

Emotional Intelligence As A Moderator Variable in the Relationship Between Organization Commitment and Organizational Citizenship Behavior

Paper Submission: 01/11/2021, Date of Acceptance: 12/11/2021, Date of Publication: 13/11/2021

Abstract

Organizational Citizenship Behavior 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 different organizations and an online survey was done for EIS (Emotional Intelligence Survey), Organizational Commitment scale and Organizational Commitment Behavior Scale was taken. Moderator Analysis was conducted for the aforementioned purpose. The results reveal that Emotional Intelligence acts as a moderating variable to the relationship between Organizational Commitment and Organizational Citizenship Behavior.

Keywords: Emotional Intelligence, Organizational Commitment and Organizational Citizenship Behavior.

Saher Masood

Research Scholar,
Dept. of Psychology,
University of Lucknow,
Lucknow, U.P., India

Introduction

Organizational Citizenship Behavior (OCB) is crafted by philanthropic and moral use to expand work fulfillment and execution that assistance to accomplish the goals of the organization by submitting less missteps, being more dependable, convenient consummation of work and feeling glad while working.

Organizational Citizenship Behavior certainly affects employee's exhibition and behavior in an organization. Organizational Citizenship Behavior is significant for appropriate functioning of an organization as it assists with accomplishing the goals through the employees fill in as employees has some distinct role in an organization. Their presentation relies on the different components including the attitude of the employees towards their work. The exhibition of the employees relies upon Organizational Citizenship Behavior. The organizational citizenship behavior is the most significant behavior stages that any organization needs to develop to get wanted outcomes to accomplish organizational goals.

Organizational Citizenship Behavior increases the managers productivity, increases the stability of organizational performance and helps the organization in attracting and retaining employees.

The survival of any organization largely depends on the Organizational Citizenship Behavior according to Organ in 1988 hence it pertinent for every organization to understand and focus on the factors which contribute to the development of Organizational Citizenship Behavior

The citizenship behavior largely varies on the cognitive or the affective appraisal of the employee which depends upon various factors like his personality and his view of the fairness in the organization

Employees of an organization are an asset to it when they show commitment to the organization it means that the organization has a competitive edge over other organizations.

Organizational citizenship behavior is an important aspect for the efficient functioning of an 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.

P.C. Mishra

Ex Dean & Ex H.O.D
Dept. of Psychology,
University of Lucknow,
Lucknow, U.P., India

Anthology : The Research**Emotional Intelligence**

Late in 1998, a Harvard Business Review article entitled "What Makes a Leader," caught the attention of senior management at Johnson & Johnson's Consumer Companies (JJCC). The article spoke to the importance of Emotional Intelligence (EI) in leadership success, and cited several studies that demonstrated that Emotional Intelligence is often the distinguishing factor between great leaders and average leaders.

JJCC funded a study which concluded that there was a strong relationship between superior performing leaders and emotional competence, supporting theorist's suggestions that the social, emotional and relational competency set commonly referred to as Emotional Intelligence, is a distinguishing factor in leadership performance.

In 1989 Stanley Greenspan put forward a model to describe Emotional Intelligence, followed by another by Peter Salovey and John Mayer published in the following year.

However, the term became widely known with the publication of Goleman's book: Emotional Intelligence – Why it can matter more than IQ(1995). It is to this book's best-selling status that the term can attribute its popularity. Goleman has followed up with several similar publications that reinforce use of the term.

Tests measuring Emotional Intelligence have not replaced IQ tests as a standard metric of intelligence. Emotional Intelligence has also received criticism on its role in leadership and business success.

Emotional intelligence has been defined, by Peter Salovey and John Mayer, as "the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior". This definition was refined into four proposed abilities: perceiving, using, understanding, and managing emotions. These abilities are distinctly related.

Organizational Commitment

Organizational commitment is characterized as a perspective on an organization's part's psychology research towards his/her attachment to the organization that he/she is working for. Organizational commitment assumes a urgent part in deciding if a representative/member will remain with the organization for a more extended timeframe and work enthusiastically towards accomplishing the organization's objective

Aim of the Study

The aim of the present study is to understand how emotional intelligence act as a moderator in the relationship between Organizational Citizenship Behavior and Organizational Commitment in managers working in multinational Organizations across India.

Purpose

To find out the role of Emotional Intelligence as a moderator in the relationship between Organizational Commitment Behaviour and Organizational Commitment as a moderator variable

Hypotheses

1. A positive and significant relationship exists between Organizational Commitment Behaviour and Organizational Commitment
2. Emotional Intelligence will act as a moderator in the relationship between Organizational Commitment Behaviour and Organizational Commitment

Nature of the study

The study is correlational in nature hence a correlational research design was used, where ,Emotional Intelligence and Organization Commitment Independent variables and Dependent variable is Organizational Citizenship Behavior.

Measures

You may define the basic concepts that you frequently use in your paper. You should clearly state what your hypotheses are?

Emotional Intelligence Scale (EIS)

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

Organizational Commitment Scale (OCS)

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). Scoring of positive and negative responses is given below

| Ratings | Positive Responses | Negative Responses |
|-------------------|--------------------|--------------------|
| Strongly Agree | 5 | 1 |
| Agree | 4 | 2 |
| Neutral | 3 | 3 |
| Disagree | 2 | 4 |
| Strongly Disagree | 1 | 5 |

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

Organizational Commitment Scale (OCS)

The revised scale of organizational commitment (Allen & Meyer, 1990a) was used to ascertain organizational commitment. The original scale comprises of 8 items each (Allen & Meyer, 1990a) on the three dimensions. The revised scale comprises of 6 items on each of the three dimensions and hence, consists of 18 items. To adapt in Indian culture the English version of the Meyer, Allen and Smith (1993) scale was translated in Hindi and finally, Indian adaptation of organizational commitment scale, made by Khan and Mishra, (2002) was used in this study.

This scale contains three components of commitment i.e. affective, continuance and normative.

Scoring

Originally, the scale was 5 point Likert Scale. There were four negatively worded items, three in affective commitment and one in normative commitment sub-scales. The negatively worded items are to be scored in reverse order i.e., 5, 4, 3, 2, 1 order. The responses of the identified items were added to generate dimension wise and overall organizational commitment. Thus, the possible score for commitment sub scale would be 6 to 30 and for overall organizational commitment scale from 18 to 90. High score indicates high level of agreement and low score indicates low agreement on commitment dimensions in the organization.

This scale was designed by Khan and Mishra (2002) to study the amount of staffs' organizational commitment. The above-mentioned scale comprises 18 questions in that each question has been scored based on Likert range of completely agree (5) to completely disagree (1). This scale has three subscales named emotional commitment (the first 6 questions), continual commitment (the second 6 questions) and normative commitment (the third 6 questions). Questionnaire's reliability has been calculated with Cronbach's alpha by Naroie (2012) as 87%

Anthology : The Research

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 like JP Morgan , Citibank and HSBC 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 , 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 Correlation Analysis was done to understand the relationship between OC and OCB Moderator Analysis was done to understand the role of Emotional Intelligence as a moderator variable.

Results

Table 1: Coefficient Of Correlation Between Organization Citizenship Behavior And Organization Commitment (N=200)

| | | Organizational Commitment |
|-------------------------------------|---------------------|----------------------------------|
| Organizational Citizenship Behavior | Pearson Correlation | .517** |
| | Sig. (2-Tailed) | .000 |
| | N | 200 |

** Correlation is significant at the 0.01 level (2-tailed). The correlation between Organization Commitment and Organizational Citizenship Behavior is 0.517**. Correlation is significant at the 0.01 level (2-tailed).

**Table 2
Table Indicating Moderator Analysis With Moderator Variable Being Ei Between The Relationship Organizational Citizenship Behavior And Organization Commitment (N=200)**

Regression

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .589 ^a | .347 | .337 | 13.369 |

1. Predictors: (Constant), Moderator_EI_1, Emotional Intelligence, Organizational Commitment
2. Criterion Variable: Organizational Citizenship Behavior

Note: Emotional intelligence acts as a moderator in the relationship between Organization commitment and Organizational Citizenship Behaviour

Discussion

The advent of quick industrialization and globalization alongside confounding development has pushed organizations to the verge. The need to extricate greatest efficiency from the workforce to keep the competition under control is a need today. The significance of reasonably trained and experienced employees has developed immensely. It is the employee who at long last gives the stimulus and drives the organization, much as the proprietors and the management steer it towards a pre-decided objective. In this climate employee satisfaction and their feeling of having a place assists the organization with holding them. Departure of good employees because of stress or their under standard presentation is a hit to the organization.

The study also wants to understand the relationship between Organization commitment and Organizational Citizenship Behaviour which after correlation analysis is found to be positive and significant. This proves our hypothesis 1 and means a person who stays in the organization either because he is emotionally attached or is obligated to stay may show discretionary behavior at work which is not part of his job. The more he is committed to the organization the more he will show citizenship behavior.

This study is requisite in order to understand that Emotional Intelligence acts a moderator in the relationship between Organization commitment and Organizational Citizenship Behaviour

In order to do so a moderator analysis was carried which shows that Emotional Intelligence acts a moderator in the relationship between Organization commitment and Organizational Citizenship Behaviour. Which proves our hypothesis no 2. This means a person who stays in the organization and shows discretionary behavior is one who is an emotionally sensible, manages his emotions along with others emotions and is self aware.

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 OCB. 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 OCB has a direct relationship to one another.

Anthology : The Research**Conclusion**

Organizational Citizenship Behavior is very relevant in the present times of globalization. In the period of science and innovation as it is today, has brought numerous difficulties and open doors confronted by human assets and business associations and open associations. One of the imperative issues must get consideration for a 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 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 OCB has a direct relationship to one another.

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.

References

1. Bolino, M.C. (1999). *Citizenship or impression management: Good soldiers or good actors?* *Academy of Management Review*, 24(1), 82-98.
2. Khan, S. M. (2015b). *A causal paradigm of the antecedents of organizational commitment – Case of loco pilots of Indian railways.* *International Journal of Social Sciences & Management*, 2(1), 102-107.
3. Khan, S. M., & Mishra, P. C. (2002). *Need satisfaction and organizational commitment-Canonical correlation analysis.* *Journal of Community Guidance and Research*, 19(2), 199-208.
4. Organ, D.W. (1988). *Organizational citizenship behavior: The good soldier syndrome.* Lexington, MA: Lexington Books.
5. Organ, D.W. (1990). *The motivational basis of organizational citizenship behavior.* In Staw, B. M., & Cummings, L. L. (Eds.), *Research in organizational behavior*, 12, 43- 72. Greenwich, CT: JAI Press.
6. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences.* London: Sage Publications.
7. Robbins, (2017)7. , "Essential of Organizational Behaviour", Pearson publishing house, pp. 244, ISBN: 9780134523859.
8. Riggio, Ronald (2007)8. , "Introduction to
9. Schutte, N. S., Malouff, J. M., & Bhullar, N. (2009). *The assessing emotions scale.* C. Stough, D. Saklofske & J. Parker (Eds.), *The Assessment of Emotional Intelligence*, 119-135. New York: Springer Publishing.
10. Sharma .V, Jain .S. *A Scale for Measuring Organizational Citizenship Behavior in Manufacturing Sector*, 2014