



The role of emotional intelligence in shaping organizational citizenship behavior among employees

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Abstract

The present study aims to explore the relationship between Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB) among employees. Emotional Intelligence, encompassing self-awareness, self-regulation, motivation, empathy, and social skills, significantly influences interpersonal relationships and workplace dynamics. Organizational Citizenship Behavior refers to voluntary, extra-role behaviors that support organizational effectiveness, including altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. The study was conducted on a sample of 100 employees (50 males and 50 females) selected from various private and public sector organizations using purposive sampling. A correlational research design was adopted to assess the relationship between the variables. Standardized tools, namely the Emotional Intelligence Scale by Dr. N.K. Chadha and the Organizational Citizenship Behavior Scale by Dr. Promila Choudhary and Dr. Kamal Bhatia, were used for data collection. Statistical analysis revealed a significant positive correlation between emotional intelligence and organizational citizenship behavior. The findings suggest that employees with higher emotional intelligence are more likely to exhibit behaviors that enhance team cooperation, reduce workplace conflicts, and improve overall organizational performance. These results highlight the importance of incorporating emotional intelligence development in training and leadership programs to foster a productive and collaborative work environment.

Keywords: Emotional intelligence, organizational citizenship behavior, employees.

Introduction

In today's rapidly evolving organizational landscape, the demand for emotionally competent and behaviorally proactive employees has surged. Organizations are increasingly recognizing that technical expertise alone does not suffice in maintaining workplace harmony, productivity, and long-term success. Two psychological constructs that have gained significant attention in organizational behavior research are Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB). Emotional Intelligence refers to an individual's capacity to perceive, manage, and regulate emotions both in oneself and others (Salovey & Mayer, 1990) [17], while Organizational Citizenship Behavior represents discretionary behavior that goes beyond formal job requirements and contributes to organizational effectiveness (Organ, 1988) [15].

Emotional Intelligence

The concept of Emotional Intelligence was first introduced by Salovey and Mayer (1990) [17], who defined it as the ability to monitor one's own and others' emotions, discriminate among them, and use this information to guide one's thinking and actions. Later, Goleman (1995) [5] popularized the concept, linking EI to success in the workplace by emphasizing its role in leadership, teamwork, and conflict resolution. Emotional Intelligence comprises various dimensions such as self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 1998) [6]. In the context of organizational settings, Emotional Intelligence plays a critical role in enhancing interpersonal relationships, job satisfaction, and performance (Carmeli, 2003) [4]. Employees with high EI are better equipped to manage workplace stress, resolve conflicts constructively, and maintain positive relationships with colleagues and

supervisors (Lopes *et al.*, 2006) [10]. Moreover, emotionally intelligent employees tend to demonstrate resilience and adaptability, which are crucial in coping with organizational changes and challenges (Mayer, Salovey, & Caruso, 2004) [12].

Organizational Citizenship Behavior

Organizational Citizenship Behavior, first conceptualized by Bateman and Organ (1983) [2], refers to employee behavior that is not explicitly recognized by the formal reward system but promotes the effective functioning of the organization. OCB includes behaviors such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1988) [15]. These behaviors contribute to the social and psychological environment of the organization and are considered essential for organizational efficiency, particularly in dynamic and competitive environments.

Research has shown that OCB is linked to a wide range of positive outcomes, including increased employee performance, organizational commitment, customer satisfaction, and overall organizational performance (Podsakoff *et al.*, 2000) [16]. Despite being discretionary, OCB plays a vital role in fostering a collaborative and cooperative work environment, enhancing team effectiveness, and reducing the need for close supervision (Smith, Organ, & Near, 1983) [18].

Emotional Intelligence enables individuals to better navigate social exchanges in the workplace, thereby enhancing the quality of interpersonal relationships and trust (Law, Wong, & Song, 2004) [9]. This emotional attunement fosters prosocial behaviors, which are at the core of OCB. For instance, an employee high in empathy (a component of EI) is more likely to help colleagues, resolve conflicts amicably, and support organizational objectives voluntarily.

Several empirical studies support the notion that Emotional Intelligence is positively correlated with Organizational Citizenship Behavior. For example, research conducted by Carmeli (2003) ^[4] among senior managers in Israel found that those with high emotional intelligence exhibited more altruistic and conscientious behavior at work. Similarly, studies by Wong and Law (2002) ^[21] demonstrated that EI is significantly associated with job satisfaction, organizational commitment, and OCB among employees across various sectors.

In a study by Turnipseed and Vandewaa (2012) ^[19], emotional regulation and empathy were found to be significant predictors of altruistic behavior in organizational settings. Likewise, research by Miao, Humphrey, and Qian (2017) ^[13] in their meta-analysis concluded that all dimensions of Emotional Intelligence are significantly related to OCB, with empathy and self-regulation being the strongest predictors.

These findings underscore the critical role of Emotional Intelligence in facilitating the kind of voluntary and cooperative behaviors that define OCB. They also highlight the importance for organizations to invest in developing EI among their workforce to foster a culture of mutual support, trust, and engagement.

Relevance of the Study

As organizations increasingly rely on teamwork, knowledge sharing, and innovation to remain competitive, the significance of emotional and social competencies has grown. Traditional measures of employee performance, which emphasize task completion and productivity, are no longer sufficient indicators of an individual's contribution to organizational success. In this context, OCB emerges as a crucial factor that enhances organizational adaptability, cohesion, and resilience (Podsakoff *et al.*, 2000) ^[16].

Moreover, in multicultural and diverse workplaces, Emotional Intelligence helps employees manage interpersonal dynamics sensitively and effectively. By enhancing emotional awareness and interpersonal relationships, EI contributes to a workplace environment that nurtures OCB. This connection is particularly important for managers and human resource practitioners who aim to build high-performing, emotionally intelligent teams.

Need for the Current Study

Despite growing interest in the fields of Emotional Intelligence and Organizational Citizenship Behavior, there remains a paucity of research exploring their interrelationship across different organizational contexts, job roles, and demographic groups, especially in developing economies. Most of the extant literature is concentrated in Western contexts, limiting the generalizability of findings to other cultural settings (Miao *et al.*, 2017) ^[13].

The current study aims to bridge this gap by exploring the relationship between Emotional Intelligence and Organizational Citizenship Behavior among employees in diverse organizational settings. By examining how the various dimensions of EI relate to specific components of OCB, this research seeks to provide deeper insights into how emotional competencies influence discretionary workplace behavior. Such insights can inform recruitment, training, and organizational development strategies aimed at enhancing both individual performance and collective organizational effectiveness.

Review Of Related Literature

Bar-On (2006) ^[1] emphasized that emotionally intelligent employees contribute more effectively to workplace harmony and performance through empathy, adaptability, and stress tolerance. Dash and Padhi (2010) conducted a study among employees in Indian BPO firms and reported that emotional intelligence was a strong predictor of OCB, especially in roles that involved customer interaction and teamwork. Ghosh and Khatri (2012) noted that emotionally intelligent teachers in Indian colleges demonstrated greater OCB, such as taking initiative beyond the classroom and mentoring students. Jain and Duggal (2018) ^[7] suggest that emotional intelligence indirectly promotes OCB by increasing employee engagement and reducing workplace stress. Jain and Sinha (2005) established that emotionally intelligent employees are more cooperative and committed, showing higher levels of OCB. Kumar and Mishra (2015) suggested that job satisfaction and organizational commitment mediate the relationship between EI and OCB in Indian public sector enterprises. They argued that emotionally intelligent employees are more satisfied and committed, which in turn leads to higher OCB. Mandell and Pherwani (2003) ^[11] demonstrated that emotional intelligence predicts transformational leadership, which in turn fosters OCB among subordinates. Mehta and Singh (2013) found that female employees exhibited higher emotional intelligence and OCB compared to their male counterparts in the Indian banking sector. Age and work experience also influenced how emotional intelligence translated into citizenship behaviors. Mohanty and Dev (2012) observed that Indian employees displaying OCB contribute to better team dynamics and overall productivity. They highlighted that OCB in Indian workplaces often includes helping behavior, respect for co-workers, and dedication to organizational goals even beyond formal expectations. Podsakoff *et al.* (2000) ^[16] noted that OCB enhances organizational efficiency, team cohesion, and job satisfaction. Employees who engage in OCB often do so out of a sense of commitment and positive attitude toward the organization. Salovey and Mayer (1990) ^[17], who introduced the foundational model of EI, proposed that emotionally intelligent individuals are more adept at interpersonal communication, conflict resolution, and emotional regulation skills that are crucial in organizational settings. Sharma and Sharma (2010) conducted a study among middle-level managers in Indian public sector organizations and found a significant positive correlation between emotional intelligence and dimensions of OCB such as altruism and conscientiousness. Singh (2006), emotional intelligence is critical for managing workplace emotions, decision-making, and leadership. Indian organizations, especially in the IT and service sectors, demand high emotional adaptability due to their dynamic and people-intensive nature. Tram, and O'Hara (2006) found that emotional intelligence was positively related to job satisfaction and organizational commitment key predictors of OCB. Turnipseed and Vandewaa (2012) ^[20], supportive organizational environments enhance the expression of emotionally intelligent behaviors, thus promoting OCB. Wong and Law (2002) ^[21] identified four dimensions of EI self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion and linked them to improved workplace behavior.

Statement of the Problem

In today’s dynamic work environments, organizations are increasingly recognizing the value of non-technical competencies such as emotional intelligence (EI) and behaviors that go beyond formal job responsibilities, such as organizational citizenship behavior (OCB). Emotional intelligence enables employees to understand and manage their own emotions and those of others, potentially fostering positive interpersonal relationships, cooperation, and a collaborative workplace culture. Organizational Citizenship Behavior (OCB), characterized by voluntary actions that support organizational functioning, is essential for enhancing productivity and organizational climate. Despite the growing interest in these constructs, limited empirical research has explored the direct relationship between emotional intelligence and organizational citizenship behavior among employees across diverse sectors. Understanding this relationship could help organizations in employee selection, training, and development practices. Therefore, this study seeks to explore the nature and extent of the relationship between emotional intelligence and OCB among employees.

Objective of the Study

- To explore the relationship between emotional intelligence and organizational citizenship behavior among employees.

Hypothesis of the Study

- There is a significant positive relationship between emotional intelligence and organizational citizenship behavior among employees.

Methods

Sample

The study was conducted on a total sample of 100 employees, consisting of 50 male and 50 female participants. The respondents were selected from various public and private sector organizations using the purposive sampling technique. The participants were chosen based on their willingness to participate and availability during the data collection period.

Research Design

The present study adopted a correlational research design to examine the relationship between emotional intelligence and organizational citizenship behavior among employees. This design is appropriate for assessing the degree and direction of association between the two psychological variables without manipulating them. The data were collected using standardized self-report questionnaires measuring emotional intelligence and OCB, and statistical techniques were employed to analyze the strength and nature of the relationship.

Variables used for Study

- **Independent variables- Gender** - 1) Male Students, 2) Female Students
- **Dependent variables** - 1) Emotional Intelligence 2) Organizational Citizenship Behavior

Research Tools

1. Emotional Intelligence Scale

The Emotional Intelligence Scale (EIS) developed by Dr. N.K. Chadha is a standardized tool used to assess the emotional intelligence of individuals across various dimensions. The scale consists of 60 items covering key areas such as self-awareness, self-regulation, motivation, empathy, and social skills. It is a self-report inventory where participants respond using a Likert-type scale, indicating the extent to which each statement applies to them. The EIS is widely used in organizational and academic research due to its reliability and validity.

2. Organizational Citizenship Behavior Scale

The Organizational Citizenship Behavior (OCB) Scale developed by Dr. Promila Choudhary and Dr. Kamal Bhatia is a reliable tool designed to measure the extra-role behaviors of employees that contribute to organizational effectiveness. The scale consists of 30 items and covers five key dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. It is a self-report instrument based on a Likert-type scale, where respondents rate the extent to which each statement describes their typical behavior at work. The scale is widely used in organizational psychology research and is known for its strong psychometric properties, including good reliability and validity across various sectors.

Peocedures of Data Collection

The data collection for the study was carried out in a systematic manner. Firstly, permission was obtained from the respective authorities of various public and private sector organizations to conduct the research among their employees. Participants were informed about the purpose of the study and assured of the confidentiality and anonymity of their responses. After obtaining informed consent, the Emotional Intelligence Scale by Dr. N.K. Chadha and the Organizational Citizenship Behavior Scale by Dr. Promila Choudhary and Dr. Kamal Bhatia were administered to the respondents. The questionnaires were distributed either in person or via online platforms, and participants were given adequate time to complete them. The responses were then collected, organized, and prepared for statistical analysis.

Statistical Treatment

At the first stage data were treated by descriptive statistical techniques i.e. mean and standard Deviation and Pearson’s Correlation Coefficient was done by using SPSS Software.

Results and Discussion

Table 01: Mean, SD and Coefficient of Correlation on Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB) among employees

Variable	Mean	SD	N	Coefficient of Correlation	Interpretation
Emotional Intelligence	211.70	38.48	100	0.360	Significant (0.01 Level)
Organizational Citizenship Behaviour	119.12	10.83	100		

The results presented in Table No. 01 indicate that the mean score of Emotional Intelligence (EI) among employees is

211.70 with a standard deviation of 38.48, while the mean score of Organizational Citizenship Behavior (OCB) is

119.12 with a standard deviation of 10.83. The Pearson correlation coefficient (r) between Emotional Intelligence and Organizational Citizenship Behavior was found to be 0.360, which is statistically significant at the 0.01 level of significance.

The obtained correlation value ($r = 0.360$) exceeds the critical value at both 0.05 ($r = 0.254$) and 0.01 ($r = 0.195$) levels, indicating that the correlation is statistically significant. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming that there exists a significant relationship between Emotional Intelligence and Organizational Citizenship Behavior among employees.

This result suggests a moderate positive correlation between Emotional Intelligence and Organizational Citizenship Behavior among employees. In other words, as employees' emotional intelligence increases, their tendency to exhibit organizational citizenship behaviors also increases.

These findings are consistent with previous research. Emotional Intelligence, which involves the ability to perceive, regulate, and manage emotions in oneself and others (Goleman, 1995) [5], has been shown to positively influence interpersonal relationships, teamwork, and overall workplace behavior. Employees with high EI are more likely to demonstrate empathy, social awareness, and self-regulation, which contribute to prosocial behaviors such as altruism, conscientiousness, and civic virtue key components of OCB (Organ, 1988) [15].

Conclusion

Moderate positive correlation between Emotional Intelligence and Organizational Citizenship Behavior among employees.

The finding of a moderate positive correlation between Emotional Intelligence (EI) and Organizational Citizenship Behavior (OCB) among employees highlights a meaningful relationship where individuals with higher emotional intelligence tend to exhibit greater citizenship behaviors within organizations. Emotional intelligence, which involves self-awareness, self-regulation, motivation, empathy, and social skills, equips employees to manage their emotions effectively and interact positively with colleagues. This emotional competence enhances their ability to contribute beyond formal job requirements—demonstrating behaviors such as helping others, being courteous, showing initiative, and promoting a positive organizational climate. Employees with high EI are more empathetic and socially aware, which enables them to understand and respond to coworkers' needs and emotions constructively. This emotional attunement fosters interpersonal harmony and teamwork, key elements of OCB. Furthermore, emotionally intelligent employees can manage workplace stress and resolve conflicts effectively, leading to a more cooperative and productive work environment.

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