Research Article

Emotional self-efficacy level of employees as an antecedent to emergence of pro social behavior to increase coping capacity of organizations during times of turmoil: a literature review

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Article Info	Abstract
	In today's unpredictable business environment, organizations face challenges that impact their stability. This conceptual literature review enriched with empirical findings explores how emotional self-efficacy influences prosocial behavior, enhancing an organization's coping capacity during turmoil. This literature review was conducted using various databases to analyze primary and secondary sources on these concepts. Findings suggest that employees with high emotional self-efficacy exhibit greater prosocial behavior, which strengthens organizational resilience. Factors such as work climate, moral identity and interpersonal relationships shape this behavior. The study contributes to organizational behavior by informing strategies to improve employee well-being, collaboration, and crisis management, fostering long-term organizational effectiveness.

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Introduction

In today's dynamic and unpredictable business environment, organizations are constantly faced with various challenges and disruptions. These challenges often create turmoil within organizations, impacting their ability to function effectively and maintain stability. During such times, the coping capacity of organizations becomes critical for their survival and success. Central to this coping capacity is the behavior of employees, particularly their propensity towards pro-social behavior, which can significantly influence organizational resilience and adaptability. In the dynamic landscape of organizational psychology and management, comprehending the component of emotional dynamics is increasingly recognized as a critical aspect for fostering positive work environments and enhancing organizational effectiveness. This review delves into the multifaceted dimensions of Emotional Self Efficacy (ESE), Pro-Social Behavior (PSB), Coping Capacity (CC), and Crisis Management (CM) within the organizational context. The exploration is grounded in an in-depth analysis of existing research papers, considering diverse perspectives on the definitions, significance, theoretical frameworks, empirical evidence, methodologies, and identified research gaps. The significance of Emotional Self Efficacy, Pro-Social Behavior, Emotional Coping Capacity, and Crisis Management cannot be overstated in the contemporary organizational setting (Bailey et al., 2021; Bartuseviciene et al., 2023; Faisal, 2018; Khorram-Manesh et al., 2023).

This study addresses several key research questions to understand the dynamics between Emotional Self-efficacy

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(ESE) and Prosocial Behavior (PSB) within industrial psychology. Specifically, it investigates the nature and strength of their relationship (RQ1) and explores how numerous factors such as Coping Capacity, Emotional Resilience/Exhaustion, Moral Identity, Meaning in Life, Interpersonal Relationships, and Meaningful Work mediate this relationship (RQ2). Additionally, the study examines the influence of moderating variables including Psychological Capital, Ethical Leadership, Positive Work Climate, Mindfulness, and Coping Strategies on the ESE-PSB relationship (RQ3). It also considers the impact of demographic and situational factors such as age, situational factors, and marital status on this relationship (RQ4). Finally, the research aims to provide a comprehensive understanding by analyzing how these mediation and moderation processes interact to shape the relationship between ESE and PSB in the industrial setting (RQ5). This study proposes several hypotheses to explore the intricate relationships between Emotional Self-efficacy (ESE) and Prosocial Behavior (PSB). Firstly, it hypothesizes a positive

relationship between ESE and PSB, based on the premise that individuals confident in regulating their emotions are more likely to engage in behaviors that benefit others (H1). Secondly, it suggests that Psychological Capital (PsyCap), characterized by hope, resilience, optimism, and self-efficacy, moderates this relationship, enhancing the effect of ESE on PSB (H2). Furthermore, the study proposes that Emotional Coping Capacity, Emotional Resilience/Exhaustion, Moral Identity, Meaning in Life, Interpersonal Relationships, and Meaningful Work mediate the relationship between ESE and PSB. High ESE is likely to foster effective emotional coping, resilience, strong moral identity, a sense of meaning in life, positive interpersonal relationships, and meaningful work experiences, all of which increase prosocial tendencies (H3a-H3f). Additionally, it hypothesizes that Ethical Leadership, Positive Work Climate, Mindfulness, and effective Coping Strategies moderate the ESE-PSB relationship by creating an environment that supports emotional regulation and prosocial actions (H4a-H4d). Finally, the study controls age, situational factors, and marital status to ensure that the observed relationships are not confounded by these variables, providing a clearer understanding of the direct impact of ESE on PSB (H5a, H5b).

This research is significant as it highlights the pivotal role of emotional self-efficacy in fostering prosocial behaviors among employees, which are essential for enhancing organizational resilience during periods of turmoil. By understanding how emotional regulation contributes to supportive actions in the workplace, organizations can develop targeted strategies to strengthen their coping capacities in the face of crises. The study also emphasizes the influence of workplace factors such as ethical leadership and a positive climate in moderating the relationship between emotional self-efficacy and prosocial behavior. Through a comprehensive literature review, the research provides a multidimensional perspective on the interplay between individual and organizational variables that bolster resilience. These insights are invaluable for industrial psychologists and HR professionals aiming to design interventions that enhance emotional competencies, promote collaboration, and ensure stability during challenging times.

Purpose

This review's purpose was to find themes from current literature relating to emotional self-efficacy – emergence of prosocial behavior to increase coping capacity of organizations during times of turmoil. Studies have shown that employees with prominent levels of emotional self-efficacy are better equipped to cope with workplace stressors, exhibit higher job satisfaction, and engage in more positive interpersonal interactions. Pro-social behavior encompasses actions that are intended to benefit others or contribute to the well-being of a group or community. Within organizational contexts, pro-social behavior manifests as actions such as helping colleagues, sharing knowledge, and cooperating with team members. Research suggests that fostering a culture of pro-social behavior within organizations can enhance employee satisfaction, productivity, and organizational performance. Organizational coping capacity refers to the collective ability of an organization to effectively navigate and adapt to challenging or turbulent situations. It encompasses the organization's resilience, agility, and ability to mobilize resources to address emerging threats or opportunities. Organizations with high coping capacity are better equipped to withstand crises, manage change, and capitalize on new opportunities for growth and innovation. This study is organized into sections. The first section summarizes the method for the review and some key terms salient to the analysis and discussion. The second section, the main body of the study, presents results based on major themes in literature and their gaps. The third section discusses the results and analyzes them. The fourth section summarizes the conclusions, and the last part shares practical implications.

Methodology of this Literature review

The methodology for this literature review on the emotional self-efficacy of employees as an antecedent to prosocial behaviour, aimed at enhancing organizational coping capacity during periods of turmoil, was meticulously structured

following systematic review principles. This approach was guided by established frameworks outlined by De Vries et al. (2008) and DiCuccio (2015), ensuring a rigorous and unbiased synthesis of existing literature. The process commenced with, (a) defining research questions and objectives to guide the review, (b) developing inclusion and exclusion criteria to select relevant studies, conducting a comprehensive literature search using multiple academic databases such as PubMed, PsycINFO, Google Scholar, and organizational behavior databases to find relevant literature, (c) screening and selecting studies based on relevance and established criteria, (d) extracting and organizing key information from each study, critically appraising the quality and validity of the studies, (e) synthesizing the findings to identify patterns and gaps, identifying gaps and future research directions, (f) drafting the literature review with clear structure and logical flow, and finally, (g) reviewing and revising the draft based on peer feedback to ensure comprehensiveness and accuracy.

Analyzing the data

The integrity of the research hinged on meticulous planning for data analysis. Certain types of data are best suited to specific analytical techniques (Creswell and Poth, 2018). Moreover, a literature review itself is a qualitative study (Onwuegbuzie et al., 2012). Qualitative analysis frequently employs thematic analysis (Kiger and Varpio, 2020; Castleberry and Nolen, 2018). Consequently, this section will outline the strategy for analysis, including the coding method, and techniques for identifying, organizing, and interpreting themes.

Strategy

Thematic analysis was adopted as the primary strategy. Thematic analysis is fundamental for qualitative research (Lester et al., 2020). A preliminary technique to gain an overall understanding of the data is to annotate it with memos, brief phrases, ideas, or key concepts noted by the reader (Creswell and Poth, 2018). Thus, during the initial review of the data, the research problem was used to guide the creation of memos and begin the coding process. The design of the research, a literature review, also influenced the annotations and coding (Creswell and Poth, 2018).

Coding

Coding involves identifying categories of information and labeling them with codes, word phrases that represent themes in the data (Creswell and Poth, 2018). Robson and McCartan (2016) emphasized that coding is central to thematic analysis. Additionally, coding helps the researcher efficiently analyze data by identifying themes and categories (Vaughn and Turner, 2016). Various coding approaches exist. Robson and McCartan (2016) recommended developing a framework based on an initial review of the data, coding according to the researcher's summary of key points and ideas. Creswell and Poth (2018) proposed a framework that includes coding to identify case-specific themes and conducting coding passes to find contrasting views and make "assertions and generalizations".

Another method, axial coding, involves conducting coding passes to reduce codes until five to seven themes emerge (Williams and Moser, 2019). In this study, thematic coding is employed to analyze the data and identify themes for interpretation. Initially, the data was reviewed as it was collected, making memos to annotate ideas and categories. Subsequently, a conceptual framework was developed to guide further analysis. For instance, the conceptual framework indicated that emotional self-efficacy is an antecedence to prosocial behavior. Therefore, the researcher looked for mentions of emotional self-efficacy, prosocial behavior, and coping capacity during the initial coding passes, focusing on elements such as self-efficacy, prosocial behavior, crisis management and coping capacity. As the coding process continued, the consolidated codes are grouped into categories and themes.

Themes

Coding uncovers hidden themes in the data, which form the basis for interpretation and conclusions (Williams and Moser, 2019). While the research framework guided the coding, the data was also analyzed inductively, allowing the data to narrate its own story. This inductive step in thematic coding organizes themes into networks, illustrating their relationships to each other or the research questions (Robson and McCartan, 2016). According to Lester et al. (2020), this step is crucial for making the thematic analysis process transparent and justifiable. While some analyses follow a linear progression, many qualitative analysts use a non-linear process to identify codes, locate themes from the coding, and organize themes into a network (Williams and Moser, 2019). The researcher adopted a flexible, non-linear approach to coding, identifying themes and organizing them for interpretation.

Interpretation

Data without analysis is silent; hence, a critical step in qualitative research is when the researcher makes evidence-based inferences, constructions, about the data's themes (Castleberry and Nolen, 2018). Indeed, the constructionist paradigm necessitates that the researcher interprets the data (Yin, 2017). Comprehensive thematic analysis goes

beyond data summarization, aiming to interpret it through sense-making statements (Maguire and Delahunt, 2017). Yin (2017) also argued that thematic analysis includes interpretations that consider even rival conceptualizations of the framework. Robson and McCartan (2016) outlined several systematic methods for deriving interpretations, such as noting themes, linking them to theories, and identifying relationships between variables. Additionally, displaying data in tables or networks aids in visualizing concepts when making comparisons or connections (Robson and McCartan, 2016; Yin, 2017). Ultimately, the researcher's constructivist paradigm guided the analysis as the interpretive framework.

This paradigm aimed to understand the phenomenon— emotional self-efficacy of employees as an antecedent to pro-social behavior for increasing organizational coping capacity during turmoil —by recognizing a "complexity of views rather than narrowing meanings into a few categories or ideas" (Creswell and Poth, 2018). However, a protocol was followed by narrowing themes and comparing them to rival but plausible alternatives. Moreover, high-quality interpretation requires thorough knowledge of the concepts emerging from the data (Yin, 2017). Finally, the goal of this review's interpretation was to uncover generalizations: insights that readers can apply to other cases or similar contexts (Creswell and Poth, 2018). Thus, the quality of the data determined the robustness of the interpretation.

Analysis for triangulation

Triangulation enhances the quality and accuracy of data (Santos et al., 2020). Methodological triangulation combines qualitative and quantitative approaches to mitigate validity risks (Robson and McCartan, 2016). Noble and Heale (2019) described using diverse types of data as a form of methodological triangulation. However, this differs from data triangulation, which involves varying the data sources (Abdalla et al., 2018). This review employed methodological triangulation, explicitly analyzing reference information—such as journal and publication year—from the data. The methodological triangulation revealed a diverse sample based on the journals represented and publication years. Finally, the researcher interpreted the reference data, reporting on the analysis in the review's findings.

Methodology Summary

This literature review utilized standard data analysis techniques to analyze and corroborate its interpretations. Initially, using thematic analysis, the researcher coded the data to identify themes. Then, by employing methodological triangulation, the researcher validated the data interpretations. This data analysis approach provided confidence in making appropriate inferences and enhancing the research's internal validity (Yin, 2017). The thematic analysis revealed clear themes related to theories, which contributed to the proposed framework presented in the findings.

Terminology

As several themes emerged in the review, it is essential to define key terms. Case studies specify terms relevant to the research; these terms can be both industry-specific and theoretical (Hancock and Algozzine, 2017). Therefore, this review incorporates both formal theoretical concepts and industry-defined terminology.

Emotional Self Efficacy Terminology

Emotional self-efficacy (ESE) is widely acknowledged as a foundational element of emotional functioning, denoting an individual's belief in their capacity to recognize, manage and organize emotions in self and others (V & Venukapalli, 2023; K. Wang et al., 2022). Several perspectives align in defining Social and emotional self-efficacy at work as an individual's skills to effectively navigate social and emotional situations in the workplace (Fatikasari et al., 2023). Despite these similarities, nuanced differences emerge in emphasis. For instance, K. Wang et al. (2022) adopt a behaviorist lens, defining ESE through observable emotional actions, whereas Rosada et al. (2018) and Sofeia (2023) highlight its cognitive-emotional integration as a determinant of emotional intelligence. Fatikasari et al. (2023) further extend the discourse by incorporating socio-cultural contextuality, recognizing variability across gender and national cultures in the development of ESE. Sun and Lyu (2022) reinstate ESE as the skills necessary to categorize and accomplish actions that achieve desired emotional outcomes. This perspective underscores the importance of proactive emotional management in achieving personal goals. Al-Rahmi et al. (2019) highlight the broader implications of ESE, noting its positive impact on interpersonal relationships, work performance, and overall well-being.

   From a theoretical standpoint, Bandura's Social Cognitive Theory (Douglas Kauffman et al., 2023; Olusegun et al., 2014; Seth, 2018; Tadayon Nabavi & Sadegh Bijandi, 2023; Virginia Koutroubas & Michael Galanakis, 2022) dominates the discourse, emphasizing the role of observational learning and reciprocal determinism in shaping emotional self-beliefs. This theory is widely applied in psychology, education, and communication to comprehend how individuals learn from their social environment. Complementarily, Emotional Regulation Theory (Laulié et al., 2023) and Cognitive Behavioral Theories (Bel-Fenellós et al., 2023; Chen & Yang, 2022; de Fátima Marcelos et al.,

2023; Singaravelu, 2021) offer mechanisms for the internal modification of emotional responses, aligning ESE with broader therapeutic frameworks, building strategies for managing emotions, emotional awareness, and emotional regulation of an individual's psychological well-being. Self-Determination Theory (El-Bassiouny & El-Naggar, 2023) brings a motivational dimension, linking ESE to autonomy, competence, and intrinsic regulation. This theory is applied in various fields, including education, workplace motivation, sports, and healthcare, to promote optimal development and motivation.

Prosocial Behavior Terminology

Prosocial behavior is uniformly described as voluntary actions intended to benefit others, reinforcing collective well-being and social cohesion within the workplace (Cardona-Isaza et al., 2023; Hofmeier & Strang, 2023). It manifests through behaviors such as helping, sharing, and empathic engagement. The development of prosocial behavior is influenced by both innate factors, such as biological predispositions for empathy, and learned factors, including cultural norms, family upbringing, and social experiences. Conceptually, PSB is driven by both dispositional (e.g., empathy; Su & Hahn, 2023) and situational (e.g., group influence; Noronha et al., 2024) factors.

Distinctions across theoretical accounts illuminate varying motivational underpinnings. Social Exchange Theory (Kago & Venkataraman, 2023; Y. I. Lee et al., 2023; Luqman et al., 2023; Nnenna et al., 2023) interprets PSB as reciprocal and strategic, whereas Empathy-Altruism Theory (Brody & Vangelisti, 2016; Nwanzu & Babalola, 2022; Parker et al., 2022) posits prosocial behavior as a primarily affective and selfless driver. Bystander Effect and Diffusion of Responsibility theories (Cao et al., 2022; Gawuna et al., 2022; Gray, 1996; Saniatuzzulfa et al., 2023; Zarzycki et al., 2023) contextualize PSB within group settings, emphasizing inhibition or facilitation via social influence. Evolutionary Psychology Theory explores the evolutionary basis of human behavior, emphasizing how certain behaviors may have evolved to enhance survival and reproduction. While the other theories may not explicitly focus on evolutionary origins, they all acknowledge that behavior is influenced by both individual and collective adaptation (patrick Vermeren, 2020; Schwartz & Gottlieb, 1976; Xiao et al., 2023; Yıldız, 2023). These theories consider various psychological processes.

Coping Capacity Terminology

Coping capacity reflects an individual's or organization's ability to constructively manage emotional stressors (John Thomas & Shanu, 2022). Its conceptualization spans micro (individual emotional resilience; Edmonson et al., 2021) to macro (team and organizational adaptation; Nc, 2023) levels. Practically, coping capacity is supported by institutional practices such as well-being programs and conflict resolution systems (Hussain & Ishaq, 2022), which reinforce resilience-building across organizational strata. Encouraging positive team dynamics contributes to emotional coping capacity. Teams that trust each other and can effectively communicate are better equipped to manage stress and uncertainty (Nc, 2023). Dealing with conflicts in a constructive way is vital for emotional coping capacity. Organizations that have effective conflict resolution mechanisms can maintain a healthier workplace atmosphere (Hussain & Ishaq, 2022).

The theoretical foundations of coping capacity are diverse. Organizational Learning Theory (Chan et al., 2023; Frumkina, 2023; Janicijevic, 2006) situates coping capacity within a knowledge-development paradigm, viewing emotional adaptation as an outcome of iterative learning. In contrast, Sense-Making Theory (Abbasi et al., 2018; Carvalho, 2021; Tovstiga et al., 2020; Xiaofang, 2021) highlights the interpretive processes by which organizational actors contextualize emotional experiences. Sense-making theory places a stronger emphasis on the social and cognitive processes through which individuals and organizations interpret and create meaning from their experiences. Dynamic Capabilities Theory (Ben Ghozlen, 2023; Dai Yuhang & He Rui, 2023; Mohammadi, 2023; Paulo leao et al., 2023) and the Resource-Based View (G. F. Davis & DeWitt, 2021; Madhala et al., 2022; Vasudevan, 2021; Yousaf & Lahore Pakistan, 2019) converge in emphasizing adaptive resource utilization, though the former emphasizes transformation and the latter continuity. Resource-based view theory is more static, concentrating on the characteristics and value of an organization's resources, while dynamic capabilities theory is more concerned with the ability to change and adapt these resources. Resilience Theory (Ginocchio, 2023; Kaushal & Singh, 2023; K. Lee & Gong, 2023; Macusi & Macusi, 2023) encapsulates coping capacity as the systemic capacity to absorb and recover from disruption, making it critical for organizational sustainability. Resilience theory often focuses on the broader organizational and system-level responses to disruptions, encompassing not only learning but also the ability to absorb shocks and maintain functionality.

Results

The search and review process yielded a high-quality selection of primary and secondary sources. The initial search identified over 4,000 articles, which were refined to fewer than five hundred through a focused selection of studies and reviews. The final criterion was applied to include only studies examining emotional self-efficacy as an antecedent to prosocial behavior, contributing to enhanced organizational coping capacity.

Theme and Discussion: The relationship between emotional self-efficacy and prosocial behavior

Albert Bandura's social cognitive theory, as explored by (Douglas Kauffman et al., 2023; Tadayon Nabavi & Sadegh Bijandi, 2023; Virginia Koutroubas & Michael Galanakis, 2022), emphasizes observational learning, modeling, and cognitive processes in shaping human behavior. It underscores the importance of self-regulation, self-efficacy beliefs, and reciprocal interactions in understanding and predicting behavior. This theoretical lens has served as a foundation for numerous studies exploring the relationship between emotional self-efficacy, prosocial behavior, and organizational outcomes. In alignment with Bandura's model, Wang et al. (2022) demonstrated that enhancing emotional self-efficacy is achievable through interventions, particularly those focused on teaching children about self-efficacy. This supports the notion that individuals can shape their emotional and behavioral patterns through exposure to modeled actions and reciprocal determinism (Douglas Kauffman et al., 2023; Tadayon Nabavi & Sadegh Bijandi, 2023; Virginia Koutroubas & Michael Galanakis, 2022).

Building on this theoretical grounding, Fatikasari et al. (2023) found that low emotional self-efficacy leads to emotional irritation and highlighted important demographic variations. Their research revealed that Swedish participants, benefiting from more flexible work environments, exhibited higher self-efficacy than their German counterparts. Gender differences were also observed, with female office staff demonstrating greater emotional self-efficacy, due to their more empathetic nature. These findings are consistent with emotional regulation theories, which emphasize the impact of personal and situational factors on emotional self-perception (Kaushal & Singh, 2023).

Further supporting Bandura's theory in organizational settings, Dina Said Bazadough & Bahjat Abu Sulaiman (2023) explored how family motivation influences prosocial behavior at work through emotional self-efficacy. Their findings suggest that individuals internalize familial values through observation, replicating prosocial behaviors in the workplace, thereby supporting organizational citizenship behavior, individual (OCBI). This mediation effect of self-efficacy illustrates how personal values are translated into workplace behavior. The practical implications are substantial, particularly for organizational leaders and policymakers who wish to leverage family-based motivation (Hameli & Ordun, 2022; Novianty et al., 2022; Kaur et al., 2023; Rogowska et al., 2022).

In a complementary domain, Renee B Patrick (2018) demonstrated that moral identity not only predicts specific types of prosocial behavior, such as emotional support and volunteering but also mediates the relationship between moral judgment and action. Self-efficacy was also shown to boost adolescents' confidence in acting prosocially, thereby reinforcing the role of internal moral frameworks in behavioral expression. Additional support for Bandura's theory comes from educational contexts. El-Bassiouny & El-Naggar (2023), Hornstra et al. (2023), and H. Wang et al. (2022) examined the Prosocial Classroom Model, finding that teacher social and emotional competencies significantly contribute to a positive classroom environment. This again affirms the theory's emphasis on modeled behavior and the learning environment as crucial to behavioral development (Firmansyah Sukabumi, 2022; Getlík, 2023).

While the evidence highlights the benefits of high emotional and social self-efficacy, research by Jneid (2021) introduced a counterpoint. Employees with high ESE and social self-efficacy (SSE) were found to engage more frequently in knowledge-hiding behaviors such as evasive tactics or rationalized withholding. These tendencies were associated with negative organizational climates and interpersonal strain, suggesting that even adaptive capacities can be maladaptive in toxic environments. Expanding the lens to leadership, Vijayasairam Pounraj (2023) investigated the dynamics of exhaustion transfer within teams. The study concluded that while transformational leadership and social self-efficacy positively affect team climate, unmanaged emotional strain among followers may spill over to leaders. This highlights the importance of tailoring well-being interventions to specific organizational contexts, while accounting for reciprocal emotional influences between leaders and team members.

Finally, it is important to recognize the theoretical limitations identified in Bandura's model. As noted by Manik et al. (2022) and Seth (2018), the unreciprocated engagement in prosocial behavior; when others do not return support, may result in emotional distress for the individual, pointing to the potential emotional costs of sustained unreciprocated altruism. This caveat underscores the need for future research into the psychological consequences of prosocial behavior that is not mutually reinforced.

Theme and Discussion: The relationship between prosocial behavior and emotional coping capacity

Prosocial behavior has been consistently linked to emotional well-being and social cohesion, with evidence demonstrating its psychological benefits across diverse populations and contexts. For example, engaging in simple acts of kindness, such as gift giving or writing notes of appreciation, was found to reliably reduce state loneliness and improve mood (Noronha et al., 2024). This outcome aligns with Social Exchange Theory, which posits that individuals seek relational reciprocity and emotional inclusion; thus, behaviors of affection naturally mitigate feelings of isolation (Ong et al., 2023; Tripp, 2023).

Further research has illuminated the role of mindfulness as a facilitator of prosocial behavior in the workplace. In a study by Eddy Wibowo et al., 2023, daily mindfulness training significantly increased helping behaviors over a five-day period, as documented through both surveys and diaries. Notably, participants engaged in focused breathing meditation exhibited higher levels of financial generosity. Martínez-Pérez et al., 2023, confirmed these results, suggesting that mindfulness not only encourages material generosity but also enhances individuals' capacity to value others. These findings suggest that mindfulness fosters other-oriented behaviors, even in performance-driven work environments, through greater awareness and empathy. This connection is well articulated within the Empathy-Altruism Theory, which explains how heightened emotional sensitivity promotes altruistic responses (Ay, 2023).

Complementing this, evidence supports the psychological buffering effects of prosocial actions. Engaging in prosocial behavior has been shown to reduce the negative impacts of stress on mental health, especially among individuals prone to high-level rumination. In these cases, prosocial engagement bolstered mindfulness, moderating the relationship between rumination and psychological well-being (Eddy Wibowo et al., 2023; Nc, 2023; Saleem et al., 2021). Moreover, statistical analysis revealed a significant positive correlation between prosocial behavior and emotional coping capacity. Employees who demonstrated more prosocial behaviors were also those with higher resilience and emotional regulation. This association was further moderated by organizational culture: in collaborative and supportive environments, the link between prosocial behavior and coping capacity was strengthened, whereas in competitive cultures, the relationship was weakened (Meher et al., 2023; Tear & Reader, 2023; Yunita et al., 2023).

From a developmental standpoint, research has explored how prosocial behavior emerges and transforms across the lifespan. Bailey et al., 2021, noted that aging is accompanied by an increase in prosocial actions, not due to rising empathy, but rather to stable dispositional traits such as agreeableness. This raises pertinent questions regarding age-related variations in workplace prosocial behavior and highlights the importance of examining generational differences in organizational settings. Conversely, in early childhood, the absence of empathy has been associated with emotional and social difficulties. Huang et al., 2023, reported that schoolchildren who lacked empathetic engagement struggled with emotional regulation and peer relationships, a finding explained by the Bystander Theory. In such social settings, the presence of observers often inhibits helping behavior, especially in emotionally immature individuals (Brody & Vangelisti, 2016; Wardana & Margaretha, 2018).

The motivational complexities behind prosocial acts have also been scrutinized. While some behaviors appear altruistic, research suggests that egoistic motives, such as enhancing social reputation, may also drive such actions. The distinction between genuine altruism and impression management is not always evident, as the true intent may remain internal and opaque (Faust et al., 2022; Yulianti et al., 2023). Nevertheless, behavior over time tends to reveal the underlying pattern and orientation of the individual. In exploring situational and social drivers of prosocial behavior, social influence has been identified as a critical variable. Studies on bystander intervention show that people are often affected by external cues, some may refrain from helping because they feel observed, others may act precisely because they are being watched, while some may simply pass the responsibility onto others. This behavioural dynamic is well accounted for by the Bystander Effect and Diffusion of Responsibility Theory (J. L. Davis et al., 2019; Luqman et al., 2023; Tadayon Nabavi & Sadegh Bijandi, 2023; Rana & Sarva, 2023; Y. Wang & Chen, 2022).

At the intersection of individual traits and psychological resilience, effortful control has been shown to predict prosociality in young adults through the mediation of ego-resiliency (Dudaš, 2023; Möde et al., 2023). In occupational contexts such as emergency services, this connection is even more pronounced. Hussain & Ishaq, 2022, found that fire-emergency workers who practiced prosocial coping behaviours exhibited lower anger expression and better relationship adjustment with their partners. This aligns with the Empathy-Altruism Theory,

as these professionals are habituated to identifying and responding to others' distress, which not only enhances workplace effectiveness but also improves interpersonal relationships (Faust et al., 2022; Huard et al., 2021; Kago & Venkataraman, 2023).

Theme and Discussion: The relationship between emotional coping capacity and crisis management
Research across organizational and psychological domains underscores the critical role of emotional coping mechanisms, resilience, and adaptive strategies in sustaining both individual and organizational performance during crises. At the foundation of organizational resilience is employee resilience, which has been empirically linked to improved institutional outcomes. Ginocchio, 2023 and R. Wu et al., 2022 demonstrated a positive association between employee resilience and organizational resilience, identifying statistically significant indirect effects mediated by problem-focused and emotion-focused coping. These findings are echoed by Çutuk & Aydoğan, 2021; Jneid, 2021; Nc, 2023, and they confirmed that personal self-efficacy, an antecedent to prosocial behavior, directly supports resilient workplace functioning.

Importantly, managerial resilience has been shown to moderate this dynamic, particularly the relationship between employee resilience and emotion-focused coping. Studies by Afifi & Khaima, 2016; Ginocchio, 2023; Huard et al., 2021; Loeb, 2016; Macusi & Macusi, 2023 highlight that effective leadership styles enable employees to operationalize their resilience more effectively, reinforcing the need for emotionally intelligent and supportive management.

Sinha et al., 2022 further extend this understanding by linking positive emotions to an upward spiral of personal and organizational resources, facilitated by positive self-evaluation, resilience development, and a socially supportive climate. This trajectory aligns closely with the principles of emotional self-efficacy and prosocial behavior, as shown in findings by Leite et al., 2023; Schulman, 2023. Demographic factors also intersect with coping styles. For instance, Aldhuhoori et al., 2023 found that females are more likely to adopt emotion-focused coping strategies than males, although gender was not associated with organizational commitment. Similarly, Oluchi Sunnyibeh, 2023 reported that sales commission enhances affective and normative commitment but does not significantly influence coping strategies, highlighting the differential impact of financial versus emotional motivators.

The connection between psychological capital and stress is central in the studies by Hussain & Ishaq, 2022; John Thomas & Shanu, 2022, which reported an inverse relationship: as stress levels increase, psychological capital declines. These outcomes are significant for organizational resilience and performance. Cultivating a supportive work environment can buffer stress and enhance job satisfaction and commitment, as confirmed by Barinua et al., 2022; Khericha, 2022; Marini Purwanto & Lena Ellitan, 2023. From a structural perspective, Kieser & Koch, 2008 illustrated how both intrinsic (e.g., job satisfaction) and extrinsic (e.g., salary, job level) career outcomes are shaped by coping capacity. Coping mechanisms act as mediators in many of these relationships. This aligns with sense-making theory, where organizational role (such as job level) influences one's capacity to cope and impact systemic resilience (Abbasi et al., 2018; Tovstiga et al., 2020; Xiaofang, 2021).

Evidence from Y. Wang & Chen, 2022 presents a compelling real-world application of these dynamics, detailing how a disaster scenario catalysed learning and innovation within a library organization. Emotions, trust, and leadership empowered staff to experiment and adapt, reinforcing the high reliability organizing (HRO) theory. According to Ginocchio, 2023; Kaushal & Singh, 2023; K. Lee & Gong, 2023; Macusi & Macusi, 2023, HRO emphasizes continuous learning, deference to expertise, and resilience in high-stakes industries like healthcare and aviation. At the institutional level, Filomena T Dayagbil, 2023 found that higher education institutions lacked crisis foresight but adapted through flexible teaching, capacity-building, and strategic planning. Similarly, Leite et al., 2023 documented how organizations navigated the COVID-19 pandemic using structured resilience strategies. Arūnas Emeljanovas, 2023 contributed insights into individual-level coping, noting that emotional health is less influenced by demographic traits and more by personal resources like hobbies and financial stability.

The value of sense of coherence in crisis coping is emphasized in Adnan Gribiea, 2023, where teachers with high coherence reported stronger personal, family, and organizational coping resources. Expanding the scope to youth populations, Gabriela Marc, 2024 identified critical life events and coping mechanisms as central to psycho-emotional health and life satisfaction.

From a psychological health lens, Salima Hamouche, 2023 observed that workload correlates with emotional exhaustion, while organizational communication reduces it and promotes performance. I. Delhom, 2021 noted

that reliance on emotion-focused coping was maladaptive in older adults, advocating for more active coping strategies. Additionally, Zoya Nosheen, 2023 confirmed that emotional intelligence enhances both organizational citizenship behavior and coping skills, recommending emotional training programs. Further synthesis of the literature illustrates that emotional intelligence, especially among leaders, improves adaptive capacity during crisis. Studies consistently show that supportive leadership styles, notably transformational leadership, enhance employee resilience (Hussain & Ishaq, 2022; John Thomas & Shanu, 2022). These findings align with Cognitive Adaptation Theory, which asserts that individuals can restructure cognitive and emotional frameworks to maintain well-being under stress. Lastly, the role of communication in crisis is not to be understated. Alahmad & Robert, 2021; Bonavita et al., 2023; Chen & Yang, 2022; Getlík, 2023 emphasize that transparent, timely, and empathetic communication significantly buffers emotional strain and supports collective resilience.

Concepts

Positive Relationship between Emotional Self-efficacy and Prosocial Behavior. Emotional self-efficacy refers to an individual's belief in their ability to regulate their emotions effectively. Prosocial behavior encompasses actions intended to benefit others or society. Bandura's Social Cognitive Theory posits that self-efficacy beliefs influence behavior. Research in psychology has consistently shown that individuals with higher levels of self-efficacy are more likely to engage in prosocial behaviors. This is because individuals who feel confident in their emotional regulation skills are better equipped to manage their own emotions and empathize with others, leading to increased likelihood of engaging in helpful or altruistic behaviors.

Moderation of the Relationship between Emotional Self-efficacy and Prosocial Behavior by Psychological Capital. Psychological capital (PsyCap) refers to an individual's positive psychological state of development characterized by hope, resilience, optimism, and self-efficacy. Fred Luthans and colleagues introduced the concept of PsyCap, suggesting that it can amplify the positive effects of self-efficacy on behavior. When individuals possess elevated levels of PsyCap, they are more likely to perceive themselves as capable of managing emotions effectively (emotional self-efficacy), which in turn enhances their willingness to engage in prosocial behaviors. This hypothesis aligns with research indicating that positive psychological states can amplify the influence of self-efficacy on behavior.

Emotional coping capacity refers to an individual's ability to effectively manage and regulate their emotional responses to stressors or challenges. Emotional resilience is the ability to bounce back from adversity, while emotional exhaustion is a state of depleted and fatigued. Moral identity refers to the degree to which being a moral person is central to an individual's sense of self. Meaning in life refers to the perception that life is purposeful, significant, and coherent. Emotional self-efficacy can contribute to a sense of control and mastery over one's emotions, which may, in turn, influence the perception of life as meaningful. Interpersonal relationships refer to the quality and nature of connections individuals have with others. Meaningful work involves perceiving one's job as significant, purposeful, and aligned with personal values. Ethical leadership involves leaders who exhibit ethical behaviors, fairness, and integrity. Positive work climate refers to the overall atmosphere and culture within an organization. Mindfulness involves the awareness and acceptance of the present moment without judgment. Coping strategies refer to the methods individuals use to deal with stress and challenges. Controlling age ensures that any observed relationship is not solely due to age related differences. Controlling situational factors ensures that the relationship is not solely explained by specific contextual circumstances.

As a result of this literature review, figure 1 below shows the interrelationships between all the discussed variables.
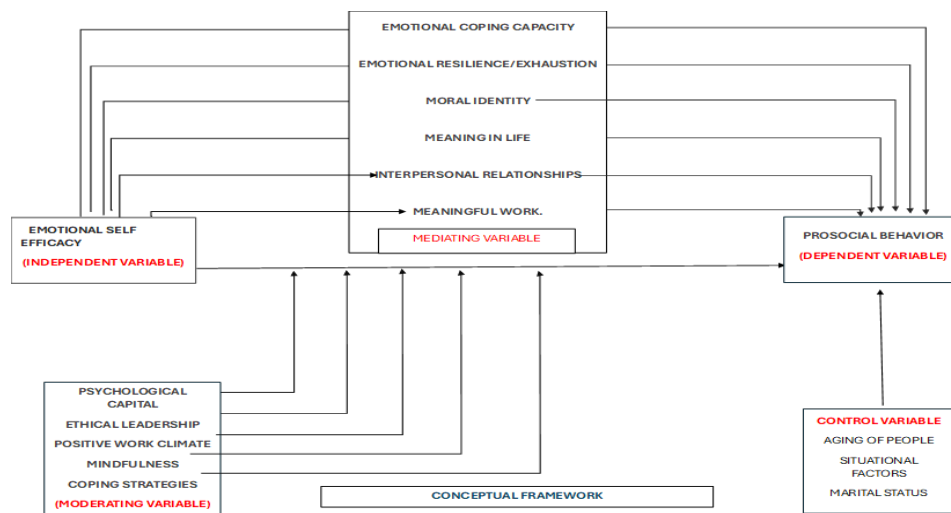
Figure 1. Interrelationships between the variables.

Literature gaps

Theme 1. Individual-Level Mechanisms

Research at the individual level reveals several underexplored areas that warrant deeper investigation. One major gap is the limited understanding of interventions that can enhance emotional self-efficacy across different age groups. While emotional self-efficacy is recognized as a core psychological resource, more research is needed to determine which types of interventions are effective in improving it across the lifespan. Addressing this gap would provide clearer insights into emotional development and regulation, with implications for both psychology and organizational behavior. Additionally, existing literature has not sufficiently examined the long-term effects of prosocial behavior on emotional well-being. Most studies focus on short-term outcomes, leaving unclear how sustained prosocial tendencies influence psychological health over time. Relatedly, mechanisms by which prosocial behavior buffers the adverse effects of stress on emotional well-being remain insufficiently explored. Future studies should investigate mediating processes such as rumination and mindfulness and identify other psychological or behavioural factors that may moderate these relationships.

Theme 2.Organizational Interventions

At the organizational level, key research gaps concern the effectiveness of specific programs and strategies to foster prosocial behavior and emotional resilience in the workplace. For example, while the value of prosocial behavior is often acknowledged, there is a lack of empirical inquiry into how educational, or training programs can be designed and implemented to cultivate empathy and altruistic behavior in various organizational settings. There is also a need to examine the detrimental effects of exploited prosocial behavior, particularly when employees' altruistic actions are taken for granted or strategically manipulated by leadership. Such exploitative dynamics can undermine employee morale and trust, yet they remain under-researched in the organizational literature. Furthermore, the literature points to an important gap in understanding how stakeholder attitudes shape behavioural responses to organizational crises. Research should explore how stakeholder perceptions influence their evaluations of crisis response, reputational judgments, and behavioural inclinations toward the organization. These insights are crucial for advancing strategic communication and stakeholder management practices.

Theme 3. Contextual and Cultural Influences

The influence of context and culture on emotional and behavioural processes is another domain where significant research gaps persist. Future investigations should examine how the effectiveness of empathy-building or prosocial behavior interventions may differ across diverse cultural populations. Cultural norms and values can shape how prosocial behaviours are perceived, expressed, and reciprocated, suggesting that one-size-fits-all interventions may not be universally effective. Another underexplored area involves intergenerational differences in prosocial behavior. Comparative research is needed to understand how prosocial tendencies manifest in older versus younger generations, and how these differences are shaped by generational experiences and societal expectations. Finally, studies should investigate the interaction between organizational identity, sector prototypicality, and cultural context in mitigating the negative impacts of crises. For example, how does the perceived identity of an organization within its sector influence employee identification and stakeholder support during crises? The paper titled *"Coping with organizational crisis: buffering effects of organization sector prototypicality and employee organizational identification"* calls attention to the

importance of integrating cultural and sectoral considerations into crisis resilience research.

Conclusion

This literature review has comprehensively examined the roles of emotional self-efficacy (ESE), prosocial behavior (PSB), coping capacity (CC), and crisis management (CM) within organizational contexts. The synthesis of existing research indicates that ESE significantly contributes to individuals' ability to manage stress and navigate crises effectively, which in turn enhances organizational resilience and performance. PSB has been shown to foster a supportive work environment, further strengthening collective coping mechanisms during times of crisis. The thematic analysis reveals that organizations with higher levels of ESE and PSB are better equipped to handle disruptions, maintaining stability and productivity.

Methodological triangulation has reinforced the robustness of these findings, highlighting the multifaceted nature of these constructs and their interrelationships. Despite the extensive coverage, gaps in the literature remain, particularly in understanding the long-term impacts of ESE and PSB on organizational outcomes. Future research should focus on longitudinal studies to capture these effects over time and explore the potential moderating variables that influence these relationships.

In practice, this review underscores the critical importance of emotional and social competencies in organizational crisis management. Organizations should prioritize developing ESE and PSB through targeted interventions and training programs, as this will not only enhance individual well-being but also build a resilient organizational culture capable of thriving amidst challenges.

To implement this, organizations should:

- Develop training programs focused on emotional intelligence and leadership skills that emphasize ethical behavior, emotional regulation, and supportive management practices.
- Create a positive work environment through team-building activities, recognition programs, and supportive policies such as flexible working arrangements and mental health resources.
- Encourage strong interpersonal relationships by strengthening team dynamics and implementing mentorship programs to foster a supportive network.
- Promote ethical leadership, mindfulness, and well-being programs to help manage stress and maintain a positive outlook.
- Develop crisis management plans and resilience-building workshops to prepare employees for handling stressful situations effectively.
- Integrate regular feedback mechanisms and performance metrics with ESE and PSB to drive continuous improvement.
- Ensure top management's visible commitment and resource allocation, reinforcing an organizational culture that supports employee well-being and cooperative behavior.

In conclusion, by fostering emotional self-efficacy and prosocial behavior, organizations can enhance their coping capacity and ensure sustained effectiveness and resilience in an ever-changing environment.

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