
The effect of emotional intelligence on organizational citizenship Behavior

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ABSTRACT

This study aims to determine the relationship of emotional intelligence with organizational citizenship behavior. Descriptive and analytical design was adopted and 344 employees from manufacturing firms formed as the sample for the study. The results indicate the attributes of emotional intelligence i.e self-awareness, understanding emotion, ability to sense emotion and acknowledge emotion, goal setting and its achievement, believing to be a competent person , self-motivation, self-encouragement to try best significantly differ with the dimensions of organizational citizenship behavior and self-control , sensitive to feeling and emotion attribute does not significantly differ with the dimensions of organizational citizenship behavior.

Key words: Organizational citizenship behavior, other's emotion appraisal, self-emotion appraisal, understanding other's emotion, regulation of emotion, job satisfaction and job performance.

Extended Summary

The organization's today face problems regarding employee turnover and absenteeism, it is regarded that job satisfaction and in turn their performance can be enhanced by knowing the citizenship behavior that each employee feel towards their organization and individuals. The various dimensions considered for the study are tested scales having a reliability of 0.93. The dimensions of emotional intelligence that identify self-emotion, other's emotion, their regulation and its use are related to organization's and individual's behavior with various tests using the SPSS software and the demographics like age, experience, designation, no of dependents, gender and marital status also are compared to these dimensions to identify their significance.

From the results it is found that age, experience and marital status has no significant difference with emotional intelligence and organizational citizenship behavior. It has also been found that the managers make much use of their emotions in setting up of goals, self-motivating etc., and as an individual have a significant behavior directed towards the organization by way of helping others because of high correlation between self-emotion and regulation of emotion dimension with organizational citizenship behavior directed towards individual. There is also high correlations between self and use of emotion with the organizational citizenship behavior directed towards the organization that will prove the employees to be self-satisfied, self-motivated that will bring about a positive work attitude and environment for the employees. Thus the relationship of the employee's emotional intelligence with organizational citizenship behavior has been determined.

1. Introduction

Nowadays, many organizations are subjected to changes therefore when any changes are needed, the employees and managers are required to adapt with the change. Emotional Intelligence (EI) is one the components that can play a considerable role in term of the relation between staff and managers with Organizational Citizenship Behavior (OCB). EI has its own contribution in improving the performance of OCB (Ajay K Jain,2012), people with higher level of organizational citizenship behavior will be able to perceive their own emotions, regulate their emotions and understand other's emotion when it comes down to helping fellow individuals to develop and they use their emotions effectively for the improvement of the organization.

1.1 Conceptual background

EI is a subset of social intelligence which according to Gardner, comprises of a person's interpersonal and intrapersonal intelligences. Where the former relates to individual's intelligence in dealing with himself, and ther later relates to dealing with others. According to Salovey and Mayer (1990) four distict dimensions were conceptualized which has been used in this study.

1.2 EI is composed of four distinct dimensions

1. Appraisal and self emotion expression (self emotional appraisal [SEA]) : This determines how individual's are able to express and understand their emotions naturally.
2. Recognition of emotion in others (other's emotional appraisal [OEA]): This determines the ability to understand and perceive emotions of others.
3. Regulation of self emotion (regulation of emotion [ROE]): This determines how people will recover from psychological stress by controlling their emotions.
4. Use of emotion (use of emotion [UOE]): This determines how people use their emotions towards personal performance and constructive activities.

The two dimensions of OCB used in this study was suggested by McNeely and Meglino (1994)

1. Organizational Citizenship Behavior directed to Individuals (OCBI) primarily involves helping individuals at work, who have only indirect implications, which is useful in maintaining balance in the organization employee transaction.
2. Organizational Citizenship Behavior directed to Organization (OCBO) determines what individuals think about their work characteristics.

It is estimated that 90% of our actions and activities actually are sense related and only 10% are based on thought, logic and reasoning. It has been concluded that people with good feeling and social capability are four times more successful than people with strong cognitive intelligence. EI is thoughtful use of emotion and feeling covers a series of individual properties and skills. If we correlate with OCB, it can be said that workers can effectively help and improve their organization if they are performing their responsibilities beyond the defined duties in their jobs. In simple words, they can tolerate the jobs that are not predictable and necessary for them. This study aims at analyzing the relationship of the dimensions of emotional intelligence with both the dimensions of organizational citizenship behavior directed to individuals as well as organization.

2. Literature review

Salovey and Mayer (1990) proposed the name emotional intelligence to represent the ability of people to deal with their emotions. They defined emotional intelligence as the ability to look up one's own feelings and also that of others, which is the subset of social intelligence and emotions, which can accomplish the performance required from the individuals that will lead to the citizenship behavior directed to organization. On the grounds of performance Kibeom Lee and Natalie J. Allen (2002) investigated that the job affect was associated more strongly with OCB directed at individuals since it played a significant role as job cognition variables which paved way to considering discrete emotions as an important factor in its research. When the performance declines it might lead to the termination of the employees confidence level that will lead to an intention to quit (Leon Abraham Bosman ,2003) which may lead to conflict among the employees where the EI of the emotional intelligence of leaders plays an important role. The emotional outcomes of the organization can be predicted as both predictive and incremental validity by the ability approach to emotional intelligence that has demonstrated solid psychometric properties (Catherine S. Daus and Neal M. Ashkanasy,2005) leading to the ability to manage emotions which can contribute positively to the quality of social interactions which will influence the organizational behavior domain.

With respect to the Indian Work Context compared to EI, OCB was found to be relatively a more powerful predictor of organizationally relevant criterion variables, with respect to this study performance is not the only variable to determine the predictive ability of OCB and EI there are other variables (Ajay K Jain ,2009) like Job Satisfaction, Personal Effectiveness, Reputational Effectiveness, General Health, Career Orientation, Perceived Job Mobility, Turnover Intention, Organizational Commitment, Vertical Trust, Work Recognition, Organizational Productivity, and Organizational Effectiveness. Tugba Korkmaz and Ebru Arpaci (2009) suggested that Emotional intelligence was significantly correlated to conscientiousness, civic virtue, and altruistic behaviors which are the factors determining the OCB of sub ordinates. Nothing significant was found in the test for the mediation of OCB and EI as suggested by Barron and Kenny . So Yashotha Ramachandran, Peter J. Jordan,Ashlea C. Troth and Sandra A. Lawrence (2011) suggested that EI only promotes empathic behavior in an organizational setting by allowing employees to understand other's feelings and thus respond to others better. Adding to it Ajay K. Jain (2012) also suggested that EI has its own contribution in improving the performance of OCB. It was concluded that any specific behavioral competency like EI was not necessarily positive in every situation and also depended on organizational levels and individual level variables which acts as moderator or mediator such as job satisfaction, employee commitment , supervisory trust, personal values, perception of fairness, organizational support, culture and climate of the work place can play a significant role in either strengthening or weakening the organizational behavior positively.

3. Methodology

3.1 Need and purpose of the study

With respect to the various emotions that will prevail among the employees during their regular course of activities in the organization there can be a correlation between the behavior of the employees and it can be used to determine the levels of job satisfaction and job performance. The presence of positive emotional status of employees will lead to equal participation, more involvement and affection towards the work environment and organization.The problem of

employee turnover has continued to be a problem at many organizations in recent years, despite an increase in investigations into factors affecting such behavior. Organizations often prefer to have a stable work force. Emotional intelligence is positively related to job outcomes such as job satisfaction, commitment to job and the intention to stay with an organization or quit which in turn will relate to the organizational citizenship behavior.

4. Hypotheses

1. H1: There is a significant relation between demographic details of the respondents and the dimensions of emotional intelligence
2. H2: There is a significant relation between demographic details of the respondents and Organizational Citizenship Behavior.
3. H3: There is a significant relationship between dimensions of emotional intelligence and Organizational Citizenship Behaviour.
4. H4: The emotional intelligence factor will serve as significant predictor to explain the variance in Organizational Citizenship Behavior.
5. H5: A model can be developed to determine the fitness of the relationship of emotional intelligence and Organizational Citizenship Behavior.

4.1 Description of sample

The sample consists of 344 white collar employees of various manufacturing firms. This includes employees of executives, senior executives and manager level. The demographic details of each of the sample was collected which does not include their names in order to protect the identity of the subjects of the study. Since all the samples were in management level the questionnaires were collected through e-mails.

4.2 Profile of the sample

The demographic details on various aspects of the respondents collected are , 33.72% of the respondents belong to younger age group(less than 25), 33.72% of the respondents belong to middle age group (25-35)and 32.56 % of the respondents belong to upper age group(greater than 35). As per the designation of the employees 33.43% of the respondents are executives, 36.63% of respondents are senior executives and 29.94% of respondents are managers. With respect to the experience 24.13% of the respondents have less than 2 years of experience, 24.41% of respondents have 2 to 4 years of experience, 27.33% respondents have 4 to 6 years of experience and 24.13% of the respondents have 6 or more years of experience. Based on the marital status of the respondents 56.40% of the respondents are married whereas 43.60% of the respondents are single. Based on dependents 30.81% of the respondents have 1 to 2 dependents, 37.21% of respondents have 3 dependents, 31.98% of the respondents have 4 dependents. With respect to gender 51.45% of the respondents are male and 48.55% of female.

4.3 Measures and Scales

The instruments used for the study was used by:

1. Chi-Sum Wong, Kenneth S. Law (2002) well known as WLEIS (Wong and Law Emotional Intelligence *Scale*) which identifies the various dimensions of emotional intelligence such as Self-emotional appraisal(SEA), Other's emotional appraisal(OEA), Regulation of emotion(ROE) and Use of emotion (UOE).

2. Kibeom Lee and Natalie J. Allen (2002) to identify the various organizational citizenship behavior items – OCBI and OCBO.

4.4 Preliminary analysis

A pilot study was under taken by distributing the developed measure to a sample of 53 respondents drawn from all the participating organization. The Cronbach Alpha coefficient computed for the measures range from 0.93 to 0.94 for EI and OCB factors, indicating sufficient internal consistency of the measure for their use in the main study.

4.5 Data collection procedure

A structured questionnaire was mailed to 380 respondents of different organizations under study. 350 filled in questionnaire were received, with the percentage of response rate being 92.11%. A check was carried out on the received questionnaire and it was found that 6 questionnaire were incomplete and were excluded from further analysis.

4.6 Data analyses

Statistical software program were used to perform all the statistical analysis. As a preliminary step to the data analyses, statistical information in several areas was examined. The demographic data were tabulated to gain an understanding of the sample. Then further analyses were carried out to determine if there were any statistically significant differences in the mean scores of EI and OCB dimensions with the demographic details. These analyses included one way ANOVA for analyzing the significant differences between the demographics such as age, designation, experience and number of dependents with EI and OCB dimensions and independent sample t-tests for gender and marital status with the EI and OCB dimensions.

4.7 Results and Discussion

1) The reliability (Alphas) of the items of EI and OCB dimensions was computed through Cronbach Alpha. The result showed the Alpha coefficient value is 0.94, indicating the instrument is having high reliability.

4.7.1 Variable information

4.7.2 Dimensions of emotional intelligence

1. Self emotional appraisal [SEA] : Which includes self awareness, understanding emotion, ability to sense emotion and acknowledge emotion.
2. Other's emotional appraisal [OEA]: It includes knowing friends emotions, perceiving emotion, sensitive to feeling and emotion, understanding emotion.
3. Use of emotion [UOE]: This relates to goal setting and its achievement, believing to be a competent person, self motivation, self encouragement to try best.
4. Regulation of emotion [ROE]: This relates to handling difficulties, control emotions, calm down quickly, self-control.

4.7.3 Dimensions of organization citizenship behavior

4.7.3.1 Organizational citizenship behavior directed to individuals

Helping others, willingly give time for others, accommodate other employees time off, welcome newer employees, concern about coworkers, give up time for others, assist others, share personal property.

4.7.3.2 Organizational citizenship behavior directed to organization

Attend functions to enhance organization's image, keep up with developments, defend the organization, pride in representing organization, offer ideas to improve, loyalty, protect organization, demonstrate concern.

4.7.4 Demographics

Age: The respondents are classified into four categories depending upon their age. Those having the age of less than 25 are labelled as young age group; those falling between the ages of 25 to 35 are labelled as middle age group and whereas those having age of greater than 35 are labelled as upper age group.

Designation: The respondents are classified into three categories as executives, senior executives and manager depending upon their designation.

Experience: Based on the experience the respondents are classified into four categories. Those having less than 2 years of experience, those having 2 to 4 years of experience, those having 4 to 6 years of experience and those having greater than 6 years of experience.

Marital Status: Based on the marital status respondents are classified into two categories either married or single.

No. of dependents: Based on the number of dependents, the respondents are classified into three categories namely, small, if the respondents have 1 to 2 dependents, medium if the respondents have 3 dependents and big, if they have 4 dependents.

Gender: Based on the gender the respondents are classified into two categories either , male and female.

4.8 Results for demographic details and dimensions of Emotional intelligence

The results of table 1 shows that age shows significance difference with the dimensions of emotional intelligence and of the three categories of age the mean score of the upper age group consisting of people above 35 years of age is significantly higher than that of the lower and the middle age groups. With respect to the designation it can be seen that there is a significant difference amongst the different categories of designation of the respondents and the Use of emotion and other's emotional appraisal dimension of emotional intelligence. In specific, the manager group perceives other's emotions and depict a higher Use of emotion compared to the other levels. As per the results of anova the various categories of experience shows a significant difference with the self-emotion appraisal and use of emotion dimension of emotional intelligence. In specific, the employees with an experience of 4-6 years shows higher use of emotion and perceives self emotions better than employees with higher experience. With respect to the no of dependents it can be inferred there is no significant

difference amongst the various categories of experience of the respondents with the various dimensions of emotional intelligence.

Table 1: ANOVA for age, designation, experience and no of dependents demographics and Dimensions of Emotional Intelligence.

	Age			Designation			Experience				No of dependents		
	Young	Middle	Upper	S. Exec	Exec	Manager	<2	2-4	4-6	<6	1-2	3	4
	M SD												
N	116	116	112	115	126	103	83	84	94	83	106	128	110
SE A	14.78 <u>4.23</u>	15.54 <u>3.02</u>	16.15 <u>3.18</u>	15.13 <u>4.07</u>	15.48 <u>3.31</u>	15.87 <u>3.20</u>	15.40 <u>3.90</u>	14.69 <u>3.96</u>	16.17 <u>2.86</u>	15.59 <u>3.37</u>	15.68 <u>3.77</u>	15.23 <u>3.20</u>	15.58 <u>3.75</u>
F	4.30			1.15			2.62				0.53		
O E A	14.47 <u>3.68</u>	14.65 <u>3.20</u>	15.77 <u>2.91</u>	14.33 <u>4.06</u>	15.06 <u>2.71</u>	15.52 <u>3.00</u>	14.97 <u>3.40</u>	14.48 <u>3.14</u>	15.14 <u>3.49</u>	15.20 <u>3.25</u>	15.20 <u>3.47</u>	14.65 <u>2.91</u>	15.07 <u>3.62</u>
F	5.21			3.59			0.81				0.88		
U O E	14.66 <u>4.07</u>	15.73 <u>3.45</u>	16.26 <u>3.12</u>	14.87 <u>4.09</u>	15.61 <u>3.53</u>	16.20 <u>3.05</u>	15.50 <u>3.85</u>	14.75 <u>3.85</u>	16.34 <u>3.18</u>	15.49 <u>3.62</u>	15.56 <u>3.63</u>	15.35 <u>3.62</u>	15.75 <u>3.65</u>
F	5.96			3.72			2.90				0.36		
R O E	14.11 <u>3.66</u>	14.57 <u>3.20</u>	15.29 <u>3.20</u>	14.06 <u>3.71</u>	14.86 <u>3.05</u>	15.04 <u>3.35</u>	14.65 <u>3.39</u>	14.19 <u>3.42</u>	15.15 <u>3.31</u>	14.55 <u>3.43</u>	14.66 <u>3.62</u>	14.44 <u>3.21</u>	14.89 <u>3.38</u>
F	3.55			2.66			1.24				0.50		

4.9 Independent sample t-test

The results of table 2 shows that marital status shows significance difference with the self emotional appraisal dimension of emotional intelligence and the mean score of the employees belonging to the single category perceives has higher awareness of their emotions than the married employees. With respect to the gender it can be seen that there is a significant difference amongst the gender categories and the Use of emotion dimension of emotional intelligence. In specific, the female employees depicts a higher Use of emotion compared to the males. Based on the results the hypotheses is accepted.

Table 2: Independent sample t-test for marital status and gender demographics and dimensions of emotional intelligence

	Marital status		Gender	
	Married	Single	Male	Female
	M SD	M SD	M SD	M SD
N	194	150	177	167
SEA	15.34 <u>3.30</u>	15.67 <u>3.87</u>	15.45 3.53	15.51 3.60
t value	-0.82		-0.14	
OEA	14.78 <u>3.20</u>	15.18 <u>3.48</u>	14.91 3.20	15.00 3.46
t value	-1.11		-0.25	
UOE	15.36 <u>3.50</u>	15.78 <u>3.78</u>	15.70 3.40	15.37 3.85
t value	-1.07		-0.84	
ROE	14.47 <u>3.38</u>	14.88 <u>3.40</u>	14.50 3.31	14.81 3.48
t value	-1.08		-0.85	

H1: There is a significant relation between demographic details of the respondents and the dimensions of emotional intelligence.

4.10 Results for demographic details and dimensions of organizational citizenship behavior

The results of table 3 shows that age shows significance difference with the OCBO dimension of organizational citizenship behavior and of the three categories of age the mean score of the upper age group consisting of people above 35 years of age is significantly higher than that of the lower and the middle age groups. With respect to the designation it can be seen that there is a significant difference amongst the different categories of designation of the respondents and the OCBO dimension of emotional intelligence. To be specific the manager have higher perception regarding the organizational citizenship behavior directed to organization. The experience and

the no of dependents demographics have no significant difference with respect to the dimensions of OCB.

Table 3: ANOVA for age, designation, experience and no of dependents demographics and dimensions of emotional intelligence.

	Age			Designation			Experience				No of dependents		
	Young	Middle	Upper	S. Exec	Exec	Mngr	<2	2-4	4-6	<6	1-2	3	4
	M SD	M SD	M SD	M SD	M SD	M SD	M SD	M SD	M SD	M SD	M SD	M SD	M SD
N	116	116	112	115	126	103	83	84	94	83	106	128	110
O C B I	27.6	28.2	29.3	27.6	28.4	29.1	28.7	27.4	29.0	28.1	27.6	28.4	28.9
	2	2	3	2	3	5	7	8	7	0	5	7	7
	6.61	5.58	5.12	6.17	5.34	5.99	3.36	5.51	5.53	5.93	5.75	5.79	5.96
F	2.52			1.87					1.28		1.41		
O C B O	28.9	30.5	31.9	29.4	30.4	31.5	30.3	29.1	31.6	30.5	30.0	30.7	30.5
	0	0	9	0	9	7	3	4	1	6	0	7	0
	7.42	5.52	5.64	6.69	6.13	6.16	7.22	3.06	5.31	6.72	6.43	6.07	6.68
F	6.91			3.20			2.27				0.43		

4.11 Independent sample t-test

The results of table 4 shows that there is no significance difference between the marital status and gender demographics with the dimension of organizational citizenship behavior. Based on the results it can be defined that except the age and designation other demographics has no difference with the dimensions of OCB. Thus the H2 is accepted

TABLE 4: Independent sample t-test for marital status and gender demographics and dimensions of emotional intelligence

	MARITAL STATUS		GENDER	
	MARRIED	SINGLE	MALE	FEMALE
	M SD	M SD	M SD	M SD
N	194	150	177	167
OCBI	28.12	28.71	27.91	28.87

	5.80	5.89	5.70	5.96
t value	-0.92		-1.52	
OCBO	30.29 6.11	30.65 6.70	30.41 6.27	30.48 6.49
t value	-0.51		-0.09	

H2: There is a significant relation between demographic details of the respondents and the dimensions of organizational citizenship behaviour.

4.12 Correlation between emotional intelligence and organizational citizenship behaviour

From table 5 it can be inferred that there is a positive correlations between the different variables. Among all the variables there is high correlation between Use Of Emotion (UOE) and Self Emotion Appraisal (SEA) dimension of emotional intelligence (0.75), organizational citizenship behaviour directed to organization (OCBO) and Use Of Emotion (UOE) dimension of emotional intelligence (0.72), organizational citizenship behaviour directed to organization(OCBO) and Self Emotion Appraisal (SEA) dimension of emotional intelligence (0.71), use of emotion (UOE) and Other’s Emotion Appraisal (OEA) dimension of emotional intelligence (0.70), Other’s Emotion Appraisal (OEA) and Self Emotion Appraisal (SEA) dimension of emotional intelligence (0.66) and organizational citizenship behaviour directed to organization (OCBO) organizational citizenship behaviour directed to individuals(OCBI) dimensions of OCB (0.65) Thus based on the results the hypotheses is accepted.

Table 5: Correlation between emotional intelligence and organizational citizenship behavior

Pearson Correlation	SEA	OEA	UOE	ROE	OCBI	OCBO
SEA	1					
OEA	0.66**	1				
UOE	0.75**	0.70**	1			
ROE	0.54**	0.54**	0.56**	1		
OCBI	0.52**	0.53**	0.54**	0.59**	1	
OCBO	0.71**	0.68**	0.72**	0.63**	0.65**	1
**. Correlation is significant at the 0.01 level (2 tailed).						

H4: There is a significant relationship between dimensions of emotional intelligence and Organizational Citizenship Behaviour.

4.13 Regression Analysis between Emotional intelligence and organizational citizenship behaviour

The results of table 6 reveal that under OCBI, Self-Emotion Appraisal (SEA) (t=3.13, p<0.01) involving ability to sense self-emotion, self-awareness etc., Other’s Emotional Appraisal (OEA) (t=3.67, p<0.01) knowing friends emotions, sensitive to feeling of others etc., and Regulation Of Emotion (ROE) defining handling difficulties , control emotions and calm

down quickly attributes of the predictor variables contributes significantly to Organizational Citizenship Behavior directed to Individuals with a variance of 43%.

With respect to OCBO the results reveal that under Self-Emotion Appraisal (SEA) ($t=4.94$, $p<0.01$) which involves the ability to acknowledge emotion, understanding emotion etc., under Use Of Emotion (UOE) ($t=4.07$, $p<0.01$) which will determine the individuals goal setting and its achievement , self motivation , self encouragement to try best etc., and under Regulation Of Emotion (ROE) ($t=6.01$, $p<0.01$) the attributes like handling difficulties, self-control etc.,contributes significantly to Organizational Citizenship Behavior directed to Organization with a variance of 65%. Hence the hypothesis is accepted.

TABLE 6: Organizational Citizenship Behavior and Emotional Intelligence.

	Predictor Variables	β	t	p
OCBI	SEA	0.18	3.13	0.00
	OEA	0.21	3.67	0.00
	ROE	0.38	7.51	0.00
	Adj. R ² = 0.43 F= 87.29			
OCBO	SEA	0.25	4.94	0.00
	UOE	0.19	4.07	0.00
	ROE	0.24	6.01	0.00
	Adj. R ² = 0.65 F= 162.76			

H4: The emotional intelligence factor will serve as significant predictor to explain the variance in Organizational Citizenship Behavior.

4.14 Implications of the study

From the research it is found that the managers make much use of their emotions in perceiving friends emotions, goal setting and its achievement, believing to be a competent person etc., and as an individual have a significant behavior directed towards the organisation by way of helping others, showing genuine concern towards co-workers by sharing duties, assisting in work and non work problems which would make them better leaders in the future. Various self development programs can be arranged so as to help the managers in analysing themselves and to perceive other emotional intelligence dimensions. These dimensions can help the manager in self appraisal and job satisfaction. The HR manager can also design programs like yoga for emotional control of the employees to enhance the regulation of emotions.

Socializing programmes can be arranged once in a month so that all the executives, senior executives and managers will be able to discuss non-official matters that will bring about closeness regardless of their designations. These programmes will help the executives and senior executives to forget their differences of levels and thus will enhance the performance levels and behaviour of employees in team works which is an important requirement in manufacturing industry.

The research determines that the age of the employees have a significant effect on the self awareness, they willingly give time for others, they accommodate other employees time off , they keep up with developments of the organization , defend the organization, they take pride in believing to be a competent person , they calm down quickly and have a higher amount of self-control. Thus the EI and OCB increases with increase in age.

The research also determine that the experience of the employees have a significant effect on the self awareness, understanding self emotion, self motivation, self encouragement to try best. If more importance is given to the individual's experience by rewarding them with gifts and awards that differentiate them from the freshers and those with less experience it would motivate them to contribute more towards the organization and these would increase employee collaboration and effectiveness in job which will pave way to promotion in future and reduce employee absenteeism. The single employees has been found to be more self aware of their emotions than the married employees and the female employees are found to make better use of their emotion than their male co-workers.

The employees should also impose high expectations on themselves. They should take a break from work and should not compromise on their weekends. The working hours of the employees should also be considerably reduced since most of the individuals are spending 12 hours in the workplace leading to emotional imbalance.

5. Conclusion

Emotions are those that make up a person. The positive effect of emotional intelligence will lead to the employee's increased performance level of their own and co-operation with other employees by helping them with their jobs and also in assisting them in job and non-job related problems. The relationship of emotional intelligence with citizenship behavior provides an environment in which the worklife, satisfaction and quality of work of the employees can be enhanced and there will be high retention rate of the employees because of the positive work culture. Thus the study has analysed that there is a significant difference with age, designation and the dimensions of EI and OCB ; marital status and gender differs with dimensions of EI. Future research can also be conducted with other dimensions such as emotions direct cognition which are incorporated in decision making situations, emotional management and emotional control.

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