

Association of Emotional Intelligence and Organizational Citizenship Behavior - A Study With Reference to IT Employees

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ABSTRACT

The continuous interactions, both positive and negative which occur among the employees in a workplace will impact the overall operations of the organization. The concept of Organization Citizenship Behavior (OCB) has its way into literature and practice, as it includes that discretionary behaviors that go beyond the regular job description. In order to exhibit extra role Behaviour, an employee working with any kind of industry requires an adequate amount of emotional stability. IT companies demands high levels of Emotional Intelligence and citizenship Behavior from its employees in order to stay ahead in the tough competition that exists in the IT industry. So in the present research paper an attempt was made to measure emotional intelligence and organization citizenship behavior of the employees working with IT companies in Twin cities of Telangana State. Standard scales were used in the questionnaire to get the required data. The data collected from a convenient sample is analyzed using descriptive statistics and correlation. From the study it was found that there is a positive association between emotional intelligence an organization citizenship behavior

KEY WORDS: Citizenship Behavior, Emotional Intelligence, Turbulent business environment

INTRODUCTION

Emotional Intelligence (EI) has come into its own as one of the most popular psychological concepts of the last decade. EI has been used by some as an umbrella term that comprises elements such as 'soft skills', 'people skills', and a general ability to cope with life's demands. In other words 'Emotional intelligence gives you a competitive edge. Emotional intelligence is all about listening to your internal voice and it's imperative that organizations should focus on the importance of emotions with respect to the intellectual abilities attached to it. Today, organizations need to evaluate employee's abilities in terms of emotions instead of their intellectual level because human relations in organizations are influenced by emotional factors more than by intellectual factors

Organizational Citizenship Behavior is defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988). Organization Citizenship Behavior(OCB) is an evolving concept concerning how and why people contribute positively to their organization beyond defined work roles, a concept that has rapidly expanded in recent years. The study of OCB engages fundamental questions analyzing the circumstances in which individuals go the extra mile in the workplace while enhancing their emotional intelligence in which It deals with the recognition of our own emotional state and that of others also.

THEORETICAL AND LITERARY REFLECTIONS

EMOTIONAL INTELLIGENCE

The Emotional Intelligence (EI) term was first given by Salovey and Mayer (1990) however it was made famous by Goleman (1995) who described EI as a potential factor in comprehension and anticipating the performance of representatives in the working environment. Having great intellectual abilities may make you a superb fiscal analyst or legal scholar, but highly developed emotional intelligence will make you a candidate for CEO or a brilliant lawyer (Goleman, 1995). The term emotional intelligence draws on two simple concepts: to be intelligent or ‘applying knowledge appropriately’; and to be ‘emotionally astute’ or tuned in or ‘applying feeling appropriately’. His main idea behind Emotional Intelligence is that it includes abilities or attributes of employees which are related to their emotional side like recognizing and managing their own emotions, motivating oneself, recognizing and managing others emotions and managing relationship with others. Emotional Intelligence is thus important for every individual because it analyses the capacity of individual to control and regulate its negative emotions. Daniel Goleman also recommended four main domains of Emotional Intelligence i.e. Self-Awareness, Self-Management, Social Awareness, and Relationship Management (Boyatzis, Goleman, & Rhee, 2000). This fig. below shows Goleman’s new model of emotional intelligence.

	SELF Personal Competence	OTHER Social Competence
RECOGNITION	<u>Self-Awareness</u> Emotional Self-Awareness Accurate Self-Assessment Self-Confidence	<u>Social Awareness</u> Empathy Service Orientation Organizational Awareness
REGULATION	<u>Self-Management</u> Self-Control Trustworthiness Conscientiousness Adaptability Achievement Drive Initiative	<u>Relationship Management</u> Developing Others Influence Communication Conflict Management Leadership Change Catalyst Building Bonds Teamwork and Collaboration

Above Goleman’s model outlines four main EI constructs:

1. Self-awareness — It is the ability to recognize ones emotions and its impact on other people.
2. Self-management — It comprises of managing and regulating one’s impulse feelings and emotions and also to adjust with changing situations.
3. Social awareness — It is the ability to be aware and understands the emotions of others.
4. Relationship management — It is the capability to encourage, manage and develop others

ORGANIZARIONAL CITIZENSHIP BEHAVIOUR

OCB was first so named by Organ and his colleagues (Bateman & Organ,1983: Organ, 1988) and defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization”. The concept of OCB had its origin from social exchange theory that illustrates that people feel obligated to reciprocate when they feel benefited from the same other person’s or some entity’s action (Coyle- Shapiro, Kessler & Purcell,2004). Thus, it is a kind of mutual exchange where both the parties get benefitted. People with strong Organizational Citizenship Behavior will exert greater efforts to master a challenge while those with weak are likely to reduce their efforts or even quit. Organ identified five major categories of OCB—Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue. Relevant study defines the above five categories as follows: Altruism, Conscientiousness, Sportsmanship, Civic Virtue. Moreover, Organizational Citizenship Behavior involves strong voluntary behavior, consequently employees with high Emotional Intelligence will understand and express better than those with low Emotional Intelligence.

	Emotional	Intelligence.
Altruism	Voluntary actions that help a fellow employee in work-related problems	<ul style="list-style-type: none"> ▪ Helping a co-worker with a project; ▪ Switching vacation dates with another person ▪ Volunteering
Civic virtue	Voluntary participation in, and support of organizational functions of both a professional and social nature	<ul style="list-style-type: none"> ▪ Attending voluntary meetings and functions ▪ Reading memos ▪ Keeping up with new information
Conscientiousness	A pattern of going well beyond minimally required role and task requirements	<ul style="list-style-type: none"> ▪ Never miss a day of work ▪ Coming to work early if needed ▪ Not spending time on personal calls
Courtesy	The discretionary enactment of thoughtful and considerate behavior that prevent work-related problems for others.	<ul style="list-style-type: none"> ▪ “Turning the other cheek” to avoid problems ▪ Not “blowing up” when provoked

REVIEW OF LITERATURE

Shiji Lyndon & Ashish Pandey(2020) “Emotional Intelligence & Shared Leadership: Moderating Role of Task Interdependence” study examines the relationship between emotional intelligence of team members and degree of shared leadership in teams. The study also investigates the moderating role of task interdependence on this relationship. It shows that emotional intelligence and task interdependence are positively correlated with shared leadership and there is no correlation between emotional intelligence and task interdependence.

Mahima Nanda and Gurpreet Randhawa(2019) “Emotional Intelligence, Well-Being, and Employee Behavior” reviews the existing literature relating to emotional intelligence and determine its relationships with some of its key correlates. Accordingly, the paper has been divided into three main sections. The results propose that EI is a vital construct that affects various dimensions of well-being involving JS, OC, and EE, and that these variables further mediate the relationship between EI and employee behavior in the workplace.

Garg, Naval,Punia, B. K.,Jain, Anuradha(2019) “Workplace Spirituality and Job Satisfaction: Exploring Mediating Effect of Organization Citizenship Behaviour.” research investigates the relationship between WSP and job satisfaction (JS) with the help of two approaches. First, with the help of necessary condition analysis (NCA), it is explored that whether WSP is a necessary condition for the occurrence of JS. Second, the mediation effect of organizational citizenship behaviour (OCB) in association amid WSP and JS is examined using Baron and Kenny's (1986) technique of mediation analysis he study reports a positive correlation between all three variables of the study. Further, WSP does not come out as a necessary condition for JS. A partial mediation effect of OCB is reported. Practical implications and limitations are also discussed in the article.

Hameed Al-ali, Asaad,Khalid Qalaja, Lubna, Abu-Rumman, Ayman, Ratajczak-Mrozek, Milena(2019) “Justice in organizations and its impact on Organizational Citizenship Behaviors: A multidimensional approach” aimed at investigating the impact of multifocal organizational justice on Organizational Citizenship Behaviors (OCBs). Agent-referenced organizational justice was found to be a stronger predictor of OCBs than system-referenced organizational justice.

Peggy Coadya , Seán Byrneb and John Caseyb(2018) “Positioning of emotional intelligence skills within the overall skill set of practice-based accountants: employer and graduate requirements” explores those skills that are viewed as important, whether those skills are being developed in university accounting programs and the extent that these skills should be developed on university accounting programs The results were, both employer and graduate responses were similar, on an aggregate basis, for the three main areas under study.

Monika Agarwal and Akshay Kumar Satsangi(2018) “The Role of Gender in Emotional Intelligence and Entrepreneurial Self-Efficacy” study is to evaluate the relation between emotional intelligence and entrepreneurial self-efficacy of management students in Agra district of India. Examine the relationship between emotional intelligence and entrepreneurial self-efficacy among management students of selected colleges It indicates that there exists a positive association between emotional intelligence and entrepreneurial self-efficacy.

Athar Mahmood, Lalit Kumar Yadav (2017) “Occupational Stress, Emotional Intelligence and Demography: A study among working professionals” paper aims to understand the relationship between occupational stress and emotional intelligence. It also attempts to study the effect of some demographic variables (age, gender, work experience) on occupational stress.

Valerie Vann, Betsy Sparks, Cassandra Baker (2017)“A Study of Emotional Intelligence and Self- Leadership”. The purpose of this study was to examine how an individual’s self-evaluation of EI was related to the use of three self-leadership strategies: behavior-focused, natural reward, and constructive thought pattern. . The results shows that there was a medium effect in terms of the relationship between EI and the behavior-focused strategies of self-leadership

Mubashir Majid Baba (2017) “Emotional Intelligence, Organizational Commitment, and Job Satisfaction: A Study of Higher Learning Institutions” aims to study the level of emotional intelligence, organizational commitment, and job satisfaction among teachers under study. The teachers who had higher level of emotional intelligence showed higher degrees of organizational commitment.

Ahmad, Adnan, Saud, Shah(2016) “The Effect of Role Overload on Employee Anxiety and Organization Citizenship Behavior”. The objective of the study was to find out the effect of role overload on employee anxiety and organization citizenship behavior. Results show that there is a strong positive relationship in Employee anxiety & role overload, and strong negative relationship between organization citizenship behavior (OCB) and role overload as the literature shows

Sawitri, Dyah, Suswati, Endang, Huda, Khasbulloh(2016) “The impact of job satisfaction, organization commitment, organization citizenship behavior (ocb) on employees' performance” .The study aimed to understand and analyze The Impact of Job satisfaction, Organization Commitment, Organization Citizenship Behavior toward Employees' Performance. Study result showed that Job satisfaction and Organization Commitment affect Organization Citizenship Behavior.

Wickramasinghe, Vathsala ,Perera, Shyama(2014) “Effects of perceived organization support, employee engagement and organization citizenship behavior on quality performance” he studied investigated the influence of perceived organization support (POS), employee engagement, and organization citizenship behavior (OCB) on quality performance . It was found that OCB-I mediates the relationship between POS and quality performance as well as employee engagement and quality performance

RESEARCH METHODOLOGY

The study has been carried out with the following objectives

1. To study the level of Goleman’s Emotional Intelligence(2001) model among the IT employees
2. To study the level of Organization Citizenship Behavior among IT employees
3. To study the relationship between Emotional Intelligence and Organization Citizenship Behavior among IT employees

The following is the hypothesis:

H₀: There is no association between emotional intelligence and organization citizenship behavior of IT employees

H₁: There is association between emotional intelligence and organization citizenship behavior of IT employee

The survey method is used for data collection. The scope of the study involves the employees of IT working in the state of Telangana only. The convenient sampling was used to collect data. Responses from 112 IT employees working in Twin cities were considered for the study.

RESULTS AND DISCUSSION

The Organizational Citizenship Behavior is a dependent variable. The OCB scale was adopted from Podsakoff and colleagues (1990) based on Organ's (1988) five dimensional taxonomy. The scale comprises of 22 items to measure OCB with a five point rating scale from 1(strongly disagree) to 5(strongly agree)

Using SPSS 24 descriptive statistics have been calculates. Correlation technique is used to find the association between the variables under study.

Reliability Analysis

The overall reliability of the questionnaire of both emotional intelligence and organization citizenship behavior is 0.870 by the means of Cronbach's Alpha, which implies that the reliability of the items in the questionnaire is good.

Table-1 Reliability Statistics

Variable	Cronbach's Alpha	N
Emotional Intelligence	0.870	40
Organization Citizenship Behavior	0.868	22

Emotional Intelligence (EI)

EI is an independent variable of the research. The quick emotional intelligence self assessment adopted for the San Diego City College MESA program from a model by Paul Mohapel was used. This consists of 40 questions which measures 4 dimensions (Self-Awareness, Self-Management, Social Awareness and Relationship Management) with a five point rating scale from 0(Never)to 4(Always)

Table-2: Showing Means for four dimensions of Emotional Intelligence

	Mean	No of items
Emotional Awareness	2.791	10
Emotional Management	2.777	10
Social Emotional Awareness	2.894	10
Relationship Management	2.881	10
Emotional Intelligence	2.835	40

When observed the mean values for the four dimensions of emotional intelligence from table-2, it is evident that the IT employees working in Hyderabad often exhibit social emotional awareness as this dimensions has highest mean value of 2.894. It can also be inferred that the IT employees often exhibit emotional intelligence(M=2.835).

Organization Citizenship Behavior (OCB)

The OCB is a dependent variable. The OCB scale was adopted from Podsakoff and colleagues (1990) based on Organ's (1988) five dimensional taxonomy. The scale compromises of 22 items to measure OCB with a five point rating scale from 1(strongly disagree) to 5(strongly agree)

Table-3 Showing Mean value of Organization Citizenship Behavior

OCB	Mean	No of items
Organization Citizenship Behavior	3.959	22

It can be seen that the mean values of OCB from table-3 is 3.59 which implies that IT employees strongly agree that they are engaging in extra role behaviors at work place exhibiting citizenship behavior which is a positive sign for the organizations prosperity.

ASSOCIATION BETWEEN EI AND OCB

The correlation coefficient is a statistical measure of the strength of the relationship between the relative movements of two variables.

- A correlation coefficient of 1 means that for every positive increase in one variable, there is a positive increase of a fixed proportion in the other.
- A correlation coefficient of -1 means that for every positive increase in one variable, there is a negative decrease of a fixed proportion in the other. For example, the amount of gas in a tank decreases in (almost) perfect correlation with speed.
- Zero means that for every increase, there isn't a positive or negative increase. The two just aren't related

Table-4: Correlation Statistics

CORRELATIONS			
		Mean.EmotionalIntelligence	Mean.OrganizationCitizenshipBehavior
Mean.EmotionalIntelligence	Pearson Correlation	1	.812**
	Sig. (2-tailed)		0.000
	N	112	112
Mean.OrganizationCitizenshipBehavior	Pearson Correlation	.812**	1
	Sig. (2-tailed)	0.000	
	N	112	112

From the above table it can be seen that p value is less than 0.05 so null hypothesis(H_0) is rejected, which means there is an association between emotional intelligence and organization citizenship behavior. It can also be observed that from the correlation coefficient value(0.812) there is a positive relationship between emotional intelligence and organization citizenship behavior.

CONCLUSION

In order to survive in the tough competitive environment, the organization often look for employees who exhibit citizenship behavior. It is very much essential to understand what factors influences the citizenship behavior of the employee, so that the organization can have strict monitoring of those factors. In the current study an attempt has been made to study EI& OCB of IT employees and the association between EI& OCB. The IT employees working in Hyderabad often exhibit social emotional awareness as this dimension has highest mean, exhibiting citizenship behavior which is a positive sign for the organizations prosperity, and there is a positive relationship between emotional intelligence and organization citizenship behavior. So it can be recommended the organizations should create conducive work culture where employees can exhibit emotional intelligence very often, so that citizenship behavior of the employees increases which in turns increases the level of emotional intelligence.

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