

MODERATING INFLUENCE OF EMOTIONAL INTELLIGENCE ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND COUNTERPRODUCTIVE WORK BEHAVIOUR

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Abstract: Emotions play a significant role in the organisational setting. It helps in building the social relationships which fosters the commitment of the employees towards the organisation which in turn affect the productivity of the organisation. The purpose of the present study was to understand the influence the emotional intelligence on organisational citizenship behaviour and counterproductive work behaviour. A total of 110 participants were taken. It was hypothesised that emotional intelligence would play a moderating role and would be positively correlated with organisational citizenship behaviour, and negatively correlated with counterproductive work behaviour. The results confirmed the moderating role of emotional intelligence on the influence of organisation citizenship behaviour with counterproductive work behaviour.

Keywords: Emotional Intelligence, Organizational Citizenship Behaviour, Counterproductive Work Behaviour

INTRODUCTION

Emotional intelligence is understood to be the most effective tool in the organisation because it helps in building the social relationships which fosters the commitment of the employees towards the organisation which in turn affect the productivity of the organisation. Many researches have concluded that emotional intelligence does have a vast effect on the organisational citizenship behaviour and counterproductive behaviour. (Cooper & Sawaf, 1997) understood that there was a very close relation among the emotional intelligence and the being creative which leads to more positive attitude towards work place. Later Goleman in 1998 stated that emotional intelligence has a very vital place in the competent leadership skill. The literature states that more than intelligence quotient it is the emotional perspective that determines the success of a person (Gottman, 1995). Such employees are required in organisations because they can calm the situations more easily and moreover it helps in brainstorming and presenting things. The other two variables of the study are the organisational citizenship behaviour which is the extra role behaviour and the counterproductive work behaviour that is the unacceptable behaviour which leads toward the negative outcome for both the employee and

the organisation. Many researches have led their way towards the influence of the emotions on such behaviour. One such study is done by (Fida, Marinellapaciello, Carlotramontano, Reidgriffthfontaine, Claudio, & Maria, 2014) where they understood that emotions regulate such behaviour in the organisations there research resulted in that the experience of negative emotions makes one more indulge in the counter productive work behaviour. Even (Jung & Yoon, 2012) studied the influence of the emotions on both the citizenship behaviour and the counterproductive behaviour where they concluded that emotions regulate both these behaviour in an organisation. The other researchers (Greenridge & Coyne, 2014; Spector & Zhou, 2013) also concluded that emotions influence the negative behaviour of the employees towards the organisation. Amjad Ali Chaudhry and Abid Usman (2012) research states that the emotional intelligence influences the citizenship behaviour and even hampers the performance of the individual. Even the external factors lead to the negative affect thus triggering one to indulge in counterproductive work behaviour. (Haaland, 2002) and (Song et al.) study showed that emotions of the employees have a more significant relationship with the long-term performance than the intellectual ability. The literature shows that negative affectivity is highly significant with the counterproductive behaviour in the workplace (Douglas

& Martinko, 2001). Higher the negative emotions more it will affect the counterproductive behaviour (Jixia, James, & Diefendroff, 2009), whereas emotional intelligence is positively linked with the extra role behaviour. Emotional intelligent individuals are the one who are aware about their emotions and at the same time they can understand others emotions as well. It is about awareness of our own emotions and able to handle them in problem solving and creative way. Thus, from the above researches we can say that emotions or emotional intelligence play a very vital role in regulating the work place attitude in the any working sector and has a major influence on the same. Emotional intelligent employees are required in organisations because they can calm the situations more easily and moreover, it helps in brainstorming and presenting things. We can therefore relate with the psyche of another employees. The organisations where the staff is emotionally stable and intelligent there the outcomes are more effective and work stress is less. Therefore, the part of emotions plays a very major role in the work place attitude. So this is why the organisations today are working on the emotional aspects of their employees.

The organisational citizenship behaviour is the non-formal behaviour that is when the employee goes out of his daily routine to do some extra work for benefit of the organisation or the employees. Loaniss and Loannistsausis in 2002 conducted a study from which they found out that there is a positive correlation with the organisational citizenship behaviour and negative correlation with the occupational stress. The other research which can be focused upon is of the (Nicoland & Charbonneau, 2002), they conducted the study on the military organisation where they found that there is a positive correlation and saw that altruistic behaviour was practice more as a part of citizenship behaviour. This is the way because emotional intelligence makes one understand the feeling of other very well and thus some individual shows some helping hands towards the other individual. According to Abraham (1999), the individuals who are emotionally intelligent perceive the need of others well and thus offer a helping hand. Many organisations while taking the interviews focus upon the emotional intelligence part as it is very important predictor of organisational effectiveness and team work process. The citizenship behaviour leads towards more productivity as some researches states that the higher the organisational citizenship behaviour the less would be the absenteeism and turnovers (Zafar & Chughtai, 2006). Organisational citizenship behaviour makes one more self-driven, i.e. employee himself starts indulging himself in the extra works which he can take over. Organisations promote such behaviour because it is seen as a very helping tool for the organisation. (Smith, Organ, & Near, 1983) conducted a study where they linked some behaviour with the effects they

have on organisation, helping the coemployees with the work results in less of supervision that leads to lower management cost. The second variable is the counterproductive behaviour. It refers to any deliberate unacceptable action that leads to negative outcomes to the organisation and to the employees as well. It can range in extremity form a little theft to misuse of the information. It can happen at interpersonal level as well as at organisational level. The study by (Fox, Spector, & Miles, 2001) one of the cause for work place deviance is the stressful working conditions. (Bennet & Robinson) gave typology if this behaviour into 4 parts. The first is the production that is leaving early from work and wasting the resources. Property which includes stealing from the organisations, and politics that is showing favouritism, gossiping and blaming others. Personal aggression can lead to abusive language sexual harassment. The counterproductive behaviour is directly linked with the level of stress as stress leads to the negative feelings which trigger this behaviour in the employees. They indulge in such behaviour as a result of the organisational environmental stress. Usually, this happens with the new employees as they are not able to adjust in the new environment. Even the other factors like that of insufficient knowledge or when the employees are not able to perform well then as a reaction they indulge in the counterproductive behaviour. The other factor is the role conflict among employees. Role uncertainty that is employees sometime do not understand that what the organisation is expecting from them thus this triggers their deviate behaviour (Fox & Spector). The employees who understand the emotions well show an emphatic attitude towards others so they are less likely to take revenge or blame others for their actions. Khalid et al. (2009) conducted a study which reflected that employees who are good that self-management can well control their feelings thus not misbehaving with the other employees at the workplace, so high level of emotional intelligence can stop employees from engaging in counterproductive work behaviour whereas low level would increase the likelihood of engaging in such behaviour. Thus, negative emotions have a very effective relationship with the emotional intelligence thus leading to the counterproductive work behaviour. If one learns how to handles his/her emotions than the behaviour can be moderated according to it. Both these behaviours are at the end of the same spectrum. One includes the extra role behaviours that the employees engage in whereas the counterproductive behaviour is the negative behaviour which includes the involvement of employees in the deviate behaviour harming the organisational setup. Whereas emotions have an equal importance in regulation of both these workplace behaviours. But more than emotions intelligence, Intelligence quotients are taken into more consideration. The grounds for any job profile are the educational qualifications

which do not determine the emotional status of the employee. Literature shows that it's the emotional factors which show that how well can one fight with the stressful situations in the organisation (Saxenian). In organisational set-up, the most important factor is that the employee's emotions should be redirected and manipulates to indulge into some productive work. If a leader is emotionally intelligent the he can use his employee's mood swings into a more productive work rather than just getting off because of it. The literature shows that the organisational treatment has a reciprocal effect on the OCB behaviour (Jacqueline et al., 2004). The literature from the study conducted by (Flaherty & Moss, 2007) suggest that when employees perceive that their organisations is being fair and has a very fair decision making than the employees don't indulge into counterproductive behaviour. The study by (Kelloway et al., 2002) shows that both counterproductive behaviours and citizenship behaviours are negatively correlated to each other. Emotional intelligence has effect on many of the other organisational behaviours like that of leadership – George, Wolff et al. (2000, 2002). Thus, the study of emotional intelligence becomes the very important aspect in the workplace because it affects the overall structure of the same.

In order to explore the relationship between emotional intelligence, counterproductive work behaviour and organisational citizenship behaviour the following hypotheses were formulated.

Emotional intelligence and organisational citizenship behaviour will be positively correlated.

Emotional intelligence and counterproductive work behaviour will be negatively correlated.

Organisational citizenship behaviour would be a significant predictor of counterproductive work behaviour.

Emotional intelligence would moderate the influence of organizational citizenship behaviour on counterproductive work behaviour.

METHOD

Sample

The data was collected from 110 employees working in different organisations. The age bracket was from 25 to 40 years. The basic qualification was graduation. The data was collected from the northern region of India.

Measures

Emotional intelligence scale: The scale was designed by Dalip Singh. The total number of items was 22 which were situation based. It has future three dimensions that are emotional sensitivity, emotional maturity and emotional competencies. For each item there were 4 options. Reliability of the test is 0.94 and 0.89 for test-retest and split half respectively whereas validity is 0.92.

Counterproductive behaviour checklist: The authors of the scale are Suzy Fox and Paul E Spector. The year of publishing is 2009. The scale has total of 20 questions. There were five options given and the most suitable had to be chosen the options were: (Never, Once or Twice, Once or twice per month, Once or twice per week, Every day). The reliability of the test is 0.98 which is the internal consistent reliability

Organisational citizenship behaviour checklist: The authors were Fox, S. Penny, Bruursema, Goh and Kessler. The year of publishing was 2006. The total number of questions was 10. The total of 5 options was given and the subject had two choose one out of them which were: (Never, Once or Twice, Once or twice per month, Once or twice per week, Every day). The reliability of the test is 0.89 on internal consistency.

Procedure

A brief introduction was given about the study to the participants and their volunteer agreement was ensured. Participants were also assured about the confidentiality of the test results. Each participant was contacted personally. The instructions were made clear to the participant. To undergo the process of the study, the data were collected from 110 employees from 25 to 40 years of age. There were 59 males and 51 female participants. There was no time limit for the completion of questionnaire. The tool was of paper pencil format. An online form was made which was circulated. Also the data was also collected face to face. The participant were told that is no fixed time limit and no answers are right or wrong. The individual had to choose the most appropriate option which suited them. The data was analysed using SPSS.

RESULTS

The research studies the influence of emotional intelligence with the counterproductive behaviour and the organisation citizenship behaviour.

Table 1: Shows the Mean Score and the Standard Deviation Value for the Variables with the Respective Dimensions

	Number	Mean	Std. Deviation
Emotional Intelligence	110	354.4	28.2
Sensitivity	110	78.4	13.6
Maturity	110	103.5	17.5
Competency	110	171.6	17.2
Organisational Citizenship Behaviour	110	62.1	10.7
Counter Productive Work Behaviour	110	22.9	9.5

The Table 1 shows the descriptive statistics which reflects the mean values of the data as well as the standard deviation. The higher the standard deviation the more widely the data is spread out and it is all not close to the average in the above table for emotional intelligence the standard deviations are 28.2 which reflects that all the responses were not close enough to one another. Where as in counter productive work behaviour the responses were closer to each another for the above research the data was collected from total of 110 employees working in the organisations.

Table 2: Shows the Correlation Value between Emotional Intelligence, Organisational Citizenship Behaviour and Counterproductive

	Organisational Citizenship Behaviour	Counterproductive Work Behaviour
Emotional intelligence	0.24**	-.09
Sensitivity	0.37	-.11
Maturity	0.27**	-.14
Competency	0.8	.09

Correlation is significant at 0.01 level **

Number of respondents -110

The Table 2 shows the correlation the variables and dimensions with one another. Emotional intelligence is significantly correlated with the organisational citizenship behaviour at 0.01 level with the degree of 0.24, whereas the aspect of emotional maturity is also significant at 0.01 level with the citizenship behaviour. The counterproductive behaviour is not significant with the emotional intelligence but it shows a negative correlation with the same.

Table 3: Moderator Analysis: Examine the Moderating Role of Emotional Intelligence on the Relationship of Organisational Citizenship Behaviour with Counter Productive Work Behaviour of Employees

Variable	Adjusted R ²	R ²	β	t	P
Organisational Citizenship Behaviour			-0.15	-1.78	0.08
Emotional Intelligence	0.02	0.09	-0.05	-1.65	0.1
Moderator(OCB*EI)			1.88	2.07	0.04

Note: * Predictors: (Organisational Citizenship Behaviour; Emotional Intelligence; Moderator-OCB*EI), Dependent variable: Counter Productive Work Behaviour, N=110, F=2.99, p=.03.

OCB = Organisational Citizenship Behaviour. EI= Emotional Intelligence.

Table 4: Moderator Analysis: Examine the Moderating role of Emotional Intelligence on the Relationship of Organisational Citizenship Behaviour with Counter Productive Work Behaviour of Employees

Variables	Low Emotional Intelligence	High Emotional Intelligence
Organisational Citizenship Behaviour	r = - 0.01	r = -. 38**

Counter Productive Work Behaviour

**correlation significant at 0.01 level, N=59(low Emotional Intelligence), N=51(High Emotional Intelligence).

The Tables 3 and 4 show the significant influence of the moderator term i.e. OCB*EI on Counter productive work behaviour ($\beta=1.88$, $p=0.04$) (Hair et al., 2006). The relationship between organisation citizenship behaviour and counterproductive work behaviour is stronger for the group high on emotional intelligence ($r=0.38$, $p=0.01$) as compared to the low emotionally intelligent group (Baron & Kenny, 1986).

DISCUSSION

Emotions play a very vital role in organisational citizenship behaviour and counterproductive behaviour (Jung & Yoon, 2012). The data shows a positive correlation that states that higher the emotional intelligence more the employees will indulge in citizenship behaviour. Emotions play a role in organisational citizenship behaviour where motivation works as the mediating factor (Pramanik & Chatterjee,

2015). Emotions play a major role than any other cognition in respect to the organisational citizenship behaviour (Kibeom & Natalie, 2002). The literature also supports the outcome that emotional intelligence has an impact on the citizenship behaviour. On the other hand, negative correlations have been indicative between emotional intelligence and counterproductive work behaviour. The literature also supports the results. Stress can be a leading factor which eventually leads towards emotional exhaustion thus leading towards counterproductive behaviour (Zhang, Newman, & Karen, 2016). Counterproductive behaviour is related to negative emotions where perceived fairness plays a moderating role (Korkmaz, Russel and Pinar, Greenridge Coyne, 2014). Counterproductive behaviour is majorly affected by the moral licencing the moral integration of the individual leads toward the indulgence of the counterproductive behaviour (Klotz & Bolino, 2013). Anxiety depression and burnout lead towards the counterproductive work behaviour (Karakus, 2012).

The current study bestows the importance of emotional intelligence in the organisational setting. The increase in emotional intelligence will lead towards the citizenship behaviour thus making organisation more profitable and employees would feel less stress, further leading towards less absenteeism and other counterproductive work behaviour (Paola & Tschannen-Moran, 2001). This underlines the moderating role of emotional intelligence on the relationship between organisational citizenship behaviour and counterproductive work behaviour. The success of the organisation is dependent upon the extra roles that employees engage in. These efforts are more than expected and are beyond the roles of employees (Cohen, 2006). Citizenship behaviour leads towards the commitment of the employee which works as a deterrent for the employees engaging in counter productive work behaviour. This influence has been found to stand true for the group high on emotional intelligence, reflecting its moderating role. This study contributes to the understanding of the indirect role of emotional intelligence on counter productive work behaviour in organisational setting via organisational citizenship behaviour.

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