

Impact of Workplace Emotional Intelligence On Organizational Citizenship Behaviour in Manufacturing Sector: An Analysis

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Abstract

Organizational citizenship behaviour and Emotional Intelligence states the important role in the organizational settings their goals during the pandemic situation. So the researchers considered this as a need of an hour to conduct the research on organizational citizenship behaviour and emotional Intelligence among the employees working in manufacturing sector. The objective of the study is to find out the levels of organizational citizenship behaviour and Emotional Intelligence, to find out the differences between the socio demographic details with organizational citizenship behaviour and Emotional Intelligence, to find out the relationship between organizational citizenship behaviour and Emotional Intelligence. Organizational Citizenship Behaviour scale developed by Podsakoff et al (1990) and Schutte Self Report Emotional Intelligence test, developed by Dr.Nichola Schutte (1998) was used for this study. The Universe of the study is the employees working in SIDCO Industrial unit, Kurichi, Coimbatore. The researcher collected 55 responses using the accidental sampling method. The study reveals that, positive correlations between Organizational citizenship behaviour and Emotional Intelligence.

Index Terms: Employees, Emotional Intelligence, Organizational Citizenship Behaviour, Organizational Goals

Introduction

Emotional Intelligence is array of emotional and social knowledge, hypothesized to enhance the career knowledge, values related to work, interpersonal skills and plays a vital role in achieving the organizational goals and objectives. Goleman described emotional intelligence as a person's ability to manage his feelings so that those feelings are expressed appropriately and effectively. According to *Goleman*, emotional intelligence is the largest single predictor of success in the workplace [1]. Organizational Citizenship Behaviour (OCB) describe the positive action and behaviour of the employees to perform the given task. *Organ* wrote the formative definition that OCB is "individual behaviour that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (1988) [2].

Review Of Literature

The review identified the focused and related research article to structure the current research. The psychological beliefs in predicting the organizational performance is explored using the two different studies conducted in manufacturing industries. The empirical support is provided for comprehensive model and explain the dynamics of prosocial behaviour within the organization and its effect on performance. Specifically states to achieve better performance from organizational citizenship behaviour, high occupational efficiency on part of employees and managers are crucial [3]. Attempt was made to study the Organizational citizenship behaviour and its effectiveness in employee satisfaction on consideration of various parameters. The effort is made to fulfill the hierarchical citizenship conduct [4].

Article on meta-analysis of Leaders Emotional Intelligence effect on subordinate's performance and Organizational Citizenship Behaviour states the prevalence of stronger relationship in terms of high power, collectivistic, high uncertainty avoidance, long term orientation and restraint culture [5]. Another

study examined the professionals working in the manufacturing and service industries reveals that the psychological capital is positively related to organizational citizenship behaviour and Emotional Intelligence moderates the relationship between psychological capital and Organizational citizenship behaviour supported by the structural equation model [6]. submission.

Research Methodology

IfThe main aim of the study is find out the relationship between the organizational citizenship behaviour and Emotional Intelligence at work place during the pandemic situation. The *objective* of the study is to find out the levels of organizational citizenship behaviour and Emotional Intelligence, to find out the differences between the socio demographic details with organizational citizenship behaviour and Emotional Intelligence.

The Researcher used *Descriptive Research* design for the study and provided the adequate interpretation. The *Universe* of the study is Employees working in SIDCO Industrial Unit, Kurichi, Coimbatore. The researcher used *Accidental Sampling*, a Non- Probability sampling method to collect the data from the respondents. Using this method, the researcher collected 55 samples from the universe during the period of a week.

The questionnaire for the study consist of three parts, first part consists of socio demographic variable. Second part of questions related to *Organizational Citizenship Behaviour* which is a standardized scale developed by *Podsakoff et al (1990)* which consist of 24 items with five different dimensions like Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue. The reliability of the scale show high level of reliability with alpha value is 0.85. Items scoring ranges from 1-Strongly Disagree to 7-Strongly Agree.

Third part of questions consists of *Schutte Self Report Emotional Intelligence test*, which was developed by *Dr.Nichola Schutte (1998)*. The reliability of scale is 0.90. This scale consists of 33 items and rated using Likert scale. Items scoring ranges from 1- Strongly Disagree to 5- Strongly Agree. The data collected is coded and analyzed using the SPSS.

The researcher used *questionnaire* to collect the data from the respondents. The Cronbach’s Alpha coefficient value for organizational citizenship behaviour is 0.866 and for the Emotional Intelligence is 0.88.

Analysis And Interpretation

Table I- Socio Demographic Profile

S.No.	Variable	Respondents	Percentage
I	AGE		
1	Below 20 years	13	23.6
2	21-25 years	20	36.4
3	26-30 years	16	29.1
4	31-35 years	4	7.3
5	36-40 years	1	1.8
6	Above 40 years	1	1.8
	Total	55	100
II	GENDER		
1	Male	52	94.5

2	Female	3	5.5
	Total	55	100
III	QUALIFICATION		
1	Diploma	32	58.2
2	Under graduate	16	29.1
3	Post graduate	7	12.7
	Total	55	100
IV	DESIGNATION		
1	Operator	27	49.1
2	Executive	20	36.4
3	Manager	8	14.5
	Total	55	100
V	EXPERIENCE		
1	Below 1 year	29	52.7
2	2 years	8	14.5
3	3 years	7	12.7
4	4 years	6	10.9
5	5 years	2	3.6
6	6 years & Above	3	5.2
	Total	55	100
VI	NATIVE PLACE		
1	Rural	30	54.5
2	Urban	13	23.6
3	Semi urban	12	21.8
	Total	55	100
VII	FAMILY TYPE		
1	Joint family	11	20
2	Nuclear family	44	80
	Total	55	100
VIII	MARITAL STATUS		
1	Married	4	7.3
2	Unmarried	50	90.9
3	Divorcee	1	1.8
	Total	55	100

Table I shows the socio demographic variable details of the respondents. 36.4 percent of the respondents are in the age group of 21 to 25 years, 29.1 percentage of respondents are in the age group of 26-30 years, which shows that majority of the respondents are younger generation. 94.5 percentage of respondents are male as it is a manufacturing sector. 58.2 percentage of respondents are diploma graduates, 49.1 percentage of the respondents are working as operator which shows the respondents work nature, 52.7 percentage of respondents are having only one year of experience, 54.5 percentage of respondents are from rural area, 80 percentage of the respondents are living as nuclear family, 50 percentage of the respondents are unmarried.

Table II- Levels Of Organizational Citizenship Behaviour And Emotional Intelligence

LEVEL OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR	RESPONDENTS	PERCENTAGE
Low Level (24-107)	7	12.7
Medium Level (106-140)	40	72.7
High Level (141-168)	8	14.5
Total	55	100
LEVEL OF EMOTIONAL INTELLIGENCE	RESPONDENTS	PERCENTAGE
Low Level (33-96)	10	18.2
Medium Level (95-127)	36	65.5
High Level (126-165)	9	16.4
Total	55	100

Table II shows the various levels of respondents, 72.7 percentage of respondents are having *medium level Organizational Citizenship Behaviour*, only 14.5 percentage of respondents are having high level and 12.7 percentage are having low level of organizational Citizenship Behaviour. 65.5 percentage of respondents are having *medium level of Emotional Intelligence*, whereas 18.2 percentage of respondents are having low level of Emotional Intelligence and only 16.4 percentage of respondents are having high level of Emotional Intelligence.

Table III- Difference Between Socio Demographic Profile And Organizational Citizenship Behaviour (Ocb) Using Anova

S.NO.	SOCIO DEMOGRAPHIC PROFILE	F VALUE	P VALUE
1	Age	2.410	0.050
2	Educational qualification	0.122	0.885
3	Designation	1.176	0.317
4	Work experience	1.473	0.200
5	Native place	1.241	0.297
6	Marital status	2.030	0.142

The above table shows the significant difference between socio demographic variable with organizational citizenship behaviour using ANOVA. P value determines the significant difference in ANOVA. The P value is greater than 0.05, which states that there is no significant difference between educational qualification, designation, work experience, native place, and marital status with organizational citizenship behaviour. Since P value is 0.050 in terms of age, which shows the *significant difference between age and organizational citizenship behaviour*.

Table IV-Difference Between Socio Demographic Profile And Emotional Intelligence (Ei) Using Anova

S.NO.	SOCIO DEMOGRAPHIC PROFILE	F VALUE	P VALUE
1	Age	3.727	0.006
2	Educational qualification	3.636	0.033
3	Designation	1.125	0.333
4	Work experience	0.705	0.668

5	Native place	4.179	0.021
6	Marital status	3.219	0.048

The above table shows the significant difference between socio demographic variable with organizational citizenship behaviour using ANOVA. The P value is greater than 0.05, which states that there is no significant difference between designation, work experience with Emotional Intelligence. Since P value is less than 0.05, which shows *the significant difference between Age, Educational Qualification, Native place and Marital status with Emotional Intelligence.*

Table V- Correlation Between Organizational Citizenship Behaviour And Emotional Intelligence

	Organizational Citizenship Behaviour	Emotional Intelligence
Organizational Citizenship Behaviour	1	0.488**
Emotional Intelligence	0.488**	1

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

The above shows that, there is a positive relationship between Organizational Citizenship Behaviour and Emotional Intelligence. That means, *increase in emotional intelligence increases the organizational citizenship behaviour.*

Major Findings

Majority of the respondents 36.45% are in the age group of 21 to 25 years. As it is a manufacturing sectors 94.5% are male respondents. 58.2% of respondents are having Diploma qualification ,49.1% of respondents are in operator category. 52.7% of respondents are having only one year of experience which means that freshers are highly engaged in the work. As the respondents are in young age 90.9% are unmarried.

The levels of employees of organizational citizenship behaviour is medium at 72.7% and the level of Emotional Intelligence is medium at 65.5%.

There is a significant difference between age and organizational citizenship behaviour. The significant difference between Age, Educational Qualification, Native place and Marital status with Emotional Intelligence. There is a positive relationship between Organizational Citizenship Behaviour and Emotional Intelligence

Discussions

From the above findings it is relevant that the employees are having medium level of Organizational Citizenship Behaviour and Emotional Intelligence. The study shows that there is a positive relationship between Organizational Citizenship Behaviour and Emotional Intelligence. Therefore, if want to improve the working nature of the employees as most of the respondents are having with less than a year experience, we have to emphasis on the qualitative productivity and good organizational climate so that employees contribute in order to achieve the individual goals and organizational goals by employing a social work intervention enhance the positive relationship.

Social Work Interventions

Intervention strategies of Social Work determines a strength, addressing the issues and come forth with the new guidelines at the work place but it should be based on the evidence.

Social Case work, a Primary method adopted and practiced by the professionally trained social workers to deal with the individual employees. They can guide the employees in identifying their strength, weakness, opportunity and threats. In turn, if they face any obstacle to attain the goals the social case worker can lay out the alternative mechanism for their work betterment

Social Work Research, a method that helps to pick out the realistic problem of the employees at the work place. An investigation is conducted in high quality and the base of the problems are pointed out with suitable recommendations to the organization for progression.

Industrial Counselling, a counsellor helps in leveraging the core capacities of the employees and create a conducive environment for the organizational development and individual learning. They extend their support and guidance in terms of providing alternatives to those who face time to time problems related to work life and personal life. Career planning of the Individuals can be addressed based on the assessment and the individual interest.

Conclusion

The Organizational Citizenship Behaviour and emotional intelligence of the employees should be concentrated, thus Human Resources in the organization only paves the way for the development of the individual and the organization. The organizational citizenship behaviour and emotional intelligence are having the positive correlation. In the research, the most of the respondents are younger generation employees are so if we want to increase the level, Industrial counseling is addressed to promote the

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