

# Positive Life Orientation and Emotional Intelligence As Predictors of Organizational Citizenship Behavior

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## Abstract

The aim of the present study is to understand how the positive life orientation, emotional intelligence and organizational commitment act as predictors of Organizational Citizenship Behavior on managers working in various organizations across the country.

OCB is defined as discretionary behaviour shown which is beneficial to the organization and which is not recognized by the formal reward system. The study was conducted on 200 managers working in organizations and an online survey was done for which tools like PLO (Positive Life Orientation) scale, EIS (Emotional Intelligence Survey) was taken. A Stepwise Multiple Regression Analysis was conducted for the aforementioned purpose. The results reveal that EI and Organizational Commitment act as predictors of OCB (Overall and Area Wise).  
**Keywords:** Emotional Intelligence, Positive Life Orientation and Organizational Citizenship Behavior.

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### Introduction

Organizational Citizenship Behaviour is defined as discretionary behaviour shown which is beneficial to the organization and which is not recognized by the formal reward system. As working under changing circumstances becomes an essential feature of organizations (Lee, Dendrick, & Smith, 1991), organizations will necessarily become more dependent on individuals who are willing to contribute to successful change, regardless of formal job requirements (Somech and Drach-Zahavy, 2004: 281).

Identifying the actions which leads to Organizational Citizenship Behaviour (OCB) must be recognized by the organization to promote it. Research has given an employee performance to fall under the broad category of behaviour benefiting others. But Organizational Citizenship Behaviour is about benefiting the organization. The commitment of Organizational Citizenship Behaviours to an organization has been separated into two classes: affiliative and challenging (Chiaburu and Baker, 2006; Grant and Mayer, 2009; Van Dyne, Cummings and McLean Parks, 1995; Van Dyne, Graham and Dienesch, 1994). Affiliative Organizational Citizenship Behaviours support existing cycles to keep up with present work conditions. Giving newcomers tips on working with working environment assets would be an affiliative Organizational Citizenship Behavior. Challenging Organizational Citizenship Behaviours "are aimed at changing current conditions at work by voicing issues, stepping up and make changes, or work on existing cycles or connections" (Halbesleben and Bellairs, 2015: 5). Proposing another evaluation or detailing framework, offering to foster another page for the site, or looking for accomplices who can supply preparing would be a difficult OCB.

### Factors Affecting Organizational Citizenship Behaviour

Organ (1988) has postulated the following types of organizational citizenship behaviours. He proposed the five factor model consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship

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<b>Altruism</b>	Altruism is defined as the desire to help or otherwise assist another individual, while not expecting a reward in compensation for that assistance.
<b>Courtesy</b>	.It incorporates the positive practices of the individuals in regards to their duties and gets influenced by the choices and duties of one another. These practices communicates while employees illuminating others, asking others opinions are known as courtesy.
<b>Civic Virtue</b>	Employees participating in this sort of conduct are more worried towards the support and responsibility in the organization called Civic Virtues. Community idealistic Employees are answerable for change, advancement and attempt to notice organizational opportunities and threats profoundly and concern about the organization goodwill and reputation.
<b>Conscientiousness</b>	Employee's practices to play out the organizational obligations past the decided job roles. All in all, it alludes to sincerely play out the work with least necessities and the individual who surprisingly chips away at additional time or the employee that doesn't rest a lot. Organization citizenship behavior is an important aspect for the efficient functioning of ant organization which depends on many factors this study is an effort to understand the role of positive life orientation, emotional intelligence and organizational commitment as predictors of organization citizenship behavior.
<b>Emotional Intelligence</b>	Emotional Intelligence. EI has made its mark as quite possibly the most mainstream psychological ideas of the last decade. EI has been utilized by some as an umbrella term that includes components, for example, 'soft skills', 'relationship building abilities', furthermore, an overall ability to adapt to life's requests. All in all 'Emotional intelligence gives you a strategic advantage'. According to Daniel Goleman ( 1997, P 76).”That having great intellectual abilities may make you a superb fiscal analyst or legal scholar, but a highly developed emotional intelligence will make you a candidate for CEO or a brilliant trial lawyer”
<b>Positive Life Orientation</b>	Positive thinking and positive orientation towards crises has wide implications in recovery from stressful events as well as in your reactions to everyday experiences. The desired positive effect works through perceived positive appraisal of the given situation. The positivity bias creates a desired state of mind necessary to deal with life in general positively. This tendency yields positive results aimed at life enhancement in all circumstances.
<b>Purpose</b>	To find out the predictive power of Positive Life Orientation and Emotional Intelligence for Organizational Citizenship Behaviour in managers working in different multinational organizations in India.
<b>Objective of the study</b>	To assess the predictive power of Positive Life Orientation and Emotional Intelligence for Organizational Citizenship Behaviour in managers working in different multinational organizations in India

<b>Hypothesis</b>	In the line of vast literature review its been hypothesised that Positive Life Orientation and Emotional Intelligence will act as predictors of Organizational Citizenship Behaviour.
<b>Nature of the study</b>	The study is correlational in nature hence a correlational research design was used , where Positive Life Orientation and Emotional Intelligence are Predictor Variables and Criterion Variable is Organizational Citizenship Behavior.
<b>Measures</b>	Research Methodology refers to the discussion regarding the specific methods chosen and used in a research paper.
<b>Emotional Intelligence Scale (EIS)</b>	Emotional Intelligence Scale (EIS) has been developed by Schuller (1994) to measure emotional intelligence. There are 33 items in this scale This has A. SELF RECOGNITION- ITEMS- B. SELF REGULATION-ITEMS- BZ , CA, CB, CC, CD, CE C. SELF MOTIVATION- CF ,CG, CH ,CI ,CJ, CK , CL D. EMPATHY –CM ,CN , CO, CP, CQ, CR E. HANDLING RELATIONS -CS ,CT ,CU ,CV, CW, CX , CY ,CZ ,DA
<b>Scoring</b>	Each correct answer is awarded with marks. Minimum raw score is 33 and the maximum 165. Out of 33, seventeen items are reverse scored and they are 1, 3, 5-10, 12- 13, 16-19, 24, 29, 30. All the other items are taken as it is (straight sixteen items).  The items are scored domain wise such as Self- recognition (knowing your emotions), Self-regulation (managing your emotions), Self- motivation (motivating yourself) Empathy (recognizing and understanding others emotions) and Handling relationships (managing emotions of others). Higher the score, higher the Emotional Intelligence “Higher the emotional intelligence more the emotional maturity”, “lower the emotional intelligence low the emotional maturity
<b>Positive Life Orientation(PLO)</b>	This scale was developed by Manju Aggarwal and A.K Dalal. The scale has 11 Items. These items emphasized the positive aspects of the crisis (e.g. suffering brings one nearer to God, this disease is less painful than other diseases), positive comparison (e.g. I am much better off than others), and orientation towards life in general (e.g. life is futile). Later on, to make the PLO scale applicable to the general population, the wordings of only 1 item required a change which was specific to the suffering of a disease(for e.g. the word “disease” was replaced with “suffering”). Three of the 11 items are negatively worded (nos. 2, 4, and 5), whose scores are obtained by reversing the rating of the item  The scale consists of 11 items about the tendency among people to interpret life situations in a positive or negative manner. Rated on a four-point rating scale, the definitions of the scale points is 1 = not at all; 2 = somewhat; 3 = much; and, 4 = very much.  SCORING AND INTERPRETATION The scoring for each individual is done by adding up the ratings given on each experience of PLO as indicated in the 11 items of the scale. 3 items on the scale, item nos. 2, 4, and 5, are reverse-coded items. The total score ranges from 11 (in case of complete lack of positive orientation experience) to 44 (in case of a constant positive orientation towards life experiences).  The PLO scores in the study were found to have normal distribution curve. The interpretation of the scores is as follows:  The split-half reliability for the PLO scale was found to be 0.62. Cronbach's alpha, which for this particular scale was 0.86. In addition to high inter-item correlations, all item-total correlations were also statistically significant, falling in the range of 0.23 to 0.77. The test-retest reliability coefficient obtained was 0.79.

**Organizational citizenship behavior Scale (OCBS)**

The Organizational Citizenship Scale was developed by Jain and Sharma in 2010. The scale has 36 items, which are based on 5point scale and sum of all scores would indicate total OCB scores

The Split half Reliability was done and the reliability coefficient of the test is 0.89 , the validity of the test is 0.94.The norms were established on 260 respondents working in the manufacturing industry in India.

The scale represents many four factors these are Altruism , Organization compliance , Sportsmanship and Loyalty.

1. Altruism is measured by 22 items in the scale which is measured by items 1,2,3,4,5,6,7,9,10,11,12,23, 24, 25,26, 27, 28, 29,30,31,32,35.
2. Organizational Compliance has 5 items in the scale and is measured by items number 18,19,20,21,22.
3. Sportsmanship has 6 items in the scale which is measured by items number 8, 13, 14 ,15 , 16, 17.
4. Loyalty Has 3 items in the scale which is measured by items number 33 , 34 , 36.

**Sample**

The sample was of 200 managers from different multinational organizations which are financial companies J.P Morgan , Goldman Sachs and Citigroup were selected across India which were selected through non probability sampling and were incidental samples. For the study we selected only male managers who were working in multinational organizations ,those who fall into the age group of 30 to 50.Managers with a work experience of minimum five years were taken in for the study. Managers who are working in India were only taken in for the study.

**Procedure**

In order to collect data, Google forms were generated to publish the survey. The form used Structured Questionnaire encompassing all the criterion and predictor variables for this study.The questionnaire was generated through Google forms which the profile ,the background of the respondent in the beginning along with the set of instructions before filling the form, the form had OCB scale , Organizational Commitment Scale , PLO scale and emotional intelligence scale. Personal invitations were distributed via the business network LinkedIn,Telegram and Email to manager working in multinational organizations. In total 200 valid responses were collected.

**Method of Data Analysis**

A stepwise multiple regression was applied to study the predictive power of Positive Life Orientation and Emotional Intelligence of Organizational Citizenship Behaviour in managers working in MNC's

**Results**

**Table 1: Correlation Coefficient of Altruism With Positive Life Orientation and Emotional Intelligence (N=200) Correlation**

**TABLE 1 . CoAltruism PLO-EI**

CORRELATION		Altruism	Positive life Orientation	Emotional Intelligence
Altruism	Pearson Correlation	1	.246**	.336**
	Sig. (2-tailed)		.000	.000
	N	200	200	200

**Table 1 : Altruism and Positive Life Orientation correlation is positive 0.246\*\* which is significant at 0.01 level**

Altruism and Emotional Intelligence correlation is positive 0.336\*\* which is significant at 0.01 level

**Table 2. Correlation Coefficient of Organizational Compliance With Positive Life Orientation And Emotional Intelligence (N=200)**

Correlation		Positive Life Orientation	Emotional Intelligence
Organisational_Compliance	Pearson Correlation	.227**	.271**
	Sig. (2-tailed)	.001	.000

N	200	200
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Organization Compliance and Positive Life Orientation correlation is positive 0.227\*\* which is significant at 0.01 level

Organization Compliance and Emotional Intelligence correlation is positive 0.271\*\* which is significant at 0.01 level

**Table 3: Correlation Coefficient of Sportsmanship With Positive Life Orientation and Emotional Intelligence (N=200)**

Correlation		Sportsmanship	Positive Life Orientation	Emotional Intelligence
Sportsmanship	Pearson Correlation	1	.125	.240**
	N	200	200	200

The correlation of Sportsman with Emotional Intelligence is positive 0.241\*\* which is significant at 0.01 level

**Table 4: Correlation Coefficient Of Loyalty With Positive Life Orientation And Emotional Intelligence (N=200)**

Correlation		Loyalty	Positive Life Orientation	Emotional Intelligence
Loyalty	Pearson Correlation	1	.171*	.332**
	Sig. (2-tailed)		.014	.000
	N	200	200	200

Loyalty Is Positively Correlated With Positive Life Orientation 0.171\*\* Significant At 0.01 Level

Loyalty Is Positively Correlated With Emotional Intelligence 0.332\*\* Significant At 0.01 Level

**Table 5 : A Stepwise Multiple Regression Analysis**

Relative Contribution Of Positive Life Orientation And Emotional Intelligence For Organizational Citizenship Behaviour

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.589 <sup>a</sup>	.347	.338	13.365	1.948

A. Predictors: (Constant), Emotional Intelligence Positive Life Orientation

B. Criterion Variable: Organizational Citizenship Behavior

**Table 6: Anova**

Anova<sup>a</sup>

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	19286.838	3	6428.946	35.989	.000 <sup>b</sup>
	Residual	36262.901	203	178.635		
	Total	55549.739	206			

A. Criterion Variable: Organizational Citizenship Behavior

B. Predictors: (Constant), Emotional Intelligence, Positive Life Orientation

Rsquare=0.338 which means 33.8 % variance in OCB is due to PLO and EI

NOTE: PLO and EI acts as a predictor of OCB

Results reveal the factors such as Altruism has a positive and significant relationship with Emotional Intelligence with correlation coefficient is .336 \*\*. Correlation is significant at the 0.01 level (2-tailed).

Factors such Organisational Compliance has a positive and significant relationship with Emotional Intelligence with correlation coefficient is ..271\*\* Correlation is significant at the 0.01 level (2-tailed).

Factors such Sportsmanship has a positive and significant relationship with Emotional Intelligence with correlation coefficient is . 240\*\*. Correlation is significant at the 0.01 level (2-tailed)

Factors such Loyalty Has a positive and significant relationship with Emotional Intelligence with correlation coefficient is .332\*\* Correlation is significant at the 0.01 level (2-tailed).

Results reveal that there does not exist a positive and significant relationship between OCB and PLO, Also the factors such as Altruism has a positive and significant relationship with PLO with correlation coefficient is .246 \*\*. Correlation is significant at the 0.01 level (2-tailed).

Factors such Organisational Compliance has a positive and significant relationship with PLO with correlation coefficient is .227\*\*. Correlation is significant at the 0.01 level (2-tailed).

Factors such Sportsmanship has no correlation with PLO. Factors such Loyalty Has a positive and significant relationship with PLO with correlation coefficient is .171\* Correlation is significant at the 0.05 level (2-tailed). Results also reveal that Emotional Intelligence act as moderator variable in the relationship between OC and OCB (R square =.347 and Adjusted R square =.337) Results also reveal that PLO act as moderator variable in the relationship between OC and OCB (R square =.281 and Adjusted R square =.271)

The Multiple Regression between OCB which is Criterion Variable and Predictor Variables EI , PLO a reveal that PLO and EI acts as predictors of OCB (R square =.347 and Adjusted R square =.338) Hypothesis is accepted as PLO and EI act as predictors of OCB

The Multiple Regression between OCB which is Criterion Variable and Predictor Variables EI , PLO and OC reveal that PLO and EI acts as predictors of OCB (R square =.347 and Adjusted R square =.338). The ANOVA reveals that regression model is significant (F= 35.989 ,SIG=.000).

## Discussion

Altruism has a positively significant relationship with Emotional Intelligence which means that people who are aware of themselves and other's emotions will be more helpful to them as they would be aware who needs what kind of help and how, these people genuinely care about others.

Organizational Compliance has a positively significant relationship with Positive Life Orientation which means people who adhere to the rules of the organization will have a positive approach to life and adhering to Rules give them a positive feeling of belonging to the organization. Sportsmanship does not have a positively significant relationship with Positive Life Orientation which means someone who puts a brave face in a the moment of adversity which is not according to his plan may not have a positive outlook to life but is only doing so put up with situation and not publically take the blow of being incapable. Hence there is the real self and actual self discrepancy. Sportsmanship have a positively significant relationship with Emotional Intelligence People who are putting up with a difficult situation positively which did not go as planned know how to manage ones emotions and other's emotions too hence do not make a scene of the situation and maintains a positive attitude in spite of feeling otherwise.

Loyalty have a positively significant relationship with Positive Life Orientation which means people who are dedicated to the organization and supports it are the ones who look for positive outcomes and may overlook the shortcomings of the organization to be part of it.

Loyalty have a positively significant relationship with Emotional Intelligence which means that when people are aware of themselves and others hence they are well

adjusted everywhere they go hence create an environment of harmony therefore when they are a part of the organization they will show more Loyalty towards the organization they are with.

The results reveal that Positive Life Orientation and Emotional Intelligence act as predictors of organizational citizenship behavior The reason is that any person who is optimistic looks out for the goodness in crisis situation also has an understanding of emotions of others is more likely to indulge in helping behavior or discretionary behavior which is not part of his job will also be emotionally attached to his organization, Thereby he will do things for the organization which are good for the growth of the organization but in one way is growing personally too.

Refler (2004) states that, managers who have high emotional intelligence, has the organizational citizenship behavior of employees is high. The statement was reinforced by Harmer (2007), Korkamz and Arpaki (2009) that there is a positive and significant relationship between emotional intelligence with. organizational citizenship behaviour Other findings suggest that, in the literature emphasizes that, emotional intelligence is associated with success in everyday life, and emotional intelligence contributes positively to performance especially in the work place (Chaudhry and Usman, 2011; Nolliy, 2011) in his study found that, emotional intelligence and organizational citizenship behavior has a direct relationship to one another.

### **Conclusion**

Organizational Citizenship Behaviour is very relevant in the present times of globalization. In the period of science and innovation as it is today, has brought associations.

One of the imperative issues must get consideration for organizations that need to stay in front of their movement, to be specific the need to support and welcome the insight controlled by workers, either separately helpful insight or knowledge in social act individuals from the organization. The was done to understand Positive Life Orientation and Emotional Intelligence as predictors of Organizational Citizenship Behaviour in Managers working in different multinational organizations across India. In Order to do so a stepwise multiple regression was done which revealed that reveal act as Positive Life Orientation and Emotional Intelligence predictors of organizational citizenship behaviour

Apart from that the subtypes of organizational citizenship behaviour like Altruism, Organizational Compliance and Loyalty are positively correlated with Positive Life Orientation and Emotional Intelligence. This shows that people high on helping others will have a positive outlook at negative events in life and will be able to understand others emotions. People who show adherence to not leave an organization and follow its rules are the ones with positive outlook and mature understanding of emotions of oneself and others. Those people in an organization who are loyal to an organization will also be positive regarding situations of negative in nature along with high emotional management of oneself and others.

### **Limitation**

The present study was correlational in nature hence no cause and effect could be established to further study as what cause and effect are of Organization Citizenship Behavior. In the future an experimental design could be used to study this phenomenon.

This study was only done on male managers but can also be used to study further in the future as less number of female representation was at managerial level.

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