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## Impact of Emotional Intelligence on Organization Citizenship Behaviour: A Study among Nurses of Government and Private Hospitals in and around Chandigarh

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### Abstract

In today's dynamic environment in business surroundings, organizations are experiencing changes at different levels quickly in view of social and economic changes. Individuals conduct and aptitudes like, organization citizenship behavior and emotional intelligence abilities might help in the survival and the development of the organization in a focused and turbulent environment by controlling the negative feelings like anger, aggression, and conflict and so on and by improving positive conduct at work settings. The present research finds the impact of emotional intelligence on organizational citizenship behaviour of 120 nurses of private hospitals from Panchkula, Chandigarh and Mohali. The results of the study suggested that emotional intelligence when integrated with organization citizenship behavior strongly impacts the effectiveness of workers as well as the organizations by contributing to an overall increase in productivity of the organization without spending extra-money. The results of the study prove that employees with better organization citizenship behavior and emotional intelligence skills may play a crucial role in the overall success of the organization. Similar results were shown by various previous studies such as Yunus (2011), Bukki, A. O. (2014), Chehrazi & Shakib (2014), James et al. (2010), Ahmadzadeh Mashinchi (2011), Yaghoubi et al. (2011), Antony (2013), Yunus (2012), Tofighi et al. (2015), Alfonso et al. (2016), Vandewaa et al. (2016) and others.

**Key words:** Emotional Intelligence, Organization Citizenship Behavior

**JEL Classification:** M12

**Paper Classification:** Research Paper

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### Introduction

The main aim of human resource development crusade is to bring change in employee behaviour in a useful and effective manner. The training provided to the employees basically focuses on improving two types of employee behaviour. One is the behaviour that is necessarily required for performing one's own job and the second type of behaviour is the one which is not

considered amongst the mandatory requirement but is very important for effective functioning of an organization and this type of behaviour can be categorized as Organizational Citizenship Behaviour, Emotional Intelligence and a few more. These type of behaviors help in improving job performance which ultimately leads to long term organization success.

## Emotional Intelligence

Today emotional intelligence has become very important for the success of any organization. It is expanding its horizons day by day. The success of any organization solely depends on how the organization harnesses the emotional competencies of its people. Emotional intelligence is also very critical for increasing the effectiveness of any individual. However, very few organizations have employees who can skillfully manage their own emotions and that of others. The ability to identify, understand, and manage ones as well as others emotions in positive ways so as to get relieved from stress and communicate effectively can be defined as Emotional intelligence. With the help of Emotional Intelligence, individual can empathize with others easily and can overcome challenges more conveniently. The phrase emotional intelligence was first coined by John Mayer and Peter Salovey (1989) and was later deeply researched by Daniel Goleman in 1995. Salovey and Mayer (1990) defined emotional intelligence (EI) as “the capacity to see precisely, evaluate, and express feeling, the capacity to get to as well as produce sentiments when they encourage thought, the capacity to comprehend feeling and emotional knowledge and the capacity to direct feelings to advance emotional and scholarly development”. Emotional intelligence enables workers to not just see and direct their feelings (Lam and Kirby, 2002), however the feelings of clients too. In spite of a large numbers of researches conducted on the significance of Emotional intelligence, very few organizations actually focus on it.

The concept of Emotional Intelligence has been gaining much wider acceptance and recognition since Goleman published his book on Emotional Intelligence in the year 1995. Goleman defined EI as an ability of managing yourself and your relationships with others, making team to work effectively, guiding and providing directions to others all of these had positive effects on your job performance. Salovey and Mayer have given a model according to which there are four different factors on which emotional intelligence depends: perceiving emotion, reasoning using emotions, understanding emotions and the ability to manage emotions.

Daniel Goleman (1995) in one of his books stated the importance of emotional intelligence and argued why it matters more than IQ. Based upon the behavioral research, Goleman showed various factors at work when people of modest IQ the one that he termed as “emotional intelligence” do far better and well than people with high IQ. He also stated that it is due to EI that people do extremely well in their life. Chopra and Kanji (2010) conducted a research and introduced a new latent variable structural equation model approach to measure the concept of emotional intelligence at individual level. The research indicated the level to which an individual or a group of individuals is emotionally intelligent and the strengths and weaknesses of an individual obtained through this model will also help in determining what an individual should do to improve his emotional intelligence. Butler Joy (2006) outlined various strengths and weaknesses which were found among the executives required in developing transformational leadership behaviors. The researchers identified five components of EI related to transformational leadership behaviour. From these components of EI, interpersonal skills and empathy were stated as the most important behavioral characteristics that needed more attention for development of construction industry executives. Salovey and Mayer (1990) studied emotional intelligence of both men and women of varying ages. It was found that adults have higher Emotional

intelligence and it increases with increase in age. It was also seen in the survey conducted that men have better self-control and deal more effectively with stress as compared to women. Akerjordet and Severinsson (2004) found in the study that EI enhances deeper understanding of nursing identity among professional mental health nurses. Emotional Intelligence plays a very important role for personal growth and development and for better empathizing with patients. Brackett et al. (2004) examined the relationship between emotional intelligence and everyday life conditions. To measure emotional intelligence, "Mayer Salovey Caruso Emotional Intelligence Scale (MSCEIT)" was used and life conditions were measured using scale of "College Student Life Space Scale (CSLSS)". The correlation was studied separately for male and female because of the different scores on "MSCEIT and CSLSS" scale. The results showed that EI trait is very helpful in protecting males from getting into harmful activities like use of drugs. Schutte et al. (2001) indicated that individual with higher emotional intelligence even if faces certain difficulties like frustration performs better on cognitive tasks as they easily overcome these situations. Kultanen & Rytönen (2002) indicated that emotional intelligence skills in superiors are required for successful superior knowledge work and by developing emotional intelligence skills it leads to better organizational atmosphere and increased productivity of work. Clarke (2010) stated that mixed model competencies of emotional intelligence fit easily with traditional training framework of employee development so based upon this we can't regard training as effective. Instead we should focus on increasing emotional abilities mentioned in mixed model of emotional intelligence in the workplace in order to actually increase Emotional intelligence. Kunnanatt (2004) talked about the benefit of imparting emotional intelligence training to the workforce of an organization. Training program is helpful in changing attitude of the employees and they work towards increasing individual and organizational effectiveness. People are more inclined towards a noble cause rather than working for their own and also quick and sustainable changes in employee behaviour are noticed that can be sustained over time. Lazovic (2012) showed that emotional intelligence always begins with the top of an organization and later flows to the bottom affecting all levels of the organization. Abdul (2012) studied the relationship between manager's emotional intelligence (EI) level and effective delegation in organization. He found that the managers with high level EI can better identify talents in the employees and can then delegate tasks to them depending upon their talents. Goleman (1996) studied that emotional intelligence can be cultivated and increased throughout adult hood. Van et al. (2005) indicated that as the age of an individual increases emotional intelligence also increases. Similar studies were conducted by Martin-Raugh et al. (2016), Farnia & Nafukho (2016), and Vandewaa et al. (2016).

### **Organizational Citizenship Behaviour (OCB)**

Dennis Organ presented the term organizational citizenship conduct without precedent for 1988. As indicated by him, organizational citizenship behaviour is an individual optional conduct deliberate in nature that is not specifically perceived by any formal reward framework but rather is particularly valuable in advancing the compelling working of an organization. The idea of organizational citizenship behaviour appeared from "Social Exchange Theory" as per which individuals feel obliged to return when they have the inclination that they are profited because of another person contribution. When employees have a feeling that they are being treated well by the organization, they are likely to reciprocate by engaging in organizational citizenship behaviour.

Distinctive researchers have diverse perspectives with respect to dimensionality of OCB. As indicated by Smith et al. (1983), OCB has "two measurements to be specific altruism and summed up consistence." Graham in 1991 recognized three measurements of "Organization Citizenship

Behavior i.e. organizational obedience, organization support and organization commitment. A more nitty gritty approach was given by Oplatka (2006) who recognized seven distinct measurements of OCB as sportsmanship, organizational loyalty, organizational compliance individual initiative, civic virtue and self development. Similarly Organ (1988) has given five elements: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Hence, Organ (1990), included two extra factors specifically peacekeeping and cheerleading. As indicated by Padsakoff et al. (1990), organization citizenship conduct can be measured with 5 measurements which are to be specific: Altruism, Conscientiousness, Sportsmanship, Civic virtue and Courtesy:

**Altruism:** It can be defined as a voluntary behaviour where one employee provides assistance to other employee of an organization in certain unusual circumstances to complete his/her task. Simply it depicts helping nature of the members. For example: voluntarily helping co-workers who are overloaded with work or helping new employees, assisting workers who were absent, guiding employees to accomplish difficult tasks.

**Conscientiousness:** It is used as a measure to indicate the dedication of a particular individual towards a job that exceeds formal requirements like not taking extra breaks in between the work, working extra-long days, obeying all rules and regulations even if no one is watching, providing voluntarily contribution to perform jobs behind duties. Basically it is used to depict that a particular individual is self-disciplined, accountable, organized and hardworking.

**Sportsmanship:** Organ defined sportsmanship as “a willingness to tolerate the inevitable inconveniences and impositions of work without unnecessarily complaining about the difficulties faced in the workplace.” This kind of behaviour proves very helpful for the organization as it helps in reducing employee turnover and also increases the morale of the workforce.

**Courtesy:** It refers to the behaviour that focuses on the prevention of problems and helping others to prevent interpersonal problems from taking place such as consulting others before taking any action that would affect them. Early researches show that exhibiting courteous behaviour helps in reducing the intergroup conflicts and thereby less time is wasted on conflict management activities.

**Civic virtue:** It means subordinate involvement in the process of the Organization and contributing positively by attending meetings of the organization, freely expressing opinions and reading organizational communications such as memos, mails, and letters for all important updates. This behaviour of an employee tells that employee is a good citizen of the organization and accepts its responsibilities.

Pavalache (2014) indicated that the people who are more satisfied with their job and has served the organization for longer duration tend to frequently engage in organizational citizenship behaviors. It was also observed in the study that people with higher education levels get more involved in this kind of behaviors. Bergeron (2007) stated that the time individual spends on citizenship behaviour lower their task performance which in turn hampers their reward system as most of the reward systems favor task performance so individuals unintentionally hurt their careers by helping the organization. So he explored various ways in which individuals can positively contribute towards OCB without having a negative effect on their career growth. Allen (2006) examined “relationship between organization citizenship behaviour, gender, and two organizational rewards which includes salary and promotion.” Gender of the employee is taken as a moderator in the study indicating that the relationship between OCB and promotion was found to be stronger for males than for females. The research also indicated that the individual

who engages more frequently in Organization citizenship behaviour receives more frequent promotions. Bolino et al. (2005) indicated that greater the individual initiative the greater the levels of job stress and burnout is there and this level of stress, work-conflict is more for women than men. Coyle et al. (2004) stated organizational citizenship behaviour as the behaviour of an employee that depends upon the organizational environment. This type of behaviour is not officially recognized by the organization rather it's a type of reciprocity behaviour based on organizational treatment i.e. employee willingly exhibit this type of behaviour. Chen et al. (1998) found in the study that the subordinates who were rated less by their supervisors their chances of leaving the organization is more compared to the ones who are rated high by the superiors. Podsakoff et al. (1993) inspected the similarity and contrasts between the different types of "citizenship" conduct and furthermore recognized a few intriguing bearings for future research. Williams and Anderson (1991) in their study recognized two different types of OCB i.e. "OCBO (It is behaviors directed towards individuals that includes conscientiousness as well as civic virtue and sportsmanship) and OCBI (behaviors directed towards the organization and it includes altruism and also other helping practices, for example, courtesy, peacekeeping, and cheerleading)." Khalid et al. (2010) led an examination on organizational citizenship conduct as an indicator of understudy scholastic accomplishment. He made utilization of social exchange theory to look at the connection between teaching strategies, organizational citizenship conduct (OCB) and students scholarly accomplishment. The after effects of the investigation demonstrated that organizational citizenship behaviour measured altruism and courtesy positively identified with students' academic accomplishment and another construct namely conscientiousness predicts students' academic accomplishment among students' with needs for achievement or accomplishment. In addition, their discoveries showed that to upgrade motivation level and learning among students "altruism, courtesy and conscientiousness are a portion of the essential practices that instructors ought to have." Bakhshi et al. (2011) found that all the three segments of organizational commitment i.e. "Affective commitment, Continuance commitment and Normative commitment were decidedly connected with total measure of OCB yet normative commitment has more positive effect on measure of OCB." Berber and Rofcanin (2012) did an Investigation of Organization Citizenship Behavior Construct to ponder a structure for Antecedents and Consequences. Result of the study concluded that OCB shares many similarities with constructs like in role behavior of employees. Ullah and Ali (2009) proved that counterproductive work behaviour holds a negative relationship with OCB, so more emphasis was provided in the study on reduction of Counterproductive Work Behaviour and on increasing OCB. Similar studies were conducted by Tambe et. al. (2014), Hakim et al. (2014), Yadav & Punia (2013) and others.

## **Relation between (EI) Emotional Intelligence and (OCB) Organization Citizenship Behavior**

Various authors studied the relationship between emotional intelligence and organizational citizenship behavior and found that there is a positive relation between the two. Justine et al. (2010) studied the relationship between organization citizenship behaviour and emotional intelligence among corporate executives. The results of the study indicated that organization citizenship behaviour is positively related with emotional intelligence and there is a significant difference among executives of higher authority and lower authority with regard to civic-virtue, courtesy, empathy, personal fulfillment, anxiety and self-confidence. Kassim et al. (2009) indicated that sportsmanship construct of organization citizenship behaviour is associated with deviant emotional intelligence significantly. The study also indicated that male students possess higher level of deviant behaviors. Jain A.K (2009) indicated the importance of developing organization

citizenship behaviour and emotional intelligence among employees to provide them competitive advantage. Similar studies were conducted by Chehrazi et al. (2010), Yaghoubi et al. (2010), Yunus (2012), Antony (2013), Ahmadzadeh (2011) and Tofighi et al. (2015).

However, Chin et al. (2011) studied emotional intelligence and organizational citizenship behaviour among manufacturing sector employees. In his study, he stated that comparing different industries is not advisable as few industries are capital-intensive while others are labor-intensive. Also it was noted during the study that high level of emotional intelligence doesn't always necessarily mean a high level of organization citizenship behaviour too. James et al. (2010) found a positive relation between organizational citizenship behaviour and emotional intelligence and a significant difference was found between executives with higher and lower authority in civic-virtue, courtesy, self-confidence, empathy, anxiety and stress. Modassir & Singh (2008) found that high emotional intelligence in leaders enhances conscientiousness, civic virtue and altruism of followers. Korkmaz & Arpacı (2009) demonstrated that empathy, self awareness and self-management of employees have a strong positive relationship with organizational citizenship behaviour of employees. Carmeli (2003) found that emotional intelligence of managers holds a positive relation with the conscientiousness of the subordinates. Vandewaa et al. (2016) stated that managers must realize the efforts for improving emotional intelligence in employees as it helps to increase conscientiousness and altruistic behaviour in nurses. Similar studies were conducted by Tofighi et al. (2015), Alfonso et al. (2016) and Saeedi & Khazaei (2016).

## Need and Significance of the Study

There is expanding proof that psychological constructs such as emotional intelligence assume an extremely critical part in the organization and so do the organizational citizenship behaviour. Both emotional intelligence and organizational citizenship behaviour have risen as research apparatuses, as opposed to hypothetical ideas, impacting different organizational parameters including job satisfaction, employee effectiveness, organizational performance, pay satisfaction and so forth. The present examination went for exploring the connection between emotional intelligence and organizational citizenship conduct among nurses in government and private hospitals. Emotional intelligence is a basic factor in improving organizational citizenship conduct. Attributes of emotional intelligence, for example, perception and regulation of emotion, appraisal of negative and positive emotions can build employee's commitment in the organization. Along these lines, expanding emotional intelligence among workers can be advantageous for the organization. The present examination explored the conceivable connections between emotional intelligence and organizational citizenship behavior among nurses in hospitals. The results of the present examination may add to the better understanding of emotion-related parameters that influence the work procedure with a view to enhancing the quality of service.

## Objectives

- To study the level of emotional intelligence and organizational citizenship behaviour among nurses of government and private hospitals in and around Chandigarh.
- To examine the correlation between emotional intelligence and organizational citizenship behaviour among nurses of government and private hospitals in and around Chandigarh.

- To examine the level of impact of emotional intelligence on organizational citizenship behaviour among nurses of government and private hospitals in and around Chandigarh.

## Conceptual Model

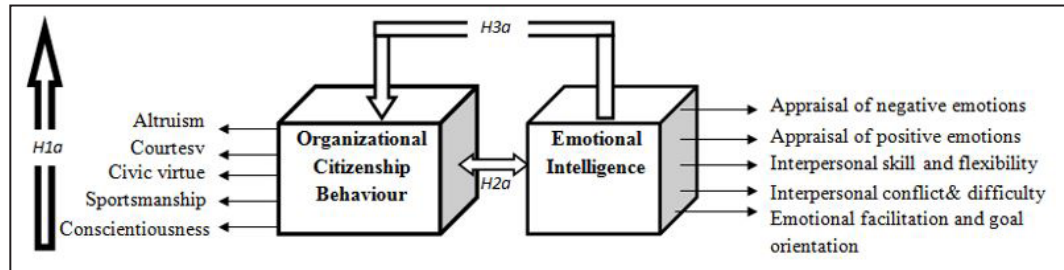


Fig.1. Correlation and regression model for emotional intelligence and organization citizenship behaviour.

## Hypothesis

- H<sub>1a</sub>: There is high level of emotional intelligence and organizational citizenship behaviour among nurses of government and private hospitals in and around Chandigarh.
- H<sub>2a</sub>: There is significant correlation between emotional intelligence and organizational citizenship behaviour among nurses of government and private hospitals in and around Chandigarh.
- H<sub>3a</sub>: Emotional Intelligence has significant impact on organizational citizenship behaviour.

## Research Design

The present study is an empirical cum comparative study. The sample of the study consists of 120 nurses of private hospitals in tricity i.e. Panchkula, Mohali and Chandigarh. In order to collect data, snowball sampling was used.

Tools for data collection:

1. Organization Citizenship Behaviour Questionnaire developed by Mackenzie, Podsakoff, and Fetter related to organization citizenship behaviour was used which contained five items namely: altruism, conscientiousness, civic virtue, courtesy, sportsmanship.
2. Emotional Intelligence Questionnaire Scale developed by Bhattacharya.

## Results and Discussion

The analysis of data was conducted by statistical package for social sciences (SPSS); the results are depicted and discussed in below section:

- H<sub>1a</sub>: There is high level of Emotional Intelligence and Organizational Citizenship behaviour among nurses of government and private hospitals in and around Chandigarh

**Table 1: Descriptive Statistics**

<b>Dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Organizational Citizenship Behaviour</b>	<b>3.8914</b>	<b>.40973</b>
Altruism	3.645378	.4153308
Courtesy	4.147899	.5408482
Conscientiousness	3.877311	.5645513
civic virtue	3.8908	.56339
Sportsmanship	3.895798	.5936664
<b>Emotional Intelligence</b>	<b>3.4560</b>	<b>.14670</b>
Appraisal of negative emotions	3.009050	.2661260
Appraisal of positive emotions	3.441525	.4864535
Interpersonal conflict& difficulty	2.986555	.4139361
Interpersonal skill and flexibility	3.785714	.2586933
Emotional facilitation and goal orientation	4.062185	.2872994
N	120	

The value of mean in Table 1 is more than 2.5 for both the variables i.e. for Emotional Intelligence mean= 3.45 and for Organizational Citizenship Behaviour mean = 3.89. From the table it can be seen that high levels of organization citizenship behaviour existed in the select employees as mean value for organization citizenship behaviour = 3.89. Also, there is high level of altruism, courtesy, conscientiousness, civic virtue and sportsmanship in employees, since the value of mean for these dimensions of organizational citizenship behaviour is more than 3.0. Employees of the organization voluntary provide assistance to other employees of an organization in certain unusual circumstances to complete his/her task. Simply it depicts that employees of an organization are very helping in nature. It also tells the dedication of an individual towards a job exceeding what is formally required. It also tells that the employees of the organization are very self-disciplined, accountable, organized and hardworking.

Also the emotional intelligence mean comes out to be 3.45 which means that employees of the organization are very emotionally stable. Also, it can be seen that there is very high level of emotional facilitation and goal orientation in employees.

Hence we can say that there is moderately high level of Emotional Intelligence among nurses of government and private hospitals in and around Chandigarh. People possessing high levels of emotional intelligence (EI) have higher emotional skills and stability which help them to cope effectively with the challenges faced in organization and they work towards other well-being also.

Hence, hypothesis H1a is approved. The results were supported by various studies such as Van et al. (2005), Lazovic (2012), Abdul (2012), Martin-Raugh et al. (2016), Farnia & Nafukho (2016), and Vandewaa et al. (2016).

H<sub>2a</sub>: There is significant relation between emotional intelligence and organizational citizenship behaviour among nurses of government and private hospitals in and around Chandigarh.

**Table 2: Correlation between the dimensions of Organization Citizenship Behaviour and Emotional Intelligence**

Dimensions	Emotional intelligence	Appraisal of Negative Emotions	Appraisal of Positive Emotions	Interpersonal Conflict and Difficulty	Interpersonal Skill and Flexibility	Emotional Facilitation and Goal Orientation
Altruism		.225*	-.015	.029	.073	-.027
		.014	.872	.752	.431	.773
Courtesy		.337**	.051	-.123	.180	-.049
		.000	.581	.183	.050	.598
Conscientiousness		.300**	.017	-.064	.238**	.014
		.001	.858	.491	.009	.880
Civic Virtue		.557**	-.004	.045	.262**	.123
		.000	.963	.631	.004	.181
Sportsmanship		.517**	-.012	-.035	.262**	.022
		.000	.900	.708	.004	.809
Organization citizenship behavior	.277**					
	.002					

The above Table 2 depicts positive and significant correlations between altruism and appraisal of negative emotion ( $r=0.225^*$ ,  $p=0.014$ ) and is less than significant value 0.05. Courtesy has a positive and significant relationship with appraisal of negative emotion ( $r=0.337^{**}$ ,  $p=0.000$ ) which is less than significant value 0.01. Conscientiousness has a positive and significant relationship with appraisal of negative emotion ( $r=.300^{**}$ ,  $p=0.001$ ) and interpersonal skill and flexibility ( $r=0.238^{**}$ ,  $p=0.009$ ) which is less than significant value 0.05. Civic virtue has a positive and significant relationship with appraisal of negative emotion ( $r=0.557^{**}$ ,  $p=0.000$ ) which is less than 0.01, and interpersonal skill and flexibility ( $r=0.262^{**}$ ,  $p=0.004$ ) which is less than 0.05. Sportsmanship has a positive and significant relationship with appraisal of negative emotion ( $r=0.517^{**}$ ,  $p=0.000$ ) which is less than 0.01, and interpersonal skill and flexibility ( $r=0.262^{**}$ ,  $p=0.004$ ) which is less than 0.05.

Also, it can be seen that there exists a significant and positive correlation between emotional intelligence (independent variable) and organization citizenship behaviour (dependent variable) as the correlation coefficient ( $r = 0.277$ ,  $p = 0.002$ ) (as significance value  $< 0.05$ ), at 0.01 significance level.

Hence, hypothesis H2a may be approved. The results of the study were supported by various previous studies such as Justine et al. (2010), Kassim et al. (2009), Jain A.K (2009), Chehrazi et al. (2010), Yaghoubi et al. (2010), Yunus (2012), Antony (2013), Ahmadzadeh (2011), Tofighi et al. (2015) and Saeedi & Khazae (2016).

H<sub>3a</sub>: Emotional Intelligence has significant impact on Organizational Citizenship Behaviour.

In order to test this proposed hypothesis and to examine the extent to which emotional intelligence impacts the Organization Citizenship Behaviour of employees, a fit model using linear regression technique was made to predict the impact on the outcome variable.

## Regression Analysis

Based on our research design the regression equations will be:

1. **Altruism** =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation

2. **Courtesy** =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation
3. **Conscientiousness** =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation
4. **Civic virtue** =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation
5. **Sportsmanship** =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation

$$\text{OCB} = \alpha + \beta_1 \text{*Emotional Intelligence}$$

The corresponding analysis is discussed in detail as below:

**Altruism** =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation. The output for the regression analysis is shown below.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.234 <sup>a</sup>	.055	.013	.4141888

a. Predictors: (Constant), Emotional Intelligence

This regression model explains 23.4% of the total variance.

**Table 4: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	2.343	.957		2.448	.016
appraisal of negative emotion	.361	.154	.230	2.351	.020
appraisal of positive emotion	.044	.088	.051	.499	.619
Conflict & difficulty	.005	.098	.005	.051	.960
Skill & Flexibility	.072	.153	.045	.467	.641
Facilitation & Goal	-.054	.138	-.037	-.393	.695

**Dependent Variable: Altruism**

The output for the given regression is shown Table 4. From all the variables, only appraisal of negative emotions comes out to be statistically significant as the  $p=0.020$  which is less than 0.05. Hence the regression equation becomes

$$\text{Altruism} = 2.343 + 0.361 \text{*appraisal negative}$$

Courtesy =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation. The output for the regression analysis is shown below.

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.421 <sup>a</sup>	.177	.140	.5031370
a. Predictors: (Constant), Emotional Intelligence				

This regression model explains 42.1% of the total variance.

**Table 6: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.928	1.162		1.659	.100
appraisal of negative emotion	.763	.187	.372	4.088	.000
appraisal of positive emotion	.122	.107	.109	1.138	.258
Conflict & difficulty	-.206	.119	-.158	-1.732	.086
Skill & Flexibility	.250	.186	.120	1.343	.182
Facilitation & Goal	-.203	.168	-.107	-1.207	.230

*Dependent Variable: Courtesy*

From the above Table 6 only appraisal of negative emotions comes out to be statistically significant as the p=.000 which is less than 0.05.

Hence the regression equation becomes:

$$\text{Courtesy} = 1.928 + 0.763 * \text{appraisal negative}$$

**Conscientiousness** =  $\alpha + \beta_1 * \text{appraisal negative} + \beta_2 * \text{appraisal positive} + \beta_3 * \text{interpersonal conflicts and difficulty} + \beta_4 * \text{interpersonal skills and flexibility} + \beta_5 * \text{emotional facilitation and goal orientation}$ . The output for the regression analysis is shown in Table 7 below.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380 <sup>a</sup>	.145	.107	.5358489
a. Predictors: (Constant), Emotional Intelligence				

This regression model explains 38.0% of the total variance

**Table 8: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.671	1.238		.542	.589
Appraisal of negative emotion	.661	.199	.309	3.328	.001
Appraisal of positive emotion	.057	.114	.049	.503	.616
Conflict & difficulty	-.116	.127	-.085	-.915	.362
Skill & Flexibility	.412	.198	.189	2.080	.040
Facilitation & Goal	-.047	.179	-.024	-.263	.793

*Dependent Variable: Conscientiousness*

From Table 8 above appraisal of negative emotion and interpersonal skill and flexibility comes out to be statistically significant as the p value is less than 0.05.

Hence the regression equation becomes

**Consciousness= 0.671+ 0.661\*appraisal negative +0.412\* interpersonal skill and flexibility**

Civic virtue =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation. The output for the regression analysis is shown in Table 9.

**Table 9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 <sup>a</sup>	.367	.339	.45771
a. Predictors: (Constant), Emotional Intelligence				

This regression model explains 60.6% of the total variance

**Table 10: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2.386	1.058		-2.256	.026
Appraisal of negative emotion	1.195	.170	.562	7.039	.000
Appraisal of positive emotion	.127	.097	.109	1.301	.196
Conflict & difficulty	.027	.108	.020	.251	.802
Skill & Flexibility	.375	.169	.173	2.214	.029
Facilitation & Goal	.183	.153	.093	1.198	.234

**Dependent Variable: Civic virtue**

From Table 10 above appraisal of negative emotion and interpersonal skill and flexibility comes out to be statistically significant as the p value is less than 0.05.

Hence the regression equation becomes:

**Civic Virtue= -2.386+ 1.195\*appraisal negative +.375\* interpersonal skill and flexibility**

Sportsmanship =  $\alpha + \beta_1$ \*appraisal negative +  $\beta_2$ \*appraisal positive +  $\beta_3$ \*interpersonal conflicts and difficulty+  $\beta_4$ \*interpersonal skills and flexibility +  $\beta_5$ \* emotional facilitation and goal orientation. The output for the regression analysis is shown in Table 11.

**Table 11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569 <sup>a</sup>	.323	.293	.5006373
a. Predictors: (Constant), Emotional Intelligence				

This regression model explains 56.9% of the total variance

**Table 12: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.128	1.157		-.976	.331
appraisal of negative emotion	1.193	.186	.531	6.423	.000
appraisal of positive emotion	.103	.106	.084	.967	.336
Conflict & difficulty	-.117	.119	-.081	-.983	.328
Skill & Flexibility	.420	.185	.183	2.268	.025
Facilitation & Goal	-.039	.167	-.019	-.234	.815

**Dependent Variable: Sportsmanship**

From Table 12 appraisal of negative emotion and interpersonal skill and flexibility comes out to be statistically significant as the p value is less than 0.05.

Hence the regression equation becomes

$$\text{Sportsmanship} = -1.128 + 1.193 * \text{appraisal negative} + 0.420 * \text{interpersonal skill and flexibility}$$

H<sub>3a</sub>: Emotional Intelligence has significant impact on Organizational Citizenship Behaviour.

**Table 13: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.277 <sup>a</sup>	.077	.069	.39648
a. Predictors: (Constant), EI				

This model explains 27.7% of the variance.

**Table 14: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.211	.864		1.401	.164
	EI	.775	.250	.277	3.102	.002
a. Dependent Variable: OCB						

The regression analysis gives out a significant relationship between emotional intelligence and organizational citizenship behaviour. The corresponding regression equation is:

$$\text{OCB} = \alpha + \beta_1 * \text{emotional intelligence}$$

$$\text{OCB} = 1.211 + .755 * \text{emotional intelligence}$$

Hence, the hypothesis H<sub>3a</sub> is accepted. The results of the study were supported by previous studies such as Carmeli (2003), Korkmaz & Arpacı (2009), Tofighi et al. (2015), Alfonso et al. (2016) and Vandewaa et al. (2016).

### Summary and Conclusions

The following section discusses summary of the research findings and conclusions drawn out of the results:

- a) High level of emotional intelligence amongst the nurses of hospitals: The descriptive analysis results help us to conclude that most of the nurses possess a good level of emotional intelligence. They are able to overcome any negative emotions like stress, tension, depression that he/she encounters daily.
- b) High level of organizational citizenship behaviour amongst the nurses of hospitals: The descriptive analysis results also capture high level of organizational citizenship behaviour which means employees take initiative to help others employees of organization with work related problems and they voluntarily take part in various initiatives which can benefit others.
- c) Emotional intelligence is related to organization citizenship behaviour: Emotional intelligence along with its dimensions is related to organization citizenship behaviour. There was found a positive relationship between overall emotional intelligence and organization citizenship behaviour.

- d) Emotional intelligence impacts organization citizenship behaviour: Emotional intelligence impacts organization citizenship behaviour. As and when an employee has higher levels of emotional intelligence he will possess higher levels of citizenship behaviour.

Overall, the results of present study supported the theoretical framework propounded by Salovey and Mayor (1990), Mayer and Salovey (1997), Baron (1997) and Goleman (1995, 1998). The results showed that EI might have a significant impact on the organizationally relevant criterion variables but have less impact compared to OCB as it was thought earlier.

However, many researchers believe that compared to Intelligence Quotient, Emotional intelligence can better predict individual's success at job and possessing high level of EI can enhance his work performance. There is not much evidence on the fact that whether the teaching of EI can improve a person's life or whether it will make much difference to persons other aspects of life but it has been proved that emotional intelligence plays a very important role in the workplace. Organizational citizenship behaviour is very important for achieving organization's objective through employee cooperation and helpfulness to others. Employee's participation in OCB increases efficiency of organizational functioning. As mostly organization citizenship behaviors are not rewarded formally so it is presumed that they are performed more by intrinsic motivation to engage in OCB. The results of the study indicated that the people who are more satisfied with their job and has served the organization for longer duration tend to frequently engage in organizational citizenship behaviors. Hence, emotional intelligence when integrated with organization citizenship behaviour strongly impacts the effectiveness of workers as well as the organizations by contributing to an overall increase in productivity of the organization without having to spend extra-money. The results of the study prove that employees with better OCBs and EI skills may play a crucial role in the overall success of the organization, and may be termed as "emotionally intelligent organizational citizens" (Jain, A. K, 2009).

### **Limitations of the study**

A few limitations may have affected the outcomes and the discoveries of this examination. A portion of the bottlenecks that were acknowledged amid the outline and organization stage, for example, social attractive quality inclination: The outcomes may originate from social desirability bias. DeVaus (2002) characterized this inclination as [the propensity to give respect as opposed to the genuine reaction to a given interview or review question. Non-exhaustive study: Employees covered in this study were employed in Indian banks only. Results could be different in case the sample size is large. More respondents could have been taken into consideration. Due to time and resource constraints, the small size of the sample used in the structured questionnaire was set to be 190 which limited the generalization of results. Also, survey was not conducted depending on the job profile. Employees at different designations experience different levels of emotional intelligence and organization citizenship behaviour.

### **Recommendations**

As it was evident from the research that there is a relationship between the emotional intelligence of employees and organization citizenship behavior. So when hiring managers must keep in mind to hire employees who are more emotionally stable and intelligent as it helps an organization very much. Organization Citizenship Behaviour and EI will improve organizations' internal strength and quality to block negative conduct and to encourage positive conduct at work place. In the new changing work places, OCB and EI sorts of conduct and aptitudes might assume more critical part to upgrade one's satisfaction, health, commitment, confidence, and happiness.

In this manner, it might be proposed that organizations need to concentrate upon organizational citizenship behaviour and emotional intelligence viewpoints together with the material perspectives for enhancing effectiveness in face of regularly changing environment and mounting external pressures as a careful handling of such issues might give a viable cushion to face future difficulties. There are some fascinating discoveries with respect to the idea of EI that require further elaboration. The findings of the present study have a direct implication for the field of Human Resource Development, Strategic HRD and marketing of services. Training and development of behaviour and skills related to citizenship and emotional intelligence must provide for developing a productive and satisfied human being.

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