



ORIGINAL RESEARCH PAPER

Psychology

RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMID GOVERNMENT AND PRIVATE SECTOR EMPLOYEES

KEY WORDS: Emotional Intelligence, Organizational citizenship behaviour, Government sector and Private sector.

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ABSTRACT

The main objective of this research is to assess and find out the relationship between the level of Emotional intelligence and organizational citizenship behaviour among government and private sector employees Two hundred and forty employees, out of which 120 Government employees and 120 private employees were selected by using convenient sampling method for this research. The tools used were Emotional Intelligence inventory by Shutte (1998). Organizational Citizenship Behaviour inventory by Van Dyne (1994) were used. The results showed that majority of the sample in the government and private sector has moderate level of emotional Intelligence. Most of the sample in the government and private sector has high level of organization citizenship behaviour. There is no statistically significant difference in the level of emotional intelligence and organizational citizenship behaviour among government and private employees.

INTRODUCTION

Emotional intelligence (EI) or Emotional Quotient (EQ) is the capacity of individuals to recognize their own, and other people's emotions to discriminate between different feelings and label them appropriately, to use emotional information to guide thinking and behaviour, and to manage and/or adjust emotions to adapt environments or achieve one's goal.

Emotional Intelligence is the ability to identify and manage one's own emotions and the emotions of others. It includes three skills: 1. Emotional awareness, includes the ability to identify your own emotions and those of others; 2. The ability to harness emotions and apply them to tasks like thinking and problems solving; 3. The ability to manage emotions, including the ability to regulate your own emotions, and the ability to cheer up or calm down another person.

The concept of Organizational citizenship behaviour was first introduced in the mid 1980s by Dennis Organ and this concept has got the momentum in recent years. Organizational citizenship behaviour (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. OCB has been shown to have a positive impact on employee performance and wellbeing, and this in turn has noticeable flow-on effects on the organization.

Antony (2013) investigated the impact of emotional intelligence on organizational commitment and OCB among employees working at FCI OEN Connectors, Cochin, and Kerala. The findings prove a positive relationship between emotional intelligence, organizational commitment and organization commitment behavior. Aghdasi, Kiamanesh & Ebrahim (2011) analyzed the direct effects of emotional intelligence on occupational stress, job satisfaction and organizational commitment on 234 employees in an Iranian organization. The results indicated that the emotional intelligence did not have any direct or indirect effect on occupational stress, job satisfaction and organizational commitment.

METHODOLOGY

OBJECTIVES

- To assesses the level of Emotional Intelligence and Organizational Citizenship behaviour between the government and the private organization employees.
- To find the relationship between Emotional Intelligence and Organizational Citizenship behaviour between the government and private Organization employees.

- To identify the mean difference in the level of Emotional Intelligence and Organizational Citizenship behaviour between the Government and Private Organization employees.

NULL HYPOTHESES

1. There is no significant difference in the level of Emotional Intelligence and Organizational Citizenship behaviour between government and private organization employees.
2. There is no relationship between Emotional Intelligence and organizational Citizenship behaviour between government and Private organization employees.

SAMPLE

Out of two hundred and forty male employees, 120 employees from Suriya Machines and Ram Dev motors (private sector) and 120 uniformed service employees from different parts of India were selected by using convenient sampling method for this research. They were in the age group of 20-50. They were matched for age, education and experience.

TOOLS

Emotional Intelligence inventory by Schutte (1998) was used to measure the level of emotional intelligence of the sample. Schutte et al. reported good internal consistency (reliability=0.90) and good test-retest reliability (r=0.78) for the scale when administered to adolescents. Furthermore, the instrument demonstrated good predictive and discriminant validity.

Organizational Citizenship Behaviour inventory by Van Dyne (1994) was used to measure the Organizational Citizenship Behaviour in the sample.

PROCEDURE

At the outset, authorization was obtained from the authorities of an organization in Coimbatore and rapport was established. 120 government employees from various part of India and 120 private organization employees from Suriya machines and Ram Dev Motors, Peelamedu, Coimbatore, was assessed using Emotional Intelligence and Organizational Citizenship behaviour. The data were collected and statistically analyzed for mean, standard deviation, correlation and t test.

TABLE I AGE WISE DISRIBUTION OF THE SAMPLN=240

Age	Government Employees		Private Employees	
	N	%	N	%
20-30	39	33	71	59.
30-40	71	59	45	37
40-50	10	8	4	3.

FIGURE I AGE WISE DISTRIBUTION OF THE SAMPLE

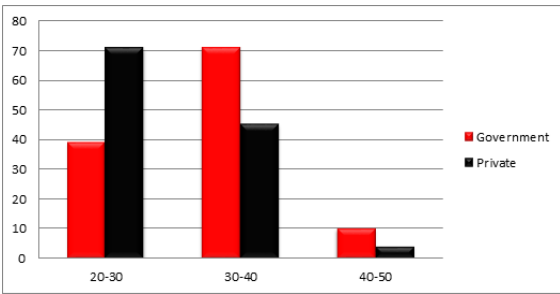


Table I and Figure I show the age wise distribution of the sample. 33%, of the sample in government sector belongs to 20 to 30 years of age. Whereas in private sectors. 59% of the sample belongs to 20 to 30 years of age and 8% of the government employees belong to 40 to 50 years of age. In private sector, 37% belongs to 30 to 40 years of age and 3% belongs to 40 to 50 years of age.

TABLE II EDUCATIONAL QUALIFICATION OF THE SAMPLE

N=240

Educational qualifications	Government		Private	
	N	%	N	%
X-XII	53	44	39	33
UG	60	50	71	59
PG	7	6	10	8

FIGURE II EDUCATIONAL QUALIFICATION OF THE SAMPLE

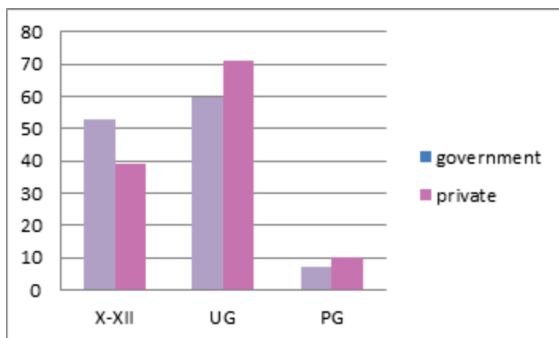


Table II and Figure II deals with the demographic variables in respect to the levels of education. According to data 44% of respondents among government sector employees and 33% of private sector employees are from X to XII standard. 50% of the sample in Government sector and 59% of the sample in private sector has completed U.G. whereas 6% of the government employees and 8% of private sector employees have completed Post Graduation.

TABLE III LEVEL OF EMOTIONAL INTELLIGENCE OF THE SAMPLE

N=240

Level of emotional intelligence	Government employees		Private employees	
	N	%	N	%
High	6	5	3	3
Moderate	114	95	117	98

Table III shows the levels of Emotional Intelligence of the sample. 5% of the government employees and 3% of the private employees have high level of emotional intelligence. 95% of the government employees and 98% of the private employees have moderate level of emotional intelligence.

It reveals Emotional intelligence is not high in both sectors. The respondents who exhibited high emotional intelligence are merely 5% in Government sector and 3% in private sector. It demolishes the general impression that EMOTIONAL INTELLIGENCE in private sector would be very high. Yet difference is not much.

Srivastava and Bharamanaikar (2008) concluded from the emotional

Intelligence study among the sample of 291 Indian army officers regarding the relationship between EMOTIONAL INTELLIGENCE and their age, that EI had increased with age. The above research supports the present research.

TABLE IV ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF THE ENTIRE SAMPLE

N=240

Level of organizational citizenship behaviour	Government employees		Private employees	
	N	%	N	%
Very high	18	15	25	21
High	78	65	64	53
Moderate	20	17	27	23
Low	0	0	01	1.0
Very low	4	3	03	2.5

Table IV provides data on the level of Organizational citizenship behaviour among government and private employees. Among the government employees, 15% of the sample have very high organizational citizenship behaviour, 65% of the government employees have high organizational citizenship behaviour and 17% of the government employees have moderate and 23% of the private employees have very low organizational citizenship behaviour.

Among the private employees, 21% of the sample has very high, 53% have high, 23% have moderate, 1% have low and 2.5% organizational citizenship behaviour.

TABLE V MEAN DIFFERENCES OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR BETWEEN GOVERNMENT AND PRIVATE ORGANIZATION EMPLOYEES

N=240

Variables	Groups	Mean	SD	t value	Level of Significance
Emotional intelligence	Government employees	106.28	13.47	0.34	N.S
	Private employees	105.5	11.25		
Organizational citizenship behaviour	Government employees	80.13	12.68	0.4	N.S
	Private employees	79.70	14.47		

Table V shows the mean difference of Emotional Intelligence and Organizational citizenship behaviour between government employees and private employees. The mean value of emotional intelligence among government employees is 106.28 and the mean value of private employees is 105.5 and the t-value is 0.34, which means that there is no statistical significant difference in the level of emotional intelligence between the two groups.

The mean score of organizational citizenship behaviour among government and private sector employees is 80.13 and 79.70 respectively and the t value is 0.4 which means that there is no statistical significant difference in the level of organizational citizenship behaviour between the two groups. Hence the null hypothesis "There is no significant difference in the level of Organizational Citizenship behaviour among government and private Organization employees" is accepted.

TABLE VI CORRELATION BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR BETWEEN GOVERNMENT AND PRIVATE ORGANIZATION

N=240

Groups	variables	Mean	SD	r
Government Sector	Emotional intelligence	106.28	13.47	0.027
	Organizational citizenship behaviour	80.13	12.68	
Private Sector	Emotional intelligence	105.50	11.25	0.08
	Organizational citizenship behaviour	79.70	14.47	

Correlation between emotional and organizational citizenship behaviour among government and private sector employees has been analyzed in Table VI. Correlation factor was 0.027 for Government employees which indicate zero correlation. For private sector employees this factor was 0.08 which indicate no correlation and marked relationship. Organizational citizenship behavior also needs of lot of improvement. Though private sector has an edge over government sector having slightly high ratings, Government sector excel with thin margin when very high and high categories are put together. Hence, the difference is not very much.

Khalid and Hassan (2011) investigated the correlation between emotional intelligence and organizational citizenship behaviour of 142 employees of small and medium enterprise in private sector in Iran. The findings show a significant relationship between overall emotional intelligence and organizational citizenship behaviour. The two emotional intelligence competencies i.e. self-management and social awareness were found to have strong and positive influence on employee's obligation to the organization. Self-awareness and relationship management (the abilities of emotional intelligence) exhibited positive but not significant impact on employees' organizational citizenship behaviour. Hence this research contradicts this research.

The rate of attrition and lack of job security may be the reasons in private sector for the lack of organizational citizenship behaviour. Even highly talented people find it difficult to cope with the situation. Some positive steps are necessary to inculcate element of pride being the part of their organization.

Public sector has problems of updating of its workforce to the emerging changes in the field. When job security is guaranteed, the mechanism for accountability has to be strengthened. Human resource modules & Training materials are to be enriched to create oneness for the purpose of functioning of the organization

To conclude majority of the sample in government organization were in the age range of 30-40 years. Majority of the sample in private organization were in the age range of 20-30 years. Mayer et al. (2007) also showed with a series of studies that emotional intelligence increased with age and experience which qualifies it as an ability rather than a personality trait. Wong and Law (2002) working with different samples have found that, age is positively correlated with emotional intelligence across different job situations. Majority of the sample in the government and private sector have moderate level of Emotional intelligence.

Majority of the sample in the government and private sector have high level of organization citizenship behaviour. There is no statistical significant difference in the level of emotional intelligence and organizational citizenship behaviour among government and private organization. There is zero correlation between emotional intelligence and organizational citizenship behaviour among government and private sector.

LIMITATIONS OF THE RESEARCH

- Sample size is small
- Only two variables are taken up for this research
- Since government sector has different types of organization the sample also has to be widespread to arrive at a general conclusion.

SUGGESTIONS FOR FURTHER RESEARCH

- Intervention should be given for those who have scored low in emotional intelligence and organizational citizenship behaviour.
- Other variables like occupational stress job satisfaction can be included.
- Psychological Intervention should be given at various levels.

IMPLICATIONS OF THE RESEARCH

- It is not only job related analysis. It impact society also since it affects delivery mechanism of government sector which has obligatory role to reach the needy sections and nation

building.

- The case of private sector is different but also significant in the context of its growing role in post globalization era. It also requires social control or accountability for which sensitization of workforce is necessary.
- In general it is to be the period of fourth industrial revolution which involves high level of robotization and lesser human intervention. In such a setting highly sensitized work force is expected to handle bigger issues arising out of unleashing of productive capacity in big scale.

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