



AN EMPIRICAL STUDY ON INFLUENCE OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN SELECT IT COMPANIES IN BENGALURU

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ABSTRACT

Emotional Intelligence research has advanced significantly during the last few decades. Since Emotional Intelligence is not a characteristic, it has been discovered that suitable intervention programmes can inculcate a combination of dynamic abilities necessary for the same. In an organisational setting, Emotional Intelligence is a critical aspect to consider. The current study seeks to ascertain the impact of Emotional Intelligence on organisational citizenship behaviour. Citizenship conduct is an important part of the business world. This study makes use of a sample of 100 Executives working in IT Sector in Bangalore. Emotional Intelligence and the Organizational Citizenship Behavior Scale were utilised as research instruments. The statistics used for the study are standard deviation and Pearson's correlation. According to the results, there had been a significant relationship between Emotional Intelligence and Organizational Citizenship Behavior.

Key Words: Emotional intelligence, organisational citizenship behaviour, IT sector.

INTRODUCTION

The term 'emotional intelligence' was not in presence even four decades ago. It is steadfastly embedded in psychological thinking, research, and practice. In the pursuit for efficacy, it is the human capital that demarcates one organization from other. Nowadays, IT sector organizations are eyeing for personalized consideration, intellectual spur, empathy, commensurate compensation etc. from the topmost board. So, one cannot negate the prominence of emotional competencies in IT sector. It is imperative to have high level of morale with emotional intelligence for the personnel working in service organization.

In the context of today's competitive environment; it is apparent that most of the business organizations are moving through the cut-throat situation as ever before. As a consequence, organizations regardless of high low performers are obligatory to embrace new technology or products or services so as to remain competitive. In a broader view, emotional intelligence comprising cognizance of one's own emotions and their influence on others as well as how to cope and restrain those sensations in an impressive manner.

The expressions of joy, anger, fear, surprise etc. are common everyday expressions. We cannot imagine our life without such experiences that are termed as emotions. Emotions are very powerful in their influence. Literally the term emotion refers to movement. Emotions do move us internally. Emotion whether pleasant or unpleasant can sustain activity which either maintain or enhance the organism. "In general sense, the term emotion is used to entitle 'a state of consciousness having to do with the arousal of feelings (Webster's New World Dictionary)'.

Emotion research is categorized into two major areas: research related to emotional labor (Jain, 2009) and research related to emotional intelligence (Goleman, 1998).

The importance of emotional intelligence has been widely recognized for the case of information technology employees. Emotions are indispensable in information technology organization. The workplace is the single greatest cause of stress in people’s lives. Stress makes differences in how well people perform the number of errors they make, and even whether or not they show up for work or remain on their jobs at all. Stress helps to look more broadly at the wide range of emotions that people have in everyday work situations and their reactions to them.

Whether your experience is positive (e.g. getting a raise), negative (e.g. receiving a poor performance appraisal) or neutral (e.g. doing your job as usual), these daily spirits – emotions and moods- play a vital role in how we perform. In a IT sector scenario, “employees have to encounter everyday with events highly related to emotions such as deadlines, continues meetings, pressure for working long hours, and the like. Thus, the work climate becomes stressful for the IT employees, which, at the same time is obliged to perform in the most effective way. High responsibility upon deadlines is of utmost importance, as if not existing, may even cost their projects or jobs. So, the focus of organisations has shifted towards understanding as well as developing the behaviour of the employees so that they can really prove to be generative for the organisation. Hence, emotional intelligence intervention is partly a response to the problems that employees face today. Considering the topic of our research, this chapter makes an attempt to look into the genesis of the term emotional intelligence and its related aspects”.



Category	Personal Competencies (Self)	Social Competencies (Other)
Recognition	Self-Awareness (it includes three sub-competencies) <ul style="list-style-type: none"> ● Emotional self-awareness ● Accurate self-assessment ● Self-confidence 	Social Awareness (it includes three sub-competencies) <ul style="list-style-type: none"> ● Empathy ● Service orientation ● Organizational awareness
Regulation	Self-Management (it includes six sub-competencies) <ul style="list-style-type: none"> ● Emotional self-control ● Trustworthiness ● Conscientiousness ● Adaptability ● Achievement drive ● Initiative 	Relationship Management (it includes eight sub-competencies) <ul style="list-style-type: none"> ● Developing others ● Influence ● Communication ● Conflict management ● Visionary leadership ● Catalyzing change ● Building bonds ● Teamwork and collaboration

Fig. 1.1: Goleman’s Emotional Intelligence Model (2001)



LITERATURE REVIEW

Daniel Goleman (1995) In his landmark works "Emotional Intelligence: Why It Matters More Than IQ?" and "Working with Emotional Intelligence," he popularises the phrase. In the former, he emphasised emotional intelligence to the audience and stated that our perception of human intellect is way too limited. However, "emotions have a significant influence in our thinking, decision-making, and overall achievement in life." In the latter book (1998), he discusses the importance of emotional intelligence in the workplace.

Patiraj Kumari and Bhanu Priya (2018) discovered the "relationship between emotional intelligence and organisational citizenship behaviour among public sector bank personnel. The study's findings revealed a favourable link between managers' emotional intelligence and organisational citizenship behaviour, as well as a positive relationship between workers' organisational citizenship behaviour and emotional intelligence dimensions."

Al-Dhuhouri F.S., Alshurideh M., Al Kurdi B., Salloum S.A. (2021). Teams are the foundation of any organisation and institution, with the goal of completing certain common objectives and strategies via efficient collaboration. Many academics investigated the many factors that influence team performance. They recently put light on psychological aspects such as "Emotional Intelligence (EI)." This paper aims to improve our understanding of the relationship between leadership, team characteristics, emotional intelligence, and their impact on team performance by using a systematic review approach to review and synthesise EI studies related to team performance, with the goal of providing a comprehensive analysis of 19 research articles published between 2010 and 2020. The major findings include the identification of 14 external variables in two or more of the relevant studies that have a link with EI and team performance. Most significantly, six variables were chosen from the 14 available, and all of them exhibited a favourable link with EI and team performance. Furthermore, the quantitative technique was the most commonly used study strategy for data collecting. Furthermore, the majority of the research examined were conducted in the United States, with Australia and other nations trailing behind. Furthermore, the majority of the examined research were often done in an academic setting, followed by a construction context, and other contexts.

Marcin Moroña, and Magdalena Biolik- Moroń. (2020). The study looked at trait emotional intelligence as a predictor of emotional emotions experienced during Poland's first full week of lockdown (from 16th to 22nd March). One hundred thirty people (101 women and 25 men; 4 did not indicate their gender) took part in a baseline assessment of trait emotional intelligence, positive and negative affect, and affect intensity, as well as a one-week daily diary. Trait emotional intelligence correlated positively with baseline positive affect and positive intensity, while negatively with baseline negative affect and negative intensity. Trait emotional intelligence marginally significantly predicted a lower frequency of anger, disgust, and sadness during the first week of the pandemic. Fear, anxiety, and sorrow were expected to be less intense in those with trait emotional intelligence. During the first week of the COVID-19 epidemic, the study found a complicated dynamic of emotional experiences. When compared to negatively-valenced emotions, positive states of relaxation and enjoyment were experienced more frequently and strongly. During the COVID-19 pandemic outbreak, trait emotional intelligence was related with experiencing negative emotions (fear,



anxiety, and sorrow) less strongly, but not less frequently.

Tareq Lubbadah. (2020). Emotional intelligence (EQ), like any other set of traits or skills, has two sides, one bright and one dark. A person's social talents and strong emotional skills can be used for prosocial conduct or in maladaptive ways to manipulate others in order to obtain self-centered goals. The current paper explores the relationship between emotional intelligence (EQ) and leadership through a literature synthesis. It covers the negative elements of emotional intelligence, or the dark side of emotional intelligence. It also gives an introduction of emotional intelligence and leadership principles, as well as a discussion of the three major components of emotional intelligence and how they contribute to the theory. Finally, it concludes with possible synopses of the leader's emotional intelligence utilisation.

STATEMENT OF THE PROBLEM

One of the challenges that management in the IT sector must address is competition within organisations. Organizations must devise strategies to overcome obstacles in order to compete. Organizations, for example, require personnel who are competitive, valued, uncommon, and well-organized. Emotional intelligence appears to be an essential component in the job. Every business needs a strong and efficient staff to maintain a competitive advantage. It requires workers who consistently exercise discretionary conduct that goes above and beyond their official position obligations and enhances the general operation of the companies. Organizations seek to hire individuals who will demonstrate behaviours that go beyond their work descriptions by producing citizens rather than just employees. Because of the hectic working environment, there is an urgent need to research OCB in the IT sector. The investigation of OCB among employees has become an essential component of management research. The primary goal of the research is to determine the impact of emotional intelligence on organisational citizenship behaviour.

OBJECTIVES OF THE STUDY

1. To analyze the implications of demographic factors on emotional intelligence and Organizational citizenship behavior in IT companies at Bengaluru.
2. To analyze relationship between Emotional Intelligence and organizational citizenship behavior in select IT companies at Bengaluru.

HYPOTHESES

H01: There is no significant difference in emotional intelligence levels of Sample Information Technology company's employees on gender basis.

H02: There is no significant difference in emotional intelligence levels of Sample Information Technology company's employees on Marital Status.

H03: There is no significant relationship between emotional intelligence and organizational citizenship behaviour in Sample Information Technology companies in Bengaluru.

SCOPE OF THE STUDY

Information Technology (IT) professionals from selected IT businesses in Bengaluru is chosen for the research. Bengaluru is picked since it is India's IT hub as

well as the world's outsourcing capital. Only those firms in Bengaluru's IT industry that have been in operation for the previous 10 years is chosen from the list.

Karnataka is a major contributor to the IT sector. Bengaluru is India's biggest software exporter. The contribution of the IT industry to GDP is continuously growing, reflecting the higher quality of living and changes in lifestyle, as well as a rise in people's spending power. The government's assistance for the IT industry's promotion in Karnataka has increased the sector's worth. Graduates want jobs in IT firms because of the expected growth and increased income.

LIMITATIONS

The scope of the study remains confined to IT companies in Bengaluru.

RESEARCH METHODOLOGY

Population and Sample of the Study

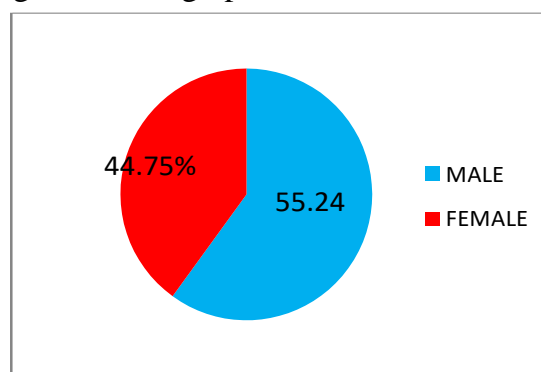
All male and female employees working in IT were taken as the population of the present study. Convenient sampling method was used to select the IT employees. The sample of the study comprised 100 IT employees in different IT company's operating in Bangalore. Out of the 100 respondents, 52 were male employees (52%) and 48 were female employees (48%) who responded as participants of the study. One hundred and fifty sets of questionnaires were distributed to conveniently selected IT employees. Out of 150 distributed questionnaires 128 were collected back, and out of these 100 questionnaires were answered completely.

Plan of Analysis

Cronbach's alpha test was employed to know the consistency of the questionnaire, further, KMO and Bartlett's test were employed for sample adequacy.

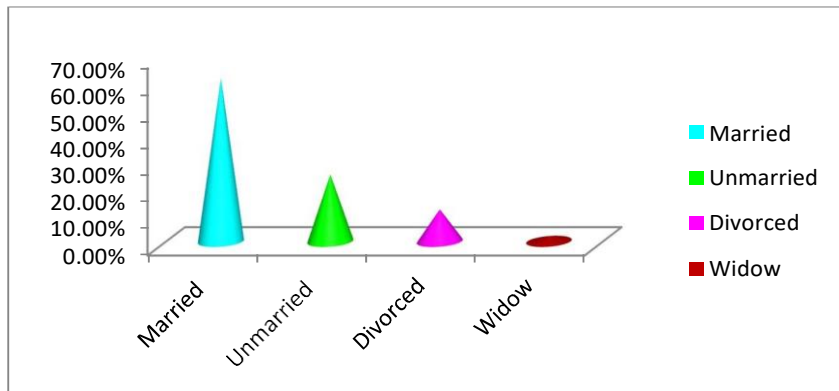
RESULTS AND DISCUSSIONS:

The results of the emotional intelligence and organizational citizenship behaviour are presented in the following tables and graphs:



Graph 1: Gender of Respondents

In the study more than half of sample respondents were male & the remaining were female. Gender does not hinder the effectiveness of an organisation. Efficiency may vary from person to person, now a day even in information technology firm increasingly women are working independently. Out of 100 respondents 52 percent of the respondents were male and 48 percent female.



Graph 2: Marital Status of Respondents

The above graph depicts that a large chunk of the respondents were married (n=608) have 61.02 per cent followed by 30.76 per cent of them unmarried. Likewise, 6.25 per cent of respondents were divorced. Further, there are 1.97 per cent of the respondents were widow.

Table 1: Comparison of Means for Emotional Intelligence of Respondents on the Basis of Gender

	Sum of Squares	df	Mean Square	F	Sig.
BetweenGroups	614.012	5	122.802	2.483	.524
WithinGroups	4648.542	94	49.452		
Total	5262.554	99			

The above Table shows that there is no significant difference between emotional intelligence and gender for the respondents as the significant value is more than 0.05 for 95% confidence interval and thus accept the H01. This suggests that statistically there is impact of gender on emotional intelligence. However based on mean values slight variation can be observed and interpreted according to different applications. These results were strengthened by some previous studies done by Cavallo & Brienza, 2002; Abdullah, 2006; Viswesvaran & Kraus, 2009; ArvindHans et al., 2013.

Table 2: Comparison of Means for Emotional Intelligence of Respondents on the Basis of Marital Status

	Sum of Squares	df	Mean Square	F	Sig.
BetweenGroups	480.620	5	96.124	1.769	.024
WithinGroups	5001.542	94	53.207		
Total	5482.162	99			

Above Table shows that there is no significant relation of emotional intelligence and marital status of the sample respondents as the significant value is less than 0.05 for 95% confidence interval and thus the H02 was rejected. This suggests that statistically there is no impact of marital status on emotional intelligence however based on mean values; slight variation can be observed in different categories of marital status groups which can be interpreted for different roles. These results were in line with Anagha Lavalekar et al. (2007) study who have mentioned that “It has also been found that motivation, empathy, and social skills influence the experience of marital satisfaction the most.”

Table 3: Correlation between Emotional Intelligence and Organizational Citizenship Behaviour of the Select IT Firms

Independent Variable		Organizational Citizenship Behaviour (Dependent Variable)					
Emotional Intelligence		Conscientiousness	Sportsmanship	Courtesy	Civic Virtue	Altruism	Helping behaviour
Self-awareness	Correlation	.871**	.818**	.800**	.829**	.704**	.731**
	Sig.	.000	.000	.000	.000	.000	.000
Self-regulation	Correlation	.829**	.855**	.831**	.797**	.741**	.772**
	Sig.	.000	.000	.000	.000	.000	.000
Self-motivation	Correlation	.781**	.795**	.780**	.739**	.891**	.708**
	Sig.	.000	.000	.000	.000	.000	.000
Social Awareness	Correlation	.715**	.782**	.733**	.881**	.873**	.853**
	Sig.	.000	.000	.000	.000	.000	.000
Social skills	Correlation	.702**	.738**	.720**	.878**	.880**	.704**
	Sig.	.000	.000	.000	.000	.000	.000

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The relationship between emotional intelligence and organizational citizenship behaviour is captured through correlation analysis. The strength of relationship between emotional intelligence and organizational citizenship behaviour is more than moderate to high and therefore, the given null hypothesis is rejected on strength of the data sets. Accordingly, the alternative hypothesis is coined, stating that there exists a positive and strong relationship between emotional intelligence and organizational citizenship behaviour.

CONCLUSION

The purpose of this article was to investigate emotional intelligence and the elements that primarily influence organisational citizenship behaviour. The study was conducted on IT personnel, and a suitable sample approach was used. The study's instruments include Emotional Intelligence and the Organizational Citizenship Behavior Scale. As a consequence of the research, the following findings were reached:

The Emotional Intelligence and Organizational Citizenship Behavior of IT professionals are average. There was a link between Emotional Intelligence and Organizational



Citizenship Behavior.

It is therefore learnt that Emotional Intelligence must be had at least to a modest level in order to demonstrate better commitment to one's company and to execute extra role behaviours. The study, however, cannot be generalised because the sample was drawn solely from certain Bangalore- based IT firms. More study may be done in this area to improve reliability and validity.

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