

Organizational Citizenship Behaviour and Emotional Intelligence of Corporate Executives

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The present study was done to assess the relationship between Organizational Citizenship Behaviour and Emotional Intelligence of the corporate executives. The sample of the study were 60 executives selected from the executive's list of The ROOTS Industries, Coimbatore and it was divided into two groups based on the level of Authority. The tools used for the assessment were The Organizational Citizenship Behaviour Questionnaire developed by Chaitaniya and Tripathi and Emotional Intelligence Questionnaire developed by Shanker and Sayeed. The results indicated that Organizational Citizenship Behaviour is positively correlated with Emotional Intelligence. There was a significant difference between Executives with Higher and Lower Authority in Civic-Virtue, Courtesy, Self-confidence, Personal Fulfillment, Empathy, Anxiety and Stress and Assertiveness.

Keywords: Organizational Citizenship Behaviour, Emotional Intelligence, Authority

The primary intention of HRD efforts is to change employee behavior in an effective way (Desimone, Werner & Harris, 2002). Trainers usually focus their attention to two types of employee behavior as behaviour that are central to performing one's job, and behaviour that are less central yet still valuable for effective functioning of a team, department or the organization as a whole. Many training efforts are focused on the first group of behaviour. But the second category which has been given different labels (Organizational Citizenship Behaviour, Emotional Intelligence etc.) is also very important. It is being increasingly realized that the employee behaviour that are beyond the traditional measures of job performance hold promise long-term organizational success. Empirical research in management has shown that employees' Organisational Citizenship Behaviours (OCBs) improve the efficiency and effectiveness of the organisation (Podsakoff, Ahearne, & MacKenzie, 1997).

In 1998, Organ for the first time introduced the term "Organizational Citizenship Behaviour" (OCB) which he suggested was a component of job performance. As typically defined, Organizational Citizenship Behaviours are behaviours of a discretionary nature that are not part of employees' formal role requirement, but contribute to the effective functions of an organization (Organ, 1988).

The construct of Organizational Citizenship Behaviour is multidimensional. Several researchers (Graham, 1986; Morrison, 1994; Organ, 1988) posit five dimensions of Organizational Citizenship Behaviour. These dimensions include: Altruism, Conscientiousness, Civic virtue, Courtesy; and Sportsmanship. The concept of Organizational Citizenship Behaviour originated from Social Exchange Theory that describes the conditions under which people feel obligated to reciprocate when they feel benefited from the some other person's, or

some entity's action. When employees feel they have been well treated by the organization, they are likely to reciprocate by engaging in Organizational Citizenship Behaviour (Coyle-Shapiro, Kessler & Purcell, 2004). Specifically, employees who perceived fairness in the organization have most likely engaged in Organizational Citizenship Behaviour (Tepper and Taylor, 2003). Results from meta-analyses also support a relatively robust relationship (Cohen-Charash & Spector, 2001; Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Kidwell, Mossholder, and Bennett (1997) found that employees in more cohesive groups displayed more of certain types of Organizational Citizenship Behaviour than would have been predicted by their Job satisfaction and/or Organizational Commitment. Job satisfaction was more strongly related to Organizational Citizenship Behaviour in the more cohesive groups. They concluded that group cohesiveness affected the amount of Organizational Citizenship Behaviour displayed in work groups as well as the relationships between affective reactions to work and Organizational Citizenship Behaviour.

Emotional Intelligence becomes a stronger predictor of task performance and Organizational Citizenship Behaviour directed to Organization (OCBO) as Cognitive Intelligence decreases. Employees with low Cognitive Intelligence perform tasks correctly and engage in Organizational Citizenship Behaviour directed to Organization frequently if they are Emotionally Intelligent (Cote & Miners, 2006)

The origin of the term Emotional Intelligence was from the concept of Social Intelligence. Salovey (1990) defined Emotional Intelligence as the sub set of Social Intelligence that involves the ability to monitor one's own and other's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions.

In the work place Emotional Intelligence focuses on two aspects: Self-mastery job capabilities such as self confidence, initiative, trustworthiness and achievement drive that contribute to outstanding performance and Relationship-skills such as empathy, political awareness, leveraging diversity, team capabilities and leadership that result in effective organization.

Gopalakrishnan and Velayudhan (2006) conducted a study on Emotional Competence among different levels of authority. Emotional Competence of Trainees, Software Engineers, Team Leaders, Consultants and Project Managers were measured. Findings revealed that there was significant difference in Emotional Competence among these groups.

Most of the organizations work on Emotional Intelligence for selecting adaptable employees and also for development of employees for team effectiveness which can lead to organizational effectiveness. As an Emotionally Intelligent employee can maintain healthy relationship with other coworkers, developing Emotional Intelligence may develop good citizens for the organization. Goleman's (1995) dimensions of Emotional Intelligence in the workplace are Self-awareness, Self-management, Self-motivation, Empathy and Social skills.

The present study investigates the relationship between Emotional Intelligence and Organizational Citizenship Behaviour and Role of Authority in these Variables are also analysed.

Hypotheses

1. There is a relationship between Organizational Citizenship Behaviour and Emotional Intelligence.
2. The Higher Authority Executives differ from Lower Authority Executives on Organizational Citizenship Behaviour
3. The higher authority executives differ from lower authority executives on Emotional Intelligence

Method

Sample

The sample of the present study constitutes of sixty executives working at Roots Industries Ltd, Coimbatore. They were selected based on the level of authority (30 High Level of Authority Executives and 30 Low Level of Authority Executives). Higher Level Authorities constitutes of Directors and Associative Directors whereas First level executives are included in Lower Level Executives. Age of the employees varies from 22 years to 47 years.

Tools

Organizational Citizenship Behaviour Questionnaire : It was developed by Tripathi and Chaitanya (2001). It consists of six situations and three statements related to each situation, each statement has seven choices. Dimensions of this Questionnaire are Altruism, Perception of Organization toward Organizational Citizenship Behaviour, Sportsmanship, Conscientiousness, Civic Virtue and Courtesy. Reliability coefficient alphas found out to be ranged from .59 to .83. All dimensions of the scale are moderately correlated with each other with an average of .40.

Emotional Intelligence Questionnaire: It was developed by Shanker and Sayeed (2006). It consists of sixty-one statements and each statement has seven choices. This tool has ten dimensions. They are Emotionality and Impulsiveness, Self-acceptance, Problem Solving Orientation, Self-awareness, Self-confidence, Decisiveness and Independence, Personal fulfillment, Empathy, Anxiety and Stress and Assertiveness. Alpha reliabilities

for the scale are found to be ranges from .61 to .90.

Results and Discussion

Organizational Citizenship Behaviour is significantly and positively correlated with Emotional Intelligence Thus the first hypothesis expressing the positive relationship between Organizational Citizenship Behaviour and Emotional Intelligence is accepted. As the employees get the ability to understand and manage his own and other emotions, the interpersonal relations become stronger and the togetherness in the work environment increases. According to Sen(2008), for rendering a healthy interpersonal relationship and developing good interpersonal skills, it is essential to have a well balanced emotional intelligence. Thus, if the executive is more emotionally intelligent, he is more suitable for team work. Emotional intelligence was found to have a positive effect on the organizational outcomes of work-group cohesion (Abraham, 1999). Cote and Miners(2006) also found out a positive relationship between Organizational Citizenship behavior and Emotional intelligence.

High score of Civic Virtue for Higher Level Executives could be due to their responsibility as a senior employee. They keep themselves updated with new information and they may attend meeting voluntarily etc. These new information is necessary for them to guide their subordinates in proper way and their jobs demands that from them. Lower Level Authority Executives always try to be submissive and seek for better impression from their Higher Authority and usually they will show high loyalty towards higher authority

Table 1. Correlation between Organizational Citizenship Behaviour and Emotional Intelligence

Variable	Mean	SD	r value
Organizational Citizenship Behaviour	99.33	9.26	0.56*
Emotional Intelligence	332.15	34.22	

*p<.05

as they perceive superior as the primary source of support (Murray & Corenblum, 1960). Lower Level Authority Executives may try to avoid problems always for goodwill and promotion and the low level of power allotted to them also can be a reason for the high courtesy among Lower Level Employees

As the organization’s approach to all executives is similar, it’s quite normal that Higher and Lower Levels of Authority Executives will have a similar opinion about the organization’s policies. This belief may help the executives to make a sense of fair treatment of the organization across different Levels of Authority which in turn creates a feeling of commitment towards the organization. An important motivational basis for Organizational Citizenship Behaviour is the perception of fairness, particularly the perception of procedural justice (Deluga, 1994). Conscientiousness and Sportsmanship points to equity in Commitment among executives. Sportsmanship also indicates the Cohesiveness of the employees. Organizations demand a helping attitude from all the employees in the organization, thus Altruism for both Higher and Lower Level of Authority Executives are of the same level. Though half of the dimensions of Emotional Intelligence significantly differ between Higher and Lower Levels of Authority, Emotional Intelligence In total does not show a difference between different Levels of Authorities. Thus the second hypothesis is rejected.

Self-confidence usually increases with experience (Laurie Ann, 2001). The lack of autonomy among Lower Authority Executives could be another factor which decreases confidence than executives with Higher Level of Authority. As Executives with Lower Level of Authority do not have enough power and freedom to work by their own, they may not get enough opportunity to express their potentials which could be reasons for difference in Personal Fulfillment (Hoque,

Davis & Michael, 2004). More autonomy may bring more Confidence and feeling of Personal Fulfillment.

An employee who perceives favorable organizational support and fair interpersonal treatment at workplace shows empathetic concern for the organization by engaging in Citizenship Behaviours (Organ, 1988). Higher Level Authority Executives may enjoy more benefits from the organization, makes them to feel that the organization supports them and encourage them to be more Empathetic. Since the executives with Low Level of Authority may not have the freedom of granting leave or sanctioning other benefits to the workers could be another reason of having a low level of Empathy.

Table 2. Mean, SD, and ‘t’ value of Organizational Citizenship Behaviour among Higher and Lower Authority Executives.

Variable	Group	Mean	SD	‘t’ value
Perception of organization toward OCB	HA	17.46	2.93	0.63
	LA	17.00	2.74	
Sportsmanship	HA	17.66	2.75	1.76
	LA	18.73	1.83	
Conscientiousness	HA	12.63	4.59	1.36
	LA	10.93	5.02	
Civic Virtue	HA	18.30	2.01	2.31*
	LA	16.96	2.42	
Courtesy	HA	15.23	3.92	3.56**
	LA	18.10	2.00	
Altruism	HA	17.63	2.56	0.58
	LA	18.00	2.31	

**p<.01 *p<.05

Executives with High Level of Authority seem to have less Anxiety and Stress, it’s quite natural as they grow in the ladder of authority. The amount of people working for them to be efficient could be increasing. Thus it could lead to reduced level of Anxiety and Stress. Evidence suggests that ambiguity, which occurs due to giving responsibility without authority, can lead to stress and is often experienced as a major problem (Kenneth, 1977). This could be the reason for a higher

score for stress among Lower Level Executives. Higher Level Executives to deal with lot of people as part of their profession cannot oblige to all, whereas the Lower Level of Authority Executives might have not got much exposure to be more assertive like that of the Higher Level of Authority Executives.

Table 3. Mean, SD, and 't' value of Emotional Intelligence among Higher and Lower Authority Executives.

Variable	Group	Mean	SD	't' value
Emotionality	HA	91.66	10.31	0.60
	LA	89.97	11.33	
Self-acceptance	HA	25.83	5.75	0.73
	LA	24.76	5.54	
Problem Solving	HA	29.13	5.88	0.01
	LA	29.16	9.71	
Self-awareness	HA	31.96	5.95	0.16
	LA	32.23	6.46	
Self-confidence	HA	24.70	3.55	3.80**
	LA	20.83	4.28	
Decisiveness	HA	35.76	5.32	0.06
	LA	35.66	6.14	
Per Fulfillment	HA	25.03	3.51	2.08*
	LA	23.10	3.66	
Empathy	HA	25.20	4.02	3.67**
	LA	20.96	4.85	
Anxiety and Stress	HA	31.00	7.82	3.16**
	LA	36.83	6.39	
Assertiveness	HA	16.33	1.56	3.03**
	LA	14.13	3.64	

**p<.01 * p<.05

Emotionality, Self-acceptance, Self-awareness are various aspects of self and which are product of life experiences and a part of personality than level of Authority in the organization. Equal level of Problem Solving tendency of Executives with Higher and Lower Authority could be that the nature of problems and issues in the organization is perceived and solved in a structured and prescribed way. Decisiveness is supposed to be increased with the experience but present study does not show any difference in Decisiveness among Higher and Lower Level Authority Executives. When comparing all the variables a significant difference in

Organisational Citizenship Behaviour is not present. Thus the third hypothesis is also rejected.

Conclusions

The overall results show that Emotional Intelligence is significantly correlated with Organizational Citizenship Behaviour. Emotional Intelligence and Organizational Citizenship Behaviour does not differ on the basis of Power and Authority. Lower Authority Executives lacks in Empathy, Assertiveness, Self-confidence, Personal Fulfillment and Civic Virtue. They found to be more anxious and stressed when compared to Higher Authority Executives. But Higher Authority Executives shows a lower level of courtesy.

A thorough intervention for the development of Emotional Intelligence may increase the Organizational Citizenship Behaviour and thus the organization benefits from its dedicated citizens. Both the Higher and Lower Level Authority Executives have deficiencies in different dimensions. Appropriate intervention has to be provided for each group. Application of Autonomy may help Lower Level of Authority Executives to enhance their deficiencies.

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