

# **A study of emotional intelligence and citizenship behaviour**

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## **Abstract**

The purpose of conducting the study is to investigate the relationship between the emotional intelligence and organizational citizenship behaviour. The study has been undertaken among the employees of different sectors of tricity (Chandigarh- Mohali- Panchkula). Data was collected from 120 employees with the help of a questionnaire. Data has been analyzed through (SPSS). Mean, standard deviation, correlation, regression analysis has been applied to draw the results of the study. The findings of the study indicate considerable impact of respondent's emotional intelligence on their citizenship behaviour.

**Key words: Emotional Intelligence, Organizational Citizenship Behaviour**

## **1. Introduction**

Human resources are the major source of organization and the key characteristics of these resources are their emotions which play a major role in their life. Emotions are the source of innate wisdom and it provides potential information to us every day. People who have the ability to sense and understand one's own emotions and of others have high emotional intelligence. Emotional intelligence (EI) is defined as an ability to identify, understand, experience and express human emotions in a healthy productive way.

EI involves the ability to perceive, appraise and express emotion, the ability to access and/or generate emotional knowledge and the ability to regulate emotion to promote emotional and intellectual growth.

Emotional intelligence (EI) as a skill enables an individual to monitor their emotions and of others, differentiate all these emotions so that the right decision or action could be made (Salovey & Mayer, 1990). Bradberry & Greaves (2005) defined "Emotional intelligence as a method to achieve positive outcomes by managing our behaviours and those around us." Noriah, Ramlee, Zuria & Siti Rahayah (2006) claimed that EI is as an important skill that

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makes it possible for a person to be sensitive towards emotions. However Nelson, Low, and Nelson (2006) simplified the definition by stating EI as an ability that could be developed to enable a person to identify, understand, experience, and express human emotions in the most positive method.

The emotional intelligence is the essential part of the human resources, which are most important for the success of the organization and the other key element for the success of organization is organizational citizenship behaviour (OCB). The benefits of demonstrating high frequency of emotional intelligence in the workplace are vast especially in service sector.

“Organizational citizenship behaviour is a tendency and motivation of employees in going beyond the official job requirements for the purpose of helping the others, adapting the individual interests to the organizational interests and having the real interesting in general activities and missions of organization” (Korkamz, Arpaki, 2009, p 2432).

As per Organ in (1988) “OCB’s have been defined as behaviours that an employee voluntarily engages in that promote the effectiveness of the organization but are not explicitly rewarded by the organization.”

Organizational citizenship behaviour (OCB) was first introduced in the work of Bateman and Organ (1983). OCB refers to the individual contributions in the workplace that go beyond role requirements as stipulated. OCB consist of 5 dimensions namely civic virtue, conscientiousness, altruism, courtesy, sportsmanship. Civic virtue is defined as subordinate participation in organization political life and supporting the administrative function of the organization (Deluga, 1998). Conscientiousness is defined as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties (Organ 1998). Altruism defined as voluntary behaviours where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. (Smith, Organ, and near 1983) Courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Sportsmanship defined as the behaviour of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting.(Organ 1988)

## **2. Review of Literature**

Somayehadabifirozjaee, Abbaspour & Azizishomami (2014) studied the relationship between emotional intelligence and organizational citizenship behaviour of high school teachers and correlated the data by descriptive method. Teachers' effectiveness depends upon their efforts, the efforts that are not specific but beyond that limit. The study indicated a positive and significant correlation between emotional intelligence and factors of organizational citizenship behaviour (Civic virtue, altruism, conscientiousness, sportsmanship and courtesy). High emotional intelligence increase their strengths, self evaluation, communication, behaviour, comfort, working conditions, and organizational citizenship behaviour.

Noli (2011) studies the relationship between emotional intelligence and organizational citizenship behaviour and found that these two are positively related.

Moghadami, Mazid, Hamidizadeh, Ali, Chavoshi, Mohammadhossein, (2010) in a study have considered the effect of emotional intelligence elements on the prediction of employees' organizational citizenship behavior. The results extracted from data analysis indicate a significant association between managers' emotional intelligence and employees' organizational citizenship behavior. Furthermore, all emotional intelligence elements have significant relationship with organizational citizenship behavior.

Abraham & Yousmann (2009) studied the relationship between emotional intelligence, duty performance and organizational citizenship behavior. The results indicated a positive and significant association between emotional intelligence and working consequences of employees. Results also indicated that there is a significant relationship between emotional intelligence and two dimensions of organizational citizenship behavior (altruism, participation).

Saathoff (2009) in his study with the subject of "how emotional intelligence affects the employees' organizational citizenship behaviour" concluded that the cranky manager will impose harmful impacts on the employees' job satisfaction which result in distancing from goals of organizational citizenship behaviour.

Korkmaz & Arpaki (2009) studied the relationship between organizational citizenship behaviour and emotional intelligence. Results indicated that emotional intelligence has a significant association with consciousness, righteousness, and friendly behaviours.

Solan (2008) in a research with the objective of association between emotional intelligence, realistic leadership and organizational citizenship behavior indicated an insignificant association between emotional intelligence and organizational citizenship behavior and estimation of managerial sensations (Mayer-Salovey-Caruso Emotional Intelligence Test) MSCEIT accounts for 19% of variance of total organizational citizenship behavior.

Mod Esir & Singh (2008) studied on the relationship between emotional intelligence and transformational leadership and organizational citizenship behavior. The results indicated two factors of organizational citizenship behavior including participation and altruism are affected by leaders' emotional intelligence.

Harmer (2007) in a study on association between emotional intelligence and intellectuality with organizational citizenship behavior between 60 Australian workers concluded that a positive and significant association exists between emotional intelligence and organizational citizenship behavior.

Refler (2004) in his study investigated the effect of managers' emotional intelligence on the trust and citizenship behavior of subordinates. Summary of this study indicated that the managers with high emotional intelligence had employees who expressed a high organizational citizenship behavior.

Palmer (2003) in his study analyzed various models of emotional intelligence such as Mayer-SaloveyCaruso, Bar-On's , The Trait Meta-Mood Scale, Toronto Alexithymia Scale (TAS-20) and Self-Report Measure Of Emotional Intelligence (SEI ) proposed a new taxonomic model of EI with five domains; Emotional Recognition and Expression, Understanding Emotions External, Emotions Direct Cognition, Intrapersonal Management and Interpersonal Management.

### **3. Need of the study**

Citizenship behaviour exhibited by the employees of an organization is an indicator of sound organizational health and work in long way to achieve the organizational goals. The demonstration of citizenship behaviour is influenced by many personal and organizational factors. One of the important factors is emotional intelligence. The purpose of the study is to understand the relationship between emotional intelligence and organizational citizenship behaviour.

#### 4. Objectives:

1. To study the level of Emotional intelligence among employees.
2. To study the level of organizational citizenship behaviour among employees.
3. To study the role of emotional intelligence in developing organizational citizenship behaviour.

#### 5. Hypothesis:

- H1. Emotional Intelligence does not predict civic virtue.
- H2. Emotional intelligence does not predict courtesy.
- H3. Emotional intelligence does not predict sportsmanship.
- H4. Emotional intelligence does not predict altruism.
- H5. Emotional intelligence does not predict conscientiousness.

#### 6. Research Methodology

The study conducted was descriptive in nature. The data for the study was collected from 120 employees working in different organizations of Chandigarh Tricity. The Questionnaire comprised of 33 items of emotional intelligence scale developed by Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998). Development and validation of a measure of emotional intelligence. *Personality and Individual Differences*, 25, 167-177. (SSEIT); and 30 items of Organizational citizenship behaviour scale developed by Bakshi & Kumar (2010) and demographic variables (age, gender, marital status & experience). EI and OCB were measured on a five point scale.

#### 7. Results and Discussions

**Table 1: Distribution of sample**

No:	Demographic Variables	No: of Respondents	% age of respondents

1	Gender (a) Male (b) Female	73 47	61 39
2.	Age (a) 21-25 (b) 26-30 (b) 31-35 (c ) 36-40 (d) 40 & above	24 37 25 10 24	20 31 21 8 20
3.	Marital Status (a) Married (b) Single	80 40	67 33
4.	Experience (a) 0-2 (b) 3-5 (c ) 6-10 (d) 11-20 (e) 21-30	36 26 35 14 9	30 22 29 12 7
5.	Qualification (a) UG (b) PG	14 106	11 89

Table 1 shows the demographic profile of respondents. Sample for the study consist of 61% male and 39% female. 33% were single and 67% were married employees. Majority 31% of respondent were in the age group 26-30 years and 8% were in the age group of 36-40 years. 30% of the respondents had been in the organizations for 0-2 years followed by 29% of respondents having experience of 6-10 years. 89% of respondents were post graduated. This shows that sample of the study was widely distributed.

**Table 2 Descriptive statistics**

Variable	Mean	S.D.
Emotional Intelligence	3.8	.37
Civic Virtue	4.3	.51
Courtesy	3.8	.73

Sportsmanship	3.78	1.1
Altruism	4.24	.56
Conscientiousness	4.04	.51

The collected data from the sample was analysed to realise the objective of the study. Table 2 shows the result of mean scores on study variables. The mean scores on emotional intelligence is 3.8, which is above the average score (2.5) of the scale. This shows that respondents have considerable high score on emotional intelligence. This finding met with the first objective of the study. Table 2 also shows that mean score on civic virtue, courtesy, sportsmanship, altruism & conscientiousness are above average, which indicates that the level of citizenship behaviour elicited by employees is high. The respondents scored highest in civic virtue (4.3) followed by altruism (4.24). Sportsmanship dimensions of organizational citizenship behaviour was scored lowest among all.

**Table 3: Correlation Matrix**

	Emotional Intelligence
Civic Virtue	.09
Courtesy	.36
Sportsmanship	.03
Altruism	.37
Conscientiousness	.55

Table 3 shows the result of Pearson correlation. As shown in the table 3, all the dimensions of organizational citizenship behaviour (civic virtue, courtesy, sportsmanship, altruism, conscientiousness) are positively correlated. This shows that high level EI amounts to high level of OCB. The strongest correlation was found between conscientiousness and EI ( $r=0.55$ ). The weakest correlation was found between sportsmanship and EI. ( $r = 0.03$ )

**Table 4: Regression model: Emotional Intelligence as independent variable and Dimensions of OCB as dependent variable**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	S.E. of Estimate
Emotional intelligence & Civic Virtue	.09	.00	-.00	.51
Emotional intelligence & Courtesy	.36	.13	.12	.69

<b>Emotional intelligence &amp; Sportsmanship</b>	.03	.001	-.00	1.10
<b>Emotional intelligence &amp; Altruism</b>	.37	.14	.13	.52
<b>Emotional intelligence &amp; Conscientiousness</b>	.55	.30	.29	.43

After finding a positive relationship between dimensions of OCB and EI, regression analysis was conducted to study the degree of influence of EI on each dimension of OCB on EI of respondents. The results of regression analysis are shown in table 4. The findings indicated that as civic virtue and sportsmanship has weak correlation with EI, Emotional intelligence do not influence these ( as shown by values of R<sup>2</sup> in table 4) Therefore H1 & H3 are accepted. Results show that EI has highest contribution (29%) in conscientiousness followed by 14% in altruism, 13% in courtesy. Therefore H2, H4, & H5 are rejected and it is proved that EI predict courtesy, altruism and conscientiousness. These results are similar to the study of Abraham, Yousmann (2009), Korkamz, Arpaki (2009), Mod Esir, Singh (2008), Somayehadabifirozjaee, Abbaspour, Azizishomami (2014) and in contrast to the study of Solan (2008), Harmer (2007), Palmer (2003).

## **8. Limitations and Suggestions for further research**

One limitation of the present study is the sample size. The results can further be generalized by increasing the sample size of the study. Thus, the obtained Emotional intelligence, and Organizational citizenship behaviour relationships could have been influenced by sampling error. Another limitation of the study is sample area. The results can further be generalized by increasing the sample area of the study. A comparative study of different organizations can also be undertaken in future researches.

## **9. Findings & Conclusion**

The objective of this paper is to study the EI among employees, & OCB among employees, & to study the role of EI in developing OCB. Individuals with high emotional intelligence have the capability of recognizing their sensations & perception of, identification of their own

strengths and limitations, and also more appropriate understanding of individual values and capabilities. High emotional intelligence strengthens the accuracy in self-evaluation in them so that they cause the development of appropriate communications with the others, appropriate control of behavior, comfort with working conditions and consequently promotion of extra-role or citizenship behaviors in organization. This study shows the considerable impact of respondents' emotional intelligence in working environment on employees' citizenship behavior. Emotional intelligence has a considerable effect in promotion of organizational citizenship behavior of individuals particularly on the specific behaviors such as conscientiousness and altruism.

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