

# Impact of Emotional Intelligence on Organizational Climate and Organizational Citizenship Behaviour

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## ABSTRACT

Emotional intelligence is elucidated as a person's capability to identify, stabilize and assimilate one's emotions and expertise which he exercises to maintain his affinity with himself and others around. Now with its growing popularity its significance has been ascertain in the domain of HRM too. The principal intent of the research article is to study and assimilate emotional intelligence at the work area. This research paper emphasizes on the function and significance of emotional intelligence at the work area. For the analysis evaluation of literature of former research worker have also been assessed. The study engages a sample of 100 Employees functioning at ICICI Bank, Nagpur, Maharashtra. The tools which were needed for the inquisition are Organizational Climate Questionnaire, Emotional Intelligence Inventory & Organizational Citizenship Behaviour Scale. Analytical stats which were applied for the analysis are Pearson's product moment correlation and standard deviation. The result shows a significant and a strong association resides between these three Emotional Intelligence, Organizational Climate and Organizational Citizenship Behaviour. Research article suggested that scholastic skills and professional skills are not just sufficient to gain progress in someone's job roles and emotional intelligence contributes a noticeable role in the progress of an establishment. It should be the duty of an establishment to appoint the staff members on the level of understanding of their Emotional Quotient and as well as arrange divergent workshops for training and development of the employees, which will enhance and improve their emotional intelligence at the work area.

**Keywords:** Emotional Intelligence, Emotional Quotient, Organizational climate and Organizational Citizenship Behaviour.

*SAMRIDDHI : A Journal of Physical Sciences, Engineering and Technology, (2022); DOI : 10.18090/samriddhi.v14spli01.13*

## INTRODUCTION

Emotional Intelligence is the mental ability of an individual to know and comprehend sentiments in one's own self and others. It further needs utilizing this emotional knowledge to exercise good judgement, figure out critical problems, and convey to others. It has been ascertained that individual who are good at emotional intelligence are perfectly stable and composed compared to those having depressed level of EI. Previous as well as recent ongoing researches on employees have revealed that workers with superior scores on measures of EQ lean to be weighted higher on count of interpersonal functioning, leadership abilities, and stress management.

HRM primarily deals with governing the human workforce in an establishment. It is very necessary

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**How to cite this article :** Ahmed, N.N.S., (2022). Impact of Emotional Intelligence on Organizational Climate and Organizational Citizenship Behaviour.

*SAMRIDDHI : A Journal of Physical Sciences, Engineering and Technology, Volume 14, Special Issue (1), 68-71.*

**Source of support :** Nil

**Conflict of interest :** None

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and crucial to understand the concept of emotional intelligence for the well-functioning and growth of the organization.

At the workplace, there are numerous activities that employees have to execute, that is they have to keep up requisite terms and affinity with the people which are working around, that may involve their seniors, teammates, assistants and junior. Next to these job duties it also requires a person to cooperate with other person but that can be possible only when they can relate the situations as well as the perspective of others and have to develop emotional intelligence.

### Objectives of the Study

- 1) To understand and evaluate the extent of emotional intelligence among Employees.
- 2) To understand and evaluate the extent of organizational climate as perceived by the employees towards the organisation.
- 3) To understand and evaluate the magnitude to which Employees exhibit organizational citizenship behaviour.
- 4) To understand and evaluate the impression of emotional intelligence on organizational climate & organizational citizenship behaviour.

### Scope

The survey emphasis about impression of Emotional intelligence on Organizational climate and Organizational citizenship behaviour of employees employed at ICICI Bank.

### Need

The necessity of the research study is to inspect how an employee handles his emotional intelligence at work area.

## REVIEW OF LITERATURE

Relationship linking emotional intelligence and components of workplace -

### Emotional Intelligence and Organizational Citizenship Behaviour

There is a constructing association joining self-emotional awareness and the organizational citizenship behaviour among workers although it isn't found to be statistically crucial. The research was organised on workers working at both managerial and clerical level, of Malaysian bank. Extreme magnitude of Emotional consciousness amid the staff influences their OCB and lastly ends up with better conduct of individuals at the work place and at management level. According to the second hypothesis the association linking the usage of sentiments and organizational citizenship behaviour has been figured out to be, remarkably

effective as when an individual utilises his emotions at the work area it affects his emotions considerably as it guides him to assist colleagues therefore he sympathizes with people working around and consequently ameliorate their OCB. Finally the last third hypothesis that inspects the association between other's emotional assessment and organizational citizenship behaviour has too been proved to be valid and the correlation among them was again found to be methodically extremely important. So from the above study it can be concluded that the workers who are able to control and direct their emotions can significantly display good citizenship behaviour at the establishment[1].

### Learning Emotional Intelligence

Regardless of its wide acceptance and consideration EI is hard to describe and define. Innumerable books depicted that scholastic, Individual, personal or professional ability devote near around 20% success in the living of an individual whereas rest 80% success arrives at the extent of inheritance of emotional intelligence. Emotional Intelligence has been described in distinguished pairs: self vs. other and emotional awareness vs. Management [2].

It is relatively easy to give training to an individual on his technical end of the job rather improving its IQ competencies. So therefore the ultimate and correct period to learn and inherit emotional competencies is in its young adulthood. Also at early age it becomes strenuous for an individual to make a conversation or to start interaction with another person and often concern about refusal notably from the opposite gender. Hence, it can be seen that they try to indulge themselves and spend most of the time and energy into technical things. Therefore it was observed, mastering technical competencies demands comparatively higher adherence, commitment and dedication because of which they get least amount of time and chance to obtain inter personal as well as Emotional skills. Thereupon it can be summarised that understanding emotions is very crucial as well as essential for the organization for its overall progress, success and workers wellbeing[3].

### Emotional Intelligence and Managing Diversity

Emotional intelligence along with social intelligence assist in executing cultural variance in an establishment. Two most significant foundational pillars i.e. EQ and CQ are relevant to organizational diversity barriers. EI assists in realizing nature of individuals at workplace and also aids in encouraging assorted customs or traditions of the establishment. EI is essential in encouraging and

controlling disputes in an establishment. Cultural intelligence is crucial as it assist in adapting leaders for expatriation and for the workers in handling a varied customer base. EI as well as CQ helps in enhancing team performance particularly in respect of teams in which workers belong to divergent cultural beliefs and background [4].

### RESEARCH METHODOLOGY

The sample considered for the study was sorted using authoritative sampling technique. The sorted sample incorporates 100 Employees engaged at ICICI Bank, Nagpur, Maharashtra.

The tools utilised in the research work are:

- 1) Emotional Intelligence Inventory [5].
- 2) The Organizational Climate Questionnaire [6].
- 3) The Organizational Citizenship Behaviour Scale [7].

Data was assembled through both primary and secondary sources: Primary source of data collection through personal visit of employees with a structured questionnaire and Secondary source of data are online web sites, journals, books.

The questionnaire designed were distributed to the employers which are the respondents with suitable advisable instructions and detailing. And then collected data that is the responded information was calculated in line with the standard criterion and the final outcomes were subsequently systematized, debated and inference were summarised accordingly.

**Table-1:** The mean & standard deviation of Emotional Intelligence, Organizational Climate& Organizational Citizenship Behaviour

Sr.No.	Variable	Mean	Standard Deviation
1.	Emotional Intelligence	318.9	39.91
2.	Organizational Climate	58.99	9.99
3.	Organizational Citizenship Behaviour	173.9	22.99

**Table-2 :** The correlation (r) of Emotional Intelligence with Organizational Climate & Organizational Citizenship Behaviour

S. No	Variable	Correlation	Significance level
1.	Emotional Intelligence & Organizational Commitment	0.391	0.04
2.	Emotional Intelligence & Organizational Citizenship Behaviour	0.473	0.04

## RESULT

### DISCUSSION

Table No. 1 shows the mean (M) & standard deviation (S.D) of Emotional Intelligence, Organizational Commitment & Organizational Citizenship Behaviour, denotes that entire three variables are moderate in the Employees with average value of 318.9, 58.99 and 173.9 respectively. From the above data it can be assimilated that Employees on an average level can direct and control their sentiments and sustain inter personal relationships. It can also be comprehend that employees are devoted to the firm and execute additional roles apart from regular duties regarding the welfare of the establishment.

Table No. 2 shows the correlation(r) of Emotional Intelligence with Organizational Climate & Organizational Citizenship Behaviour depicts that strong relationship sustain between Emotional Intelligence & Organizational Climate & between Emotional Intelligence and Organizational Citizenship Behaviour, with result as 0.391 & 0.473 respectively.

Hence, from above tabulated results it can be concluded and summarised that greater the inheritance of emotional intelligence by an worker, more his adherence with the organization.

### CONCLUSION

The research work is aimed to discover and detect the significant influence pertaining to Emotional Intelligence of employees on Organizational Climate and Organizational Citizenship Behaviour at privately owned bank.

The subsequent results were drawn and proposed as an interpretation of the study:

- 1) The employees of the organisation possess moderate degree of Emotional Intelligence, Organizational Climate and Organizational Citizenship Behaviour.
- 2) It has been observed that strong association exists uniting Emotional Intelligence and Organizational Climate, similarly among Emotional Intelligence and Organizational Citizenship Behaviour of employees.
- 3) Accordingly it can be ascertained and summarised that Emotional Intelligence is very essential to get mastered slightly at a reasonable extent for stronger dedicati on towards an establishment along with an attitude to execute additional task behaviour spirit of employees.

The study so done is incapable to be universalized as the collected data was picked up exclusively from a specific establishment. Additional research could be possible in this for much stronger dependability, accuracy and rationality of the end results.

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