

IMPACT OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF EMPLOYEES WORKING IN SELECT SERVICE SECTOR IN MANGALORE

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Abstract

Emotions displayed by individuals has a significant role in our lives and are increasingly being accepted as a critical element in today's world. Emotional Intelligence (EI) is a concept that is gaining importance in organizations, as it is believed that human relations and activities related to it are influenced by factors related to emotions as compared to rational. EI is the ability to understand one's emotions and inspire, influence, and understand others' emotions. It is significant in the organization because it helps in improving your interpersonal relationships, both personally and professionally. When employees notice that their organization appreciates and provides support for them, there is a greater chance that they will participate in Organizational Citizenship Behavior (OCB), which can contribute to a more positive work environment and increased productivity. OCB is a commitment towards an organization by an employee that is not associated with their regular employment contract. This study analyzes various emotions that prevail within an organization during an employee's term of employment, which measures parameters such as self-awareness, self-regulation, empathy, motivation and social skills. The study surveyed 181 employees of select service sectors including IT, Banking, Hospitality, Healthcare & Teaching working in Mangalore region. The study focusses on to find out how Emotional Intelligence affects Organizational Citizenship Behaviour of employees. Regression analysis results that self-regulation and motivation (Elements of Emotional Intelligence) predicts OCB significantly whereas Self-awareness, Empathy and Social skills are not. With the intension to find out important dimensions of OCB and EI, factor analysis is used resulting with each showing two dimensions. Employees were more inclined to use their discretion in ways that benefited the company if they had greater levels of emotional intelligence. This indicates that encouraging and improving emotional intelligence can be a useful tactic for advancing OCB inside the company.

Keywords: Emotional Intelligence, Organizational citizenship behavior, Service Sector, Self-Regulation, Motivation, Self-awareness.

INTRODUCTION

Emotional Intelligence

Emotional intelligence or EQ is the aptitude of understanding, using and managing one's own emotions in a positive way that helps in relieving stress, communicating more efficiently, empathizing with others, overcoming challenges and resolving or avoiding

conflicts. EQ also has a significant role in building stronger relationships help, succeeding at work or school and motivate to achieve our personal and career goals and aspirations. It also helps in connecting with ourselves and understanding our feelings and emotions and help turn our intentions into actions and help in making insightful decisions.

Emotions are a critical element in today's world and have a major impact in our lives. Emotional Intelligence (EI) is being emphasized a lot in organizations in current times, as human relations and activities related to it get impacted by emotional factors to a large extent while compared to rational factors.

The significance of emotional intelligence is increasing every day and is among the key determinants in an organization's success. The emotional capabilities of an organization's personnel can be shown in how it handles and values emotional intelligence. There are some factors that leads to emotional intelligence. A study by Malekar & Mohanty, (2009) explains five explanatory variables- intrapersonal ability (Self-awareness), interpersonal ability (Social skills), stress management, motivation and adaptability have significant impact on EQ. The variables as per the study by Malekar, (2007) can be explained as follows,

- **Self-awareness:** The capacity to identify and comprehend one's own feelings and moods. It fuels their impact on other people. Self-confidence, realistic self-evaluation, and a self-deprecating sense of humor are characteristics of self-awareness.
- **Self-Regulation:** The capacity to restrain or focus unstable emotions and impulses, as well as the inclination to pause, consider an action, and then act. Characteristics include being open to change, comfortable with ambiguity, and honest and trustworthy.
- **Motivation:** A drive to strive for objectives other than wealth and prestige and a tendency to pursue objectives with vigor and perseverance. Characteristics include a strong will to succeed, positivity during setbacks, and dedication to the company.
- **Empathy:** The ability to know the emotional composition of others. An aptitude to respond to people's emotions appropriately. Symbols comprise proficiency in developing and keeping talent, cultural awareness, and customer and client service.
- **Social Skills:** The capacity to establish rapport and identify points of agreement, to manage connections and create networks. Persuasiveness, competence in team building and leadership, and success in driving change are characteristics of social skills.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) entails the intentional efforts of employees that go beyond their official job duties to support their organization. These actions encompass volunteering for additional responsibilities, assisting colleagues, providing aid to customers, and proposing solutions to organizational challenges. OCB proves advantageous for both organizations and employees, fostering improved morale,

performance, and productivity. Through active participation in OCB, employees showcase their dedication to their workplace, thereby contributing to its overall success. In the study conducted by Thiruvenskadam & Durairaj, (2019) OCB extends beyond the expected employee responsibilities, including activities such as volunteering for extra tasks, aiding colleagues, assisting customers, and proposing solutions to organizational issues. In 1988, Dennis W. Organ proposed a model of Organizational Citizenship Behaviour (OCB) that included the following dimensions: Civic Virtue, Sportsmanship, Courtesy, Conscientiousness and Altruism. These dimensions encompass a range of behaviours such as assisting colleagues, adhering to company policies, refraining from complaining, and actively engaging in organisational activities (Tambe & Meera, 2014). These dimensions can be explained as follows:

- **Altruism:** Altruism at workplace occurs in instances where an employee lends a helping hand to his/her co-worker with a pure intention of helping them, at workplace.
- **Courtesy:** Courtesy is the act of showing politeness and being considerate towards other employees in the organization. Being courteous is a reflection of our personality and attitude towards others.
- **Sportsmanship:** Sportsmanship is a skill of an employee to accept defeats or negative outcomes and take it in a positive manner turning it into a learning curve. It is about dealing with negative outcomes or unplanned results without demonstrating any sort of negative behavior as a reflex action.
- **Conscientiousness:** A behavior that involves self-control and discipline to an extent which surpasses the minimum requirements is known as conscientiousness. It can also mean, doing a work much in advance even after knowing that it is required only at a later point of time. At the workplace, it can be planning much in advance for an upcoming leave and finishing tasks much ahead of time with the intention that the co-worker is not overloaded with work in the final moment.
- **Civic Virtue:** Civic Virtue is a trait seen in an individual when they speak well with friends and family about the organization that they work in even after working hours. It helps to create a feeling of oneness within the organization, hence impacting the efficiency and employee satisfaction.

In recent times, OCB domain has been growing making it vital for an organization to manage it along with other aspects of employee well-being. OCB is a unique sort of contribution by individuals within an organization that is not included in their regular tasks but leads to their satisfaction, according to industrial and organizational psychology. Citizenship Behavior should be shown in the right proportion among employees so that it could positively impact both the organization and its employees. Not emphasizing enough on OCB and Emotional Intelligence of employees can have various drawbacks like low job satisfaction, lower productivity and commitment, higher turnover rate to the organization. Numerous research conducted have revealed that OCB is in high correlation with Emotional Intelligence (EI).

LITERATURE REVIEW

Emotional Intelligence

The capability to recognize, understand, and control our emotions and those of others is said to be emotional intelligence. Employers usually take emotional intelligence into account while making routine choices about hiring, firing, and promotion (Manikandan & Sasikumar, 2017). Daniel Goleman resists that emotional intelligence is an essential element of our brain functions rather than that undermines reasoned cognition. He reasons that emotional intelligence covers self-awareness, impulse control, perseverance, self-motivation, empathy, and social deftness, and that all these are the traits of successful people who have strong associations and thrive in the work setting (Goleman et al., 2002).

Organizational Citizenship Behaviour

OCB refers to an employee's willingness to perform responsibilities for which they are not directly and formally needed by their employer and not receiving compensation directly and formally under the terms of their employment contract. This optional behavior is always connected to an improvement that the organization considers to be present (Malekar, 2020)

Emotional Intelligence & Organizational Citizenship Behaviour

Managers are important in fostering a workplace culture that values Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB), with a specific focus on advocating for the advantages of these practices in a study by Ramachandran et al., (2011). The paper highlights that managers should actively communicate and reinforce the impact of EI and OCB among their employees, giving particular attention to the value associated in the organization. Luxmi & Ashu, (2017) shows that EI is very significant and impacts crucially on employees effectiveness and organizations by raising productivity without additional expenditure. Sharma & Mahajan, (2017) suggest that EI is positively impacting citizenship behavior in organizations. The authors argue that intelligence in terms of emotions is important for employees to understand, as it allows them to understand their own emotions and those of others, and to inspire and influence others. According to Dixit & Singh, (2019), emotional intelligence (EI) is crucial in the organizational setting as it can lead to citizenship behavior and make organizations more profitable by reducing absenteeism and other counterproductive work behavior. The study suggests that EI can help employees understand and process nonverbal communication, be more aware of their personal emotions, and analyze and adjust their behavior before it becomes a problem for a client or co-worker. A study by Supriyanto et al., (2019), supports that emotional intelligence and organizational citizenship behavior (OCB) impacts significantly, indirectly affecting employee performance in a positive or negative way. The study concludes that personnel with strong controlling power on their feelings and emotions can benefit from it by streamlining their work processes. Emotional intelligence (EI) also positively impacts employee performance and OCB in workplace. It concludes that skill with respect to politics influence the association between EI and

turnover intention (Riaz et al., 2018). A research paper by Shamsuddin & Rahman, (2014) claims that individuals with emotional intelligence exhibits Organizational Citizenship Behaviour and avoid activities that could pose a threat to the organization's goals. The paper also highlights the importance of tone in communication. An unpleasant tone can be misinterpreted as a complaint or criticism leading to a negative consequence on the organization. Therefore, the choice of words and tonality have impact on the organization. Chaudhry & Usman, (2011) discuss the relation between Emotional Intelligence (EI) in employee and performance. They suggest that EI can be calculated with emotional intelligence scores and is important in determining decisions regarding selection, promotion, transfer, and retention of employees. Rajamohan, (2011) suggest that Emotional Intelligence (EI), Organizational Citizenship Behaviour (OCB) and job performance are positively correlated. It was also found that by developing the necessary emotional and interpersonal skills, a better level of productivity can be achieved. The authors also mention that selection and promotion are influenced by EI.

Apart from the managers, OCB and EI has an impact on leadership effectiveness. Majeed et al.,(2017) conducted a research on studying the link between OCB and transformational leadership in Public HEI in Pakistan. The study aimed to assess both the direct and indirect impacts of transformational leadership, specifically by investigating the potential mediating influence of emotional intelligence. The responses of 220 people surveyed indicated that the relationship between transformational leadership and OCB is statistically significant, where EI act as an important mediator. The outcome of this research helps in contributing to the existing literature on OCB and leadership in this area of higher education.

Followers are also an important element of any organization to contribute to overall effectiveness. Singh & Modassir, (2012) claims that Emotional Intelligence impacts significantly on enhancing the Citizenship Behaviour of followers, particularly in qualities like conscientiousness, civic virtue and altruism. The study also says that organizations should focus on giving importance to Emotional Intelligence to get positive outcomes.

Psychological Capital (Psycap) characterizes a person's psychological potential that can be assessed, enhanced, and controlled to enhance performance. The study evaluated the effect of Psycap on OCB and if Emotional Intelligence (EI) plays a role in understanding the link between Psycap and OCB. The study establishes that the psychological frame of mind is in direct proportion to fostering citizenship behavior with emotional intelligence acting as mediator (Pradhan et al., 2016).

The study on OCB and Job satisfaction on employee performance in Iranian Hotel by Heidarzadeh Hanzaae & Mirvaisi, (2013), confirms that training employees in Emotional Intelligence (EI) can improve service quality and productivity over the long term. It emphasizes that personnel with EI are having high chances for better performance at their workplace. Thus, it shows that Emotional Intelligence does impact employee performance and behavior in the workplace.

The article on the Impact of EI on Citizenship Behavior of physicians, with a focus on infertility specialists in Iran was conducted. The study found that three of the five aspects of emotional intelligence positively influence the citizenship behavior of physicians, with empathy being the most influential factor, followed by self-motivation and self-control.

According to Gupta, (2012), increased level of emotional intelligence among the employees lead to more engaged and involved in activities with relation to organization as compared to employees with lower levels . Thus, it is advisable for companies to deliver necessary training and skills to all the employees. The study by Perveen et al., (2021) observed the association between emotional intelligence and organizational citizenship behavior. The study leads to the conclusion that there was a substantial relation between the two. The study clarifies that understanding the facet of emotional intelligence in an organization can help better citizenship behavior in an organization.

STATEMENT OF THE PROBLEM

From the literature review, it can be implied that variation in results can be due to changes in sample size, type of industry and location of research selected and by analyzing each niche it is possible to get improved results. As the researches were conducted for a specific sector or location, the results obtained may not be the same for all sectors as a whole. Also, the study needs to consider various time zones as emotions can change over time. Thus the study is taken up to analyze the effect of Emotional Intelligence on Organizational Citizenship Behavior (OCB) in select service sectors in Mangalore region.

OBJECTIVES

- To assess the factors affecting Emotional Intelligence of employees in the service sector in Mangalore.
- To study the factors affecting Organizational Citizenship Behaviour among employees in the service sector in Mangalore.
- To analyze the impact of Emotional Intelligence on Organizational Citizenship Behaviour of employees in the service sector in Mangalore.

RESEARCH METHODOLOGY

The data for this study is derived from the survey method through a Google form and a sample size of 190 employees employed in the service sector in Mangalore is considered. Emotional Intelligence survey instrument was adopted through Emotional Competence Inventory 2.0 after making changes relevant to current study. Organizational Citizenship Behaviour instrument is adopted from a five-dimension scale originated by Podsakoff and MacKenzie (1989) which is modified as per the need of current study. Responses from different sectors which includes Information Technology, Banking, Hospitality, Healthcare, Automobile, Teaching, etc. are obtained using non-probability sampling methods of Convenience sampling and Snowball Sampling. Overall, 190 questionnaires were mailed, and 181 complete responses were acknowledged (response rate of 95.26

%). The respondents were lower and middle level employees from selected service sectors. The average age of respondents is between 36-45 and average experience of 11-15 yrs. With respect to the level of qualifications, the average qualification is graduation. Male respondents accounted for 63% of the population and 36% were the females. The data that was collected is analyzed using SPSS tools such as factor analysis and Regression.

EMPIRICAL RESULTS AND ANALYSIS

OBJECTIVE 1:

Factors affecting the Emotional Intelligence of employees in the service sector in Mangalore.

Analysis:

Following 10 attributes are used to evaluate various aspects of EI in the workplace.

Table No. 1: Reliability Statistics

Cronbach's Alpha	N of Items
0.67	5 items of factor 1
0.73	5 items of factor 2

The Cronbach's alpha reliability value is 0.73 for factor 1 & 0.67 for factor 2 (Table No.1) which shows that the responses are consistent between items.

Table No. 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.738
Bartlett's Test of Sphericity	Approx. Chi-Square	366.274
	df	45
	Sig.	.000

The table no. 2 shows KMO value as 0.738 which indicates that the data is fit for factor analysis. The test statistic is approximately 366.274 with 45 degrees of freedom and a significance level of 0.000. Which indicates correlation in the data.

Table No. 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.805	28.053	28.053	2.805	28.053	28.053	2.589	25.891	25.891
2	2.003	20.026	48.079	2.003	20.026	48.079	2.219	22.188	48.079
3	.989	9.890	57.969						
4	.888	8.882	66.852						
5	.764	7.641	74.493						
6	.620	6.198	80.691						
7	.555	5.547	86.238						
8	.494	4.939	91.177						
9	.452	4.519	95.696						
10	.430	4.304	100.000						

Extraction Method: Principal Component Analysis.

Table No. 4: Rotated Component Matrix

	Component	
	1	2
Effect of Emotion	-.395	.388
Reacting to negative situation	.037	.711
Understand others	-.066	.745
Appreciation from others	.169	.693
Manage your emotions	.256	.706
Self-Awareness	.628	.086
Self-regulation	.641	.046
Empathy	.752	.022
Motivation	.699	.117
Social skills	.687	.077

Interpretation:

The 10 items related to EI from the questionnaire were subjected to principal components analysis with varimax rotation. The analysis generated two factors (eigenvalues >1.0) and these factors explained 48.079% (Table No. 3) of variance. There were two rules that were observed to select items that suit each of the factors. The first aspect is that all selected items had to have a factor loading greater than 0.50. The second aspect is that the items had to clearly load on one factor; items with similar loadings on both factors were not included. These factors indicate groups of connected questions with shared variance, indicating that they draw on related EI facets.

Component 1 consists of Questions 6,7, 8,9 and 10 (Table No. 4) representing a broader and more comprehensive dimension of Emotional Intelligence. It includes self-awareness, empathy, motivation, and social skills. This component suggests that employees who excel in these areas likely possess a well-rounded emotional intelligence and that can be named as **Personal and Interpersonal Excellence**.

The above result supports the study ‘Relationship between Personality and Organizational Citizenship Behavior’ which shows that openness to experience is an important trait for an individual’s ability to perform OCB (Elanain, 2007).

Component 2 consists of Questions 2,3,4 and 5 (Table No. 6) representing a combination and can be named as **Empathetic Responses**.

Employees who frequently think before reacting to negative situations, consider others' perspectives, are influenced by external factors like motivation and appreciation, and have the skill to manage emotions during communication are probably to load heavily on this factor.

OBJECTIVE II

Factors affecting OCB among employees in the service sector in Mangalore.

Factor Analysis was performed on 7 attributes to study the factors affecting the Organizational Citizenship Behaviour of employees working in the service sector in Mangalore.

Analysis:

Factor analysis was performed in SPSS for the 7 questions and the results are shown below. The 7 questions were used to gauge different facets of organizational citizenship behavior (OCB) at work. OCB describes employees' voluntary and discretionary acts or behaviors that go further than their official employment functions and obligations.

Table No. 5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.786
Bartlett's Test of Sphericity	Approx. Chi-Square	229.614
	df	21
	Sig.	.000

The table no. 5 shows a KMO value of 0.786 which indicates that the data is fit for factor analysis. The test statistic is approximately 229.614 with 21 degrees of freedom and a significance level of 0.000. Which indicates substantial correlation in the data.

Table No. 6: Reliability Statistics

Cronbach's Alpha	N of Items
0.66	4 items of factor 1
0.65	3 items of factor 2

The Cronbach's alpha reliability value is 0.66 for factor 1 & 0.65 for factor 2 (Table No. 6) which shows that the responses are consistent between items.

Table No. 7: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.786	39.794	39.794	2.786	39.794	39.794	2.064	29.485	29.485
2	1.028	14.679	54.474	1.028	14.679	54.474	1.749	24.988	54.474
3	.781	11.160	65.634						
4	.771	11.012	76.646						
5	.601	8.579	85.224						
6	.578	8.261	93.486						
7	.456	6.514	100.000						

Table No. 8: Rotated Component Matrix

	Component	
	1	2
Help others	.754	.145
Polite and considerate to others	.792	.036
Deal with situation	.589	.253
Level of self-control	.496	.354
Voluntary doing things	.373	.556
Reactions to negative situation	-.053	.886
Manage emotions	.364	.666

Interpretation:

The 7 items from the questionnaire were subjected to factor analysis. The analysis led to emergence of two factors (Eigenvalues > 1.0) and these factors explained 54.47% (Table No. 7) of variance. The values from the rotated component matrix show 2 components after factor analysis on 7 questions. These variables indicate groups of related questions with shared variance, indicating that they draw on comparable OCB features. All values less than 0.5 were ignored and positive values above 0.5 were considered.

Component 1 consists of Questions 1,2 & 3 (Table No. 8) representing a personal disposition or attitude towards OCB and can be named as **Positive Social Engagement**. Employees who rate themselves higher on these traits possess a positive and proactive attitude in assisting others, being polite and considerate, handling unexpected situations, and demonstrating self-control and discipline beyond minimum expectations. This component suggests that a positive personal disposition contributes to OCB.

Component 2 consists of Questions 5,6 and 7 (Table No. 8) encompasses emotional intelligence and relationship management and can be named as **Emotional engagement**.

Higher self-ratings for these attributes indicate employees more inclined to participate in OCB. They give voluntarily to the company, care for it as if it were their own, and are accountable for their workplace. They also understand how crucial emotion control is for improving interpersonal connections at work. This element implies that interpersonal and emotional intelligence are crucial to OCB.

OBJECTIVE III

To analyze the influence of Emotional Intelligence on the Organizational Citizenship Behaviour of employees working in the select service sector in Mangalore.

Analysis:

Table No. 9: Correlations between OCB and EI

Correlations				
			Mean_EI	Mean_OCB
Spearman's rho	Mean_EI	Correlation Coefficient	1.000	.574**
		Sig. (2-tailed)	.	.000
		N	181	181
	Mean_OCB	Correlation Coefficient	.574**	1.000
		Sig. (2-tailed)	.000	.
		N	181	181

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

The table no. 9 shows that a significant relationship exists between OCB and EI as the P value is less than 0.05. Also the correlation is moderately positive with the value 0.574.

Table No. 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.485 ^a	.235	.213	.621

The table no. 10 shows that R is 0.485 which suggests that approximately 48.5% variance in the dependent variable is explained by the independent variable(s) in the model.

Table No. 11: ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.757	5	4.151	10.762	.000 ^b
	Residual	67.508	175	.386		
	Total	88.265	180			

The table no. 11 shows that the regression model is statistically significant, as indicated by the low p-value (0.000). The F-statistic (10.762) further supports the overall significance of the regression model.

Table No. 12: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.657	.307		5.388	.000
	Self-awareness	.118	.066	.134	1.793	.075
	Self-regulation	.152	.068	.168	2.223	.027
	Empathy	.117	.077	.127	1.532	.127
	Motivation	.155	.069	.180	2.266	.025
	Social skills	.075	.071	.084	1.051	.295

a. Dependent Variable: Voluntary doing things (OCB)

Table no.12 presents the t-value of 1.793 for self-awareness is not statistically significant at the 0.05 level ($p = 0.075$) for self-awareness and the t-value of 1.532 is also not statistically significant ($p = 0.127$) for Empathy and the t-value of 1.051 is not statistically significant ($p = 0.295$) for social skills, suggesting that the relationship is not significant in all these cases.

The t-value of 2.266 is statistically significant at the 0.05 level ($p = 0.025$), suggesting a significant positive relationship for Motivation and the t-value of 2.223 is statistically significant at the 0.05 level ($p = 0.027$), indicating a significant positive relationship for self-regulation. Thus Self-Regulation & Motivation is statistically significant, as their p-values are less than 0.05. The variables Self-awareness, Empathy and Social Skills do not appear to be significant in predicting OCB at the given significance levels.

DISCUSSION

According to the study, employees can impact significantly on the success of the entire firm if they have excellent organizational citizenship abilities and a significant level of emotional intelligence.

By analyzing the interaction between emotional intelligence (EI) and organizational citizenship behavior (OCB), we can deduce that a worker's happy mood will lead to greater engagement, better participation, and affection for their workplaces and organizations. The result on motivation is partially in line with the study which revealed that OCB can be developed throughout by using extrinsic motivation as compared to intrinsic motivation among employees (Shaaban, 2018)

Also, the results on Self-awareness contradicts with the study that says that the level of self-awareness shown by the leader has direct influence on OCB (Zamahani & Rezaei, 2014). In terms of empathy, the result contradicts with the study conducted among the nurses, working in two multidisciplinary healthcare sectors in a North region of Italy. Which says that both cognitive and emotional empathy have significant effects on nurses' organizational citizenship behavior focused towards the organization (Pohl et al., 2015).

The result of correlation between Emotional Intelligence and Organizational Citizenship behaviour is similar to the study by Luxmi & Ashu, (2017) which clearly discusses how emotional intelligence is a crucial component of organizational citizenship behavior and also impacts significantly on the accomplishment of employees and organizations by increasing productivity without incurring additional costs. As per the study, success of the entire firm relies on the employees with excellent organizational citizenship abilities and a significant level of emotional intelligence.

Also to add for the relation between EI and OCB, a study clearly explains strong relation between these variables with two dimensions of OCB (Conscientiousness and altruism) have strong relations with EI (Salarzahi et al., 2015).

CONCLUSION

The research study shows that self-regulation and motivation is a vital predictor of OCB. This implies that if the employees are self-disciplined and get necessary support from management, employees will tend to be pro-social and contribute more to the organization. By analyzing the interaction among emotional intelligence (EI) and organizational citizenship behavior (OCB), we can deduce that a worker's happy mood will lead to greater engagement, better participation, and affection for their workplaces and organizations. The study can lead to improve the decision making ability of the business, the metrics to be utilized and the steps to take to ensure a healthier atmosphere for their staffs that will encourage their development and aid in both the personal and organizational growth of the employees. We can cite a paper by Vashisht, A. (2017) that discusses how Emotional Intelligence is a crucial component of Organizational Citizenship Behavior and significantly impacts the worth of employees and organizations by increasing productivity without incurring additional costs to support our conclusion. As per the study, employees can have a substantial effect on the success of the entire firm if they have excellent organizational citizenship abilities and a high level of emotional intelligence.

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