Emotional Intelligence and Conscientiousness as Predictors of Organizational Citizenship Behavior

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ABSTRACT

Organizational Citizenship Behavior is one of best quality of an employee can have. This study aims to determine the predictive ability of Conscientiousness, Emotional intelligence to the Organizational Citizenship Behavior of the corporate workers in the Philippines. Using a quantitative design, the researcher gathered 200 respondents collectively using Homogeneous Sampling. The results showed that conscientiousness has weak but positive correlation with (r=.16, p < .05 and Emotional Intelligence has weak but positive correlation as well (r=.09, p > .05). Therefore, Emotional Intelligence shows very weak correlation and almost shows that OCB and EQ are not correlated, Conscientiousness on the other hand only plays a minor role to predict Organizational citizenship Behavior of an individual.

Keywords: Emotional Intelligence, Conscientiousness, Organizational citizenship behavior

Organizational citizenship behavior (OCB) has usually been used as a predictor of many variables, especially those involving workplace setting. Organizational Citizenship Behavior is being used to size the efficiency of an employee. In this age, organizations need to restructure, and need individuals who are enthusiastic to donate to successful change and leaders who can successfully bring about change. But what does it take to have an OCB? Not all people possess an OCB, there are people who will not help, and let other people be, is it because they think about their self first before others? Which most people with high conscientiousness do, or because they have low Emotional Intelligence. OCB is altruism in an organizational setting. According to Bergeron (2007) employees sometimes hurt their career or their physical body by helping the organization. How can people not hurt their self by helping other people, are we conscious about it? High conscientiousness means high awareness of oneself and emotional intelligence is the awareness of how other feels. it sound opposite does it, but this two might be the factors to have a balance OCB. Today millions of companies accepts applicants and use different kinds of psychological test, and intelligence test, and OCB test, but still there are people who in the workplace with low OCB, The research think that there is something missing to predict OCB, the research aims to find what predicts OCB. Finding the factors or variables that defines Organizational Citizenship Behavior will help to filter applicants and employees from companies and organizations.

Emotional Intelligence

Sharma (2011) showed that EQ is understood as a part of the nature in a workplace. The more a person socializes or participates, the higher the EQ will be. The study of Edmond-Kiger, Connie, Tucker, and Yost (2006) showed that Emotional Intelligence has no connection in having a low GPA and EQ can be use to improve leadership skills. In Liptak’s (2005) study, emotional intelligence seems to be an excellent framework to use in helping college students find a job and succeed in the workplace. At the same year, Oginska-Bulik (2005) conducted a similar study about Emotional Intelligence and Occupational Stress. The results confirmed an essential, but not very strong, role of emotional intelligence in perceiving occupational stress and preventing employees of human services from negative health outcomes.

In a research conducted by Hutchison and Hurley (2013) it was found that bullying affects the performance of an employee and how he or she cares for others. In another study by...
Webb (2014) found that worker perceptions that the commitment and well being of a person does not correlate with each other. In a study used by Bradberry and Su (2006) it said that self-awareness, self-regulation, social awareness and relationship management are the four pre content of emotional intelligence appraisal. Relationship management was more powerful to use as a predictor for leader job performance than the other three pre content and social awareness has no link to leader job performance.

**Conscientiousness**

According to Altuntas and Baykal (2009), nurses had higher than average level of trust in their managers and coworkers and they trusted more in their managers and co-workers than their institutions. The Organizational Citizenship Level Scale indicated that the behavior most frequently demonstrated by the nurses was conscientiousness, followed by courtesy and civic virtue, whereas sportsmanship was displayed to an average extent.

In a similar study conducted by Abraham (2004) the result showed that the self-confidence, and emotional resilience can promote superior performance, if positive feedback is delivered in an informative manner, and can mitigate the adverse effects of negative feedback. In a similar study conducted by Lee, Yang, Wan, & Chen (2010), the results indicated that the interaction between conscientiousness and friendship networks explains a significant incremental amount of the variance in employee individual contextual performance. The study of Peng and Zhou (2009) about social cynicism and perceived interpersonal justice supported the researcher’s hypothesis that higher levels of social cynicism lead to lower perception of interpersonal justice.

**Organizational Citizenship Behavior**

The study of Zehir, Müceldili, Altindağ, Şehitoğlu, & Zehir (2014) showed a positive relationship on OCB. Ethical climate was found to be a weak mediator in the relationship between charismatic leadership and OCB. A similar study was conducted by Lou and Liu (2014), the results indicated that situational leadership and employee readiness matches had a positive effect on OCB. However, 1 match in which the leader had a coaching role and the employee required detailed directions, was a partial match and was not significantly related to OCB. In another similar study was administered by Lu (2014) The results showed that ethical leadership had a significant main effect on both OCBO and OCBI. In addition, cognitive trust had no significant mediating effect on the relationships between ethical leadership and OCBO and ethical leadership and OCBI, but affective trust fully mediated these relationships.

Huang, Wang, & Xie (2014) found that the followers’ identification with the leader mediated the influence on organizational citizenship behavior. We also found that perceived group leader’s reputation moderated the relationship between LMX and identification with the leader, in that the relationship was stronger for individuals scoring high on perceived group leader’s reputation than it was for those scoring low. A similar study was done by Marshall (2012) which showed other common, historical forms of organizational citizenship behavior were deemed irrelevant in this context, and a set of new behaviors that had not surfaced in previous research emerged.

**Synthesis**

The different studies have shown the relation of each variable to each other. Regarding the initial variable, Emotional Intelligence; it is indicated that Emotional Intelligence have an impact on mental well-being. Emotional Intelligence was also known to be useful in workplace setting. Emotional Intelligence did not have any relationship with GPA. With Emotional Intelligence and Occupational Stress, EQ has an essential, but not very strong, role of emotional intelligence in perceiving occupational stress and preventing employees of human services from
negative health outcomes. Emotional Intelligence also affects leadership capability, that lacking EQ erodes the social climate of organization and care provided. Perhaps one of the highlights of the studies regarding Emotional Intelligence is the idea that mental well-Being, which EQ has an impact on, does not have any bearing on worker satisfaction or commitment to the leader or the organization. However, if EQ were to precede Organizational Citizenship Behavior, it would indicate a chance for EQ to predict the OC since EQ is different from Mental-Well Being. Since EQ also has the Emotional Competencies Model: Self-Awareness, Self-Regulation, Social Awareness, and Relationship Management, which Mental-Being may only possess the Self-Awareness part, but Social Awareness and Relationship Management may have a bearing on Organizational Citizenship Behavior, which makes it likely that EQ would be useful in being the variable that may predict Organizational Citizenship Behavior.

Conscientiousness is shown to have a relationship on performance and along with emotional honesty, self-confidence, and emotional resilience. Furthermore, Conscientiousness and Friendship Networks also possess a significant relationship. It is also said that Conscientiousness plays a role in relationship management and interpersonal justice. With having Conscientiousness having a link with aspects of Emotional Intelligence, having the two variables would be a good predictor of Organizational Citizenship Behavior. Instead of Proactive Behavior, specifying how Organizational Citizenship Behavior as the chosen variable would be a fit in an industrial setting over Proactive Behavior. Furthermore, Organizational Citizenship Behavior was said to have a relation with situational readiness and charismatic leadership. OCB as what was mentioned, was a mediator of leadership, what lacks is the connection of EI that will precede OCB to other variables. Since Emotional Intelligence has a link with Conscientiousness although two different variables altogether, would be the likely independent variables since the aim of the study is to know the predictive ability of Emotional Intelligence and Conscientiousness over Organizational Citizenship Behavior.

This study aims to determine the predictive ability of Conscientiousness, Emotional intelligence to the Organizational Citizenship Behavior of the corporate workers in the Philippines. Specifically, it sought to answer the following questions: (1) What are the levels of Conscientiousness, Emotional Intelligence and Organizational Citizenship Behavior of the respondents? (2) Is there a significant relationship between Conscientiousness and Organizational Citizenship Behavior? (3) Is there a significant relationship between Emotional Intelligence and Organizational Citizenship Behavior? And (4) what independent variable predicts OCB better?

Method

Research Design

The research used Correlational and quantitative research design which uses numerical data in gathering data for big amount of respondents. According to Sheldon (2009), quantitative research provides a measure of how many people think, feel or behave in a certain way and uses statistical analysis to determine the results. If you want to know how many of your customers support a change in a product or service - and how strongly they support it — so that the researcher can determine whether you have a business case for making that change, you would use quantitative research.

Participants

The researcher used homogeneous sampling technique. The researcher chose A total of 200 participants who work in a commerce setting. The chosen age bracket would be 22-50 who work in a commerce setting, (e.g., Accounting, Marketing, Finance, etc.). The following respondent were chosen because of their life experience with the organizational setting at work. The respondents were randomly chosen for every specific places of office.
**Instrument**

For *Conscientiousness*, the researcher used HEXACO Personality Inventory Revised (HEXACO-PI-R) (Ashton & Lee, 2009) and the *HEXACO-60* a 60-item questionnaire in Likert Scale format will be used; sample items would be, “I rarely hold a grudge, even against people who have badly wronged me.” and “I feel reasonably satisfied with myself overall.” And it has a high Cronbach Alphas ranging from (.76) to (.80) namely: Honesty-Humility (.76), Emotionality (.80), Extraversion (.80), Agreeableness (.77), Conscientiousness (.76), and Openness to Experience (.78).

For *Emotional Intelligence*, The researcher used Emotional Intelligence scale (Salovey, P. & Mayer, J. D. (1990). in this test 33 item questionnaire in Likert scale format will be used; sample items would be, “I know when to speak about my personal problems to others” and “Other people find it easy to confide in me” An internal consistency analysis showed a Cronbach’s alpha of (0.90) for the 33-item scale.

For *Organizational Citizenship Behavior*, the researcher used Organizational Citizenship Behavior Checklist (OCB-C) (Fox, Spector, Goh, Bruursema, & Kessler, 2012) and the OCB-C a 42-item questionnaire in Likert scale format was used; sample items would be, “Helped co-worker with personal matter such as moving, childcare, car problems, etc.” And it has a high Cronbach Alphas of (.97).

**Procedures**

In order for the researcher to gather his data, He went to the following several steps: First, The researcher asked his contacts if he can give survey to their offices. Second, He went to the office and inspect the place where the respondents are and observing if the respondents are capable to answer the survey. Third, the researcher distributed the survey to the respondents. Fourth, the researcher explained everything to respondents. Fifth, the researcher collected the questionnaire and thanks everyone who participated.

**Data Analysis**

The Researcher used Inferential Statistics as a statistical tool for it would be making calculation about number of population from observation and analyses from a sample. The Data collected from the questionnaires was studied through the statistical method called multiple linear regression analysis. Multiple Linear Regression analysis provides the relation between the predictive variable: Emotional intelligence and Conscientiousness to the criterion variable: Organizational Citizenship behavior. The researcher used the SPSS (statistical product and service solution) software for windows v.20, as the statistical tool in analyzing the data that was met. The SPSS results of the Grand Mean of the respondents concerning with each variable, the correlation of each independent variable to organizational citizenship behavior, the variables each coefficients, the ANOVA of each model, and P-P Plot compares the empirical cumulative distribution function of a data set with a specified theoretical cumulative distribution function., And scatter plot to coordinate the display values for typically two or more variables for a set of data. The basis for the degree of the variable of the respondents and their levels will be displayed the table below.
**Results**

*Degree of Emotional Intelligence, Conscientiousness and Organizational Citizenship Behavior of the respondents.*

The Table below will show the degree of each variable of the respondents. It will also show the alpha coefficients of each Variable.

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>GRAND MEAN</th>
<th>INTERPRETATION</th>
<th>α</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conscientiousness</td>
<td>3.22</td>
<td>AVERAGE</td>
<td>0.76</td>
</tr>
<tr>
<td>EQ</td>
<td>3.62</td>
<td>AVERAGE</td>
<td>0.90</td>
</tr>
<tr>
<td>OCB</td>
<td>2.92</td>
<td>LOW</td>
<td>0.97</td>
</tr>
</tbody>
</table>

* N = 200

The table shown above gives the levels of, grand mean, and internal consistency Reliability Coefficient (alphas) for conscientiousness, Emotional Intelligence (EQ) and Organizational Citizenship Behavior (OCB).

<table>
<thead>
<tr>
<th></th>
<th>Conscientiousness</th>
<th>EQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>PEARSON R OF OCB</td>
<td>.16</td>
<td>.09</td>
</tr>
<tr>
<td>SIGNIFICANCE</td>
<td>.012</td>
<td>.099</td>
</tr>
<tr>
<td>N</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

*Conscientiousness and Organizational Citizenship Behavior*

The significance of conscientiousness from OCB is .012. Conscientiousness has weak but positive correlation with (r=.16) as a result. The Conscientiousness questionnaire that was used has a Cronbach alpha of (α=.76) based on the reliability statistics.
**Emotional Intelligence and Organizational Citizenship Behavior**

As what the results has given, the significance of the EQ is .099. The results of the correlation of these variables is ($r=.09$) weak but positive correlation as well. the Emotional Intelligence questionnaire used is Emotional Intelligence scale that consist 33 questions with the Cronbach Alpha of ($\alpha=.90$) based on the reliability statistics.

**Conscientiousness and Emotional Intelligence as a predictor of Organizational Citizenship Behavior**

The main reason of this research is to know if Conscientiousness and EQ can predict the OCB of an individual. to elaborate more about the prediction, the summary result would be included.

<table>
<thead>
<tr>
<th>MODEL</th>
<th>R</th>
<th>R square</th>
<th>ADJUSTED R square</th>
<th>STD. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.167a</td>
<td>.028</td>
<td>.018</td>
<td>.61953</td>
</tr>
<tr>
<td>2</td>
<td>.160</td>
<td>.026</td>
<td>.021</td>
<td>.61875</td>
</tr>
</tbody>
</table>

*a. Predictors: (Constant), Conscientiousness  
b. Predictors: (Constant), Conscientiousness and Emotional Intelligence*

The Model Summary would illustrate on what the predictive model (EQ and Conscientiousness) would do and how it will affect the variable that is being predicted which is the Organizational Citizenship Behavior. There are two models that were used in the prediction process. The first model was OCB as the constant variable while the predictor is Conscientiousness alone, while the second model is Conscientiousness with EQ. Considering the R of both models, they showed a result of (.16) which posits that Conscientiousness and Emotional Intelligence would have a 16% variability with Organizational Citizenship Behavior.

What the study was aiming to answer was “Do levels of Conscientiousness and emotional intelligence predict the levels of Organizational Citizenship Behavior?” By considering the R Square of the regression model 1: conscientiousness and emotional intelligence, garnering a result of .16, by converting to percentage, the result would report that 16% of the total variability in Organizational Commitment is explained by the said regression model.

Having the predictive model 1: Conscientiousness and Emotional Intelligence, the results showed that the significance level is not significant for Emotional Intelligence ($p > .05$) alone and Conscientiousness is significant ($p < .05$). Both $t$ scores for conscientiousness and emotional intelligence are both low since it does not really make up what Organizational Citizenship Behavior is all about. What is worth noting is that Conscientiousness may play a part, though low, unlike the Emotional Intelligence itself which really does not. Considering the Unstandardized Coefficients, for every .057 increase in Emotional Intelligence, Organizational Citizenship Behavior will increase or decrease by the same manner. If we’re to consider
Conscientiousness, for every .157 increase, it would affect the increase or decrease of Organizational Citizenship Behavior.

Considering the significance level of each, one of the two variables contain a slight contribution to the prediction of Organizational Citizenship Behavior which is the Conscientiousness while the Emotional Intelligence does not give much bearing to the variable that is being predicted.

**Discussion**

The purpose of the study was to determine if having Organizational Citizenship Behavior is correlated to Emotional Intelligence and Conscientiousness. By considering how Emotional Intelligence plays a role to Organizational Citizenship Behavior and how Conscientiousness plays a role also to Organizational Citizenship Behavior. And how the two independent variables would predict Organizational Citizenship Behavior as a model. Using purposive sampling, a total of 200 respondents were gathered who works in a commerce setting because they are the ones who are usually found in the corporate industrial setting. What the researcher has found was that Emotional Intelligence has no significant and weak correlation with Organizational Citizenship Behavior and Conscientiousness having a significant but weak correlation with Organizational Citizenship Behavior. Only Conscientiousness proved to have the power to predict Organizational Citizenship Behavior despite how low it is. Considering the two models put together as a model showed that there is a very low contribution to the dependent variable with regards to predicting it. It would make sense to consider that Emotional Intelligence is a construct that is responsible for the regulation of emotions which focuses on the intrapersonal aspect, primarily Self-Awareness and Self-Regulation. Organizational Citizenship Behavior on the other hand is regarding an organizational culture and how it responds to the interpersonal aspects of the organization. One is intrapersonal while the other is interpersonal. It would show that there is a bit of diverging of the two construct. Conscientiousness on the other hand would somehow explain that being well-organized would constitute to a feeling of responsibility with the other people in the company because having the thought in mind, if the employees are doing well in the organization, the company itself would flourish. Conscientiousness would contribute, on a low scale, to having such behavior.

Regarding the study’s limitations, it is worth noting that Emotional Intelligence has four sub-factors which are Self-Awareness, Self-Regulation, Social Awareness, and Relationship Management; while there is a sense of interpersonal in it, this is not however, connected to the organization. It is just between the person and another person, without having the connection with the organization. The sub factors would somehow explain what each sub factor can do, though it may not be as relevant since this study already considered it as a whole. Conscientiousness does contribute to the success of an organization and it would make sense because having high organizational citizenship behavior would contribute to the success of an organization. The model itself only has 16% of the variability; 84% was not covered by this research and recommends future research to be done that will cover the other unknown variables that accounts for Organizational Citizenship Behavior as a whole. The model does not have much predictive ability and would consider to have other constructs. It is worth noting that the constructs under HEXACO might be a good place to start in doing research because Conscientiousness, one of the sub factors of it, did have a correlation despite how weak it is. The constructs to be done research with must tackle something along the subject of motivation.

**Conclusion and Recommendation**

Present research used two variables such as Conscientiousness and Emotional Intelligence in predicting Organizational Citizenship Behavior of people who work in commerce
setting. Organizational citizenship involves something more with the culture of an organization than what the intrapersonal aspects would provide. Emotional Intelligence has no significance or bearing to Organizational Citizenship Behavior and Conscientiousness only plays a minor part as what the results have shown. The model is not feasible to consider in the prediction of Organizational Citizenship Behavior.

References


