

THE ROLE OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EXECUTIVE EMPLOYEES

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Abstract: *This research study focuses on to analyses the role of emotional intelligence in Organizational Citizenship Behavior (OCB) of executive employees. In this modern globalization, organization not only need skilled employees but also required dedicated and extensive employee- who are contribute their services beyond the compensation provided by the organization, during crisis situation or a need of employees' contribution beyond their compensation. Executive employees are the one who take decision- independent business judgment, manage the entire company or recognized department and subdivision. These executive employees are represented as the pillar of the organization. The trait of emotional intelligence (EI) like self-awareness, concern other person's emotions and handling frustration, control their own emotions are the basic characteristics of successful leader, manager or any executive employee of organization. The present study was conducted among N=101 executive employees of various private organization both IT and non-IT companies in Bengaluru, India. The results of the study indicate that the emotional intelligence of executive employee is significantly positively correlated with Organization citizenship behavior (OCB). The finding of the results highlights the role of emotional intelligence and its dimension on citizenship behavior in organizational setup.*

Key words; Emotional intelligence, organizational citizenship behavior, executive employees, mangers, sportsmanship, civic virtue, self-awareness, empathy, and emotional stability.

I. INTRODUCTION

In the current organization setup increased their level of interdependence among employees; the organization emphasizes more on team work, pro-social behavior with great cooperation and interaction, which are the essential traits of productive and dedicated employee of the organization. Any organization could be successfully reaching its goals and objective with the contribution of employees who extended their services beyond their formal job responsibilities without claiming compensation for their extra time and energy to succeed at the task, such behavior is termed as Organizational Citizenship behavior (OCB). Organizational effectiveness depended not only the employee motivation and reward systems, it is also depending on organizational citizenship behaviour. Another important factors that contribute for the growth of organization is emotional intelligence. The term emotional intelligence refers as the ability to understand and control of one's own emotional behaviour and same understand and control on others emotional behaviour. Organization can achieve their objectives with the help of emotionally well-balanced leader or managers, with good level of organizational citizenship behaviour.

1.1 Definition

Organizational Citizenship Behaviour

Generally, any behavior neither prescribed nor rewarded, yet it contributed to the comfortable and successful functioning of the organization are included as OCB. The term Organizational Citizenship Behaviour (OCB) was introduced by Dennis Organs, and become popular during the mid of 1980's. Organ (1988) identified five dimensions of OCB such as; Altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Appelbaum et.al. (2004) define that "organizational citizenship behavior is discretionary behavior that is not part of an employee's formal job requirement, but it is that which promotes the effective functioning of the organization. Bolino, Turnley, and Bloodgood (2002)

define Organisational citizenship behavior as the willingness of employees to exceed their formal job requirement in order to help each other, to subordinate their individual interests for the good of the organization, and to take a genuine interest in the organization's activities and overall mission.

Organizational citizenship behaviour extended beyond job-related tasks, such as tolerating ambiguities, accepting occasional imposition, sharing resources, and cooperation with fellow employees (Aswathappa. K, 2005). Organizational Citizenship behaviour expressed in different behaviour like:

- **Altruism**; tendency to help others, co-workers and the subordinate
- **Organisational compliance**; more impersonal conscientiousness
- **Courtesy**; tendency to be more politic with co-workers, prevent conflict
- **Sportsmanship**; perform request without complaints, high level of tolerance and accepting changes
- **Conscientiousness**: doing things in organised and prevent or minimise error.

Emotional intelligence

The term emotional intelligence has been defined by Salovey and Mayor (1997) as “the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in the self and others.” According to Daniel Goleman, an American psychologist who popularized the concept of emotional intelligence, identify that emotional intelligence has five key elements such as;

1. Self-awareness- ability to understand one's own emotions and the awareness about strength and weakness
2. Self-regulation- ability to control one's own emotions, and expressed balanced emotional behaviour
3. Motivation- self -motivation; works consistently to achieve the goals
4. Empathy- ability to understand others emotions and behaviour
5. Social skill- ability to express one's own thoughts more diplomatically

Review of literature

Tugba korkmaz and Ebru Arpacı (2009) emotional intelligence of managers has positive correlation with the two specific organizational citizenship behavior such as conscientiousness and altruism of the subordinates. Most of the executive employees are responsible for motivating their subordinate; understand their behavior, control and monitor, which are the essential traits of emotional intelligence. Any executive employees need to have excellent interpersonal skill and effective team building and teamwork with inspirational leadership to motivate their subordinate for their successful achievement of organizational goals. Esther Lopez-Zafra et.al (2012), emotional clarity and emotional repair are highly correlated to transformational leadership. Rashid Maqbool et. Al (2017) study shows that project managers with high emotional intelligence has desired competencies and exhibit transformational leadership behaviour and ensure high success in project. The study results showed that the emotional intelligence measures of self-awareness and relationship management are highly significantly correlated with project success. David L. Turnipseed (2018) identify linkages between emotional intelligence (EI) and Organisational citizenship behaviour. His research study results indicate that the emotional intelligence dimensions of perceiving, understanding and managing emotions has positive effects on OCB-I (individual oriented) and OCB-O (organizational oriented). S.Chandrachud and M.Thaiyalnayaki (2018), study the emotional intelligence and performance of manager in Manufacturing industries, the study revealed that there is a significance difference in performance with emotional intelligence with respect to the components such as social awareness and cordial relation.

1.2 Objective of Study

The current study tries to explore the relationship between emotional intelligence of executive employees on their organizational citizenship behavior specifically our study objectives focuses on the following;

1. To study the relationship between emotional intelligence and organizational citizenship behavior and its dimensions on executive employees.
2. To study the difference between IT (information technology) and Non- IT (service and technical) executive employees' emotional intelligence on organizational citizenship behavior and its dimensions

II. METHODOLOGY

2.1 Sample

The present study conducted a random sample method to collect the data through online survey among 101 executive employees of middle- and first-line managers or team leaders of various private organization both IT and Non-IT companies of Bangalore, India. The sample of gender more or less equally distributed as 60 male and 41 female executives with the average age group between 20 to 30 years. This study includes the executive employees who are in the job position of team leaders, first line managers and Middle managers of various IT and non-IT companies of Bangalore, India. Executive employees are the employees who are having a primary job responsibility to lead their subordinates, take decisions and plan strategies for the organization to achieve the goals. This study excluded the employees who are below the level of team leaders and not consider their level of experiences and age factors.

2.2 Hypothesis

On the basis of past research and existing literature reviews we formulated hypothesis as followed;

H1: Emotional intelligence of executive employees has positive correlation with organizational citizenship behavior

H2: Emotional intelligence of executive employees has positive correlation with dimensions of organizational citizenship behavior (Altruism, organizational compliance, sportsmanship and loyalty)

H3: There is no significant difference in the level of OCB among IT and Non-IT executive employees.

2.3 Variable of the study

- **Independent variable:** Emotional intelligence (EI) of executive employee
- **Dependent Variable:** Organization Citizenship Behaviors (OCB) of executive employee

2.4 Tools used for the study

- **Organizational citizenship behavior (OCB scale);**

Organizational citizenship behavior was measured by the OCB scale developed by Dr. Sangeeta Jain and Dr. Vivek Sharma, (2010). This scale consists of 36 items which measure four dimensions like; 1) Altruism, 2) Organizational compliance, 3) Sportsmanship and 4) loyalty. All the 36 items were used a five-point response like strongly agree to strongly disagree. Higher score indicates the high organizational citizenship behavior. The reliability of the scale was determined by split half method and the reliability coefficient is 0.89. the scale has high content validity as 0.94.

- **Emotional intelligence scale (EI);**

Emotional intelligence of executive employee measured with the help of emotional intelligence scale developed by Anukool Hyde, Sanjyot Pethe and Upinder Dhar (2002). This scale consists of 34 items and use five-point scale responses like strongly agree to strongly disagree. This EI scale measures 10 factors such as 1. Self-awareness, 2. Empathy, 3. Self-motivation, 4. Emotional stability, 5. Managing relations, 6. Integrity, 7. Self-development, 8. Value orientation, 9. Commitment and 10. Altruistic behavior. The split half reliability coefficient has been found to be 0.88 in this scale and the reliability index is 0.93.

2.5 Statistical analysis

In this study to examine the relationship between Emotional intelligence (EI) and Organizational Citizenship behavior (OCB) through correlation and the hypothesis testing was used T-test and Regression analysis, which are computed through SPSS to find the statistically significant.

III. RESULTS AND DISCUSSION

The obtained data were analyzed through the descriptive statistics, inferential statistics to test the hypothesis. In descriptive analysis mean and standard deviation were calculated to find out the significance of relationship between the variables. And further analysis of 't'- test were used and computed to find out the significant difference among the groups.

Table 1: Correlation coefficient between Emotional intelligence (EI) and Organizational Citizenship behaviour of executive employees

Variables	Mean	SD	Correlation (Pearson)	Sig. (2- tailed)
Emotional intelligence (EI)	134.01	13.68	.732**	.000
Organizational Citizenship behavior (OCB)	140.77	14.90		

** Correlation is significant at the 0.01 level

H1 Emotional intelligence of executive employees has positive correlation with organizational citizenship behavior and its dimensions.

The above table 1 shows significant correlation between the emotional intelligence (EI) of executive employees on their Organizational citizenship behavior (OCB). The result of the study evidently shows that emotional intelligence of executive employees is significantly positively correlated to Organizational citizenship behavior, as the correlation value of .732, P-value .000 (Sig.value at 2 tailed) which is significant at alpha level of 0.01 (.732, $p < 0.01$) therefore the results of the study proved the hypothesis (H1) that emotional intelligence of executive employee has positive correlation with OCB. The research study shows that the executive employees with high level of emotional intelligence exhibits high level of organisational citizenship behaviour in their work culture or work environment.

Table 2 shows the correlation coefficients of emotional intelligence with dimensions of OCB; Altruism, organizational compliance, sportsmanship and loyalty of executive employees.

Dimensions of Organizational Citizenship behavior (OCB)	Mean	Std. Deviation	Emotional intelligence (EI) rho Correlation Coefficient	Sig (2 tailed)
Altruism	88.93	8.91	.773**	.000
Organizational compliance	19.20	2.99	.564**	.000
Sportsmanship	22.43	3.17	.525**	.000
loyalty	10.22	2.56	.259**	.009

** Correlation is significant at the 0.01 level

H2 Emotional intelligence of executive employees has positive correlation with dimensions of organizational citizenship behavior; Altruism, organisational compliance, sportsmanship and loyalty.

The above table 2 shows the significant correlation between the emotional intelligence (EI) of executive employees on the dimensions of OCB such as Altruism, organisational compliance, sportsmanship and loyalty. The result of the study evidently shows that the emotional intelligence of executive employees is significantly positively correlation to all the dimensions of OCB; Altruism, organizational compliance, sportsmanship and loyalty, as the emotional intelligence correlations value towards altruism is 0.773. ($P < 0.01$), Organizational compliance is 0.564 ($P < 0.01$), sportsmanship is 0.525 ($P < 0.01$) and loyalty is .259 ($P < 0.01$). Therefore, the results of the study proved the hypothesis (H1) that emotional intelligence of executive employee has positive correlation with dimensions of OCB.

Table 3 : shows the Regression analysis model summary between Organizational citizenship behavior (OCB) and Emotional Intelligence (EI)

Model summary b				
Model	R	R Square	Adjusted R square	Std. error of the estimate
	.732 ^a	.535	.530	10.214

^aPredictors: (Constant), Emotional intelligence b Dependent variables: Organisational Citizenship behaviour (OCB)

Table 4: Regression analysis between emotional intelligence and OCB of executive employees

Coefficients ^a					
Model	Unstandardized coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	33.961	10.056		3.377	.001
Total score of EI	.797	0.75	.732	10.676	.000

^aDependent variable: Organisational Citizenship behaviour (OCB)

The Table 3 and Table 4 shows the results of regression analysis model summary and the correlation between organisational citizenship behaviour (OCB) and emotional intelligence of executive employees. Further analysis of data by using the regression analysis shows clearly that the variable of emotional intelligence predicts the organisational citizenship behaviour of executive employee. Table 3 shows the R square value as 0.535 and the adjusted R square is 0.530 which indicate that the variable of emotional intelligence influence 53% on the organizational citizenship behaviour of executive employees. The table 4 shows the unstandardized coefficient beta value as 0.797 with the standard error of 0.75, t-value is 10.676 and P-value of .000 ($p < 0.01$) which is clearly shows significant correlation between the emotional intelligence and OCB of executive employees. Thus, regression analysis indicate that emotional intelligence of executive employees is good predictor for their Organizational Citizenship behaviour.

Table 5: Mean, SD, t-test significance between IT and Non-IT executive employees on their level of OCB

Variables	Group	N	Mean	SD	t	Sig (2-tailed)
OCB	IT employees	50	141.36	15.31	.391	.697*
	Non-IT employees	51	140.20	14.62		

*Not significant 0.05 level

H3: There is no significant difference in the level of OCB among IT and Non-IT executive employees.

From the above table 5, it is clearly revealing that the IT employees and Non-IT employees more or less equal in their total score of OCB as the mean value 141.36 for IT employee and 140.20 for Non-IT employees. Further analysis of t-test to test the hypothesis shows as the t-value is .391 with the P-value (sig-2 tailed) ($P > 0.05$). This shows that there is no significant difference in the organization Citizenship behavior (OCB) between IT and Non-IT executive employees. Therefore, the result of the study disproves the hypothesis that the IT and non-IT executive employees differ in their level of OCB. The results indicate that the organizational citizenship behaviour does not differ due to the different sectors of employment, irrespective of different sectors all the executive shows similar level of organizational Citizenship behavior.

IV. DISCUSSION

This research study explored the role of emotional intelligence (EI) in organizational citizenship behavior (OCB) of executive employees of IT and non-IT employees of various organization. The result of the study shows that emotional intelligence is significantly as well as positively correlated with Organizational Citizenship behavior (OCB) which is consistent with the past research findings, (Tugba Korkmaz and Ebru Arpaci, 2009) that emotional intelligence of manager had a positive correlation with organization citizenship behaviour, it is also found that positive correlation with the altruism of the subordinates. In this study also confirm the same as the Altruism had high positive correlation with OCB in compare with other dimensions of OCB. It shows that the executive employees who are high in emotional intelligence had better understanding of subordinates and extending their selfless concern and support towards their subordinate (Rocio Garcia-Retamero, et.al, 2012) study the transformational leadership and emotional intelligence, and proved that emotional intelligence predict transformational leadership. This study also confirms the similar results as the emotional intelligence is strong predictor of OCB of executive employees, specially in the dimensions of Organizational compliance and sportsmanship

V. CONCLUSION

The current study aimed to explore the relationship between emotional intelligence on Organization citizenship behavior (OCB) among executive employees. In this research study found that the executive employees had positive high positive correlation between their emotional intelligence on their organizational Citizenship behaviour. Second the study shows that emotional intelligence of executive employees has high correlation with the specific dimension of OCB, Altruism than other. All the dimension of OCB; organizational compliance, sportsmanship and loyalty are positively correlated with emotional intelligence of executive employees. The third finding of the study is that the emotional intelligence is a good predicator of OCB. The last find of the study is that there is no significant different in the Organization Citizenship behavior (OCB) among IT and Non-IT executive employees.

IMPLICATION OF THE STUDY

Present study is very relevant to understand the executive employees' behaviour in current scenario as every organization need effective leader who have good human skill irrespective of IT or Non-IT sectors specially on Organization Citizenship behaviour. Emotionally well-balanced Executive employees will develop good interpersonal relationship between subordinate. As this study indicate the strong positive correlation between the emotional intelligence of executive employee on their level of organizational citizenship behaviour, especially which is expressed in the form of behavior like, Altruism, organizational compliance, sportsmanship and loyalty. The present study given an insight that executive employee needs to enhance their emotional intelligence through specific life skill training and develop their self-understanding of their own behaviour, so that employees will show high level of OCB which in turn support organizational growth, goal achievement and job performance

LIMITATIONS AND FUTURE RESEARCH SCOPE

Apart from the implications, this study lacks due to some limitations which are needed to be studied in future perspective. In this study the sample size is not quite large and thus it required large sample to generalize the findings of this study. In this study included only the middle- and first-line managers excluded the top-level managers. The present study is conducted only to the executive employees, not all the levels of employees in the organization which need to be studied in future.

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Conflict of interests

I Mr. Stephen Babu, first author of this research paper declared that there are no competing interests exist in the research work, as it is not funded or sponsored by any agency. This work is completely under the supervision of Dr. Arunmozhi and Dr.sreenath.K a co-authors of this paper. There responses will be collected with the complete voluntary acceptance of participants of executive employees.

Author's contributions

Both the authors, Stephen Babu, a research scholar and Dr. Arunmozhi, and Dr. Sreenath.K, research Guides contributed equally to the theoretical development, analysis, interpretation and writing of the manuscript.

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