Organizational Citizenship Behavior and Emotional Intelligence of IT Executives

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Abstract

Information technology, computers and telecommunications are making a revolution in the field of technology resulting in better quality of life. Today computers have become an integral part of almost every industry, office and home. They have drastically reduced manual work and eased the life of human beings. These technological advancements influence the work behavior in many ways. Psychologists and sociologist try to understand the behaviour of individuals in work place. The study of OCB among employees becomes the important aspect of management research. The prime objective of the study is to find out the influence of emotional intelligence on organizational citizenship behavior. The present study adopted survey method and associational in nature. It also measures five dimensions of organizational citizenship behavior. The emotional intelligence and organizational citizenship behavior of IT executives are significantly related to each other. The constructs of emotional intelligence has significant impact on the organizational citizenship behaviour of IT executives. It is concluded from the present study that emotional intelligence is an important psychological construct which influences the OCB. It is observed form this study that the emotional intelligence of the executives significantly contributes to the organizational citizenship behavior. Hence, by suitably developing the required emotional skills, the interpersonal effectiveness as well as job satisfaction may be promoted which would in turn result in organizational effectiveness and productivity. It is suggested by this study that emotional intelligence may be included as one of the important components in selection and promotion of IT executives.

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1. Introduction

Information technology, computers and telecommunications are making a revolution in the field of technology resulting in better quality of life. Today computers have become an integral part of almost every industry, office and home. They have drastically reduced manual work and eased the life of human beings. These technological advancements influence the work behavior in many ways. Psychologists and sociologist try to understand the behavior of individuals in work place. Organizational behavior is a specialized field, which studies the individual behavior and group dynamics in organizational settings. Today employees have more concern for their needs than that of the organizations. Considering all these problems, the study of OCB among employees becomes the important aspect of management research.

1.1 Organizational citizenship behaviour (OCB)

Organizational citizenship behavior (OCB) exists from the very beginning of the creation of organizations in their simplest form, but it has been acknowledged by researchers as a separate phenomenon since 1983. "Katz (1964) pointed out the importance of a class of discretionary and spontaneous behaviors that are beyond explicit role requirements, but that are essential for organizational effectiveness. Smith et al. (1983), in a report of empirical research on the nature and antecedents of such behaviors, they conceptualize these contributions as "organizational citizenship behavior" (OCB), later Organ (1990) noted that his original conceptions of OCB grew from Barnard's (1939) description of a "willingness to cooperate". Individual differences should play an important role in predicting whether an employee would offer such cooperation (Organ, 1988; in Farh, Zhong & Organ, 2004).

1.2. Development of the Concept

Citizenship behaviors are often performed by employees to support the interest of the group or organization even though they may not directly lead to individual benefits. They are

behaviors that are helpful to the company, yet they are not considered a part of the core elements of the job (Moorman & Blakely, 1995). Performance is usually measured by how well employees perform the tasks that make up their jobs (Muchinsky, 2000). "Organizational researchers have discovered that some employees contribute to the welfare or effectiveness of their organization by going beyond the duties prescribed in their jobs. They give extra discretionary contributions that are neither required nor expected. This OC behavior also sometimes is referred to as pro-social organizational behavior and extra-role behavior." (Muchinsky, 2000). Jex (2002) has also described OCB, as a form of productive behavior, which consists of three aspects: Job Performance, OCB and innovation in organizations. OCB is essentially a dimension of job performance, if performance is viewed broadly. It is covered as a separate form of productive behavior because it has been studied separately from the antecedents of in-role performance (Jex, 2002).

1.3.Defining OCB

OCB is defined by Organ as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988; Zhong & Organ, 2004). Smith et al. (1983), in a report of empirical research on the nature and antecedents of such behaviors, conceptualize these contributions as "organizational citizenship behavior" (OCB). In subsequent research, several related concepts of OCB have been proposed and examined, including extra-role behavior (Van Dyne et al. 1995; Van Dyne and LePine 1998), civic citizenship (Graham 1991; Van Dyne et al. 1994), prosocial behavior (Brief and Motowidlo, 1986), organizational spontaneity (George and Brief 1992), and contextual performance (Motowidlo et al. 1997). Recent discussions in this area (George and Brief 1992; Organ 1997) question whether such behavioral contributions must unambiguously lie outside the general sense of what is "the job" or whether they might be "rewarded". Nevertheless, there is some general agreement on these forms of contribution. They can be distinguished from "task" or "technical performance" they have a more volitional and spontaneous character than "core job" contributions; they are somewhat better predicted by attitudinal and dispositional measures than technical task performance, and they more generally have

positive effects on the social, psychological, organizational, and political contexts, than on the technical context.

1.4.Dimensions of OCB

Being an important organizational variable, OCB is also multidimensional. Smith et al. (1983) found two separate dimensions of OCB: altruism, helping specific persons; and generalized compliance, a more impersonal form of citizenship. Williams, Podsakoff and Huber (1986), on the other hand, identified an additional OCB dimension of attendance (as cited in Organ, 1988). Other factors of OCB proposed in the literature include, sportsmanship (Bateman & Organ, 1983), civic virtue (Graham, 1986), courtesy (Organ, 1988), and helping and voice behaviour (Van Dyne & LePine, 1996). Altruistic OCB is a type of behaviour in which the person performs the act voluntarily without expecting to receive material or social rewards in return (Farh et al. 1990). Organizational citizenship behaviour is the most widely studied form of extra-role performance. Only a few studies have examined organizational citizenship behaviour in different cultural contexts (e.g. Chen et al. 2002; Farh et al. 1997, 2004; Hui et al. 1999). Nonetheless, researchers have found that the motivational basis of organizational citizenship behaviour differs in the West and China (Farh et al. 1997, Hui et al. 1999). From a Chinese perspective, organizational citizenship behaviour is not simply a consequence of job satisfaction or organizational commitment (Organ and Ryan 1995)

1.5. Emotional intelligence

Emotions appear to have evolved across mammalian species so as to signal and respond to changes in relationship between the individual and the environment (including one's imagined place within it). Each emotion organizes several basic behavioral responses to the relationship. Emotions reflect relationships between a person and a friend, a family, the situation, a society, or more internally, between a person and a reflection or memory. Emotional Intelligence refers in part to an ability to recognize the meanings of such emotional patterns and to reason and solve problems on the basis of them.

Emotional Intelligence is the capacity to effectively perceive, express, understand, and manage your emotions and the emotions of others in a positive and productive manner. Emotional Intelligence is partly referred to as the process of reasoning that takes emotions into account (reasoned emotions). It refers to an ability to recognize the meanings of emotions and their relationships and to reason and problem solve on the basis of them. Understanding the concept of Emotional Intelligence requires exploring its two component terms, intelligence and emotion. Intelligence pertains to abilities such as the "power to combine and separate", concepts to judge and to reason, and to engage in abstract thought. Emotions include moods, evaluations and other feeling states, including fatigue or energy.

1.6. Defining Emotional Intelligence

Emotional Intelligence is the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in self and others (Mayer & Salovey, 1997). Emotional Intelligent people are more socially effective than others (Salovey & Mayor, 1990). Emotional Intelligence may be the best predictor of success in life, redefining what it means to be smart (Times, 1995).

Emotional Intelligence is viewed as the innate potential to feel, use, communicate, recognize, remember, learn from, manage and understand emotions. This innate intelligence can be either developed or damaged with life experiences, particularly by the emotional lessons taught by the parents, teachers, care givers and family during childhood and adolescence.

1.7. Measurement of Emotional Intelligence

The concept of emotional intelligence emerged with attempts to measure it. After the 1995 Time Magazine piece and other popularizations there was a rush to create scales for the emotional intelligence. With the popularization, the cacophony of conceptualizations and definitions began. Consequently, the first difference among measures to check is what definition of emotional intelligence they are based on.

In the wake of the popularizations a number of quickly developed measures emerged which included ad hoc scales of optimism, or of delay of gratification etc. Given the broad definition of emotional intelligence employed in the popularizations, virtually any pre-existing personality test that measured positive attributes could be considered a relevant measure. The Bar-On EQ-I was based on a 1998 scale originally intended to measure of psychological well being. The Emotional Competencies Inventory (ECI) by Goleman and Boyatzis was based on emotional competencies.

Such scales of well-being or managerial effectiveness were occasionally said to have started the era of emotional intelligence. Among the many scales that existed, none of them included the theory of emotional intelligence. Among the many traditional personality scales CPI might be considered the first measure of emotional intelligence given its coverage of social strengths, dominance, and motivation (1956).

New scales also were developed and some used mixed models such as the EQ map. A scale by Schutte and her colleagues was based on a combination of the ability theory and more popular approaches. Mayer later developed a scale based on ability conceptions.

The second chief difference among the scales was their measurement approach. Many scales employed self-judgments. Self judgments measure differently than observer ratings and both of these, measure something different than ability tests with right or wrong answers. Self – judgments work if one views emotional intelligence as a collection of certain non ability-related personality traits. E.g. Schutte and colleagues scale the EQ map.

2. Objectives

1   To assess the emotional intelligence of software engineers.

2   To explore the relationship between the emotional intelligence and the OCB.

3   To find out the influence of emotional intelligence on organizational citizenship behavior of executives.

3. Hypotheses

The hypotheses are:

1. The emotional intelligence and the organizational citizenship behavior of IT executives are related to each other.

2. The constructs of emotional intelligence has significant impact on the organizational citizenship behavior of IT executives.

4. Research Methodology

The prime objective of the study is to find out the influence of emotional intelligence on organizational citizenship behavior. The present study adopted survey method and associational in nature. It also measures five dimensions of organizational citizenship behavior.

4.1. Sample

The sample of this study comprises of IT executives in Xansa India Limited, Chennai.

There are close to 1000 employees in the company out of which 30% of the employees were selected through stratified random sampling.

Table 4.1: The number of samples and their percentage with reference to the descriptive variables

Descriptive Variables		No. of subjects (N)	Percentage (%)
Gender	Male	149	61.6
	Female	93	38.4
Qualification	Undergraduate	147	60.7
	Postgraduate	95	39.3
Age	Up to 25 years	126	52.1
	Above 25 years	116	47.9
Experience	Up to 5 years	184	76.0
	Above 5 years	58	24.0

.2. Tools used

The data for this study was collected through survey method. The following standardized tools were used in the study along with the personal data sheet. The tools used are:

1. Organizational Citizenship Behavior Scale and
2. Emotional Quotient Inventory

4.3.Organizational Citizenship Behavior Scale

Description:

The OCB scale developed by Coyle-Shapiro (2002) was used to measure the OCB of IT executives. The OCB scale is a self-report inventory consisting of twenty two items, which measure five different dimensions of OCB viz. advocacy participation, helping behaviour, functional participation, loyalty and obedience. There are five response categories viz. *Not at all*, *Rarely*, *Sometimes*, *Often and to a very great extent*. The number of items in each dimension of OCB is presented here.

Sl.No.	Dimension	Item numbers
1	Advocacy participation	1, 2, 3, 4, 5
2	Helping behavior	6, 7, 8, 9, 10
3	Functional participation	11, 12, 13, 14*, 15
4	Loyalty	16, 17, 18
5	Obedience	19*, 20*, 21, 22

* Negative items

Administration:

The subjects were instructed as follows: "This is not a test. This inventory tries to explore your behavior in work settings. Read each statement carefully and indicate how frequently you observe a particular behavior in you by using the given five point scale:

1. Not at all   2. Rarely   3.Sometimes

4. Often   5. To a very great extent

Please indicate your answer by circling the corresponding number against each item. Do not spend much time on an item and be frank in your opinion."

Scoring:

The responses for OCB are scored as per the following scoring key:

Response		Score for	
		Positive items	Negative items
Not at all	1	0	4
Rarely	2	1	3
Sometimes	3	2	2
Often	4	3	1
To a very great extent	5	4	0

 Reliability and Validity:

The test–retest reliability of this tool is found to be 0.86 and the split half reliability is 0.88. These values indicate that the tool possess high internal consistency. The tool has both content and face validity. The parallel forms of validity with the OCB scale of Van Dyne et al., (1998) are found to be 0.78.   This co-efficient value reveals that this tool is highly valid. The OCB scale by Coyle-Shapiro (2002) is presented in Appendix - 2.

4.4. Emotional Quotient Inventory

Description:

The emotional quotient inventory developed by Reuven Bar-On is the first scientifically developed and validated for measure of emotional intelligence. The EQ-i measures one's ability to deal with daily environmental pressures and demands. This tool is a self-report measure which consists of 66 items. The EQ-I was adopted to the Indian condition by Sinha and Jain (2004) and they have derived 21 items from the original scale. The items are divided into five different components of emotional intelligence viz. Assertiveness and positive self-control, impulse control, positive attitude about life and others, reality awareness and controlled problem solving. There are five response categories viz. "not true, seldom true, sometimes true, often true and true". The number of items in each dimension of the emotional quotient inventory is given below.

Sl. No.	Dimension	Item Numbers
1.	Assertiveness and Positive Self-Control	1*,2*,3*,4*
2.	Impulse Control	5*,6*,7*,8*
3.	Positive Attitude about Life and Others	9*,10*,11*,12*,13*
4.	Reality Awareness	14,15,16,17
5.	Controlled Problem Solving	18*,19,20*,21

* Negative items

The total score of all the 66 items yield the total emotional quotient score of a person. The Indian adopted version of the Bar-On Emotional Quotient Inventory is presented in Appendix: 3.

Administration:

The subjects were instructed as follows. "This Inventory consists of a series of statements which follow five response categories. Read each item carefully and decide how it

describes you in the given five point scale and indicate your choice by circling the corresponding number in the answer sheet. There is no right or wrong answers and also there is no time limit. Work rapidly and give your immediate response to each item".

Scoring:

The response should be scored as per the following scoring key.

Response		Score for	
		Positive item	Negative Item
Not True	1	1	5
Seldom True	2	2	4
Sometimes True	3	3	3
Often True	4	4	2
True	5	5	1

Reliability and Validity:

The Emotional Quotient Inventory was found to have a high degree of reliability (Bar-On, 1997) Based on seven population sample the internal consistency coefficients for the Emotional Quotient Inventory sub-scales were analyzed. The average Cronbach's alpha coefficients were high for all of the sub-scales, ranging from 0.69 to 0.86 with an overall average internal consistency coefficient of 0.76. Further, the test-retest reliability studies indicated that there was consistency in the findings from one administration to the next. One month and four months test-retest values range from 0.78 to 0.92 and 0.55 to 0.82. These findings reveal that the Emotional Quotient Inventory is highly reliable.

Bar-On (1997) established the validity of this tool by conducting studies in six different countries (India is one among the six countries). This tool possesses content validity and face validity. Further, the convergent validity of this tool was found to be 0.57. The divergent validity of this tool was 0.12 with the intelligence scale. Moreover, the criterion group validity was established as 0.819. These values indicate that the tool is highly valid.

4.5. Method of data collection

The investigator got the permission from the authorities and established rapport with the IT executives. The participants were explained about the nature of the study and they were assured of confidentiality. The data was collected under conducive atmosphere. Out of the 300 questionnaires circulated the investigator could get back only 275. The questionnaires were scored according to the scoring key. Some of the questionnaires were found to be incomplete and hence, only 242 data were considered for final analysis. The data were classified on the basis of demographic variables. The number of samples and their percentage with respect to their demographic variables are presented in Table 3.1.

4.6. Data analysis

The collected data were tabulated and analyzed with the help of the following statistical techniques:

i) 't' Test

To judge the significant difference between the sample means't' test is found to be an appropriate technique and it is utilized in this study. The't' values were calculated to find out the difference between the means of organizational citizenship behaviour as well as emotional intelligence on the basis of the demographic variables.

ii) Correlation

To find out the relationship between the dimensions of organizational citizenship behaviour with the constructs of emotional intelligence, Karl Pearson's Product - Moment Correlation Coefficient was calculated. The hypothesis is tested by using correlation coefficients.

iii) Regression analysis

To find out the influence of the five dimensions of emotional intelligence on the executive's organizational citizenship behavior (five dimensions), linear regression is attempted. The five constructs of emotional intelligence and their total has been taken as an independent variable, whereas the five dimensions of organizational citizenship behaviour and their total has been taken as the dependent variable. The regression co-efficient were computed based on which the hypotheses is tested.

5. Results and Discussion

The analysis of data is the most critical and skilled part of the research. Statistical analysis helps us to test the hypotheses from which conclusions can be drawn. It breaks all complex processes into simple parts for the purpose of interpretation. In this chapter the numerical data is statistically analyzed and interpreted.

5.1. Testing of hypotheses

Hypothesis: 1

 "The emotional intelligence and the organizational citizenship behaviour of IT executives are related to each other".

From the Table 4.9, it is found that the correlation coefficients are significant for most of the organizational citizenship behaviour dimensions with the constructs of emotional intelligence. Hence the hypothesis is accepted. It is concluded that the organizational citizenship behaviour and emotional intelligence of IT executives are significantly related to each other.

Table 5.1 : organizational citizenship behavior and emotional intelligence of executives:

correlational analysis

OCB / EI	OCB1	OCB2	OCB3	OCB4	OCB5	OCBT
EI1	0.354*	0.365*	0.993*	0.376*	0.244*	0.709*
EI2	0.209*	0.583*	0.187*	0.109	0.140	0.376*
EI3	0.055	-0.059	0.122	0.021	0.065	0.062
EI4	0.449*	0.168*	0.139*	0.077	0.062	0.284*
EI5	0.054	-0.030	0.026	0.180*	0.107	0.095
EIT	0.458*	0.403*	0.58*	0.312*	0.256*	0.616*

* Significant at 0.05 level

EI1   –   Assertiveness and Positive Self-control

EI2   –   Impulse Control

EI3   –   Positive Attitude about Life and Others

EI4   –   Reality Awareness

EI5   –   Controlled Problem Solving

EIT   –   Emotional Intelligence Total

OCB1   –   Advocacy participation

OCB2   –   Helping Behaviour

OCB3   –   Functional Participation

OCB4   –   Loyalty

OCB5   –   Obedience

OCBT   –   Organizational Citizenship Behaviour Total

Organizational citizenship behaviour refers to the individual behaviour that is discretionary, not directly or explicitly recognize by the formal reward system which in turn promotes the effective functioning of the organization. In order for organizations to be effective organization citizenship behaviour as a form of productive behaviour is essential.

The dimensions of organizational citizenship behaviour such as advocacy participation, helping behaviour, functional participation and loyalty require qualities such as standing for our rights firmly, controlling our impulses, motivations, healthy attitude about life, aware of reality and solving the problem by their own. Hence positive relationship between emotional intelligence and organizational citizenship behaviour is quite natural.

Hypothesis: 2

"The constructs of emotional intelligence has significant impact on the organizational citizenship behaviour of IT executives".

Table 5.2.: influence of emotional intelligence on the organizational citizenship behaviour of executives: regression analysis

Independent Variable	Dependent Variable	Unstandardised Co-efficients		β	't' value	Model Summary
		B	S.E.			
Assertiveness and Positive Self-control	Advocacy Participation	0.303	0.088	0.272	3.44	R^2=0.292 F=19.502 P<0.01
Reality Awareness		0.399	0.084	0.380	4.76	
Assertiveness and Positive Self-control	Helping Behaviour	0.291	0.073	0.286	3.98	R^2=0.644 F=33.475 P<0.01
Impulse Control		0.561	0.062	0.565	9.05	
Assertiveness and Positive Self-control	Functional Participation	1.023	0.011	0.994	90.27	R^2=0.986 F=33.716 P<0.01
Assertiveness and Positive Self-control	Loyalty	0.300	0.077	0.333	3.91	R^2=0.176 F=10.114 P<0.01
Controlled Problem Solving		0.134	0.058	0.170	2.30	
Assertiveness and Positive Self-control	OCB: Total	2.041	0.197	0.617	10.38	R^2=0.598 F=70.290 P<0.01
Impulse Control		0.782	0.167	0.243	4.69	

Controlled Problem Solving		0.316	0.150	0.109	2.11	

* 't' values are significant at 0.05 level

From the Table 4.10, it is found that regression coefficients are significant for many dimensions at organization citizenship behaviour. Hence the hypothesis is accepted. It is concluded that the emotional intelligence of IT executives has significant impact on their organization citizenship behaviour.

From the table it is noticed that the advocacy participation is predicted (29%) by assertiveness & positive self control as well as reality awareness. The helping behaviour is influenced (64%) by assertiveness and impulse control. The functional participation I highly influence (98%) by assertiveness & positive self control. The assertiveness & positive self control and controlled problem solving influence (17%) the loyalty dimension of organization citizenship behaviour. The overall organization citizenship behaviour is contributed (59%) by assertiveness & positive self control, impulse control and controlled problem solving dimensions of emotional intelligence.

This makes it clear that people who can communicate their feeling without offending others, who can keep their personal feelings under control and focused on their task effectively contribute to the welfare of the organization at large. These are the people who do not look for the narrow personal and short term benefits. Hence promoting these characteristics in the employees can contribute to the overall development and stability of the organization. Such individuals are well adjusted, motivated and deeply committed to the goals of the organization. The qualities require higher level of emotional intelligence and its proper utilization. Hence we can state that the organizational health depends on these characteristics in their employees. Therefore the significant influence of emotional intelligence on the organization citizenship behavior of executives is quite logical.

6. Summary of the findings

1   The emotional intelligence and organizational citizenship behavior of IT executives are significantly related to each other.

2   The constructs of emotional intelligence has significant impact on the organizational citizenship behaviour of IT executives.

It is concluded from the present study that emotional intelligence is an important psychological construct which influences the OCB.

7. Conclusion

Emotional intelligence seems to be the popular term, which implies the intersection of emotion and cognition. The concept of emotional intelligence combines the ideas that emotion makes thinking more intelligent and that one thinks intelligently about emotions. Emotional intelligence also involves other skills and characteristics such as well- being, motivation and capacities to engage in relationships. More formally, emotional intelligence can be defined as "an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures" (Bar- On, 2000). It is accepted by the psychologists that the ability to understand, manage and utilize ones own emotions is required to handle the threatening changes in the society and hence an in-depth study on emotional intelligence is the need of the hour.

Coping with one's own emotions, regulating emotions and regulating behavior depend on the ability to think critically, analyze rationally, manage the complex situation, zeal, persistence and control over our own emotions. Many skills related to emotional intelligence are essential at the work place and most adults spend more of their waking hours at work than any other place. Leading and managing people require technical as well as emotional skills. It is suggested by the organizational Psychologists that the emotional intelligence plays a crucial role in certain aspects of leadership, team effectiveness and team performance which in turn leads to job satisfaction.

One of the important finding of the study is that age has a significant influence on OCB. IT executives with higher age have shown higher organizational citizenship behaviour.

The older IT executives place less importance on salary and value their responsibilities and commitments more compared to their younger counter parts. Similarly, experience has a significant effect on the OCB of IT executives. IT executives with more than 5 years of experience have shown higher OCB in all dimensions. It is also found from the study that loyalty and obedience qualities are significantly low among IT executives. Hence suitable measures should be taken to incorporate these qualities by which organizations can retain their employees, and this would in turn increase long term success of the organizations.

The findings on emotional intelligence reveal that the male and female executives do not differ in their emotional intelligence. Similarly the qualification of the IT executives does not influence their emotional intelligence. The executives with more than 25 years of age have displayed higher emotional skills than their counter part. This finding gives rise to the issue of promoting the emotional skills of younger executives in the IT field. Also the executives with more than 5 years of experience have higher emotional intelligence. It is already witnessed from the IT field that the youngsters are suffering with a lot of interpersonal as well as intra personal adjustment problems. Therefore the IT companies should also think of providing necessary emotional intelligence training for the less experienced executives.

It is observed form this study that the emotional intelligence of the executives significantly contributes to the organizational citizenship behavior. Hence, by suitably developing the required emotional skills, the interpersonal effectiveness as well as job satisfaction may be promoted which would in turn result in organizational effectiveness and productivity. It is suggested by this study that emotional intelligence may be included as one of the important components in selection and promotion of IT executives.

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