

The Impact of Emotional Intelligence on Organizational Citizenship Behavior of Staff Employees at ABC (Pvt.) Ltd, Sri Lanka

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Abstract: *Organizational Citizenship Behavior (OCB) is one of the most important factors which affect the success of any organization. Success or failure of an organization heavily depends on the behavior of the employees. According to the pilot survey, the researcher identified that staff employees of ABC (Pvt.) Limited have a lower level of OCB. By reviewing the literature, the researcher identified that Emotional Intelligence (EI) is one of the most important factors which impacts on OCB. This study aims to find out whether EI, Self-Awareness and Relationship Management positively impacts on OCB together to find out the impact of Self-Management and Social-Awareness on OCB. Population of the study was 95 staff level employees. Data were collected through census method by using a self-administrative questionnaire. A simple regression analysis was applied to find out the positive impact of EI on OCB while a multiple regression analysis was applied to find out the positive impact of Self-Awareness and Relationship Management and the impact of Self-Management and Social-Awareness on OCB. Results indicate that the EI, Self-Awareness and Relationship Management positively impacts on OCB while there were no impact of Self-Management and Social-Awareness on OCB.*

Keywords: Emotional Intelligence, Organizational Citizenship Behavior, Relationship Management, Self-Awareness, Self-Management, Social-Awareness

1. Introduction

[1] In today's competitive world, one of the important tools for the development and survival of the organization and achieve the desired objectives is the human element. Man's role in the organization and the kind of view to him play a vital role in the success or failure of the Organization. By beginning of the third millennium, the role of human resources highlighted day to day and now it's known as the only factor of success and sustainable competitive advantage for organizations. Today, the empowered, committed, motivated and loyal employees are the most important source of competitive advantage in organizations, but unfortunately their potential talents are often not used in organizations [1].

According to the Organ as cited in [2] Organizational Citizenship Behavior (OCB) defined as Individuals' behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization.

Growing competition and increasingly complex business environment has reduced the ability to understand and anticipate the environmental requirements of organizations and as a result, organizations can not precisely formulate their staff expectations to work, because the outstanding performance is not due to the common efforts of the staff and today organizations need employees with a desire to move beyond formal job expectations [3]. The human as the organizational citizen is expected as the employee to behave so that more than role requirements and beyond the official duties serve to the organization and towards its goals [4].

The recent studies assume the importance of Organizational Citizenship Behavior necessary for the contemporary organizations. This concept within 20 recent years has been the subject of plenty of researches and its importance is increasing yet [4]. According to [5], most organizations have attempted to find ways for more managers' and employee's involvement in order to reach their goals and those voluntary behaviors that no reward is paid for them; this is why researchers have studied more and more these behaviors which are called Organizational Citizenship Behavior. Organization will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism [6]. Since human resources are the most important factor to achieve organization goals and success it is necessary to identify employee's behaviors in organization. Employees who have not Organizational Citizenship Behavior they do not support for achieving organizational goals and success. They are not thinking as citizen of organization and they do not go beyond in-role behavior and engage in extra-role behavior. OCB of the organizational members is becoming increasingly crucial in the businesses nowadays in view of the downsizing, rightsizing in response to the economic pressures of the last decade. Hence, understanding how OCB works in organizations is an important issue of enquiry for both researchers and also practitioners [7].

According to the researcher observation of employees of ABC (Pvt) Limited researcher suspected that there is an issue of employee's Citizenship Behavior. Furthermore there is a high turnover & absenteeism rate of employees. In a background like this, the researchers conducted a preliminary investigation to identify the current level of OCB

of the employees of ABC (Pvt) Limited by using validated and reliable OCB measuring instrument developed by [8]. According to the preliminary survey result researcher identified that there is a low level of Organizational Citizenship Behavior of staff employees (mean=3.63) than operational employees (mean=4.37) since the expected mean value of 7 point likert scale is 4.

Multiple factors affect people's motivation and behaviors, and Emotional Intelligence (EI) is one of them [9]. Accordingly [1], [2], [10] one of the most important factors of success in Organizational Citizenship Behavior is high Emotional Intelligence of employees. According to [11], there are four dimensions of Emotional Intelligence; Self-Awareness, Self-Management, Social-Awareness and Relationship Management. Many researchers identified that there is a positive impact of EI on OCB and positive impact of Self-Awareness and Relationship Management on OCB. Moreover there was a significant impact of Self-Management and Social-Awareness on OCB. Based on the literature researcher set up the research objectives as follows,

- 1) To find out the positive impact of Emotional Intelligence on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Ltd.
- 2) To find out the positive impact of Self-Awareness on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Ltd.
- 3) To find out the impact of Self-Management on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Ltd.
- 4) To find out the impact of Social-Awareness on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Ltd.
- 5) To find out the positive impact of Relationship Management on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Ltd.

2. Literature Review

[8] study followed the conceptualization of Organ (1988) which was redefined by Organ (1997). Organ, as cited in [12] defined Organizational Citizenship Behavior as encompasses all behaviors that are not considered to be part of employee's formal duties in the organization and that contributes to the increase organizational performance. Furthermore Organ, as cited in [8] identified OCB as extra-role behaviors which are the act of performing beyond the formal job requirement. Moreover Organ, as cited in [13] defined OCB as individual behavior on the basis of "volunteerism"; serving without considering formal gratification system, which helps success and productivity of an organization. Accordingly [14] employees with high level OCB are increase their participation in decision-making, cooperation with others, interdependence, and fulfill job responsibility by themselves. According to O'Reilly & Chapman, as cited in [13] OCB is a tool which ensures organizational congruence and success and more Citizenship Behavior of employees help to create successful organization.

Emotional Intelligence (EI) is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and in others [15]. According to Goleman & Daniel, as cited in [2] EI is our capacity to motivate ourselves and manage our emotion when we cooperate with other people. They further mentioned that Emotional quotient (EQ) which called as EI has multidimensional construct that consist on five components which Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills. Emotional Intelligence is the ability to perceive and express emotions, combining emotion with wisdom, understanding and reasoning by emotions, and regulating and orientating emotions of oneself and others [1].

Goleman's framework of Emotional Intelligence is most widely used EI framework in academic researches because of its clear coverage of the set of abilities which emphasized the way of recognizing our own & others feeling [15]. Furthermore Goleman's framework of EI updated according to the society. Earlier framework identified five dimensions of EI that comprised twenty five competencies [15]. [11] model reflects recent statistical analyses by Richard Boyatzis that supported collapsing the twenty-five competencies into twenty, and the five domains into the four namely Self-Awareness, Self-Management, Social-Awareness & Relationship Management.

Self-Awareness as recognizing one's own feelings strength, weaknesses, abilities and limitations [11]. Self-Management as the ability to regulate decreasing affects like anxiety, anger and to inhibit emotional impulsivity [11]. Social-awareness has ability to read the currents of emotions and political realities in groups [11]. Relationship Management includes the ability of interactions, convincing, clear communications, cooperation, group working, putting out disagreements and creating strong bonds among individuals [16].

When consider about the literature some researchers defined the same concept using similar words such as [17] defined Self-Awareness as Consciousness and [18] as Self-Emotional Appraisal (SEA). [1], [3] defined Self-Management as Self Control, [10] defined as Self-Regulation and [18] defined it as Regulation of Emotion [ROE]. Furthermore [1],[3], [19] defined Social-Awareness as Empathy and [21] as other's Emotional Appraisal (OEA). [1], [10] defined Relationship Management as Social Skill.

According to the [17] regression results, there is a positive impact of EQ on OCB ($\beta=0.48$) of staff employees in Health Insurance organization of Sistan and Baluchestan Province in Iran. [20] results showed that there is a significant positive impact of EI on OCB ($\beta=0.331$) of service employees and their co-workers in East Malaysia. Accordingly [21] findings, there is a positive impact of EI on OCB ($\beta=0.058$) of secondary school business subjects' teachers in Ogun State. Furthermore there is positive impact of EI on OCB in accordance with the findings of [22],[23], [24], [25], [26], [27], [28].

When consider about the dimensions of EI, accordingly multiple regression results of [17], there is a positive impact of four dimensions of EI, Consciousness ($\beta=0.83$), Self-Management ($\beta=0.67$), Social-Awareness ($\beta=0.73$) and Relationships Management ($\beta=0.87$) on OCB. [1] results showed that Self-Awareness ($\beta=0.533$), Self-Control ($\beta=0.592$), Motivation ($\beta=0.61$) and Social Skills ($\beta=0.443$) has a significant positive impact on OCB, and only the Empathy are not effective on OCB of employees in vehicle axle manufacturing company in Iran. [5]found that out of the EI dimensions, Self-Awareness ($\beta= 0.924$) and Relationship Management ($\beta= 0.714$) has a positive impact on OCB. Furthermore there is a negative impact of Social-Awareness ($\beta= -.224$) on OCB and there is no effect on Self-Management on OCB of managers of sport and youth head offices of Western States. According to the [10] there is a positive impact of Self-Awareness ($\beta= 0.195$), Self-Motivated (0.203) and Social Skills ($\beta=0.199$) on OCB. Moreover it showed that Empathy and Self-Regulation dimensions has no impact of personnel of isfahan municipality in Iran. [4]showed that there is a positive impact of Self-Awareness ($\beta=0.339$), Self-Management ($\beta=0.957$) on OCB and Social-Awareness and Relationship Management has no impact on OCB elementary school teachers of region 1 of Karaj.

[29]study revealed that there is a positive impact of Self-Awareness ($\beta= 0.214$) and Self-Management ($\beta= 0.185$) on OCB and Social-Awareness and Relationship Management has no impact on OCB of financial staff of Dana Insurance Company. As per the [19] analysis there is a positive impact of Empathy dimension on OCB and negative impact of Self-Control on OCB. [21] study showed that there is a positive impact of SEA ($\beta= 0.18$), OEA ($\beta= 0.21$) and ROE ($\beta= 0.38$) on OCB of employees in manufacturing firms. Li (2013) findings confirmed that there is a positive impact of Self-Awareness ($\beta= 0.160$) and Social-Awareness ($\beta= 0.183$) on OCB of first line service staff of international tourist hotels.

In the field of impact of Emotional Intelligence and Organizational Citizenship Behavior many researches have been done research on different context. Hwa and Amin (2016) has been done research on service employees and their co-workers in East Malaysia. [10]studied personnel of Isfahan municipality in Iran. [21]studied the teachers who working in Ogun State. [3] emphasis on infertility specialist in Iran. Furthermore [30] conducted their research on elementary school teachers in Iran. [22]studied behavior of the banking service sector employees in Pakistan.[1] examined employees of the vehicle axle manufacturing company in Iran. [5]study done for sport and youth head offices of Western States of Iran. Even though many researchers conducted their research on different context there is no empirical evidence regarding these phenomena in the Sri Lankan context. Hence, it seems as contextual gap of passed research to find impact of Emotional Intelligence on Organizational Citizenship Behavior in Sri Lankan context as well as staff employees in Apparel industry.

3. Methodology

[31]deductive approach is a well-established role for prevailing theory since it enlightens the development of hypotheses, the choice of variables, and the ensuing measures which researchers expect to use.

In this study researcher applied deductive approach. Data was collected through a census by using 95 staff level employees (Population). The conceptual framework consists with two models which are name as model A and model B. By using model A researcher aimed to find out the positive impact of Emotional Intelligence on Organizational Citizenship Behavior & by using the model B researcher aimed to find out the positive impact of Self-Awareness and Relationship Management on OCB and significant impact of Self-Management and Social Awareness on OCB.

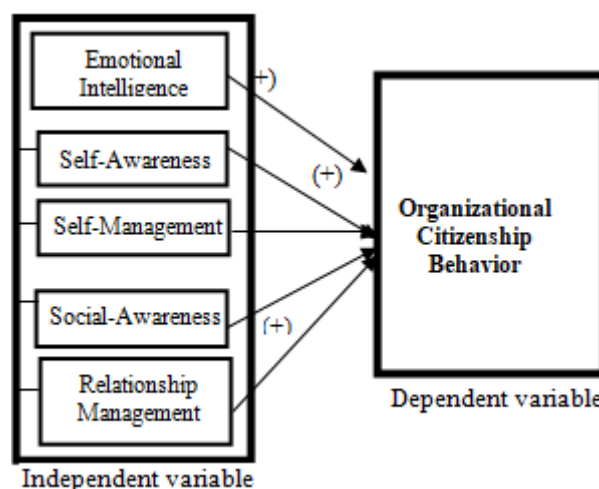


Figure 1: Conceptual Framework
 Source: (Develop by researcher using literature)

Furthermore researcher collect data by using self-administrated questionnaire and analyzed data using quantitative analytical tools. The measuring instrument relate to OCB was developed by [23] with the validity 0.74 & reliability 0.84. The measuring instrument relate to EI was developed by [7] reliable at the range between 0.6 and 0.9. Population of the current study is 95 staff employees of ABC (Pvt) Limited. Only 88 questionnaires were return back and the response rate was 92%. Researcher used Minitab 17 software and the Statistical Package for Social Sciences (SPSS) version 21 as the statistical soft wares to analyze data.

4. Results and Discussion

Since KMO value for OCB (0.536), EI (0.519), Self-Awareness (0.722), Self- Management (0.677), Social-Awareness (0.765) and Relationship Management (0.620) exceed the acceptable KMO and Bartlett's test value the research instrument of the present study is validated one. Furthermore Due to the Cronbach's alpha value for OCB (0.789), EI (0.951), Self-Awareness (0.856), Self-Management (0.836), Social-Awareness (0.858) and Relationship Management (0.795) greater than the acceptable Cronbach's alpha value (0.7) research instrument

of the present study is reliable one. Furthermore researcher has deleted 3 items from OCB and 2 items from Self-Management to confirm reliability of the research instrument.

To assess the normality, the researchers used the normality probability plot and the Shapiro-Wilk test. since the output p value (0.254) is greater than the critical p value (0.05) there are no enough evidence to reject H₀ (the OCB is normally distributed). Therefore it can be conclude that the OCB is follow a normal distribution at 95% of confidence level.

Table 1: Results of Correlation Analysis

	DV	IV					
			EI	Self-Awareness	Self-Management	Social-Awareness	Relationship Management
Model A	OCB	Corre: Coeffi:	0.927	-	-	-	-
		P-value	0.000	-	-	-	-
Model B	OCB	Corre: Coeffi:	-	0.847	0.860	0.814	0.937
		P-value	-	0.000	0.000	0.000	0.000

Source: (Census ABC (Pvt) Ltd, 2017)

Accordingly Table 1 in model A, since the output p value (0.000) are less than the 0.05 there are enough evidence to reject H₀. Therefore it can be able to conclude with 95% level of confidence that there is a significant relationship between Emotional Intelligence, Self-Awareness, Self-Management, Social Awareness, and Relationship management with OCB.

Table 2: Table of Regression Coefficients

Model	Variables	Beta	Sig.	95 % Confidence Interval	
				Lower	Upper
Model A	(Constant)	1.043	0.000	0.802	1.284
	EI	0.766	0.000	0.700	0.833
Model B-1	(Constant)	0.469	0.001	0.195	0.743
	Self-Awareness	0.076	0.271	-0.060	0.213
	Self-Management	0.039	0.624	-0.119	0.197
	Social-Awareness	0.077	0.119	-0.020	0.175
	Relationship Management	0.730	0.000	0.590	0.870
Model B-2	(Constant)	0.478	0.001	0.208	0.749
	Self-Awareness	0.095	0.091	-0.016	0.207
	Self-Management	0.078	0.114	-0.019	0.175
	Relationship Management	0.746	0.000	0.622	0.870
Model B-3	(Constant)	0.475	0.001	0.202	0.747
	Self-Awareness	0.159	0.000	0.080	0.238
	Relationship-Management	0.763	0.000	0.640	0.887

Source: (Census ABC (Pvt) Limited, 2017)

According to Table 2, in model A regression coefficient of EI is 0.766 with the p value 0.000 is less than critical p value (0.05) there are enough evidence to reject H₀ (there is no significant positive impact of Emotional Intelligence on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Limited). Therefore researcher can conclude

that there is a significant positive impact of EI on OCB. Accordingly Table 2 in Model B-1 there is zero in between confidence interval of Social-Awareness. Hence that there are no enough evidence to reject H₀ (there is no significant impact of Social-Awareness on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Limited). Therefore researcher can conclude that Social-Awareness has no significant impact on OCB.

The output P-value (0.114) of Self-Management in Model B-2 is greater than critical p value (0.05) there are no enough evidence to reject H₀ (there is no significant impact of Self-Management on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Limited). Hence that researcher can conclude that Self-Management has no significant impact on OCB. As per the model B-3 in Table 4.6 regression coefficient of Self-Awareness is 0.159 and there is no zero in between confidence interval there are enough evidence to reject H₀ (there is no significant positive impact of Self-Awareness on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Limited). Therefore researcher can conclude that Self-Awareness has a positive impact on OCB. In Model B-3 regression coefficient of Relationship Management is 0.763 with the p value 0.000 which is less than the critical p value (0.05) there are enough evidence to reject H₀ (there is no significant positive impact of Relationship-Management on Organizational Citizenship Behavior of the staff employees of ABC (Pvt) Limited). Therefore researcher can conclude that Relationship-Management has a positive impact on OCB.

Table 3: Coefficient of Determination

	Model A	Model B
R Square	0.859	-
Adjusted R Square	-	0.896

Source: (Census ABC (Pvt) Ltd, 2017)

As per Table 3 in model A, 85% of the variation of the OCB could be able to explain through the fitted regression line and in model B, 89% of the OCB could be able to explain through the fitted regression line under the model B- 3.

Furthermore since the ANOVA p value of both models (0.000) are less than the critical p value (0.05) both fitted regression models are significant. Moreover researcher test the model adequacy separately for both the models. It was found that errors of both the models are random due to DW test values of both the models are close to 2, residuals of both models follow a normal distribution, data plots in error versus order graph of both models were close to zero, error versus fitted graph of both models follow homoscedasticity and standardized residual values of both models range within the accepted level of -2 to +2 it can be concluded that assumptions of model adequacy of both models are fulfilled. Accordingly findings of the study researcher developed the following fitted regression models.

Model- A

$$E(Y_i / x_i) = \hat{\beta}_0 + \hat{\beta}_1 X_1 + \varepsilon_i \quad (4.1)$$

$$E(\text{Organizational Citizenship Behavior} / \text{Emotional Intelligence}) = 1.043 + 0.766 \text{Emotional Intelligence} \quad (4.2)$$

As per the developed regression equation for model A it is expect to increase 1.043 unit of the Organizational Citizenship Behavior when there is no use of Emotional Intelligence. Furthermore, when Emotional Intelligence increased by one unit it is expected to increase Organizational Citizenship Behavior by 0.766 unit.

Model- B

$$E(Y_i / X_1, X_2) = \hat{\beta}_0 + \hat{\beta}_1 X_1 + \hat{\beta}_2 X_2 + \varepsilon_i \quad (4.3)$$

$$E(\text{Organizational Citizenship Behavior} / \text{Self-Awareness, Relationship Management}) = 0.475 + 0.159 \text{Self-Awareness} + 0.763 \text{Relationship Management} \quad (4.4)$$

As per the regression equation of model B-3 the expected amount of Organizational Citizenship Behavior is 0.475 when Self-Awareness and Relationship Management of the staff employees of ABC (Pvt) Ltd is zero. As well as it is expect to increase 0.159 of Organizational Citizenship Behavior as a result of one unit changing in Self-Awareness when Relationship Management is zero. Furthermore Organizational Citizenship Behavior increase by 0.763 unit when increasing one unit of Relationship Management while keeping Self-Awareness constant.

According to the finding of the present study, model A represent that there is a positive impact of Emotional Intelligence on Organizational Citizenship Behavior ($\beta = 0.766$) of the staff employees of ABC (Pvt) Limited. Moreover comparing with literature researcher could be able to find similar findings which relate to the present findings. As similar findings [17], [20], [25], [21], [26], [28], [22] findings were confirmed that there is a positive impact of EI on OCB.

When consider about the dimensions of EI, Model B -3 of the present study disclosed that Self-Awareness ($\beta = 0.159$) and Relationship Management ($\beta = 0.763$) has a significant positive impact on OCB. In accordance with the literature there are similar findings as well as totally altered findings which comparing with these two dimensions. As similar findings [5], [1], [17], [10] mentioned that Self-Awareness ($\beta = 0.195$) and Social Skills (Relationship Management) ($\beta = 0.199$) has a positive impact on OCB. As different findings [3] found that there is no any positive impact of Self-Awareness & Relationship Management on OCB. Furthermore there is no positive impact of Relationship Management on OCB in relation to findings of [3].

According to the present findings there is no significant impact of other two dimensions namely Self-Management and Social-Awareness on OCB in this context of staff employees of ABC (Pvt) Limited. As per the literature there were similar findings such as [10], [5] showed that there is no impact on Self-Management on OCB. As different findings [29] found that positive impact of Self-Management on OCB and [19] found that there is a negative impact of Self-Management on OCB. According to the researchers' point of view the cause behind getting insignificance of Self-Management on OCB are less experience and knowledge of staff employees since majority of them are in young age. When concerning about the Social-Awareness there were similar findings in relation to present study such as [10], [1], [5], [29], [30] showed that there is no impact of Social-Awareness on OCB. Furthermore there were findings which different to present study such as [17], [19] found positive

impact of Social-Awareness on OCB. Researcher point of view there is no any impact of Social-Awareness on OCB of staff employees of ABC (Pvt) Limited due to there are no career development process within the organization and they have less opportunity to go to next stage in career ladder.

5. Conclusion

Finally the results of the study showed that there is a significant positive impact of Emotional Intelligence on Organizational Citizenship Behavior. Furthermore there is a positive impact of Self-Awareness and Relationship Management on Organizational Citizenship Behavior. There was no any impact of two dimensions namely Self-Management and Social-Awareness on Organizational Citizenship Behavior. Moreover results indicated that among the impacted dimensions of EI, Relationship Management dimension plays a considerable impact on Organizational Citizenship Behavior of the staff employees in ABC (Pvt) Limited.

6. Managerial Implications

Management team of ABC (Pvt) Limited can organize educational and training program to recognize and improve staff level employees' EI skills and level of OCB of. In order to strengthen the EI of staff employees it is recommended to encourage their behavior by offering unexpected positive encouragement and feedback on a person's performance on a task appropriately. When they receive feedback regarding their performance, automatically they will motivated themselves and try to identify their strength, weaknesses (emotions), try to create relationship while recognizing others emotions. Thus it will lead to increase their EI as well as OCB. Due to the high impact of relationship management on staff citizenship behaviors according to the findings of the present study it is recommended to pay more attention to the establishment of formal and informal groups in an organization and remove obstacles in order to strengthen relationships with staff employees.

7. Future Scope

It is suggested that the future scholars could conduct their research by taking relationship management as a predictor of OCB. As well as future researchers can pay their attention to other factors which affect OCB other than EI and its dimensions. Moreover future researchers can conduct the same research by considering

Different levels of employees in different research context other than apparel industry.

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