



Influence of Emotional Intelligence on OCB of it Executives

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ABSTRACT

The galloping advances in science and technology and their application in a developing country like India have influenced the life style of people and it pose major challenges to work life in organizations. The success of any organization lies in the hands of its employees and the organizations' ability to fully utilize resources. IT industry is usually functioning like non-bureaucratic industry with loose form of management. Emotional intelligence has attracted the interest of organizations in predicting good performance. By understanding the emotional intelligence of employees, IT organizations can take effective measures to enhance work related behaviour of employees, through which enhance their OCB in turn motivate them towards higher performance as well as retain employees. This study attempted to find out the influence of emotional intelligence on their OCB of IT executives. Results revealed that male and female executives as well as with U.G and P.G qualifications do not differ in their emotional intelligence. Also it is found that elder executives have shown higher emotional skills than the younger ones. Similarly, experience has a significant effect on the emotional intelligence of IT executives. Above all, the constructs of emotional intelligence has significant influence on the OCB of IT executives. The implications are discussed in this article.

KEYWORDS : Emotional Intelligence (EI), Organizational Citizenship Behaviour (OCB), IT executives.

BACKGROUND

The technological advancements as well as the process of globalization have increased business competition across the globe. The growth of IT industry in India during 1990s made significant contribution to India's economic growth. IT industry now became an integral part of Indian economy. Human Resource Management emphasized that the commitment, competence, congruence and cost effectiveness in any organization should be improved for its long term success in today's competition. Attrition is one of the major challenges in IT industries which show lack of commitment and loyalty among employees. Even an employee is retained by the organization, motivating and engaging them towards the organization goal and value is another challenge in the IT industries.

People in IT organizations should update themselves to the changing needs of their environment. Emotional Intelligence is viewed as one of the important predictor of success in organizations and hence its influence on the behaviour of people should be understood for the effective functions of the organizations.

EMOTIONAL INTELLIGENCE (EI)

According to Goleman (1995) "emotional intelligence is the capacity to effectively perceive, express, understand, and manage your emotions and the emotions of others in a positive and productive manner". Mayer and Salovey (1997) viewed emotional intelligence as "the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in self and others". Emotionally intelligent people are found to be socially effective than others (Salovey & Mayer, 1990). Mayer et al. (1999) expanded the Salovey's definition as: "emotional intelligence is an ability to recognize the meaning of emotions and their relationships and to reason, solve problem on the basis of them".

Emotional intelligence helps individuals to meet the demands of the society and provide sense of self-satisfaction. It also integrates individuals' capabilities with social and organizational demands. Researchers in the field of HR reported the relationship between EI and other variables. The results are promising and it was noticed that EI plays vital role in organizations' growth.

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Smith, Organ and Near (1983) OCB as "an extra-role, discretionary actions that help others in the organization to perform their jobs or show support for and conscientiousness toward the organization". Later Organ (1988) extended the research and defined OCB as

"individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ specified that OCB is set of assumed behaviours that enrich organizational effectiveness.

MacKenzie et al. (1991), emphasized that "some OCBs might be monetarily rewarded as if they are in-role performance elements". Organ (1997) admitted this finding and corrected the definition of OCB "as contributions to the maintenance and enhancement of the social and psychological context that supports task performance", without referring to the 'extra-role', 'beyond the job' and 'unrewarded by the system' characteristics of OCB.

NEED FOR THE STUDY

Software industry has made a remarkable contribution towards the nation's economic growth. The significant labour market power enjoyed by the software executives is relatively high for a short tenure. Employees in the IT industry frequently change their jobs, which creates a lot of problem within organizations. At the same time, it is witnessed that the software organizations have not taken ample measures to retain these employees.

Emotional intelligence helps an individual to meet the demands of the society and provide a feeling of self-satisfaction. Goleman (1995) suggested that "emotional intelligence links the basic abilities like impulse control, persistence, empathy, zeal and self-motivation in the social context". Emotional intelligence integrates the individual's capabilities with social demand. Since emotional intelligence comprises of cognitive, motivational and affective aspects it can highly determine the nature of one's behaviour and hence it is important to study the emotional intelligence of IT executives. This would help IT organizations to take effective measures to retain the employee.

Organizational Psychologists indicated that emotional intelligence plays a crucial role in certain aspects of motivation, leadership, team effectiveness and team performance which in turn leads to job satisfaction. Therefore it is crucial to understand the influence of emotional intelligence on OCB for the betterment of employees as well as organizations.

HYPOTHESES

1. The constructs of emotional intelligence has significant influence on the organizational citizenship behaviour of IT executives.
2. Male and Female IT executives significantly differ in their emo-

- tional intelligence.
- 3. IT executives differ in their emotional intelligence with regard to their qualification.
- 4. Age of the IT executives has a significant influence on their emotional intelligence.
- 5. The experience of IT executives could contribute to their emotional intelligence.

RESEARCH METHOD

The present study adopted survey method. The Emotional Quotient Inventory (EQ-I) by Sinha and Jain (2004) and OCB scale by Coyle-Shapiro (2002) was used to collect the data. A sample of 300 IT executives from 6 IT MNC's in Chennai was selected through stratified random sampling. A booklet comprising of a requisition letter, personal datasheet, and organizational citizenship behaviour scale and EQI was circulated among the sample; they were asked to fill-in the questionnaires as per the instructions given. Only 262 booklets were received in which some of them were found to be incomplete and some of them were randomly answered. Hence, only 225 data was considered for final analysis. The data was classified on the basis of gender, qualification, age and experience of IT executives.

RESULTS AND DISCUSSION

Table 1: Influence of Emotional Intelligence on OCB of Executives: Regression Analysis

Independent Variable	Dependent Variable	β	t' value P<0.01	Model Summary p<0.01
Assertiveness and Positive Self-control	Advocacy Participation	0.107	4.026	R ² =0.222 F=5.091
Reality Awareness		0.033	2.312	
Assertiveness and Positive Self-control	Helping Behaviour	0.102	3.316	R ² =0.154 F=3.986
Impulse Control		0.135	2.739	
Assertiveness and Positive Self-control	Functional Participation	0.082	2.637	R ² =0.106 F=4.076
Assertiveness and Positive Self-control	Loyalty	0.064	2.418	R ² =0.173 F=4.738
Controlled Problem Solving		0.095	2.986	
Assertiveness and Positive Self-control	OCB: Total	0.215	3.691	R ² =0.293 F=4.912
Impulse Control		0.227	2.503	
Controlled Problem Solving		0.315	2.940	

From the table 1, it is found that the regression co-efficients were significant and hence hypothesis 1 is accepted. It is concluded that constructs of emotional intelligence had significant influence upon the OCB of IT executives. From the OCB total it is noticed that about 29% of OCB is influenced by the constructs of emotional intelligence. The findings of Balaiah (2011) and Karthikeyan and Rajmohan (2011) indicated that emotional intelligence had positive association with OCB among teachers and IT professional respectively, supported the present finding.

Assertiveness indicates the ability to express feelings and emotions without impinging with others and this is possible with self-control. People capable of controlling their impulses can regulate their own behaviour as well as guiding others. Controlled problem solving involves the ability to put efforts towards solution without damaging others. OCB is an extra role behaviour which would aid in the process of adapting with reference to environmental changes and improve organizational performance (George 1990; Organ, 1998). This is indicative that only people with emotional stability and control can engage with extra role behaviour there by make significant contributions to the organization. The findings of Bolino, Turnley and Bloodgood (2002) indicated that OCB improves the effectiveness through employees' social capital; it also leads to effective co-ordination between employees and working groups (Karambayya, 1990; Smith et al., 1983). Hence, the influence of emotional intelligence constructs on OCB is quite logical. It is concluded from the finding that enhancing emotional intelligence would certainly aid in the OCB of IT executives.

Table 2: Emotional Intelligence of IT Executives – Gender Wise Comparison

El Dimensions	Male (128)		Female (97)		t' Value
	M1	SD1	M2	SD2	
Assertiveness and Positive Self-control	11.067	2.742	10.849	2.851	0.689 ^{NS}
Impulse Control	12.000	2.591	11.881	3.249	0.365 ^{NS}
Positive Attitude about Life and Others	18.228	3.397	18.311	3.532	0.212 ^{NS}
Reality Awareness	11.261	2.819	11.279	3.184	0.053 ^{NS}
Controlled Problem Solving	11.132	3.097	11.720	3.248	1.640 ^{NS}
El Total	63.503	6.483	64.043	8.109	0.664 ^{NS}

^{NS} – Not significant

From the table 2, it is found that the t' values are not significant for all the dimensions of emotional intelligence along with its total. Hence hypothesis 2 is not accepted. It is concluded that the male and female IT executives do not differ in their emotional intelligence. Petrides and Furnham (2000) reported males had higher emotional intelligence than females where as Anari (2012) reported females had higher emotional intelligence. But the finding of present study is quite contradictory and the IT executives do not differ in their emotional intelligence on the basis of gender. The present finding is supported by Mandell and Pherwani (2003) reported that there was no significant influence in the emotional intelligence of executives due to gender.

Emotional intelligence indicated the ability to monitor one's own and others feeling and emotions, to discriminate among them and to use these information to guide one's own thinking and actions. It is also viewed as an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressure. In today's competitive world both men and women are equally exposed to the society, they should cope up with external pressure, tolerate ambiguity and maintain the balance in life in an ever changing environment. Hence both men and women should have better emotional intelligence to face the multitudinal problems in the society. That too in the IT field both gender should face a cut throat competition aroused due to industrialization and globalization. This is vividly seen from the present finding.

Table 3: Emotional Intelligence of IT Executives on the basis of their Qualification

El Dimensions	UG (137)		PG (88)		t' Value
	M1	SD1	M2	SD2	
Assertiveness and Positive Self-control	10.836	2.888	11.210	2.604	1.0007 ^{NS}
Impulse Control	11.918	2.738	12.010	3.044	0.230 ^{NS}
Positive Attitude about Life and Others	18.170	3.421	18.400	3.489	0.486 ^{NS}
Reality Awareness	10.816	2.886	11.968	2.948	2.884 [*]
Controlled Problem Solving	11.381	3.084	11.031	3.308	0.795 ^{NS}
El Total	63.122	6.836	64.621	7.533	1.510 ^{NS}

^{*} Significant at 0.05 level

^{NS} – Not significant

From the table 3, it is found that the t' values are not significant for most of the dimensions of emotional intelligence and its total. Hence hypothesis 3 is not accepted. It is concluded that IT executives do not differ in their emotional intelligence on the basis of qualification. This finding is supported by the finding of Balaiah (2011) indicated that there is no significant difference in emotional intelligence with regard to qualification of executives.

Emotional intelligence is viewed as the ability to process emotional information particularly it involves perception, assimilation, understanding

and management of emotions. It also involves self-control, zeal, persistence and the ability to motivate oneself. The ability to perceive, appraise, and utilize emotion does not depend on mere qualification but it require a variety of life experiences. In the IT field, the competencies and experience are more valued than qualification. So the IT professionals may not give much importance for their qualification and hence the qualification of IT professional does not have significant influence on their emotional intelligence.

Table 4: Emotional Intelligence of IT Executives – Age Wise Comparison

EI Dimensions	Up to 25 (120)		Above 25 (105)		't'Value
	M1	SD1	M2	SD2	
Assertiveness and Positive Self-control	10.571	2.705	11.431	2.804	2.333 *
Impulse Control	11.634	2.735	12.301	2.955	1.749 ^{NS}
Positive Attitude about Life and Others	18.206	3.558	18.319	3.327	0.246 ^{NS}
Reality Awareness	10.698	2.978	11.887	2.821	3.073 *
Controlled Problem Solving	11.309	3.039	11.172	3.321	0.321 ^{NS}
EI Total	62.420	6.985	65.112	7.072	2.865 *

* Significant at 0.05 level

^{NS} – Not significant

From the table 4, it is found that the 't' values are significant for two dimensions of emotional intelligence along with its total. Hence hypothesis 4 is accepted. It is concluded that the age of IT executives has a significant impact on their emotional intelligence. This finding is inline with the finding of Fariselli, Ghini and Freedman (2008) indicated some parts of emotional intelligence do increase with age; but contradictory to the findings of Shipley, Jackson and Segrest (2010) and Anari (2012) revealed that emotional intelligence was not significantly associated with age.

It is interesting to note down that, the executives with above 25 years of age have shown significantly higher score in assertiveness, reality awareness and over all emotional intelligence. The executives with higher age have experienced the world in different situations and they could have gained a lot of exposure. This would provide an opportunity for them to develop the necessary skills to convey their feelings without offending others. Also they would understand opportunities as well as limitations in its context. Learning to act in tune with context would have provided them a necessary skill on reality awareness. From these, the person would have learnt to be task centred which requires understanding, handling of one's own emotions and that of others. This helps in the development of wisdom which people with less experience lacks.

Table 5: Emotional Intelligence of IT Executives on the basis of their Experience

EI Dimensions	Up to 5 years (157)		Above 5 years (68)		't' Value
	M1	SD1	M2	SD2	
Assertiveness and Positive Self-control	10.777	2.685	11.637	2.995	2.039 *
Impulse Control	11.809	2.823	12.413	2.938	1.433 ^{NS}
Positive Attitude about Life and Others	18.190	3.443	18.482	3.460	0.582 ^{NS}
Reality Awareness	11.054	2.889	11.948	3.097	2.029 *
Controlled Problem Solving	11.369	3.190	10.844	3.105	1.155 ^{NS}
EI Total	63.201	7.248	65.327	6.586	2.156 *

* Significant at 0.05 level

^{NS} – Not significant

From the table 5, it is found that the 't' values are significant for two dimensions of emotional intelligence along with its total. Hence hypothesis 5 is accepted. It is concluded that the experience of IT executives have significant influence on their emotional intelligence. This finding is supported by the finding of Shipley, Jackson and Segrest (2010) reported emotional intelligence was positively associated with work experience.

IT executives with above five years of experience have shown significantly higher skills in assertiveness, reality awareness and emotional intelligence total. When people grow and became older due to life experiences, they would have faced variety of conflicting and frustrating situations, they learn to overcome and tackle them. The richer experiences in the life would provide an understanding and meaning of life, importance of relationships and the ways to deal with relationship effectively. These kind of experiences would have promoted the higher emotional skills of executives with more than five years of experience.

IMPLICATIONS

The findings of this study have provided an idea about the influence of emotional intelligence on the OCB of IT executives. This finding gives rise to the issue of promoting emotional skills among younger executives in the IT field. It is already witnessed from the IT field that the youngsters suffer with a lot of interpersonal as well as intra personal adjustment issues. Therefore, the IT companies should think of providing necessary training in emotional intelligence for the younger as well as experienced executives. Developing the required emotional skills, the interpersonal effectiveness as well as job satisfaction among executives may be promoted which would in turn result in organizational effectiveness and productivity. It is suggested by this study that emotional intelligence may be included as one of the important components in selection as well as promotion of IT executives.

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