CHAPTER 1

INTRODUCTION

1.1 PREAMBLE TO THE CURRENT STUDY

Today’s organizations are facing cut-throat competition from their rivals. These organizations are vying with each other in the race to become the market leader. In such a dynamic scenario, only those organizations which possess the prized employees who are ready to work and sweat beyond the call of duty will ultimately sail through this journey of trials and tribulations. As such human resources of the organizations have become the heart and soul of it, the need is to identify such genre of employees who could work as partners with a feeling of belongingness towards the organization. Power sector in this backdrop is brimming with intense competition, as private players have also joined the foray after liberalization. Moreover, the sword of privatization is hanging on the public corporations too. The employees of these power plants, where privatization looms large offers an opportunity to study the behaviour of employees in such a milieu. In order to be effective the organizations should be able to identify their true soulmates early in their journey towards success and excellence.

In order to have a cutting edge, organizations should have employees who are ready to help their peers with work, work beyond duties mentioned in job descriptions, orient new employees, do not waste their time at work, speak positively about the organization to the outsiders, comply with organizational rules and
regulations even though, nobody is watching them. These employees will be engaged in organizational citizenship behaviour (OCB) and will be ready to stand through the thick and thin of the organizations. OCB is a specific type of work behaviour that are defined as individual behaviours that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. These behaviours are rather a matter of personal choice, such that their omission is not generally understood as punishable.

OCBs is thought to have an significant impact on the effectiveness (Moorman, 1991; Niehoff, 2005; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 2000; Yen & Niehoff, 2004) & efficiency of work teams and organizations; therefore, contributing to the overall productivity of the organization. In such a situation, the million dollar question is where to find such employees? Employees who can empathize with organizations and their superiors; who understand their own self and others i.e., emotionally intelligent employees could be the probable answer to this question. Those who are high in emotional intelligence (EI) possess greater empathy; understand their own emotions and that of others better which could lead to significant interpersonal relations i.e., relations with peers, seniors, subordinates and customers of the organization. This social exchange is also guided by the emotional intelligence of the leaders involved, resulting in extra role behaviour of the employees (Wong & Law, 2002). Emotionally intelligent employee could display greater sensitivity in interpersonal relations leading to organizational citizenship behaviour.
1.2 RATIONALE FOR THE STUDY

The present study has been undertaken to fill the gap in the present literature relating to OCB and EI. In the organizations, there have been just a few handfuls of attempts to investigate empirically the role of emotional intelligence in individual success. These efforts have not just been limited but are still passing through formative stage. The arguments offered by Goleman (1995, 1998) regarding the merits of emotional intelligence as a channel to success have received direct exploration (Sala, 2005) and require still additional input.

The relationship between the construct of organizational citizenship behaviour and emotional intelligence was explored by just a few studies conducted by Charbonneau & Nicol (2002) and Carmeli & Josman (2006). In this concern, Cherniss (2000) has highlighted that we need to explore the importance of emotional intelligence for effective performance at work. Furthermore, Duelwicz & Higgs (2000) brought to the notice the fact, that scant research has been conducted in an organizational context, and there is a need for rigorous research to strengthen the assertion in an organizational setting.

Moreover, there have been quite limited efforts to examine empirically the relationship of emotional intelligence and organizational citizenship behaviour in India. Most of the studies have either been conducted in western countries or in a different kind of cultural backdrop. Indian culture is quite different to that of the west, and culture can have a significant impact on the behaviour of employees. Furthermore, the organization which has been chosen for the present study, has to go
through transformation from being a state owned one to that of a corporation. How the employees view their relationship with their organization will lead to insightful outcomes and contribute to the present literature.

The present study is an attempt to fill the lacunae in empirical research by examining the role of organizational citizenship behaviour and emotional intelligence in the organizational setting by deploying a rigorous evaluation of the constructs included in the study through dyadic design. Moreover, this study will also delve into dimensions of OCB namely, altruism, conscientiousness, courtesy, sportsmanship and civic virtue as well as four dimensions of EI i.e. perception of emotions, managing own emotions, managing others’ emotions and utilization of emotions.

1.3 OBJECTIVES OF THE STUDY

Six objectives have been formulated to examine the relationship between OCB and EI. The study also entails to examine the role of dimensions of OCB as well as of EI and demographic variables. The objectives for the evaluation of the study have been outlined below.

1. To explore the role of demographic variables in assessing emotional intelligence
2. To explore the role of demographic variables in measuring organizational citizenship behaviour.
3. To explore the relationship between OCB and EI of respondents.
4. To explore the relationship between different dimensions of OCB and EI.
5. To explore the role of emotional intelligence for predicting OCB
6. To find out how much of variance could be explained using EI for predicting OCB.

1.4 HYPOTHESIS

In order to examine the stated objectives, hypotheses have been formulated to investigate the associations between the variables. In all twenty main hypotheses have been formulated to examine the relationships along with various sub-hypothesis stemming from it to examine the relationship between the dimensions of OCB and EI.

Hypothesis 1: *There is a significant difference between the age of the respondents and their organizational citizenship behaviour.*

**Hypothesis 1a:** There is a significant difference between the age of the respondents and altruism.

**Hypothesis 1b:** There is a significant difference between the age of the respondents and sportsmanship.

**Hypothesis 1c:** There is a significant difference between the age of the respondents and conscientiousness.

**Hypothesis 1d:** There is a significant difference between the age of the respondents and courtesy.

**Hypothesis 1e:** There is a significant difference between the age of the respondents and civic virtue.

Hypothesis 2: *There is a significant difference between the designation of the respondents and their organizational citizenship behaviour.*

**Hypothesis 2a:** There is a significant difference between the designation of the respondents and altruism.
Hypothesis 2b: There is a significant difference between the designation of the respondents and sportsmanship.

Hypothesis 2c: There is a significant difference between the designation of the respondents and conscientiousness.

Hypothesis 2d: There is a significant difference between the designation of the respondents and courtesy.

Hypothesis 2e: There is a significant difference between the designation of the respondents and civic virtue.

Hypothesis 3: There is a significant difference between the tenure of the respondents and their organizational citizenship behaviour.

Hypothesis 3a: There is a significant difference between the tenure of the respondents and altruism.

Hypothesis 3b: There is a significant difference between the tenure of the respondents and sportsmanship.

Hypothesis 3c: There is a significant difference between the tenure of the respondents and conscientiousness.

Hypothesis 3d: There is a significant difference between the tenure of the respondents and courtesy.

Hypothesis 3e: There is a significant difference between the tenure of the respondents and civic virtue.

Hypothesis 4: There is a significant difference between the spouse’s status and organizational citizenship behaviour.
Hypothesis 4a: There is a significant difference between the spouse’s status and altruism.

Hypothesis 4b: There is a significant difference between the spouse’s status and sportsmanship.

Hypothesis 4c: There is a significant difference between the spouse’s status and conscientiousness.

Hypothesis 4d: There is a significant difference between the spouse’s status and courtesy.

Hypothesis 4e: There is a significant difference between the spouse’s status and civic virtue.

Hypothesis 5: There is a significant difference between the number of dependents and organizational citizenship behaviour.

Hypothesis 5a: There is a significant difference between the number of dependents and altruism.

Hypothesis 5b: There is a significant difference between the number of dependents and sportsmanship.

Hypothesis 5c: There is a significant difference between the number of dependents and conscientiousness.

Hypothesis 5d: There is a significant difference between the number of dependents and courtesy.

Hypothesis 5e: There is a significant difference between the number of dependents and civic virtue.
Hypothesis 6: *There is a significant difference between education level and organizational citizenship behaviour.*

**Hypothesis 6a:** There is a significant difference between education level and altruism.

**Hypothesis 6b:** There is a significant difference between education level and sportsmanship.

**Hypothesis 6c:** There is a significant difference between education level and conscientiousness.

**Hypothesis 6d:** There is a significant difference between education level and courtesy.

**Hypothesis 6e:** There is a significant difference between education level and civic virtue.

Hypothesis 7: *There is a significant difference between total job experience and organizational citizenship behaviour.*

**Hypothesis 7a:** There is a significant difference between total job experience and altruism.

**Hypothesis 7b:** There is a significant difference between total job experience and sportsmanship.

**Hypothesis 7c:** There is significant difference between total job experience and conscientiousness.

**Hypothesis 7d:** There is a significant difference between total job experience and courtesy.
**Hypothesis 7e:** There is a significant difference between total job experience and civic virtue.

**Hypothesis 8:** There is a significant difference between income and organizational citizenship behaviour.

**Hypothesis 8a:** There is a significant difference between income and altruism.

**Hypothesis 8b:** There is a significant difference between income and sportsmanship.

**Hypothesis 8c:** There is a significant difference between income and conscientiousness.

**Hypothesis 8d:** There is a significant difference between income and courtesy.

**Hypothesis 8e:** There is a significant difference between income and civic virtue.

**Hypothesis 9:** There is a significant difference between the age of the respondents and their emotional intelligence.

**Hypothesis 9a:** There is a significant difference between the age of the respondents and perception of emotions.

**Hypothesis 9b:** There is a significant difference between the age of the respondents and managing own emotions.

**Hypothesis 9c:** There is a significant difference between the age of the respondents and managing others’ emotions.
Hypothesis 9d: There is a significant difference between the age of the respondents and utilization of emotions.

Hypothesis 10: There is a significant difference between the designation of the respondents and their emotional intelligence.

- Hypothesis 10a: There is a significant difference between the designation of the respondents and perception of emotions.
- Hypothesis 10b: There is a significant difference between the designation of the respondents and managing own emotions.
- Hypothesis 10c: There is a significant difference between the designation of the respondents and managing others’ emotions.
- Hypothesis 10d: There is a significant difference between the designation of the respondents and utilization of emotions.

Hypothesis 11: There is a significant difference between the tenure of the respondents and their emotional intelligence.

- Hypothesis 11a: There is a significant difference between the tenure of the respondents and perception of emotions.
- Hypothesis 11b: There is a significant difference between the tenure of the respondents and managing own emotions.
- Hypothesis 11c: There is a significant difference between the tenure of the respondents and managing others’ emotions.
- Hypothesis 11d: There is a significant difference between the tenure of the respondents and utilization of emotions.
Hypothesis 12: There is a significant difference between the spouse’s status and emotional intelligence.

Hypothesis 12a: There is a significant difference between the spouse’s status and perception of emotions.

Hypothesis 12b: There is a significant difference between the spouse’s status and managing own emotions.

Hypothesis 12c: There is a significant difference between the spouse’s status and managing others’ emotions.

Hypothesis 12d: There is a significant difference between the spouse’s status and utilization of emotions.

Hypothesis 13: There is a significant difference between the number of dependents and emotional intelligence.

Hypothesis 13a: There is a significant difference between the number of dependents and perception of emotions.

Hypothesis 13b: There is a significant difference between the number of dependents and managing own emotions.

Hypothesis 13c: There is a significant difference between the number of dependents and managing others’ emotions.

Hypothesis 13d: There is a significant difference between the number of dependents and utilization of emotions.

Hypothesis 14: There is a significant difference between the education level and emotional intelligence.
**Hypothesis 14a:** There is a significant difference between the education level and perception of emotions.

**Hypothesis 14b:** There is a significant difference between the education level and managing own emotions.

**Hypothesis 14c:** There is a significant difference between the education level and managing others’ emotions.

**Hypothesis 14d:** There is a significant difference between the education level and utilization of emotions.

**Hypothesis 15:** *There is a significant difference between total job experience and emotional intelligence.*

**Hypothesis 15a:** There is a significant difference between total job experience and perception of emotions.

**Hypothesis 15b:** There is a significant difference between total job experience and managing own emotions.

**Hypothesis 15c:** There is a significant difference between total job experience and managing others’ emotions.

**Hypothesis 15d:** There is a significant difference between total job experience and utilization of emotions.

**Hypothesis 16:** *There is a significant difference between the income of the respondents and their emotional intelligence.*

**Hypothesis 16a:** There is a significant difference between the income of the respondents and their perception of emotions.
Hypothesis 16b: There is a significant difference between the income of the respondents and managing own emotions.

Hypothesis 16c: There is a significant difference between the income of the respondents and managing others’ emotions.

Hypothesis 16d: There is a significant difference between the income of the respondents and utilization of emotions.

Hypothesis 17: There is a positive relationship among four dimensions of EI (POE, MOE, MOtE, UOE) and five OCB Dimensions (Altruism, Sportsmanship, Conscientiousness, Courtesy and Civic Virtue).

Hypothesis 18: POE, MOE, MOtE and UOE (dimensions of EI) are the predictor variables for dimensions of OCB.

Hypothesis 18a: Perception of emotions has a significant influence on altruism after controlling for demographic variables.

Hypothesis 18b: Managing own emotions have a significant influence on altruism after controlling for demographic variables.

Hypothesis 18c: Managing others’ emotions have a significant influence on altruism after controlling for demographic variables.

Hypothesis 18d: Utilization of emotions has a significant influence on altruism after controlling for demographic variables.

Hypothesis 18e: Perception of emotions has a significant influence on sportsmanship after controlling for demographic variables.
**Hypothesis 18f:** Managing own emotions have a significant influence on sportsmanship after controlling for demographic variables.

**Hypothesis 18g:** Managing others’ emotions have a significant influence on sportsmanship after controlling for demographic variables.

**Hypothesis 18h:** Utilization of emotions has a significant influence on sportsmanship after controlling for demographic variables.

**Hypothesis 18i:** Perception of emotions has a significant influence on conscientiousness after controlling for demographic variables.

**Hypothesis 18j:** Managing own emotions have a significant influence on conscientiousness after controlling for demographic variables.

**Hypothesis 18k:** Managing others’ emotions have a significant influence on conscientiousness after controlling for demographic variables.

**Hypothesis 18l:** Utilization of emotions has a significant influence on conscientiousness after controlling for demographic variables.

**Hypothesis 18m:** Perception of emotions has a significant influence on courtesy after controlling for demographic variables.

**Hypothesis 18n:** Managing own emotions have a significant influence on courtesy after controlling for demographic variables.

**Hypothesis 18o:** Managing others’ emotions have a significant influence on courtesy after controlling for demographic variables.
**Hypothesis 18p:** Utilization of emotions has a significant influence on courtesy after controlling for demographic variables.

**Hypothesis 18q:** Perception of emotions has a significant influence on civic virtue after controlling for demographic variables.

**Hypothesis 18r:** Managing own emotions have a significant influence on civic virtue after controlling for demographic variables.

**Hypothesis 18s:** Managing others’ emotions have a significant influence on civic virtue after controlling for demographic variables.

**Hypothesis 18t:** Utilization of emotions has a significant influence on civic virtue after controlling for demographic variables.

**Hypothesis 19:** *Emotional intelligence will predict organizational citizenship behaviour and its five dimensions, after controlling for demographic variables.*

**Hypothesis 19a:** Emotional intelligence will predict sportsmanship after controlling for demographic variables.

**Hypothesis 19b:** Emotional intelligence will predict altruism after controlling for demographic variables.

**Hypothesis 19c:** Emotional intelligence will predict conscientiousness after controlling for demographic variables.

**Hypothesis 19d:** Emotional intelligence will predict courtesy after controlling for demographic variables.

**Hypothesis 19e:** Emotional intelligence will predict civic virtue after controlling for demographic variables.
Hypothesis 20: **Dimensions of emotional intelligence will predict organizational citizenship behaviour and its five dimensions, after controlling for demographic variables.**

**Hypothesis 20a:** Dimensions of emotional intelligence will predict altruism, after controlling for demographic variables.

**Hypothesis 20b:** Dimensions of emotional intelligence will predict sportsmanship, after controlling for demographic variables.

**Hypothesis 20c:** Dimensions of emotional intelligence will predict conscientiousness, after controlling for demographic variables.

**Hypothesis 20d:** Dimensions of emotional intelligence will predict courtesy, after controlling for demographic variables.

**Hypothesis 20e:** Dimensions of emotional intelligence will predict civic virtue, after controlling for demographic variables.

1.5 **RESEARCH METHODOLOGY**

The research methodology is a way to solve systematically the research problem formulated for the present study. It entails research design, scope of the study, sample size, sampling technique, instruments used, data collection methods and data analysis to be carried out to accomplish the research objectives. It lays the foundation based on which the research work will be realized.

1.5.1 **Research Design**

Research design is the strategy, plan and structure of conducting a research study (Kweit and Kweit, 1981, in Leedy, 1993). It is the framework that has been
designed to seek answers to research questions. This research involves empirical testing of hypotheses through different data analysis tools. Based on the objectives of the present study, the research design is exploratory and descriptive in nature. Exploratory research design intended to improve the instruments used in the data collection by pre-testing carried out through pilot surveys. Moreover, field visits helped to provide insights into the practical aspects of the research problem. Descriptive research aimed to elucidate the data and primary characteristics about the variables and respondents.

1.5.2 Scope of the Study

Employees working in the power sector of Punjab constituted the universe of the study i.e. employees working in both the thermal as well as hydro power plants. Though there are three thermal plants in Punjab namely, Guru Gobind Singh Super Thermal Power Plant, Rupnagar; Guru Nanak Dev Thermal Plant, Bathinda; and Guru Hargobind Thermal Plant, Lehra Mohabbat; and one hydro power plant at Bhakra. Out of these power plants, thermal plants have been under the state control and later on during the study their status has been converted to that of a corporation; and Bhakra dam is under the control of Bhakra Beas Management Board. The present study encompasses employees working in thermal power plants of Punjab at different levels. It is restricted to employees working in two thermal power plants of Bathinda and Lehra Mohabbat.
1.5.3 Instruments

For the measurement of the variables used in the study various research instruments have been critically examined by taking into concern the items, reliability, validity, availability and ease of use. It was also taken care, whether these have been previously used in Indian scenario with success or not. Pre-testing of these instruments has been carried out and accordingly based on the feedback; modifications have been made in the wording of the statements to collect meaningful surveys from the respondents. Wording of some of the statements have been refined to create a better understanding among the respondents. In order to select a suitable measure for the study, insights and suggestions from the earlier studies have been immensely fruitful.

1.5.3.1 Organizational Citizenship Behaviour

For assessing the organizational citizenship behaviour various tools are available, namely, Dyne, Graham & Dienesch (1994); Dyne & LePine (1998); Farh, Earley & Lin (1997); Lee & Allen (2002); Niehoff & Moorman (1993); Podsakoff, MacKenzie, Moorman & Fetter (1990); Scotter & Motowidlo (1996); Scotter, Motowidlo & Cross (2000); Smith, Organ & Near (1983); and Williams & Anderson (1991). Apart from this an Indian measure for organizational citizenship performance has been developed by Rajiv Kumar (2005) for non-government organizations. In order to remove the bias of common method variance, the OCB of the employee has been superior-rated.
OCB scale developed by Podsakoff et al. (1990) following recommendations of Schwab (1980) and Churchill (1979) has been deployed in the present study. This scale consists of 24 items measuring OCB of employees, on a seven point Likert scale ranging from 1= strongly disagree to 7= strongly agree. It measures altruism, conscientiousness, sportsmanship, courtesy and civic virtue dimensions of OCB. This scale has also been used by the Indian researchers in Modassir & Singh (2008).

Altruism (five items) consists of items like “This employee helps others who have heavy work load” and “This employee helps others who have been absent.” Conscientiousness (five items) consists of sample items such as “This employee does not take extra breaks” and “This employee obeys the organization’s rules and regulations even when no one is watching.” Sportsmanship (five items) consists of sample items “This employee consumes a lot of time complaining about trivial matters” and “This employee always finds fault with what the organization is doing.” Courtesy (five items) has sample items like “This employee does not abuse the rights of others” and “This employee considers the impact of his/her actions on coworkers.” Civic Virtue (four items) consists of sample items like “This employee keeps abreast of changes in the organization” and “This employee attends meetings which are not mandatory but are considered important.”

Before this OCB instrument is actually employed for the present study, it has been distributed among the respondents for carrying out pilot study. After the pilot study, some adaptations have been made in this tool, so that it can precisely gauge the OCB of the respondents.
1.5.3.2 Emotional Intelligence

For measuring the emotional intelligence of the employees’ various measures are available like MSCEIT (Mayer Salovey Caruso Emotional Intelligence Test), Bar-On Emotional Quotient Inventory (EQ-i), Trait Meta Mood Scale (TMMS), Emotional Competency Inventory (ECI), Swinburne University Emotional Intelligence Test (SUEIT), Schutte Self Report Emotional Intelligence Test (SSEIT) of Schutte et al. (1998), Components of EI with TAS-20 (Toronto Alexithymia Scale-20) and many other measures are available. These are self-report measures and the subject will be filling the questionnaire to report his emotional intelligence.

Self-Report Emotional Intelligence Test developed by Schutte et al. (1998) has been used in the study. It contains 33 items to be rated on a five point Likert-type scale ranging from 1= strongly disagree to 5= strongly agree. Schutte et al. (1998) reported good internal consistency (α = 0.90) and good test-retest reliability (r = 0.78) for the scale, when administered to the adults. Furthermore, the instrument demonstrated considerable predictive and discriminant validity. Moreover, this measure is brief, validated and based on the conceptual model of Salovey & Mayer, 1990; & Mayer & Salovey, 1997. Use of this scale has also been recommended by Abraham (1999). It has also been used in various studies, in India and has significant reliability.

This instrument has also been used with success among Indian samples (Modassir & Singh, 2008; Kadam, Jadhav & Yadav, 2011). Some of the items of these measures have been modified, so that their sense is properly conveyed to the
respondents. These changes were made after conducting the pilot survey to obtain the meaningful surveys to enhance the reliability of the study. Moreover, studies that evaluated the measure of Schutte and her colleagues (1998) in both adults and adolescents population, indicated that this measure seems to overcome the observed difficulties in other measures of emotional intelligence (Ciarrochi, Chan & Bajgar, 2001; Ciarrochi, Deane & Anderson, 2002). Factor analytic studies have established that all the items load significantly on a single factor (Schutte et al., 1998); which is called an overall EI. Another study has established that overall EI can be further broken down into four factors (Ciarrochi et al., 2002; Petrides & Furnham, 2000). The perception of emotions factor (ten items) consisting of statements such as ‘I find it hard to understand the non-verbal messages of other people’, and ‘I am aware of my emotions as I experience them.’ Managing own emotions factor (nine items) consists of items such as ‘I motivate myself by imagining a good outcome of the tasks I take on’ and ‘I seek out activities that make me happy.’ Managing others’ emotions factor (eight items) consists of such items such as ‘I arrange events others enjoy’ and ‘I compliment others when they have done something well.’ This third factor might also be labelled social skills (Petrides & Furnham, 2000), but as labelled by Schutte and her colleagues, it is named here as managing own emotions. The fourth factor utilization of emotions (six items) consists of items such as ‘When I feel a change in emotion, I tend to come up with new ideas’ and ‘When I am in positive mood, solving problems is easy for me.’ In the present study these four factors have been used for dimensional analysis as predictor variables.
An important issue that has to be addressed here is whether EI should be self-reported or other-reported for the purpose of the current study. Many emotion researchers have noted that EI (Connolly, Kavanagh & Viswesvaran, 2007) and emotion in general (Watson & Clark, 1991) may be measured with self-report measure as the experience of emotion is usually personal and not necessarily externally observable by others. Hence, in the present study emotional intelligence of the respondent is to be self-reported.

1.5.4 Data Collection

The survey instruments have been personally distributed in various departments and collected in the next visit. EI of the respondent is self-reported, and OCB of the respondent has been reported by their superiors. Personal information has also been gathered from the respondents, including their names, age, gender, education level, work experience, income category, marital status, working status of spouse and number of dependents etc. Moreover, respondents have been assured of keeping their responses confidential. They are also being assured that data are to be reported only in aggregates, and individual responses would not be quoted anywhere.

The study is mainly based on primary data collected through various standardized instruments available for organizational citizenship behaviour and emotional intelligence. Secondary data have been collected for building the theoretical links in the study and to develop the resulting hypotheses. In order to avoid common method variance, OCB of the concerned subject is superior-rated and EI of the said subject is self-reported. Many earlier studies suffer from the same
source bias, and this study aims to avoid this problem by collecting data from different sources. Hence, the current study has employed dyadic design where employees’ surveys regarding EI have been coded in order to match them with the superior evaluations of OCB for the participating employees. Then matching pairs of the superior rated OCB with self-rated EI have been made.

Approximately 300 instruments each, of EI and OCB has been distributed among the respondents in both the power plants located at Bathinda and Lehra Mohhabat. 280 filled questionnaires of EI and 272 filled questionnaires of OCB are returned by the respondents. The questionnaires which are either self-reported or superior-rated only, for which matching pairs cannot be formed are excluded. Hence, matching pairs for only 262 respondents can be formed, and the same has been used for data tabulation. Then data screening is carried out to check the normality of the data. The outliers in the data are detected through the boxplot command, and 12 such outliers have been removed. The rest of the data collected from 250 pairs is subjected to the data analysis.

1.5.5 Sample

Employees working in the power plants of Punjab constitute the universe for the study. Present study has been restricted to employees of two thermal plants only. The list of the employees working in thermal plants has been taken from the website and stratified random sampling has been applied as per Table 1.1. This sampling technique has been applied here as it is more efficient at segregating the population into various strata, thus enhances the representativeness of the sampling design.
Designation wise 25 dyads each has been proposed to fill the survey instruments in each thermal plant. Thus, 250 self-rated EI instruments have to be matched against their respective OCB instruments filled by their concerned superiors. 500 questionnaires to be filled by superiors and subordinates have to be converted into 250 matching dyads for data analysis.

Table 1.1 Proposed Sample Distributions from Power Plants

<table>
<thead>
<tr>
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<th>GNDTP, Bathinda</th>
<th>GHTP, Lehra Mohabbat</th>
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<tr>
<td>Sr. Xen and above</td>
<td>50</td>
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<td>J.E.</td>
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<tr>
<td>Technical Staff</td>
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<td>Clerical</td>
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<td><strong>Total</strong></td>
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Table 1.1 lists the designation wise distribution of proposed respondents to be contacted for the survey, thus forming a stratified sampling design. The sample consisted of 231 males and 19 females having a mean age of 45 years (minimum age of 25 years and maximum of 57 years). Average experience of the respondents is 21 years ranging from 1 year to 37 years. A total of 242 respondents are married and 8 unmarried, 107 respondents reported their spouse status as working, and 135 males have their spouse as homemakers. 194 respondents have two to three dependents and 180 respondents possess educational qualification of bachelor’s degree or above.

These power plants have undergone a radical change during the study period. In April, 2010 the status of these power plants which have been operating under the control of the state government has been converted to that of a corporation by dividing it into two companies - Punjab State Power Corporation Limited (PSPCL) & Punjab State Transmission Corporation Limited (PSTCL) to manage transmission
functions. There has been a lot of agitation by employees in the form of strikes, but ultimately the conversion of the power plants is carried out. The data collection has been made exactly after a year of such status conversion.

1.5.6 Control Variables

In order to measure the impact of the variables, some of the demographic variables have been controlled during hierarchical regression analysis. In the present study, variables controlled are: (a) Designation (b) Education Level (c) Experience measured in the number of years (d) Age of the respondent in completed years and (e) Income. Moreover, as the vast majority of the respondents are male and married, the gender and marital status have not been controlled for the purpose of hierarchical regression analysis.

1.5.7 Procedure

The survey instruments are personally distributed in various departments and collected in the next visit. It took nearly four and half months to collect data from both the power plants. A list of respondents has been obtained from the website of the power plants, and the purpose of the study is shared with the officials of both the plants. Instruments contained a covering letter mentioning the title and purpose of the study. Respondents have been assured about the confidentiality of their responses, as the data has to be reported in aggregate form only. Questionnaires are personally distributed in different departments and collected mostly after a week’s time. Most of the respondents preferred to take the questionnaire at their home and return the same in their department after filling it. While a few liked to sit together, with the
researcher and filled the questionnaires instantly by clarifying any doubts which came to their minds.

### 1.5.8 Scoring and Data Analysis

Scoring of the instruments has been done as per the instructions mentioned in the Schutte, Malouff & Bhullar (2009) for SSEIT, and for OCB as per Organ, Podsakoff & MacKenzie (2006). After this, the raw scores are tabulated in the data sheet. The focus of this study is on the aggregate; hence unit of analysis is the employees working in the power plant, not the individual respondent. After tabulating the responses in the data sheet; reliability analysis, canonical correlation analysis, correlation analysis, ANOVA and hierarchical regression analysis are conducted to examine the relationships. SPSS version 18 has been used for the data analysis. To assess the relationship among dimensions of EI and outcome variables, series of separate hierarchical regression analysis are performed for each dependent variable. Each model has two steps. In the first step, control variables are entered and in the second step model variables have been entered by using the Enter method. Canonical correlation analysis is conducted by typing the syntax for MANOVA with Discrim command as well as cancorr syntax has been used to run the analysis.

### 1.6 SIGNIFICANCE OF THE STUDY

This study advances the literature pertaining to EI by empirically demonstrating the impact of EI and its dimensions, on citizenship performance of the participants. This study aims to contribute towards the nitty-gritty of employee behaviour by breaking down OCB and EI constructs into their sub-components to the
have better insights. The criticisms of self-report measurements have been countered by employing evaluator ratings of OCB. That is, unlike the previous studies which relied on self-report evaluation of these measures, the dyadic design has been employed to counter the problem of common method variance. Therefore, more stringent method has been deployed by having employees performance rated by their respective superior.

Earlier studies on examination of the posited relationship between these constructs lacked the analysis on the basis of dimensions (Charbonneau & Nicol, 2002; Carmeli, 2003 and Modassir & Singh, 2008) and only used a composite score of EI for the analysis. The sole study of Cichy, Kim & Cha, (2009) had explored the relationship between dimensions of EI and contextual performance; hence it requires further input and empirical support through the present study which takes into consideration the dimensions of EI and OCB of the respondents. Previous studies related to organizational citizenship behaviour have focused on its relationship with leader member exchange (Kamdar & Dyne, 2007; Settoon, Bennett & Liden, 1996) and perceived organizational support and justice (Moorman, Blakely & Niehoff, 1998). Moreover, most of these studies have been conducted in the western countries, and Indian culture is quite different from it. Dulewicz & Higgs (2000) indicate little research has been conducted in an organizational context, and there is ample room for rigorous research, to support it in an organizational setting.

The results of the present study will be helpful to substantiate the relationship of organizational citizenship behaviour and emotional intelligence. Further, it will throw light on whether EI can be used as a selection tool to recruit employees. In the
present dynamic business scenario job descriptions are fast changing, so the need is to look for employees who can display OCB and stand through the thick and thin for the organization.

1.7 CHAPTER SUMMARY

Present chapter introduces about the backdrop, constructs included in the study and rationale for the present study. Six objectives have to be examined through twenty main hypotheses and other sub-hypotheses. Research methodology to be deployed includes stratified sampling technique with 250 dyads. Research instruments for data collection has been selected and modified after pilot survey. Research instruments in the present research selected based on their reliability and validity. This study advances the literature pertaining to EI by empirically demonstrating the impact of EI and its dimensions on citizenship performance.