

A study on the impact of Emotional Intelligence on Organizational Citizenship Behavior

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Abstract-- Emotional Intelligence (EI) has emerged as a crucial factor influencing workplace dynamics, particularly in fostering Organizational Citizenship Behavior (OCB). This study examines the relationship between EI and OCB, analyzing how emotional intelligence impacts employees' willingness to go beyond their formal job responsibilities to contribute positively to the work environment. Additionally, the study explores the role of demographic variables such as age, experience, and employment status in determining levels of emotional intelligence and its effects on workplace behavior. The research is based on survey responses collected from 152 employees, primarily from younger age groups and less experienced professionals. The findings indicate that individuals with higher emotional intelligence exhibit stronger OCB, as they demonstrate adaptability, cooperation, and proactive engagement in team activities. However, the study also highlights significant challenges, particularly among freshers and interns, who often lack emotional intelligence skills due to limited exposure and inadequate training programs. A key finding of this study is that employees' emotional intelligence directly influences their productivity, workplace relationships, and conflict management abilities. The absence of structured emotional intelligence training programs results in workplace conflicts, lower adaptability, and reduced collaboration among teams. This study underscores the need for organizations to integrate EI training into their employee development initiatives, ensuring that both new and experienced employees acquire essential emotional skills for professional growth. The study concludes with recommendations for strengthening leadership involvement in EI development, implementing structured training programs, and fostering a workplace culture that prioritizes emotional awareness. The findings contribute to the growing discourse on the significance of emotional intelligence in shaping organizational behavior and highlight the necessity of targeted interventions to enhance employee engagement and workplace harmony.

Keywords-- Emotional Intelligence (EI), Organizational Citizenship Behavior (OCB), Employee Behaviour, Self-Awareness, Self-Regulation, Empathy, Interpersonal Relationships, Employee Engagement, Behavioural Training, Employee Development, Teamwork, Workplace Relationships, Organizational Effectiveness, Job Satisfaction, Human Resource Management, Positive Workplace Behaviour, and Organizational Culture.

I. INTRODUCTION

In today's workplace, being successful is not only about having good technical knowledge or completing assigned tasks. Employees also need to understand their own emotions, maintain good relationships with others, handle stressful situations, and work effectively as part of a team. In this context, **Emotional Intelligence (EI)** has become an important aspect of employee behaviour. Emotional intelligence refers to the ability to understand and manage one's own emotions and also recognize and respond appropriately to the emotions of others. Employees with good emotional intelligence are generally better able to communicate, manage stress, adapt to changes, and maintain positive relationships at work.

Emotional intelligence mainly involves **self-awareness, self-regulation, empathy, and interpersonal skills**. Self-awareness helps employees understand their feelings and how these feelings influence their behaviour. Self-regulation enables them to control negative emotions such as anger, frustration, and anxiety and respond to situations in a more constructive manner. These abilities can help employees deal with workplace challenges, maintain confidence, and develop better relationships with their colleagues.

Another important aspect of employee behaviour is **Organizational Citizenship Behavior (OCB)**. OCB refers to voluntary actions performed by employees that are not necessarily part of their formal job responsibilities. For example, an employee may help a colleague with a task, support a new employee, take additional responsibility, or willingly assist the team in completing an important assignment. Although such activities may not be directly rewarded, they contribute to better teamwork, cooperation, workplace relationships, and overall organizational effectiveness.

There is a close relationship between emotional intelligence and OCB. Employees who are able to understand and manage their emotions are often more capable of understanding the feelings and needs of their colleagues. Empathy, emotional control, and positive interpersonal relationships can encourage employees to help others and contribute beyond their regular duties.

In this way, emotional intelligence can support the development of positive workplace behaviours and create a more cooperative work environment.

However, organizations often give greater importance to technical skills and professional knowledge than to employees' emotional and behavioural development. Lack of emotional intelligence may result in communication problems, interpersonal conflicts, difficulty in handling stress, reduced cooperation, and lower employee engagement. Therefore, organizations need to give adequate attention to **emotional intelligence training and behavioural development** as part of their human resource practices.

Developing emotional intelligence can help employees manage workplace situations more effectively, build stronger relationships, and become more willing to support their colleagues and organization. It can also contribute to a positive organizational culture where employees feel valued and are encouraged to work together. Therefore, understanding the relationship between emotional intelligence and organizational citizenship behavior is important for organizations seeking to improve employee relationships, teamwork, and overall performance.

The present study focuses on examining the **relationship between emotional intelligence and organizational citizenship behavior** and understanding the importance of behavioural training and development in the workplace. The study aims to provide useful insights into how developing employees' emotional abilities can encourage positive and voluntary behaviours that contribute to both employee satisfaction and organizational effectiveness.

II. REVIEW OF LITERATURE

Khairul Umam (2021) examined the low level of employee performance within a company will have an impact on its business operations. The objective of this study is to identify how employees' performance (EP) is affected by job competency (JC), emotional intelligence (EI), and organizational citizenship behavior (OCB). The sample of this study is all employees of Hotel Horison Pekalongan. The type of this study is explanatory research. Data were collected using a questionnaire and interview on Hotel Horison employees. The data was analyzed by regression and path analysis. The analytical instrument used IBM SPSS Statistic 23. The study results showed that: 1) JC has a positive and significant effect on EP and OCB, 2) EI has a positive and significant effect on EP and OCB, 3) OCB has a positive and significant effect on EP, 4) JC on EP through OCB has a partially significant effect, 5) but EI on EP through OCB has no significant effect.

Based on the results of the study, the author suggests that Hotel Horison Pekalongan provides training related to supporting employee competencies, designs and creates programs that can build internal bonds between employees, and requires line managers to motivate employees, in order to improve employee performance.

Onabote, Gabriel (2021) analysed that in view of the increasing importance of adaptive performance in unpredictable work environments, the current study aims to explore the underlying mechanisms of trait emotional intelligence and adaptive performance. Integrating the perspective of person-situation interaction and the distal-proximal framework of motivation, we propose a mediated moderation model to investigate how trait emotional intelligence and situational strength interactively influence adaptive performance and whether self-efficacy mediates the moderated relationship. Using an empirical study of 236 participants, we found that the effect of trait emotional intelligence on adaptive performance was moderated by situational strength. The results showed that the impact of trait emotional intelligence on adaptive performance via self-efficacy was higher in weak situations than in strong situations. Our findings reveal the importance of situational strength and provide new insight into the role of self-efficacy as a proximal motivational mechanism underlying the interaction effect. Poor emotional intelligence creates huge complications in the workplace. The consequences include diminished employee's productivity and deteriorating leadership performance. Guided by the principles of emotional intelligence theory, this correlational study investigated the relationship between emotional intelligence (EI) and leadership performance at four selected Fast-Moving Consumer Goods (FMCG) companies in Lagos State. The study relied on primary data gathered using the Work Profile EI Questionnaire to measure emotional intelligence, while leadership performance scale questionnaire was used to evaluate leadership performance.

Farah Jihan, Ilham Mubaraq Ritonga, Arasy Ayu Setiamy (2022) examined this study aimed to determine the effect of emotional intelligence on workplace spirituality. To find out the effect of emotional intelligence and workplace spirituality on organizational citizenship behavior partially. To determine the effect of emotional intelligence on organizational citizenship behavior through workplace spirituality on Guardian Employees in Medan City. The total population in this study amounted to 150 people as a sample using a saturated sampling technique. The analysis technique used is path analysis.

Hui Yang (2022) describes the results that showed that Emotional intelligence had a significant effect on the workplace spirituality for Guardian Employees.



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Emotional intelligence has no significant effect on organizational citizenship behavior in Guardian Employees. Workplace spirituality has a significant effect on organizational citizenship behavior in Guardian Employees. There is no significant effect of emotional intelligence on organizational citizenship behavior through workplace spirituality on Guardian Employees.

Demir Lima, Jyxhel Spahi, Venet Shala (2022) defined Emotional Intelligence (hereinafter EI) as the ability of an individual to recognize another person's emotions and specific behavior, namely the behavior of that individual with himself and in relationships with other members. Through this research, our primary goal is to analyse this behavior of individuals in the workplace, emphasize emotional intelligence in companies in Kosovo, and explain whether good management of this behavior by the company affects the organizational success and improves employee performance. In the study, both quantitative and qualitative research methods were used. The participants were composed of 120 HR professionals and senior company executives, including Senior Managers, Line Manager, Senior Officer, administrative staff and other relevant positions. The data were collected using a questionnaire developed by the researchers and analyzed via chi square test of independence. The results revealed that the workplace requires performing various activities and performing these activities; the individual must interact with others such as work colleagues, managers, etc. Consequently, the interaction of different individuals to perform the tasks required in the workplace necessarily involves developing emotional intelligence by closely analyzing the behavior of different individuals concerning others and themselves.

Aditya Kumar (2022) examined and understood how emotional intelligence can affect managerial effectiveness and the work environment and provide strategy-driven solutions to promote an emotionally intelligent work

environment. Design/Methodology/Approach: This research paper attempts to analyze the impact of emotional intelligence on the managerial effectiveness of executives in an organization by carrying out an exhaustive review of existing literature. Findings: According to the findings of this study, emotionally intelligent managers are more likely to have a positive influence on their organization's employees than managers with a lower emotional quotient. It is crucial for an organization to implement strategies to improve emotional intelligence in the workplace. Research Limitations: The research presented is purely theoretical, and may not always apply to real-life scenarios because the management styles of managers are varied across organizations. The study is qualitative and not backed by quantitative data as emotions are not practically quantifiable but can be observed. Practical Implications: Emotionally intelligent managers should be viewed as key elements in driving an organization forward, in order to maintain a healthy work environment for themselves and their subordinates. Emotional intelligence should be considered one of the key factors that must be evaluated as criteria for selecting candidates for management positions in an organization.

III. RESULT OF THE RESEARCH

3.1 Correlation Analysis - To Study The Impact Of Emotional Intelligence On Organizational Citizenship Behavior

Hypothesis -

H0 (Null Hypothesis) - There is no significant association between Emotional Intelligence and Organizational Citizenship Behavior.

H1 (Alternative Hypothesis) - There is a significant association between Emotional Intelligence and Organizational Citizenship Behavior.

Table 3.1 Correlation Analysis

Correlations

		Emotional Intelligence	Organizational Citizenship Behavior
Emotional Intelligence	Pearson Correlation	1	.937**
	Sig. (2-tailed)		.000
	N	152	152
Organizational Citizenship Behavior	Pearson Correlation	.937**	1
	Sig. (2-tailed)	.000	
	N	152	152

**. Correlation is significant at the 0.01 level (2-tailed).

Interpretation -

The Pearson correlation coefficient (r) between Emotional Intelligence and Organizational Citizenship Behavior is 0.937, which indicates a very strong positive correlation. The Significance Level (p-value) is 0.000, which is below the 0.05 significance threshold, therefore H₀ is rejected at 5% level of significance. The results indicate that there is a significant positive relationship between Emotional Intelligence and Organizational Citizenship Behavior. This implies that individuals with higher Emotional Intelligence are more likely to exhibit Organizational Citizenship Behaviors, such as helping colleagues, showing commitment to the organization, and engaging in discretionary behaviors that benefit the workplace.

Chi-Square Test

3.2 Analysing How Emotional Intelligence Is Affected By Demographic Variables (Employment Status)

Hypothesis -

H₀ (Null Hypothesis) - There is no significant association between employment status and the ability to manage emotions in the workplace.

H₁ (Alternative Hypothesis) - There is a significant association between employment status and the ability to manage emotions in the workplace.

Table 3.2 Chi-Square test - 1

Manage Emotions in Workplace * Employment Status Crosstabulation

Count		Employment Status			Total
		Intern/Trainee	Contract Employee	Full time employee	
Manage Emotions in Workplace	very well	0	0	43	43
	somewhat well	10	6	0	16
	neutral	15	0	0	15
	not well	78	0	0	78
Total		103	6	43	152

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	203.466 ^a	6	.000
Likelihood Ratio	206.371	6	.000
Linear-by-Linear Association	125.817	1	.000
N of Valid Cases	152		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .59.

Interpretation -

Since the p-value (0.000) is less than 0.05, H₀ is rejected at 5% level of significance. This indicates that there is a significant association between employment status and the ability to manage emotions in the workplace. The cross tabulation table shows that full-time employees predominantly manage emotions very well (43 out of 43), whereas interns/trainees mostly fall into the "not well" category (78 out of 103). Employment status influences emotional management ability, with full-time employees, with high experience, managing emotions better than interns and contract employees, who have recently entered the organization

3.3 Identifying The Challenges Faced Due To Lack Of EI Training

Hypothesis -

H₀ (Null Hypothesis) - There is no significant association between employees undergone training and workplace conflict frequency.

H₁ (Alternative Hypothesis) - There is a significant association between employees undergone training and workplace conflict frequency.

Table 3.3 Chi-Square test - 2

Employees Undergoing Training * Workplace Conflict Frequency Crosstabulation

Count		Workplace Conflict Frequency					Total
		Always	Often	Sometimes	Rarely	Never	
Employees Undergoing Training	Yes	0	0	0	24	13	37
	No	1	78	36	0	0	115
Total		1	78	36	24	13	152

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	152.000 ^a	4	.000
Likelihood Ratio	168.717	4	.000
Linear-by-Linear Association	116.466	1	.000
N of Valid Cases	152		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is .24.

Interpretation -

Since the p-value (0.000) is less than the standard significance level (0.05), H_0 is rejected at 5% level of significance. This indicates that there is a significant association between employees who have undergone training and workplace conflict. Employees who underwent training reported no conflicts in the "Always" and "Often" categories, with a majority falling into the "Rarely" and "Never" conflict groups. Employees who did not undergo training had a high count in the "Often" and "Sometimes" categories, indicating more frequent workplace conflicts. Training appears to have a significant effect on workplace conflict frequency, reducing the likelihood of conflicts. Organizations should consider implementing training programs as a strategy to improve workplace harmony.

IV. SUGGESTIONS AND RECOMMENDATIONS

Implement Comprehensive Emotional Intelligence Training

- A structured emotional intelligence training program should be integrated into employee development initiatives to help individuals improve their self-awareness, social skills, and emotional regulation. These programs should cater to all employees, from entry-level staff to senior executives, and should include workshops, group discussions, and self-assessment tools to gauge emotional growth.

- *Regular EI Workshops and Seminars* - Conduct monthly or quarterly EI training sessions to help employees recognize and manage emotions effectively. Include case studies and role-playing exercises to improve practical application.
- *Personalized Coaching and Mentoring* - Assign mentors to freshers and less experienced employees to help them navigate workplace challenges. Encourage peer-to-peer mentoring for collaborative learning.
- *Online Learning Modules* - Provide self-paced digital courses on emotional intelligence to ensure accessibility for all employees. Include assessments and progress tracking to evaluate learning effectiveness.

Foster a Workplace Culture that Supports Emotional Intelligence - Cultivating a workplace culture that values emotional intelligence is essential for sustained employee engagement and collaboration. Organizations should encourage open communication, active listening, and psychological safety, allowing employees to express their emotions without fear of judgment.

- *Encouraging Open Communication* - Establish an open-door policy where employees feel comfortable discussing emotional or professional concerns. Conduct regular team meetings to address workplace challenges and emotional well-being.
- *Recognition and Reward System* - Recognize employees who exhibit high EI and OCB, reinforcing positive behaviors. Implement non-monetary rewards like appreciation letters, shout-outs in meetings, or extra professional development opportunities.

Address Emotional Intelligence Gaps Among Freshers and Interns - Freshers and interns often struggle with emotional intelligence due to their limited workplace exposure and lack of formal training. To address this gap, companies should introduce targeted EI programs for new hires, focusing on adaptability, stress management, conflict resolution, and professional communication. Assigning mentors who can provide guidance and emotional support will help interns and freshers navigate workplace challenges with confidence.

- *Onboarding Programs with EI Focus* - Include EI training as a core component of the employee onboarding process. Assign work buddies to new employees for smoother integration into the workplace.
- *Team-Building Activities* - Organize interactive activities like team outings, problem-solving tasks, and collaborative projects to strengthen team dynamics.

Reduce Workplace Conflicts Through Emotional Awareness Training - Workplace conflicts often arise due to misunderstandings, miscommunications, and a lack of emotional awareness. Providing employees with conflict resolution training that emphasizes emotional intelligence can significantly reduce interpersonal tensions.

- *Conflict Resolution Workshops* - Train employees on recognizing emotional triggers and responding calmly in difficult situations. Teach techniques like active listening and assertive communication.
- *Mediation and Support Systems* - Designate trained mediators within the HR team to help resolve interpersonal conflicts. Offer confidential counseling services for employees facing emotional distress.

Strengthen Leadership's Role in Emotional Intelligence Development - Leaders play a critical role in shaping workplace culture, and their ability to demonstrate emotional intelligence (EI) directly impacts team dynamics and organizational success.



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To strengthen EI among leaders, organizations should provide specialized training that focuses on self-awareness, emotional regulation, empathy, and effective communication.

- *Leadership Development Programs* - Train managers on EI techniques to improve communication, conflict resolution, and employee motivation. Include 360-degree feedback mechanisms to assess leadership EI.
- *Encouraging Empathetic Leadership* - Leaders should practice active listening and demonstrate empathy in decision-making. Recognizing employees' efforts and providing constructive feedback can enhance engagement.

V. CONCLUSION

This study highlights the significant role of emotional intelligence (EI) in shaping Organizational Citizenship Behavior (OCB) and overall workplace dynamics. Emotional intelligence, which includes self-awareness, self-regulation, motivation, empathy, and social skills, directly influences how employees interact, collaborate, and contribute beyond their job responsibilities. The findings indicate that employees with higher EI are more likely to demonstrate OCB by assisting colleagues, adapting to workplace challenges, and fostering a positive work environment.

However, the study also reveals that freshers, interns, and employees with limited work experience often struggle with emotional intelligence due to age gaps, team structure limitations, and a lack of proper training. This gap in EI can lead to workplace conflicts, reduced productivity, and difficulty in adapting to organizational culture. Furthermore, the study confirms that demographic factors such as age, experience, and employment status significantly impact emotional intelligence levels. Younger employees and those with less than five years of experience tend to display neutral or lower emotional intelligence, making them more prone to workplace conflicts and challenges in managing emotions effectively. Another key finding is the growing need for formal emotional intelligence training in organizations. A majority of employees recognize the importance of EI but have not received structured training on managing emotions, workplace relationships, and conflict resolution. The lack of EI training has been identified as a challenge that affects teamwork, communication, and job satisfaction. To bridge these gaps, organizations should implement comprehensive EI training programs, leadership coaching, and workplace policies that promote emotional awareness. Encouraging open communication, mentoring, and team-building activities can help employees enhance their EI and improve workplace relationships. In conclusion, emotional intelligence is a crucial factor that influences employee behavior, workplace relationships, and overall organizational performance.