

Emotional Intelligence and Organizational Citizenship Behaviour in the Workplace

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ABSTRACT

This study examines the complex interactions between organisational citizenship behaviour (OCB) and emotional intelligence (EI) in a variety of work environments, taking into account the possible mediating effects of work experience and gender differences. This study aims to find out correlation value between Organisational Citizenship Behaviour and Emotional Intelligence, and try to answer the question whether an employer should hire high EQ people if they want Organisational Citizenship Behaviour in their Organisation? Referral and convenient sampling method is employed with brief scales of OCB and EI. High positive correlation value between OCB and EI ($r = 0.82$) was obtained by statistical analysis. A variation is found in this OCB and EI correlational value with context to gender and work experience.

Keywords: *Emotional Intelligence, Organizational Citizenship, Employee Performance*

INTRODUCTION

Nowadays non-technical skills are getting much attention in today's workplace dynamics. For example, leadership skill, communication skills & interpersonal skills are non-technical skill which are beneficial for an organisation's sustainability and profitability. Emotional Intelligence and Organisational Citizenship behaviour are those which are key component of those skills and behaviours. Previous studies in organisational psychology have determined several intrinsic and extrinsic factors that affect one's Organisational Citizenship Behaviour including – financial conditions, leadership style, motivation, organisational support etc. Here we are to

find out does one's Organisational Citizenship Behaviour (OCB) is associated with his/her trait – Emotional Intelligence. The idea of OCB was defined by Dennis Organ in 1988 as “an individual behaviour which is not rewarded by a formal reward system... but that, when combined with the same behaviour in a group, results in effectiveness.” Several studies have been showed that Emotional Intelligence's predicts one's job satisfaction and job performance. A study done by Ahmetoglu et al. (2011), found a positive correlation between one's personality trait - Emotional Intelligence & his/her entrepreneurial behaviours and entrepreneurial success. It indicates prosocial behaviour is linked with one's ability to deal with emotions. And Entrepreneur behaviour is also correlated with OCB. Similarly, Bighami and Soltani (2013) has found OCB's correlation with empathy and self-Regulation which comes under components of Emotional Intelligence. A study done by Chandra and Sivasakthi (2022), revealed emotional intelligence impacts one's work engagement behaviour. It also suggests EI can be a predictable component of OCB. There are several research that highlights the circumstantial variables' impact on OCB – EI link. There are several indicators like responsiveness & costumer relationship etc are described in the literature review of Organisational Citizenship Behaviour which shows EI's role. (Ramos and Ellitan, 2023). Early models, including those by Organ (1988) & Podsakoff et al. (2000), established the idea that OCBs are optional behaviours that go above and beyond required job duties to enhance organizational success. Ashkanasy and Daus (2002) underlined the importance of emotions in the workplace and their impact on both individual and organizational results. In order to successfully navigate these emotional currents, emotional intelligence, that consists self-awareness, self-regulation, social skills, and empathy, has become more important (Salovey & Mayer, 1990). In order to broaden the field of investigation within this dynamic connection, the current study introduces gender differences and job experience as potential mediating factors.

HYPOTHESES

1. There is no significant positive correlation between one's Emotional Intelligence and his/her Organisational Citizenship Behaviour.
2. There is no significant difference between male and female scores in Organizational Citizenship Behaviour and Emotional Intelligence

RESEARCH METHODOLOGY

Sample

In this research we have proposed to provide a comprehensive picture of organisational context, so we have included our participants from several sectors including – Corporate, healthcare sector, academia, IT & Engineering etc. Our research sample consists of 50% male and 50% female to strengthen and support our research hypothesis to find out differences across gender. Participants are divided

further based on work experience in two groups – more than 3 years of work experience and less than three years of experience.

Procedure

A Google Form questionnaire with 10 items for OCB and 16 items for EI was used in this study, which uses convenient and referral sampling techniques. To make the questionnaire easier for responders to complete, only the shortened versions of each scale are used. Demographic information such as age; gender, work experience was also asked.

RESULTS & DISCUSSION

The results of the statistical analysis showed a strong correlation of 0.82 between the scores for Emotional Intelligence (EQ) and Organizational Citizenship Behaviour (OCB). With a p-value of less than 0.0001, the association is considered very significant.

Table 1: Correlational value of Emotional Intelligence and Organizational Citizenship Behaviour.

r	0.82
n	55
p value	< .00001

The theory that people with higher emotional intelligence are more likely to display strengthened levels of organizational citizenship behavior is supported by the substantial positive association between OCB and EQ scores. The results of this study have important possibilities for leadership and organizational management as they demonstrate the advantages of developing employees' emotional intelligence in order to improve pro-organizational behaviours. The findings highlights how important it is to develop emotional intelligence at the workplace to ensure collaborative workplace behaviour and engaging culture. It promotes positive and constructive employee actions.

Table 2: t values of Emotional Intelligence and Organizational Citizenship Behaviour of male and female employees and work experience

	Gender		Work Experience	
	OCB	EQ	OCB	EQ
t value	2.1	1.55	1.0096	2.4
p value	0.46	0.06	0.3	0.019

The detailed statistical analysis shed light on the influence of gender and work experience on one's extra role behaviour and the ability to handle and regulate not only his or her emotions but also of others. An interesting gender-based research reveals that, women typically demonstrate greater levels of organizational citizenship behaviour than do men. However, the results of the present study do not support the past studies. There was no significant difference in males and females in Emotional Intelligence and Organizational Citizenship Behaviour. Past research indicate that the mediating factor of gender can be taken into consideration while designing HR strategies and issue handling.

On the other hand, the factor of work-experience's influence on EI and OCB reveals how it is necessary to consider different behaviours and expectations of employees at different career phases. However, in the present study, a significant difference was observed in EQ scores in males and females as a result of work experience. In order to sum up, this research offers conclusive evidence of the beneficial relationship between organizational citizenship behaviour, and emotional intelligence (Open AI, 2023).

Implication of the study

Emotional Intelligence focused training program may develop self-awareness, self-regulation of emotions, and ability to understand their co-workers better which may lead to good interpersonal skills and result in a healthier and more collaborative work environment. The gender difference in account EI & OCB suggests customised Human Resource strategy to address potential gender specific issues at workplace. While making decisions at the time of hiring employer can consider EI as important determining factors. While hiring for those positions which demands high organisational citizenship behaviour an EQ test can be employed for screening.

CONCLUSION

In summary, this study significantly indicate a strong positive relationship between Emotional Intelligence (EI) and Organizational Citizenship Behaviour (OCB). Gender did not show any influence on Emotional Intelligence and Organizational Citizenship Behaviour. However, there was a significant difference in the EQ scores due to the number of years working, but not observed in OCB.

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