

Trait Emotional Intelligence, Work-Family Culture and Organizational Citizenship Behavior among Indian Managers

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Organizational citizenship behaviour (OCB) is an employee's discretionary behaviour, which influences the organizational effectiveness and employee well-being by lubricating the social machinery of the organization. Several studies have been conducted to identify the consequences and antecedents of this kind of extra-role behaviour. In this line of research, the present study is an effort to explore the relationship of trait emotional intelligence and work-family culture with organizational citizenship behaviour. The study was carried out on 117 front level executives of Indian organizations. Three standardized psychometric measures namely TEIQue-SF, Work-Family Culture Scale and OCB Scale were used for data collection. Obtained data was analyzed by using correlation and regression analysis. Results of the correlational analysis indicate that trait emotional intelligence was significantly and positively associated with OCB and its dimensions. Managerial support was significantly and positively correlated with courtesy and altruism whereas career consequences and organizational time demand was significantly and negatively associated with all the dimensions and overall OCB except sportsmanship dimensions. Results of Regression analysis (simultaneous) supported the results of the correlational analysis in terms of directions, but not exactly in the terms of degree of relationship.

Keywords: Trait emotional intelligence, Work-family culture, Organizational citizenship behaviour, Front level managers.

Organizational citizenship behavior (OCB) has received attention in organizational behavior and management research since its inception. Nearly three decades ago, the term organizational citizenship behavior was identified and defined as a behavior that is discretionary in nature, not directly recognized by the formal reward system, and promotes organizational effectiveness (Organ, 1988, p.4). Podsakoff and MacKenzie (1997) documented that OCB enhances coworker performance, managerial efficiency, and the organizational ability to attract and retain the best personnel in the organization. OCB assists the development and maintenance of the social capital within the organization, which in turn produces higher levels of organizational performance and also contributes to the development of expectation, trust, mutual obligations, and recognition among the employees in the organization (Bolino

Turnley, & Bloodgood, 2002). It is obvious from the previous investigations that OCB is playing a vital role in increasing employee's well being, organizational performance and effectiveness. Therefore, it is imperative to identify those factors, which determine and shape OCB. The present study was aimed to examine the role of a personal factor (trait emotional intelligence) and organizational factor (work-family culture) in predicting OCB.

Organizational Citizenship Behavior

Organ proposed a modification in his previous definition and redefined OCB as a behavior that contributes to the maintenance and enhancement of the psychosocial environment of the organization, which supports job performance (Organ, 1997). Organ (1988) identified five dimensions of OCB i.e. altruism (e.g., helping a coworker who has fallen behind

in work), courtesy (e.g. respecting others), sportsmanship (e.g. avoiding trivial matters), conscientiousness (e.g. following rules), and civic virtue (e.g. keeping up with the change in the organization). These five dimensions have been operationalized (Podsakoff, MacKenzie, Moorman, & Fetter, 1990) and most frequently examined by researchers (Schnake & Dumler, 2003).

Trait Emotional Intelligence and OCB

The concept of Emotional intelligence (EI) originated from social intelligence and it has been studied extensively in an organizational setting after its conception by Salovey and Mayer (1990) who introduced the term emotional intelligence to show the ability of the people to deal with their emotions.

In literature, emotional intelligence was conceptualized in two different ways: Trait EI and Ability EI. The trait EI is defined as a constellation of emotions related to perceptions, which is located in the lower order of personality hierarchies (Petrides, Pita, & Kokkinaki, 2007); whereas ability EI is defined as 'the ability to perceive, evaluate and express emotion, understand emotion in thought, understand and reason with emotion, and regulate emotion to promote emotional and intellectual growth' (Mayer & Salovey, 1997, p. 10). These two diverse constructs of EI can be differentiated on the basis of their operationalization and measurement. Trait EI concerns emotion-related self-perceptions measured via self report, whereas ability EI concerns emotion-related cognitive abilities that should be measured via maximum-performance tests (Petrides, 2011). Petrides et al., (2007) reveal the problems related to the operationalization of ability EI. The subjective nature of emotional experience dents the development of maximum-performance tests. The core of the problem is the inability to create items or tasks that can score objectively and cover the sampling domain of ability EI comprehensively. Therefore, Trait EI is used in this study, which can be measured via the self-report method.

In the previous study, emotionally intelligent leaders were found to strongly influence employee's willingness to engage in OCBs (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Wong and Law (2002) demonstrated that emotional intelligence is related to organizational citizenship behavior. High level of emotional intelligence was associated with higher task performance and OCB (Petrides, Frederickson, & Furnham, 2004; Ying & Ting, 2013; Somayehadabifirozjaee, Abbaspour, & Azizishomami, 2014). Hence, it is hypothesized that trait emotional intelligence will be positively related to OCB (H1).

Work-Family Culture and OCB

OCB and Work-Family Balance are two highly relevant and heavily researched topics in organizational behavior and management literature (Levy, 2003). While a great deal of research has investigated both the antecedents and consequences of work-family balance (conflict and facilitation) and of citizenship behavior in organizations, little research has investigated how work-family balance and organizational citizenship behavior are related to each other.

Previous studies have tested the impact of work and family benefits (e.g. flexible work schedules, parental leave, childcare assistance and information) on organizational commitment and found that when the employees had access to work/life policies they demonstrated significantly greater organizational commitment and expressed lower intention to leave their jobs (Grover & Crooker, 1995). Thompson, Beauvais, and Lyness (1999) found that employees' perceptions of a supportive work-family culture were significantly related to use of work-family benefits. Work-family benefits availability and supportive work-family culture were related positively with affective organizational commitment whereas negatively with intentions to leave the organization and work-family conflict. Research accounted that organizational commitment is negatively related with work-family conflict whereas positively

related to OCBs (Organ & Ryan, 1995). On the ground of above stated researches, the purpose of the present study was to investigate how work-family culture is related with engagement in organizational citizenship behaviors.

Work-family culture predicts work-family conflict, and work-family conflict predicts citizenship behavior in the organization. The work-family culture was found to be associated with organizational commitment and OCB (Bragger, Rodriguez-Srednicki, Kutcher, Indovino, & Rosner, 2005). Bragger, et al., (2005) examined the role of a work-family culture in OCB but, they did not report the component-wise analysis of work-family culture and OCB.

Work-Family Culture is defined as the shared beliefs, values, and assumptions to the extent where an organization values, supports, and integrates employees' family and work lives (Thompson, et al., 1999). This definition is consistent with Denison's (1996) conceptualizations of organizational culture as "the deep structure of organizations, which is rooted in beliefs, values, and assumptions held by the members of the organization" (Denison, 1996, p. 624). Thompson et al. (1999) recognized three dimensions of work-family culture namely managerial support (for work-family balance), perceived career consequences (for using work-family benefits), and organizational time demands (expectations) that may interfere with employees' family responsibilities.

Managerial support refers to the extent to which managers are supporting and are sensitive to employees' family needs. Supervisor support may be considered as one of the most proximal forms of organizational support. Research has also shown that employees with more supportive supervisors tend to perceive their organization as family supportive (Allen, 2001), experience low levels of work-family conflict (Anderson Coffey, & Byerly, 2002) and increased job satisfaction (Allen, 2001). Studies also reported a positive relationship between satisfaction with job and OCB (Organ, 1988;

Munene, 1995). A higher level of work-family conflict is linked to reducing OCB (Thompson & Werner, 1997). Therefore, it can be hypothesized that managerial support will have a significant and positive association with OCB (H2).

The perceived career consequences refer to employees' anticipation of positive or negative consequences of using work-family benefits. It has been suggested that participation in family-friendly planning reduces employees' face time at work, which may adversely affect their promotion and career development as they will be less visible at the job (Baylin, 1993). People participating in work-family programs may be seen as less committed to organizational goals (Allen, 2001), resulting in negative performance evaluations (Perlow, 1995), which may also damage their career progress (wage and promotion). Therefore, it is hypothesized that perceived (negative) career consequences will be significantly and negatively correlated with OCB (H3).

Organizational time demands refer to organizational expectations and norms about the number of hours employees are expected to work and about employees' use of time (whether they are expected to take work at home). Working long hours indicate commitment and productivity, but it hinders employees' ability to meet family responsibilities (Bailyn, 1993). This can create a vicious circle in which the long working hours make the work-family policies necessary, but the employees are unwilling to use these policies because of anticipated negative consequences (Blair-Loy & Wharton, 2002). As a result, work-family conflict is likely to occur (Frone, Yardley & Markel, 1997) and high level of work-family conflict leads to low level of OCB. Therefore, it can be hypothesized that organizational time demands will decrease the likelihood of engagement in OCB (H4).

Methods

Sample

The study was conducted on 117 front level executives of different private sectors, service

organizations of Delhi and National Capital Region. The sample was selected by using convenient purposive sampling technique. The sample consisted of 103 males and 14 females in which 75 were married (2 were divorced), 32 unmarried and 10 participants did not report their marital status. 20 participants' spouse was employed and 84 were unemployed, rest of the 13 did not report whether their spouse was employed or not. Out of 117, only 7 participants reported that they don't have spiritual belief; 87 did have spiritual belief and 23 had strong spiritual belief. The age of participants ranged from 21 to 57 years ($M = 37.85$; $SD = 12.97$).

Psychometric devices

Trait Emotional Intelligence Questionnaire. The short form of Trait Emotional Intelligence Questionnaire (Petrides, & Furnham 2006) was used to measure the level of emotional intelligence of the participants. This is a 30-item questionnaire intended to measure global trait emotional intelligence (trait EI). Items were responded to on a 7-point Likert scale. Internal consistency reliability (Cronbach Alpha=.752) of the scale on Indian sample was found satisfactory (Singh, 2010).

Work-Family Culture Scale. Work-family culture was measured with a 20-item scale developed by Thompson, Beauvais, and Lynes (1999). The items assess the respondents' perceptions of the three components of work-family culture, which are Managerial Support, Career Consequences (negative), and Organizational Time Demands. Participants indicated the extent to which each item described their current organization using a 7-point scale ranging from strongly disagree to strongly agree. Alpha for the scale was .92 (Thompson, et al., 1999).

Organizational Citizenship Behaviour Scale (OCB). The OCB scale was developed by Podsakoff, Mackenzie, Moorman and Fetter (1990). This scale has 24 items, and five points Likert's response format. The scale covers five dimensions namely, sportsmanship, civic virtue, courtesy, conscientiousness, and

altruism. Reliability of the scale on Indian sample was reported as satisfactory. The internal consistency reliability for the whole scale was found to be 0.85. Alpha was found to be 0.71 for Sportsmanship, 0.67 for Civic Virtue, 0.76 for Courtesy, 0.67 for Conscientiousness, and 0.71 for Altruism dimension (Singh & Singh, 2009).

Procedure

Necessary permission regarding data collection was taken from the HR department of concerned organizations. The target employees were contacted personally and the purpose of the study was explained. When the employees agreed to respond; the above-mentioned standardized psychometric devices were directly administered on the target employee. Obtained data was analyzed by using correlation and regression analysis. Relationship of demographical variables with other variables of the present study was found trivial thus, they were not reported in the result section.

Results

In order to examine the relationship between trait emotional intelligence, work-family culture, and OCB, the correlational analysis was performed and the results were obtained and recorded in Table-1. Table 1 shows that trait emotional intelligence was significantly and positively correlated with conscientiousness, sportsmanship, civic virtue, courtesy, and OCB total.

Table 1 further shows that managerial support was significantly and positively related with courtesy and altruism. Career consequences were significantly and negatively correlated with conscientiousness, civic virtue, courtesy, altruism and OCB total. Similarly, Organizational time demand was significantly and negatively correlated with conscientiousness, civic virtue, courtesy and altruism and OCB total.

Regression analysis (simultaneous) was performed to ascertain the causal relationship between predictors (trait emotional intelligence and work-family culture) and criterion (OCB) variables and the obtained results is reported

Table 1. Summary of Results of Correlation Analysis of Trait Emotional Intelligence and Work-Family Culture with OCB (N=117)

	Organization Citizenship Behaviour					
	Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Altruism	OCB total
Trait Emotional Intelligence	.270**	.376**	.194*	.284**	.147	.412**
Managerial Support	.067	-.177	.130	.189*	.186*	.055
Career Consequences	-.251**	.164	-.325**	-.269**	-.246**	-.188*
Organizational Time Demands	-.212*	.078	-.294**	-.317**	-.283**	-.236**

*P<0.05, **P< 0.01

Table 2. Summary of Results of Simultaneous Regression Analysis (Full Model) For Trait Emotional Intelligence and Work-Family Culture as a Predictor and OCB as a Criterion Variable

	Dependent Variable (Organization Citizenship Behaviour)					
	Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Altruism	OCB total
Trait Emotional Intelligence	.289***	.371***	.220*	.314***	.173*	.435***
Managerial Support	.015	-.135	.026	.108	.113	-.008
Career Consequences	-.198*	.125	-.233*	-.125	-.115	-.103
Organizational Time Demands	-.150	-.036	-.203*	-.268**	-.225*	-.228*
R	.399	.426	.426	.478	.372	.502
R ²	.159	.181	.182	.228	.168	.252
Adjusted R ²	.129	.152	.152	.201	.108	.225
F	5.29***	6.20***	6.021***	8.28***	4.50**	9.43***

df =4, 112 *P<0.05, **P< 0.01, ***P< 0.001
Note: Standardized β is reported in table

in table 2. Results show that trait emotional intelligence was significantly and positively associated with all the dimensions of OCB viz. conscientiousness, sportsmanship, civic virtue, courtesy, altruism, and OCB total; whereas managerial support (a dimension of work-family culture) was not significantly associated with any dimension of OCB.

On the other hand, career consequences were significantly and negatively associated with conscientiousness and civic virtue. Similarly, organizational time demand was significantly and negatively associated with civic virtue, courtesy, altruism and OCB total. Results further show that trait emotional intelligence and dimensions of work-family culture explain 15.9%, 18.1%, 18.2%, 22.8%, 16.8% and 25.2% of total variance in explaining

conscientiousness, sportsmanship, civic virtue, courtesy, altruism and OCB total, respectively.

Discussion

The emergence of service sector organizations increases the importance of those behaviors, which are discretionary in nature but, are essential for organizational effectiveness and employee well-being. This study was aimed to explore the relationship of an individual variable like trait emotional intelligence and organizational variables like work-family culture with organizational citizenship behavior.

The first major finding of this study was a significant and positive association between trait emotional intelligence and all the dimensions along with total organizational citizenship behavior. Therefore, our first hypothesis (H1) is accepted. This finding of our study is supported by previous researchers (Wong & Law, 2002; Cote & Miners 2006; Ying & Ting, 2013). MacKenzie, Podsakoff and Fetter (1991) reported that employees with higher emotional intelligence exhibited more OCBs. Employees with high emotional intelligence would better understand colleagues' feelings and are more likely to exhibit altruistic behaviors (Abraham, 1999). Emotionally intelligent employees are more receptive to the emotions of the fellow employee and more willing to volunteer and expand their effort to attain organizational goals (Carmeli, 2003). Hence, the results of the current study established that trait emotional intelligence would result in voluntary and positive behaviors in the organization.

A significant and positive correlation of managerial support with courtesy and altruism (dimension of OCB) was the second major finding of this study; although the significance of this relationship was not supported by regression analysis. Thus, our second hypothesis (H2) is partially supported. Failure to meet the significance level for the association between managerial support and OCB may cause several reasons. One possibility is that the relationship between managerial support and OCB may be indirect. Managerial support refers to the

extent to which superiors are supporting and are sensitive to employees' family needs. Supervisor support is one of the most proximal forms of organizational support. The employees with more supportive supervisors tend to perceive their organization as family friendly (Allen, 2001), experience lower levels of work-family conflict (Anderson et al., 2002) and a high level of job satisfaction (Allen, 2001). A high level of job satisfaction and a low level of work-family conflict increase the likelihood of occurrence of proactive and generous behavior in the organization. Clark (2001) also reported that supportive supervision was associated with increased employee citizenship. Therefore, managerial support is noteworthy and essential for engagement in organizational citizenship behavior.

It was found that there is a significant and negative correlation of career consequences with conscientiousness, civic virtue, courtesy, altruism and OCB total. Regression analysis also reveals that career consequences were significantly and negatively associated with conscientiousness and civic virtue. The results supported our third hypothesis (H3) as well. The perceived career consequences refer to employees' anticipation of negative consequences of using work-family benefits. Employees participating in the work-family plan may be seen as less devoted to their organizational goal (Allen, 2001), which may also damage their career progress. Thus, it seems reasonable that if an executive perceived (negative) career consequences he will be less likely to engage in the discretionary act like organizational citizenship behavior.

Organizational time demand was significantly and negatively associated with civic virtue, courtesy, altruism and OCB total. This finding supports the 4th hypothesis (H4). Organizational time demand is the organizational norms and expectations about the number of hours employees are expected to work and about employees' use of time (whether they are expected to take work at home). Working long hours indicate commitment and productivity, but it hinders employees' ability to meet

family responsibilities (Bailyn, 1993) and surfaces work-family conflict (Frone et al., 1997), which eventually and adversely affects the employees' discretionary behavior in the organization. The scarcity approach to multiple role management focuses on the alleged difficulty of managing multiple roles. With physical and time constraints on the number of roles that may be simultaneously adopted, strong commitment to one role may prevent the attachment to the other roles (Larson & Fukami, 1984). Therefore, organizational time demands may have a detrimental effect on organizational citizenship behavior.

Implication, Limitation and Future Direction for Research

The present study found a significant and positive association between trait emotional intelligence and OCB. This finding may be utilized in selection and hiring practices. The OCB in the organization can be improved by selecting that executive who is high on trait emotional intelligence. Our study also reported a significant association between work-family culture and organizational citizenship behavior. A supportive work-family culture is positively related to employees' affective commitment to an organization (Thompson et al., 1999). When employees are provided an environment that encourages them to take advantage of work-family benefits, they are likely to feel a reduction in work-family conflict. They may feel committed to the organization for providing this support, and this may increase the likelihood of their engaging in OCBs. Therefore, the work-family culture of an organization influences employees' organizational commitment to the organization and this may influence their engagement in OCBs. The organizations could foster a positive work-family culture for a high level of organizational citizenship behavior (Bragger, et al., 2005).

This study had its limitations. It was conducted on a small sample (only 117 executives) with front level managers only. Very few (only Nine) female executives participated in the study. Therefore,

for the purpose of generalization, a further study should be conducted by undertaking a bigger sample along with a large number of female participants with different managerial levels like the front, middle and top from different organizations. The use of the shorter version of the scale (TEIQue-SF-30 items) might be another imperfection of the study. Hence, the full version of TEI Que may present a wider and clearer picture of trait emotional intelligence and OCB relationship.

Conclusion

The present study confirms the significant and positive association between trait emotional intelligence and all the five dimensions along with total organizational citizenship behavior. The study also indicates a significant role of work-family culture in organizational citizenship behavior. The results of our study can be utilized in hiring practices and formulation of work-family policies for making the workplace friendlier, cooperative and hassle free.

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