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Organizational Citizenship Behavior and Emotional Intelligence: A Conceptual Paper

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Abstract

Recently, the prominent area of organizational citizenship behavior (OCB) has been substantially growing. It is vital to an organization to effeciently manage OCB. In industrial and organizational psychology, OCB refers to a different kind of contribution by individuals within an organization that is not part of their contractual tasks that lead to their satisfaction. It is crucial to increase the level of citizenship behavior among the employees so that it could give positive impact to the organization. Indeed, lack of attention in this issue will lead to lower job satisfaction among employees, higher turnover rate, lower productivity, and reduce organizational commitment. Numerous studies revealed that OCB is highly correlated with emotional intelligence (EI). EI is the ability to understand and manage an individual's and other people's emotion. There are four critical dimensions of emotional intelligence namely self-emotion appraisal (SEA), other's emotion appraisal (OEA), regulation of emotion (ROE) and use of emotion (UOE). Thus, this paper will critically discuss these four dimensions of EI in predicting OCB in an organization since there is a lack of attention being paid within Malaysian context. Moreover, there are inconsistent findings found in previous studies. This leads to the conclusion that more empirical studies needed to be done by future researchers.
Keywords: Organizational Citizenship Behavior, Self-Emotion Appraisal, Others' Emotion Appraisal, Regulation of Emotions and Use of Emotions.

Introduction

In the 1980s, as highlighted by Smith et al (1983) in their study, offices or agencies are daily influenced by numerous acts of cooperation, helpfulness, suggestions, gestures of goodwill, altruism and other examples that can be concluded as citizenship behaviors. Organ (1997) argued that instead of only assuming organizational citizenship behavior (OCB) as an extra-role behavior, a conduct beyond the job or as an unrewarded behavior, OCB should be redefined with a new definition. Nawaser et al (2015) describe OCB as a random and extra-role behavior that improves organizational efficiency and is not directly or indirectly regulated by an organization's official reward system. OCB has become one of the most important behaviors for a person to own. This is because when a person lacks OCB, he or she is prone

to commit misconducts, especially at the workplace. According to the National Human Resource Center (2019), these misconducts can be divided into two which are minor misconduct and major misconduct. Minor misconduct refers to acts such as intentionally being absent without leave, leaving the workplace without permission and many more. On the other hand, major misconduct refers to acts such as fraud, cheating, bribery and others. These misconducts can jeopardize a company's development and reputation. According to Pwc (2020), a survey had reported over 53% of respondents claimed to have extensive or high-level knowledge into fraud, corruption, or other economic crimes in their respective organizations.

Although there are studies that found 65% of managers allegedly had knowledge of fraud, waste and mismanagement in their organizations (Keenan and Krueger, 1992), the Malaysian Anti -Corruption Commission (2015) revealed corruption arrests were made in 2015 with 388 to the public staff and 127 private sector employees. Corruption is a serious problem that needs to be taken into account as it will affect the country's economic growth. In addition, Sohail, and Cavill (2008), report The American Society of Civil Engineers claims that corruption contributes about $ 340 billion in construction costs worldwide each year. Corruption in construction projects affects the delivery of infrastructure services such as delayed projects, collapsed buildings and others.

Lack of transfer of training is also important to be associated with OCB issues. While investment has increased in training, many cases have described employees as unable to transfer newly learned skills, knowledge and attitudes demonstrated to employment (Salleh et al., 2017). As employees in the private sector are threatened to eliminate job uncertainty if they remain unproductive, those in the public sector need to adhere to key performance indicators set to have a positive impact on the organization. It is not surprising when American organizations spend over $135 billion annually on training with an unknown return on investment (Weide, 2014). A study by Hunter-Johnson (2013) included in her study that the average employer spent an average of 2.2% of payroll dollars in 2002 on education and training and in Europe 3.2% of annual salary. An early study by Sofo (2007) however found that only 10% of the respondents in his study applied of what they learned from training to their jobs. Since all organizations demand outstanding performance from employees so that organizational aspirations in meeting performance expectations are driven by key performance indicators, a refusal to apply what is learned from training to the workplace symbolizes unfavorable actions to the organization.The world is changing, and it influences the way organizations do their work. An organization should be able to adapt to changes and each employee is important especially those who are ready to embrace changes regardless of their formal job requirements (Mahdiuon et al., 2010). Osman et al (2015) also highlighted that technology, innovation and heavy machinery are not enough for organizations to become productive and profitable. Instead, it is the employees who play a major role in ensuring the success of an organization. Kaya (2015) indicates that organizations cannot depend only on providing products and services, instead, the role of human touch is also important and OCB is one of the behaviors that can help organizations to successfully compete over other organizations.

Additionally, organizations that want to succeed need employees who are flexible in doing given tasks and their job performances also need to exceed expectation (Trisia &

Sakapurnama, 2016). Besides, Thiruvenkadam & Durairaj (2017) describes OCB as a term that refers to employees' positive and constructive behavior and it can support other employees to benefit the company. Farris (2018) also added that by recognizing individual employee's behavior it can help improve organizational performance whereby OCB has become one of the explanations on the reason why some employees outperform others. Furthermore, Ocampo et al (2018) stated that when activities necessitate cooperation and collaboration inside teams, as well as among personnel, OCB is heavily regarded. The concept has spread widely in the corporate sector, demonstrating that employees' well-being and habits have a significant impact on an organization's efficacy and performance. Another study by Sharma & Mahajan (2017) indicated that employees who show OCB and emotional intelligence will eventually enhance their productivity which can later escalate the performance level of the organization. With OCB being a topic in many studies, there are inconsistent research findings on the concept. Furthermore, several concepts have been observed to overlap, with some scholars using different terms for concepts that are essentially similar. Therefore, it is very important to study OCB further so that these new discoveries can later be the dissemination of knowledge in this field.

Objectives
This conceptual paper seeks to study the theory of organizational citizenship behavior and emotional intelligence in various research settings. There are the three objectives this conceptual paper aims to meet:
- To identify various models related to organizational citizenship behavior and emotional intelligence theory.
- To investigate the influence of organizational citizenship behavior and emotional intelligence in different research settings.
- To examine whether organizational citizenship behavior influence the emotional intelligence of individuals.

Organizational Citizenship Behavior
In recent years, the topic of OCB is still attracting researchers in various research settings. For example, Nasurdin et al (2016) highlighted in their study on the hotel industry, frontline employees play a major role in developing excellent customer perception on the services provided. These excellent services depend on their behavior such as helping colleagues who are temporarily burdened with work or demonstrated courtesy and goodwill to customers. Similarly, Yeh (2019) found that in a study on tourism involvement, frontline hotel employees with OCB were more likely to perform extra roles than they are assigned to.

In addition, a research study by Saoula et al (2019) which involved full-time employees working in an Information and Communication Technology (ICT) firm found that by increasing the level of citizenship behavior among the employees, the firm was able to prevent employee turnover. Moreover, in a research study that involved employees of higher education institutions in India found that OCB is one of the factors to ensure the success of institutions (Nawaz & Gomes, 2018). OCB has significant effects toward human behavior especially in the context of employment. A study by Roya et al (2015) suggested that if organizations aim to gain favorable results in their performances, they have to pay more consideration towards OCB since this could influence employees' performances and also productivity.

In another study by Basu et al (2017), it was discovered that OCB can influence evaluations of job performances because it is believed that OCB is needed for the success of an organization. Besides, by increasing the level of OCB among employees, an organization can avoid employee turnover from happening (Saoula & Johari, 2016). Similarly, Ishfaq & Adeel (2016) found negative relationship between OCB and employee turnover whereby employees with high level of OCB can be associated with job satisfaction and organizational commitment which can reduce the chances of turnover intentions among the employees. Besides, OCB not only improves performances of employees and organizations or helps to reduce turnover intentions, it can also aid in the effort to provide good quality services. This is because, employees with OCB tend to have extra-roles behavior such as cooperation and involvement among employees so that they can provide the best services for their organizations (Yohana, 2017).

A study conducted by Smith et al (1983) found that there are two factors of OCB which are altruism, referring to helping behaviors and generalized compliance that are related more towards conscientiousness, which is the second factor, where an individual focuses in doing the right thing for the sake of the organization rather than for own self. As cited by Thiruvenkadam & Durairaj (2017); Organ (1997) identified five dimensions used to determine the level of OCB which consists of altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Basu et al (2017) describe altruism as a helping behavior which involves activities such as voluntarily helping colleagues in performing organizational tasks whereas conscientiousness is related to extra-behavior of individuals in order to meet task requirements beyond expectations. In addition, sportsmanship focuses on the tolerance of individuals in dealing with negative behavior and avoid making unnecessary complaints or making a bigger issue out of minor problems. On the other hand, individuals with courtesy will refer to other people before making any decision or taking any action especially if it will affect task performances. Lastly, civic virtue focuses more on actively participating in matters related to the company. In a different study by Podsakoff et al (2000), they categorized the OCB dimension into seven dimensions that consist of helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiatives, civic virtue and self-development.

Emotional Intelligence
Emotional intelligence can help to determine an individual's potential for learning the required practical skills that can potentially help the individual to interpret and master this intelligence into on-the-job capabilities (Goleman, 2001). Mayer et al (2008) claimed that emotional intelligence includes the ability of a person to be involved in the processing of information related to one' self and emotion of others. This also includes the ability to use this information in order to guide one's thinking and behavior. In another study, Mayer et al (2011) indicated that emotion and intelligence are related to one another and it can redirect a fragment of ability to recognize the meanings of the emotional patterns that can later be used in reasoning and problem solving. Emotional intelligence can be measured by various types of measurement scale developed by different researches. The Mayer-Salovey-Caruso Emotional Intelligence Test Version 2.0 (MSCEIT) was developed to measure the four branches in emotional intelligence which are perceiving emotions accurately, using emotions to facilitate thoughts, understanding emotions and managing emotions. This MSCEIT measurement tool suggests that it has the needed quality in assessing emotional intelligence

(Mayer et al., 2003). Besides, Emotional and Social Competency Inventory (ESCI) was developed to reflect intrapersonal recognition and management of individuals' own emotions, the way they influence interpersonal interactions with other people and the recognition and management of other's emotions (Boyatzis, 2018). On the other hand, Wong & Law (2002) had developed emotional intelligence scale that are used to evaluate four domains of emotional intelligence which are self-emotion appraisal, other's emotion appraisal, use of emotions and regulation of emotions.

Self-emotion Appraisal

According to Pekaar et al (2018), EI facets can be differentiated in terms of their focus on emotions of the self or emotions of others. Dealing with both sources of emotions is conceptually different because personal emotions are internal experiences that directly influence one's mood, behavior and/or cognition (Frijda, 1986). Considered as an appraisal and expression of emotion in the self (Salovey, & Mayer, 1990; Mayer et al., 1997), self-emotion appraisal is the extent to which individuals perceive and understand their own emotions (Davies et al., 1998; Wong, & Law, 2002). This relates to an individual's ability to understand their deep emotions and be able to express these emotions naturally. People who have great ability in this area will sense and acknowledge their emotions well before most people.

As an individuals gain more experience in managing other people's emotions, they are more likely to learn to communicate better with other people and develop their social skills (Bakker et al., 2012). Such learning and development are part of active learning. Besides, Jung & Yoon (2012) found that self-emotion appraisal has a significant positive effect on OCB, thus, supporting previous studies (Wong and Law, 2002; Cote and Miners, 2006; Bozionelos & Singh (2017). Additionally, Pekaar et al (2018)'s study involved a process model of emotional intelligence which distinguishes how individuals deal with their own and other people's emotions during work – it is believed that the first step needed to set this process in motion is that one becomes aware of another person's emotions. When these emotions are appraised, the next step is to manage them. According to Black et al (2019), two of the most significant attributes a person can have to excel on a team are emotional intelligence and self-efficacy. Those who have mastered these attributes are more likely to succeed in teams, providing more cohesion, harmony, collaboration, communication, and overall satisfaction to their colleagues.

Others' Emotion Appraisal

The extent to which individuals perceive and understand other individuals' emotions is classified for this EI facet (Davies et al., 1998; Wong & Law, 2002). Niven (2017) also described others' emotional appraisal as internal experiences that belong to others. Hence, dealing with these emotions is part of a social process that may also influence other people. As for Figley (2002); Sabo (2006), they stressed that any professional who cannot cope with negative emotional impact are at risk of experiencing compassion fatigue –a state of reduced emotional care for others. However, they are needed to adequately deal with the emotions of others and with their own emotions so that they can work energetically and effectively.

Delpechitre & Beeler (2018) found that in the study of salespeople, they discovered that salespeople who have the ability to perceive their customers' emotions, accurately evaluate

their own and customers' emotions, and use this knowledge to regulate relevant and appropriate emotional responses are more likely to engage in deep acting (rather than surface acting), which increases the customer's perception of salesperson trustworthiness. Moreover, other scholars Wong and Law (2002) claimed that this dimension of emotional intelligence is more closely related to voluntary behavior outside primary roles, thus, supporting its relationship with OCB. In addition, though hypothesized by Cartwright & Pappas (2008), employees with higher emotional intelligence are more empathetic and directly related to OCB. Jung & Yoon (2012)'s and Bozionelos & Singh (2017)'s work revealed that others' emotional appraisal did not have any significant effect on OCB. The findings are contrary to a study by Cartwright and Pappas (2008) that proved a positive relationship between others' emotional appraisal and OCB.

Regulation of Emotions

Regulation of emotions or emotion regulation is a term that is generally used to explain a person's ability to effectively manage and respond to an emotional experience. People are able to use a variety of emotion regulation strategies to cope with different situations in order to adapt to the demands of their environment. It was believed that a person with a better control of his/her emotions will be less likely to lose his/her temper (Hwa and Amin, 2016). A study by Yunus et.al (2010) revealed that regulation of emotions is the dimension of EI to predict OCB. Regulation of emotions was found to have an influence on OCB (Joo & Han, 2013). Ramachandran et. al (2011) also believe that there is positive significant result between deep acting and ROE in Malaysian service industry. However, a study by Jung & Yoon (2012) suggests that regulation of emotions did not have any significant effect to OCB among food and beverages employees in a deluxe hotel in Korea. This proved that different situations could lead to different conclusions.

Use of Emotions

Use of emotions can be defined as a person's ability to take on cognitive functions such as creativity and problem solving (Mayer et al., 2002). Ng et al (2014); Jung & Yoon (2012) stated that the use of emotions and OCB had the highest significant relationship compared to other emotional intelligence elements. The higher the ability to exploit emotions, the more OCB would be among respondents (Pradhan et al., 2016). This is because the capability to use emotions would assist a person to become accustomed to organizational challenges and environmental turbulence (Ng et al., 2014). Moreover, in a new model of psychological intervention for occupational stress and OCB, Aderibigbe & Mjoli (2019) proclaimed that using emotions intelligently can bring about a better level of employee performance, even though the employees are suffering a certain level of occupational stress. Workers who have the ability to use emotions tend to show OCB, such as giving their colleagues a helping hand to solve problems (Pradhan et al., 2016). Such workers possess high emotional intelligence and self-evaluation that result in the development of suitable communications with others, proper control of behavior, contentment with working environment and OCB (Somayehadabifirozjaee et al., 2014).

Nevertheless, Ramachandran et al (2011) found that there was an insignificant relationship between the use of emotions and OCB among non-professionals. Turnipseed & Vandewaa (2012) who conducted a research on professionals, uncovered insignificant relationship between the use of emotions and OCB. Using a research sample of 290 employed students,

Turnipseed (2018) found that the use of emotions was not associated to OCB. Thus, it can be concluded that different groups of respondents would display dissimilar outcomes.

Conclusion

Over the years, the topic of organizational citizenship behaviors has dramatically increased that resulting in the development of several problems, including the need to better understand the conceptual similarities and differences between various forms of citizenship behavior, as well as their antecedents and consequences. The findings of literature review have enhanced our understanding on the determinant factors of OCB. Consequently, self-emotion appraisal, others' emotion appraisal, regulation of emotions and use of emotions are determined as important factors for OCB among employees in Malaysia. To summarize, there is a lack of attention to the relationship between EI and OCB among employees in Malaysia. Moreover, there are inconsistent findings found in previous studies. These issues had triggered the awareness on the need to conduct more empirical studies in the future in order to investigate the relationships between the variables among employees in Malaysia. Academically, this study will eventually contribute to the body of knowledge among scholars and it is expected that the findings from future empirical studies will be able to guide human resource (HR) practitioners in managing OCB among employees in Malaysia.

Implications

In brief, this study is relevant to senior management and HR officials in firms that are involved in policy creation and personnel administration, both directly and indirectly. When a person feels respected, acknowledged, and heard in the workplace, he or she is more motivated to achieve goals. As a result, effective incentive mechanisms for excellent conduct displayed by individuals and teams to achieve organizational goals must be implemented. Organizations may consider investing in employee training to improve their EI abilities. As a result, management must promote positive affectivity among their staff, and they may consider revising their mission and values. HR professionals must behave as custodians in assessing emotional reactions, expressing care and concern for others, and use emotions to foster a pleasant work environment. Emotionally competent leaders, regardless of their discipline, play an important role in monitoring their own and their followers' behavior. A better understanding of subordinates allows for more opportunities to encourage them to engage in citizenship practices.

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