$) and to JP ($r = 0.18, p < 0.01$). PC has a significant relationships with JP ($r = 0.25, p < 0.01$) and OCB ($r = 0.27, p < 0.01$). JP is also positively related to OCB ($r = 0.55, p < 0.01$). The correlated coefficients are related only to the relationships between some of the variables, although they provide a crucial basis for further analysis (Effelsberg *et al.*, 2014).

4.5 Hypothesis testing

This study estimates the γ and β values for the theoretical model by using MLE to test whether each hypothetical path achieves a significant level. The optimal sample size for the MLE to estimate structural model must at least range from 100 to 150. Figure 3 shows the structural model with the standardized coefficients for the research sample. This study determines that the EI relationship has a positive effect on psychological capital (Hypothesis 1), psychological capital relationship is positively associated with job performance (Hypothesis 2), psychological capital is positively associated with organizational citizen behavior (Hypothesis 3), EI relation has a positive effect on job performance (Hypothesis 4) and that the EI relationship is positively associated with organizational citizen behavior (Hypothesis 5). These results show that the relationship between EI and psychological capital is a positive association ($\gamma_{11} = 0.87$), so Hypothesis 1 is supported. The relationship between psychological capital and job performance is positively significant ($\beta_{21} = 0.31$) so Hypothesis 2 is supported. The relationship between psychological capital and organizational citizen behavior is positively significant ($\beta_{31} = 0.31$) so Hypothesis 3 is supported. The relationship between EI and organizational citizen behavior is significant positive ($\gamma_{31} = 0.54$) so Hypothesis 5 is supported. However, the relationship between EI and job performance is not significantly positive ($\gamma_{21} = 0.11$) so Hypothesis 4 is not supported. Using the LISREL8.8 output for direct and indirect effects (see Table 4), the results of

Variable	Mean	s.d	1	2	3	4	5
1 Emotional intelligence	3.87	0.47	1				
2 Psychological capital	3.91	0.63	0.69***	1			
3 Job performance	3.59	0.80	0.19***	0.25**	1		
4 Organizational citizen behavior	3.87	0.51	0.60***	0.60***	0.55***	1	
5 Perceived organizational support	3.54	0.46	0.50***	0.54***	0.23***	0.63***	1

Note(s): $N = 204$, *** $p < 0.01$

Table 3.
Means, standard
deviations and
correlations

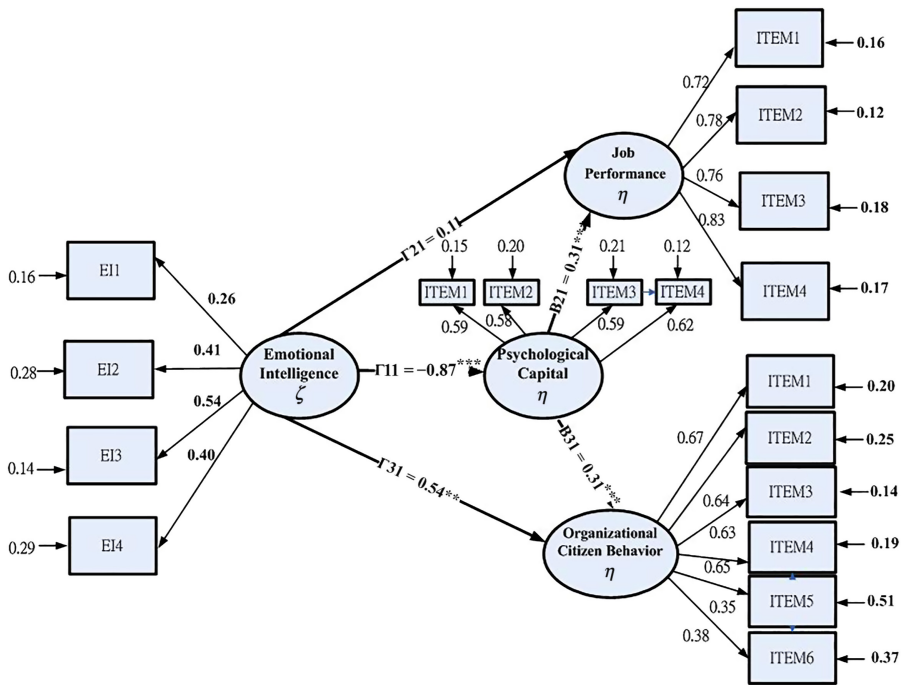


Figure 3.
The path diagram for the structural equation model

Hypothesis 6 can be seen. The direct effect of EI on job performance is 0.11, and its indirect effect via psychological capital is 0.27 which demonstrates there is a full mediation model and that psychological capital acts in a mediating role. Therefore, Hypothesis 6 is supported. The direct effect of EI on organizational citizen behavior is 0.54, and its indirect effect via psychological capital is 0.27, which indicates there is a partial mediation model and that psychological capital acts in a mediating role. Therefore, Hypothesis 7 is supported.

In order to test whether there is a moderated mediating effect in the research model (Hypothesis 8), the moderating effect of perceived organizational support on the relationship between psychological capital and organizational citizen behavior is determined. The results in Table 5 show that the cross-product term for psychological capital \times perceived organizational support in the outcome variable model is significant ($B = 0.14, p < 0.05$).

	Mediator			Outcome					
	Psychological capital			Job Performance			Organizational Citizen behavior		
	<i>E</i>	<i>t</i>	<i>p</i>	<i>E</i>	<i>T</i>	<i>p</i>	<i>E</i>	<i>t</i>	<i>p</i>
Total effect				0.38	4.44	***	0.81	6.72	***
Direct effects									
Emotional intelligence	0.87	11.35	***	0.11	0.45		0.54	2.75	**
Psychological capital				0.31	4.08	***	0.31	4.05	***
Indirect effect				0.27	3.99	***	0.27	3.97	***

Table 4.
Total and indirect statistical effects

	<i>B</i>	Organizational Citizen behavior	<i>p</i>
Direct statistical effect			
Emotional intelligence	0.31		**
Psychological capital	0.29		**
Perceived organizational support	0.21		
Psychological capital × Perceived organizational support	0.14		*
<i>R</i> ²		0.46	

Conditional indirect stat. effect: bootstrap results	<i>M</i>	SE	95% CI
Perceived organizational support <i>M</i> −1 SD	0.16	0.06	0.03, 0.28
Perceived organizational support <i>M</i>	0.25	0.14	0.14, 0.37
Perceived organizational support <i>M</i> +1 SD	0.34	0.08	0.19, 0.49

Note(s): *M* average bootstrap estimate; values for quantitative moderators are the mean and plus/minus one SD; Bootstrap sample size = 5,000; 95% CI confidence interval, bias corrected and accelerated, first(second) value representing lower(upper) limit; *N* = 204

Table 5. Regression results for moderation and the moderated mediation model

The conditional indirect effect of EI on organizational citizen behavior is validated at two values of perceived organizational support: one standard deviation above the mean (+1 SD) and one standard deviation below the mean (−1 SD) (Figure 4). Bootstrap-based confidence intervals for the conditional indirect effects are generated for three different moderator values. The indirect effect through psychological capital increases when conditional indirect effects are not zero. These effects are for moderator values of *M*+1SD (average bootstrap estimate = 0.34, 95% CI [0.19, 0.49]). The conditional indirect effect increases to the level where perceived organizational support is the moderator. Table 6 shows that the moderated mediation model is proven, which supports Hypothesis 8.

5. Implications

5.1 Theoretical implications

This study confirms the findings of Fu et al. (2020) that the success of life insurance practitioners is significantly correlated with EI. The study of Dirican and Erdil (2020) also suggested that if

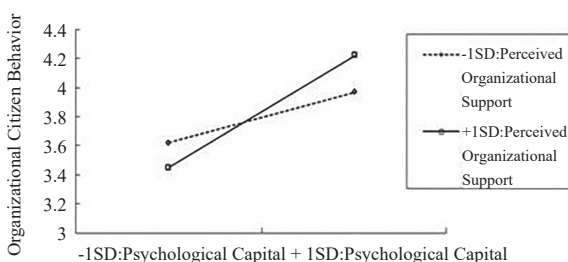


Figure 4. The moderated effect of the degree of integration on the relationship between psychological capital and organizational citizen behavior

Mediator	Index	SE	95% CI
Psychological capital	0.12	0.05	0.005, 0.22

Table 6. The index for moderated mediation

employees understand, control and make good use of their EI, a positive working environment is created, which significantly improves the performance of the organization, and OCB is enhanced. Therefore, the life insurance industry in Taiwan must increase self-affirmation and learning motivation among staff, which increases the intentions to participate in organizational activities. This study shows that the life insurance industry in a highly competitive environment must improve EI as a first priority, because the stability of individuals and organizations is an important foundation in the development of the life insurance industry.

This study finds that PC has a positive effect on the performance of life insurance practitioners and OCB, which is consistent with the results for the study by [Gökhan and Ergeneli \(2013\)](#). When employees perform better, they are more confident and have more positive features that demonstrate their success on workplace. When positive PC in life insurance employees is increased, the performance in the workplace is often higher than individual expectations and the increase in OCB, which is a more obvious feature, illustrates finding ([Aftab et al., 2018](#)). This study also finds that leaders in the life insurance business must enhance education that is related to the PC of frontline business personnel, improve the organization's team atmosphere by improving the OCBs and improve the identity of the staff to performance evaluation, which has a positive effect on career development. The findings of this study are consistent with the findings of [Gökhan and Ergeneli \(2013\)](#) and [Aftab et al. \(2018\)](#) in that when life insurance employees have better JP; they have self-confidence and more positive features that show their success, they feel that they have the EI to communicate with the supervisor and achieve greater JS. In addition, a good personal performance leads to a strong PC effect and trust and enhances JS, so more time and energy are devoted to the affairs of the organization, which enhances the OCBs.

Both relationship between EI and OCB as well as relationship between POS and PC have been investigated in this study. Thus, in this research, taking Taiwan life insurance employees as study subjects, we observe the variations on the relationship of EI and OCB when moderated mediating by the PC through POS. On the other hand, EI through PC mediates both JP and OCB. This a first study to examine these relationships on the life insurance industry in terms of a valuable theoretical finding and implication.

In addition, regarding to contribution and originality on theoretical model, previous studies did not use a theoretical basis of organizational support to test the moderated mediation effect of the relationships between EI, PC on OCB. This study finds that the indirect effect of EI on OCB through PC is stronger when there are higher levels of POS than when there are lower levels of POS. This result is not been examined yet empirically on life insurance industry regarding to another valuable theoretical finding and implication.

5.2 Practical implications

First, for the life insurance industry, an understanding of EI and the development of PC for life insurance industry practitioners in administrative, commodity, business, customer service, or education and training departments, develops the potential to solve problems in personal relationships and at work, which develops soft power in the workplace. To increase interaction and care within the organization, employees' psychological health and identity with the organization must be improved. The employees' emotional management is that we incorporate as EI which is crucial for employees to success in both work and life in general; it is a part of the positive psychological importance of human beings. Thus, this study assumed the EI coverage encourages workers from "job lock" to better JP and OCB. The practical implication of this study suggested that due to the impact of increased competition on insurance business that leads the needs of successful HRM, firms need to select employees with high level of positive affect to embrace high level of EI that will most certainly be rewarded with improved levels of employees' JP and OCB.

Second, the business of the life insurance industry is a very mature business in a civilized society, and the way it promotes its business is also extremely dependent on the professionalism and communication of the business personnel. In the form of highly interpersonal work, the presentation of EI will help the improvement of work performance means that in addition to providing professional training to its life insurance business personnel, insurance companies must also promote the EI of life insurance business personnel in a flexible way, so that they can be able to face customers in terms of demonstrating stable and appropriate emotions and maintaining the best attitude to deal with business work at all times.

Third, this study, which is an extension of the research of Silber (2005), shows that the greater the level of POS in staff, the higher is the level of employee input and the employees who are valued by the organization perform better. For example, when employees are recognized by the organization for their contribution, and they think that the organization cares about their welfare, this is reflected in behaviors that favor the organization. Therefore, life insurance companies should hold public welfare activities, such as road running, park tours or other group activities, more often, to increase the brand name awareness and to enhance cohesion between employees, managers and the company.

6. Conclusion, limitations and future studies

A Chinese ancient historian, Sima Qian said that to make gentlemen die for those who appreciate them, and ladies try to look good for those who love them, which is a success leadership and management for those who wants to lead. This is a story based on the Shiji described that in the China Eastern Zhou Dynasty, how Han Zhaowei to lead an assassin, Yu Rang, to assassination family's enemy, Zhao Zizi, finally failed and die without a regret. Emotions and psychological support always influence both organizational and individual psychology/behaviors in terms of positive leadership, organizational behaviors management and HRM on current business workplaces. This study shows that positive EI and PC can increase OCBs in the Taiwan insurance industry. This study finds that PPC improves positive thinking and increases behaviors that help colleagues. To encourage business staff to maintain a high quality of customer service, an incentive policy was established. Even in the low season, in order to obtain rewards, the senior business staffs strive to meet performance targets, so PC has a positive impact on JP. To receive a service allowance, life insurance sales must meet certain targets, so EI does not have a significant effect on JP. In the life insurance companies, a personal trainer position was established to supervise and provide necessary assistance to the business employees during the low season. Encouragement between peers also effectively promotes OCBs. Therefore, PC has a mediating effect on EI and JP. Insurance products are a special product, which involve the transmission of a concept, so life insurance practitioners must have a higher resistance to stress than staff in other businesses. Because the life insurance industry operates a commission system, the company gives better rewards to give higher performing staff, so the effect of POS is significant in the life insurance industry. However, some limitations are illustrated by this study. In terms of sample collecting, more precise sampling method and subjects should implement on the life insurance industry. Different constructs such as psychological perspectives, organizational measurements and human resource management practices should be investigate on more depth knowledge on life insurance employees in terms of future employee relations studies.

References

Aftab, N., Rashid, S., Ali Shah, S.A. and Hackett, J. (2018), "Direct effect of extraversion and conscientiousness with interactive effect of positive psychological capital on organizational citizenship behavior among university teachers", *Cogent Psychology*, Vol. 5 No. 1, 1514961.

-
- Anderson, J.C. and Gerbing, D.W. (1988), "Structure equation modeling in practice: a review and recommend two- step a roach", *Psychological Bulletin*, Vol. 103 No. 3, pp. 411-423.
- Andrew, C. (2008), *A Dictionary of Psychology*, 3rd ed., Oxford University Press, London.
- Ang, L.H., Kim, J., Stepensky, V. and Hing, H. (2003), "Dock and Pak regulate olfactory axon pathfinding in *Drosophila*", *Development*, Vol. 130 No. 7, pp. 1307-1316.
- Badran, M.A. and Youssef-Morgan, C.M. (2015), "Psychological capital and job satisfaction in Egypt", *Journal of Managerial Psychology*, Vol. 30 No. 3, pp. 354-370.
- Bozionelos, N. and Singh, S.K. (2017), "The relationship of emotional intelligence with task and contextual performance: more than it meets the linear eye", *Personality and Individual Differences*, Vol. 116 No. 2, pp. 206-211.
- Dirican, A.H. and Erdil, O. (2020), "The influence of ability-based emotional intelligence on discretionary workplace behaviors", *Journal of Human Behavior in the Social Environment*, Vol. 30 No. 3, pp. 369-382.
- Effelsberg, D., Solg, M. and Gurt, J. (2014), "Transformational leadership and follower's unethical behavior for the benefit of the company: a two-study investigation", *Journal of Business Ethics*, Vol. 120 No. 1, pp. 81-93.
- Eisenberger, R., Hutington, R., Hutchison, S. and Sowa, R. (1986), "Perceived organizational support", *Journal of Applied Psychology*, Vol. 71 No. 4, pp. 500-507.
- Fornell, C. and Larcker, F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50.
- Fox, S., Spector, P.E., Goh, A., Bruursema, K. and Kessler, S.R. (2012), "The deviant citizen: measuring potential positive relations between counterproductive work behavior and organizational citizenship behavior", *Journal of Occupational and Organizational Psychology*, Vol. 85 No. 2, pp. 199-220.
- Fu, W., Wilhelm, L.O., Wei, Y., Zhou, G. and Schwarzer, R. (2020), "Emotional intelligence and dyadic satisfaction buffer the negative effect of stress on prenatal anxiety and depressive symptoms in Chinese women who are pregnant with twins", *Anxiety, Stress and Coping*, Vol. 33 No. 4, pp. 466-478.
- Gallagher, E.C., Mazur, A.K. and Ashkanasy, N.M. (2015), "Rallying the troops or beating the horses? How project-related demands can lead to either high-performance or abusive supervision", *Project Management Journal*, Vol. 23 No. 1, pp. 10-24.
- Gökhan, B.M. and Ergeneli, A. (2013), "The role of psychological capital and trust in individual performance and job satisfaction relationship: a test of multiple mediation model", *Procedia - Social and Behavioral Sciences*, Vol. 99 No. 2, pp. 173-179.
- Gurbuz, S. and Yildirim, H.B. (2019), "Working in the hangar: the impact of psychological capital on work outcomes among army aircraft mechanics", *Military Psychology*, Vol. 31 No. 1, pp. 60-70.
- Haar, J. and Brougham, D. (2020), "A teams approach towards job insecurity, perceived organisational support and cooperative norms: a moderated-mediation study of individual wellbeing", *The International Journal of Human Resource Management*, available at: [10.1080/09585192.2020.1837200](https://doi.org/10.1080/09585192.2020.1837200).
- Hou, X., Li, W. and Yuan, Q. (2018), "Frontline disruptive leadership and new generation employees' innovative behaviour in China: the moderating role of emotional intelligence", *Asia Pacific Business Review*, Vol. 24 No. 4, pp. 459-471.
- Hu, E., Zhang, M., Shan, H., Zhang, L. and Yue, Y. (2018), "Job satisfaction and union participation in China: developing and testing a mediated moderation model", *Employee Relations*, Vol. 40 No. 6, pp. 964-980.
- Jiang, W. and Gu, Q. (2017), "Leader creativity expectations motivate employee creativity: a moderated mediation examination", *The International Journal of Human Resource Management*, Vol. 28 No. 4, pp. 724-749.

-
- Jiang, Q., Lee, H. and Xu, D. (2020), "Challenge stressors, work engagement, and affective commitment among Chinese public servants", *Public Personnel Management*. doi: [10.1177/0091026020912525](https://doi.org/10.1177/0091026020912525).
- Jung, Y.S. and Yoon, H.H. (2015), "The effects of emotional intelligence on counterproductive work behaviors and organizational citizen behaviors among food and beverage employees in a deluxe hotel", *International Journal of Hospitality Management*, Vol. 31 No. 3, pp. 369-378.
- Karavardar, M. and Gulsah, P. (2014), "Perceived organizational support, psychological empowerment, organizational citizenship behavior, job performance and job embeddedness: a research on the fast food industry in Istanbul, Turkey", *International Journal of Business and Management*, Vol. 9 No. 1, pp. 131-139.
- Kearney, T., Walsh, G., Barnett, W., Gong, T., Schwabe, M. and Ifie, K. (2017), "Emotional intelligence in front-line/back-office employee relationships", *Journal of Services Marketing*, Vol. 31 No. 1, pp. 185-199.
- Kunnamatt, J.T. (2004), "Emotional intelligence: the new science of interpersonal effectiveness", *Human Resource Development Quarterly*, Vol. 15 No. 3, pp. 489-495.
- Lee, Y.C., Chen, J.K. and Lin, S.B. (2007), "Revised Gap analysis by decomposition of service activities: a case study of information system center", *International Journal of Bus Strategy*, Vol. 8 No. 2, pp. 74-98.
- Liao, S.H. and Chen, C.C. (2018), "Leader-member exchange and employee creativity: knowledge sharing: the moderated mediating role of psychological contract", *Leadership and Organization Development Journal*, Vol. 39 No. 3, pp. 419-435.
- Liao, S.H., Hu, D.C., Chung, Y.C. and Chen, L.W. (2017), "LMX and employee satisfaction: mediating effect of psychological capital", *Leadership and Organization Development Journal*, Vol. 38 No. 3, pp. 433-449.
- Linder, C. (2019), "Expatriates' motivations for going abroad: the role of organisational embeddedness for career satisfaction and job effort", *Employee Relations*, Vol. 41 No. 3, pp. 552-570.
- Lu, C., Du, Q., Xu, D.Y. and Zhang, R.F. (2017), "Revisiting the relationship between job demands and job performance: the effects of job security and traditionality", *Journal of Occupational and Organizational Psychology*, Vol. 90 No. 1, pp. 28-50.
- Luthans, F. and Youssef, C.M. (2004), "Human, social, and now positive psychological capital management: investing in people for competitive advantage", *Organizational Dynamics*, Vol. 33 No. 1, pp. 143-160.
- Ma, S., Silva, M.G., Trigo, V. and Callan, V.J. (2020), "The influence of emotional labor and emotional intelligence on job performance: does ownership type matter? A comparison of public and private organizations in China", *International Journal of Public Administration*, Vol. 43 No. 9, pp. 745-756.
- Mattila, A.S. and Enz, C.A. (2002), "The role of emotions in service encounters", *Journal of Service Research*, Vol. 4 No. 3, pp. 268-277.
- Mayer, J.D. and Salovey, P. (1997), "What is emotional intelligence?", in Salovey, P. and Sluyter, D. (Eds), *Emotional Development and Emotional Intelligence: Implications for Educators*, Basic Books, New York, pp. 3-31.
- Mayer, J.D., Roberts, R.D. and Barsade, S.G. (2008), "Human abilities: emotional intelligence", *Annual Review of Psychology*, Vol. 59 No. 3, pp. 507-536.
- Mazzetti, G., Guglielmi, D., Chiesa, R. and Mariani, M.G. (2016), "Happy employees in a resourceful workplace: just a direct relationship? A study on the mediational role of psychological capital", *Career Development International*, Vol. 21 No. 4, pp. 682-696.
- Meynhardt, T., Brieger, S.A. and Hermann, C. (2020), "Organizational public value and employee life satisfaction: the mediating roles of work engagement and organizational citizenship behavior", *The International Journal of Human Resource Management*, Vol. 31 No. 12, pp. 1560-1593.

-
- Morales-Sánchez, R. and Pasamar, S. (2019), "How to improve organisational citizenship behaviour by combining ability, motivation and opportunity: the moderator role of perceived organisational support", *Employee Relations*, Vol. 42 No. 2, pp. 398-416.
- Ölçer, F., Florescu, M., Stela, M. and Marian, N. (2014), "The effects of transformational leadership and emotional intelligence of managers on organizational citizenship behaviors of employees", *Revista de Management Comparat International*, Vol. 15 No. 2, pp. 385-401.
- Oliver, T. (2020), "The importance of subordinate emotional intelligence development in the workplace", *The International Trade Journal*, Vol. 34 No. 1, pp. 162-172.
- Petrides, K.V., Pita, R. and Kokkinaki, F. (2007), "The location of trait emotional intelligence in personality factor space", *British Journal of Psychology*, Vol. 98 No. 2, pp. 273-289.
- Pradhan, R.K., Jena, L.K., Bhattacharya, P. and Nisar, T. (2016), "Impact of psychological capital on organizational citizenship behavior: moderating role of emotional intelligence", *Cogent Business and Management*, Vol. 3 No. 1, 1194174.
- Preacher, K.J., Rucker, D.D. and Hayes, A.F. (2007), "Addressing moderated mediation hypotheses: theory, methods, and prescriptions", *Multivariate Behavioral Research*, Vol. 42 No. 1, pp. 185-227.
- Rhee, S.Y., Hur, W.M. and Kim, M. (2017), "The relationship of coworker incivility to job performance and the moderating role of self-efficacy and compassion at work: the job demands-resources (JD-R) approach", *Journal of Business and Psychology*, Vol. 32 No. 2, pp. 711-726.
- Salas-Vallina, A., Pasamar, S. and Donate, M.J. (2021), "Well-being in times of ill-being: how AMO HRM practices improve organizational citizenship behaviour through work-related well-being and service leadership", *Employee Relations*, Vol. 43 No. 4, pp. 911-935.
- Silber, L.T. (2005), *The Effect of Tangible Rewards on Perceived Organizational Support, the Degree of Maser of Applied Science*, The University of Waterloo, Waterloo, Ontario.
- Srivastava, S. and Agarwal, S. (2020), "Workplace bullying and intention to leave: a moderated mediation model of emotional exhaustion and supervisory support", *Employee Relations*, Vol. 42 No. 6, pp. 1547-1563.
- Tan, K.L., Lew, T.Y. and Sim, A.K.S. (2021), "Effect of work engagement on meaningful work and psychological capital: perspectives from social workers in New Zealand", *Employee Relations*, Vol. 43 No. 3, pp. 807-826.
- Teo, S.T.T., Nguyen, D., Shafaei, A. and Bentley, T. (2021), "High commitment HRM and burnout of frontline food service employees: a moderated mediation model", *Employee Relations*, Vol. 43 No. 6, pp. 1342-1361.
- Vancouver, J.B. and Carlson, B.W. (2015), "All things in moderation, including tests of mediation (at least some of the time)", *Organizational Research Methods*, Vol. 18 No. 1, pp. 70-91.
- Wanyama, S.B. and Eyamu, S. (2021), "Perceived organizational support, graduate research supervision and research completion rate", *Employee Relations*, Vol. 43 No. 6, pp. 1414-1430.
- Wilderom, P.M., Hur, Y.H., Wiersma, U.J., Van den Berg, T. and Lee, J. (2015), "From manager's emotional intelligence to objective store performance: through store cohesiveness and sales-directed employee behavior", *Journal of Organizational Behavior*, Vol. 36 No. 5, pp. 825-844.

Corresponding author

Shu-Hsien Liao can be contacted at: michael@mail.tku.edu.tw

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgroupublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com