The Linkage between Emotional Intelligence and Organizational Citizenship Behavior: A Conceptual Paper

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ABSTRACT
In this conceptual paper, the investigation of the relationship between emotional intelligence and organizational citizenship behavior is proposed. This is due to the inconsistency of findings on the linkage in previous studies. Besides, this linkage of variables is proposed to be conducted in real study in future for the purpose to address the real problem that happened in Malaysian manufacturing industry. To do this, it is proposed that the future researcher can adopt the approach of survey to investigate the relationship by distributing questionnaire.

1. Introduction
Many companies emphasize on the efficiency of employees thus the management has been seeking for the methods that can improve the employees’ performance and efficiency [1]. Organizational citizenship behavior has been recognized as one of the significant factors that can enhance the organizational efficiency and overall productivity [2]. A company has more probability to be success when there are employees who exhibit citizenship behavior [3], as well as the working environment will be healthier, helpful, and caring which will help to improve the organizational performance [4]. In the discipline of management, an employee who exhibits citizenship behavior tend to act voluntarily to improve the organizational performance, although the action is not recognized in formal reward system [5]. From this statement, it suggests that the employees with citizenship behavior are willing to work beyond their formal job scopes to assist the company to reach success. As a result of its contribution to organizations, organizational citizenship behavior has been obtaining attention from researchers in different fields, such as management [2].

One of the antecedents of organizational citizenship behavior is known as emotional intelligence [6]. Emotional intelligence is an element that can effectively enhance the social relation among the employees in an organization, which might increase the willingness of employees to perform beyond formal duties voluntarily, thus exhibiting organizational citizenship behavior [7]. Emotional intelligence is described as the ability to perceive, regulate, understand, and access the feelings as well as emotions [8]. Several scholars had been proved the contribution of emotional intelligence onto some life outcomes such as academic achievement, as well as human’s well-being [9, 10, & 11]. This suggests that, emotional intelligence could contribute to the occurrence of organizational citizenship behavior.

2. Problem of Statement
In this competitive era, the organizations have been competing to be outstanding with the assistance of technology, and the help of efficient employees [12]. The employees are known as important assets in a company because a company needs the workers to run the business of company [13]. Thus, it is critical to have engaged and dedicated employees in one organization in order to be competitive in this era [14]. However, it is reported by scholars that, the most severe human resource issue in Malaysian manufacturing industry is lacking of dedicated employees [15. & 13]. In other words, organizational citizenship behavior issue happened in Malaysia manufacturing industry. There is a need to investigate the antecedents of organizational citizenship behavior, especially emotional intelligence because it has been receiving limited attention in the past years.

Although emotional intelligence can be the potential antecedent of organizational citizenship behavior, there are limited studies of emotional intelligence in Malaysian organizations [16]. It is supported that, the
relationship between emotional intelligence and organizational citizenship behavior is not extensively investigated [1]. Inconsistency of findings has triggered the need for more studies to be conducted to confirm the linkage of variables [1]. Malaysia is known as a society with collective culture, thus it is inferred that there is a possible association between emotional intelligence and organizational citizenship behavior [17]. It is claimed that it will be worth to examine the linkage in a multiracial country [18]. From the problem of statements above, there is a critical need to investigate the relationship between emotional intelligence and organizational citizenship behavior in Malaysian manufacturing industry.

3. Research Objectives
   i. To determine the level of emotional intelligence of employees in manufacturing companies.
   ii. To determine the level of employees’ organizational citizenship behavior in manufacturing companies.
   iii. To investigate the relationship between emotional intelligence and employees’ organizational citizenship behavior.

4. Research Questions
   i. What is the level of emotional intelligence of employees in manufacturing companies?
   ii. What is the level of employees’ organizational citizenship behavior in manufacturing companies?
   iii. What is the relationship between emotional intelligence and employees’ organizational citizenship behavior in manufacturing companies?

5. Methodology
   The respondents that will be involved in this study come from the Malaysian manufacturing industry. This will be a quantitative study which will adopt questionnaire as the instrument of this study. The researcher will adopt and adapt the past scholars’ questionnaires. For the variable of emotional intelligence, the researcher will adopt the items from [19]. As for the variable of organizational citizenship behavior, the researcher will adopt the items from [20]. The questionnaire will be prepared in two languages, which are English and Malay. The translation will be done by language experts. The survey approach and questionnaire will be chosen in order to analyze the relationship between emotional intelligence and organizational citizenship behavior.

6. Validity and Reliability of Instrument
   Reliability is the degree of how consistent a measuring instrument on measures whatever concept it is measuring [21]. Cronbach’s alpha is chosen to test reliability due to it is able to show internal consistency reliability of a measure [22]. While, validity of questionnaire is defined as to what extent the questionnaire is accurately measured what researcher intended to measure [23].

   The questionnaire of this study will be distributed to one small group of respondents for the purpose of pilot study. After the pilot test, the data will be analyzed through Statistical Package for Social Sciences (SPSS) to test the reliability of questionnaire. Low alpha value should be avoided because it shows poor interrelatedness between the items [24]. They continued, high alpha value should be cautioned too because it might cause redundancy of items. Hence, it is claimed that, alpha values which are ranging from 0.70 to 0.95 are acceptable in one research [25].

   As for validity test of instrument, the questionnaire will be sent to the experts of the field to acquire their opinion in order to improve the questionnaire. Content validation was based on four-points Likert scales, where it ranges from 1= not relevant to 4= relevant. It is supported that 3 to 4 reveals that the content is valid [26]. Besides content validation, face validity will be completed by sending the questionnaire to the experts as well. This is for the purpose to evaluate whether the instrument is easy to be understood by respondents, clear words are used, and doable [27]. The face validity is based on four Likert scales as well, where 1= strongly agree to 4= strongly disagree.

<table>
<thead>
<tr>
<th>Cronbach’s Alpha Range</th>
<th>Strength of Value</th>
</tr>
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<tbody>
<tr>
<td>&lt; 0.6</td>
<td>Poor</td>
</tr>
<tr>
<td>0.6 to &lt; 0.7</td>
<td>Moderate</td>
</tr>
<tr>
<td>0.7 to &lt; 0.8</td>
<td>Good</td>
</tr>
<tr>
<td>0.8 to &lt; 0.9</td>
<td>Very Good</td>
</tr>
<tr>
<td>&gt; 0.9</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

   Figure 1: Rule of Thumb of Reliability (Source: [28])

7. Data Analysis
   The descriptive data will be adopting descriptive statistics in order to analyze the data. This analysis of data will help to reveal the
statistics will be used to terms of the frequency. Moreover, descriptive statistics will be adopted to analyze inferential data such as the relationship between the variables.

8. Conclusion

To summarize, there is a lacking of attention on emotional intelligence onto the variable of organizational citizenship behavior in Malaysian manufacturing industry. This problem of statement has triggered the need to conduct a research in order to investigate the relationship between the variables. This study will focus on each dimension of emotional intelligence to investigate its influence onto organizational citizenship behavior among the employees who work in Malaysian manufacturing companies. It is expected that the finding of the real study will be able to contribute by guiding the corporate personnel in managing the organizational citizenship behavior among the employees in Malaysia.

Reference


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