CHAPTER 7

SUMMARY, RECOMMENDATIONS & CONCLUSIONS

7.1 SUMMARY

The current thesis investigated the relationship between organizational citizenship behaviour and emotional intelligence among employees of two thermal plants located at Bathinda and Lehra Mohabat. A number of research aims have been identified and examined through this thesis. The overall aim of the study has been to examine empirically the relationship among OCB and EI, to investigate the extent to which EI of the participants augments their OCB. The study also included dimensions of OCB & EI, and demographic variables. Demographic variables have been analyzed not only exclusively through one-way ANOVA in Chapter 3, but also through other statistical means like correlation in Chapter 4. These variables have also been used as control variables in Chapter 5 and 6 during regression analysis. Earlier empirical studies lacked literature pertaining to demographic variables and the present study has investigated its role in the organizational context. These demographic variables are also analyzed to explore their relationship with particular dimensions of OCB and EI.

After administering questionnaires to the subordinates and their respective superior, dyads have been formed by matching the self-rated EI of the concerned respondent with that of the superior-reported OCB; and series of statistical analysis has been conducted to investigate the aims of the study. OCB has been identified as
criterion variable and emotional intelligence as the predictor variable. The results indicated that there is a positive relationship between OCB and EI (r = .505, p < .01 & \( R^2_c = 0.566, p < 0.001 \)). EI positively predicts OCB along with its five dimensions. Further analysis of these outcomes reveal, that EI as well as its four dimensions significantly predict OCB, sportsmanship, courtesy, conscientiousness, civic virtue and altruism in the descending order of the unique variance explained through regression models.

Among the dimensions of EI; UOE, MOE, MOtE and POE are significant predictors in the descending order of the variance explained. POE is found to be least significant in the overall analysis, as it is significant only in the prediction of overall OCB; else it has been found to be redundant for prediction of five OCB dimensions. UOE is the best predictor followed by MOE in this study. EI predicts OCB of the respondents with statistically significant values (\( \beta = .50, \Delta R^2 = .25, p < .01 \)) after controlling for the demographic variables.

Among the dimensions of OCB, sportsmanship followed by courtesy emerges to be statistically significant, through the analysis carried out in Chapter 5 and 6. In Indian scenario, sportsmanship surfaced as quite vital dimension during the canonical correlation analysis, which has been further sustained by the results of the hierarchical regression analysis. Thus, emotionally intelligent employees are not just the fair weather friends, but they are ready to stand by the organization through the thick and thin, and take minor hardships or inconveniences in their stride. The reason underlying this could be the impact of Indian culture, in which Indian employees prefer more directive, task oriented style of leadership (Ilangoovan, Scroggins, and
Rozell, 2007) results. Moreover, the status of the power plants has undergone change, as earlier these were under the control of the state government and later on its status has been converted to that of a corporation. But the employees, who staged dharnas and opposed this decision of the government, had later taken a soft stand for their organization which was giving them more than the bread and butter.

There has been quite appealing finding, that it is quite difficult to achieve conscientious behaviour in the self, by managing others’ emotions ($\beta = .14, \Delta R^2 = .02$ $p < .01$). It can better be achieved by managing own emotions ($\beta = .26, \Delta R^2 = .07, p < .05$) which are under self-control. The results of regression analysis also supported this notion.

Demographic variables played a varied role as control variables in the prediction of OCB and its five dimensions, contributing in the prediction of conscientiousness and altruism dimensions only. Demographic variables of experience and income are significant in the prediction of altruism explaining 6% of the variance. Altruism shares not only an inverse correlation with experience ($r = -.14, p < .05$), but also a negative relationship ($\beta = -.40, p < .10$) during regression analysis; while it has a positive correlation with income ($r = .13 \ p < .05$) and a positive relationship ($\beta = .32, p < .01$) during regression analysis. It has been seen that income and education share a good degree of correlation ($r = .48, p < .05$) implying that progression in education leads to improvement in income. UOE shares an inverse association with income ($r = -.15, p < .05$) and designation ($r = -.19, p < .05$), which is in tune with means plot of UOE & income depicting negative slope (Fig. 3.23). For the prediction of conscientiousness by EI, all demographic variables (age, income,
experience, education, designation) except designation are statistically significant and explain 11% of the variance in model 1. Age and income have an inverse association with conscientiousness, while education and experience share positive association. Demographic variables are found to be insignificant in the prediction of sportsmanship, courtesy and civic virtue.

Experience and income are found to be quite significant as control variables followed by age and education. Age has a significant relationship with OCB, altruism and MOE. The association of age with OCB and altruism is a little baffling, but a careful insight at it tells that younger employees till 35 years are better in OCB and altruism scores compared to their senior counterparts. Underlying rationale for, it could be that younger employees are more enthusiastic, may be they want to adjust and want to be noticed by their seniors to fetch promotions and rewards; while the seniors have already exhausted their share of promotions and their bodily energy is not permitting them to help and cooperate with others. The MOE curve is moving up with the age, and there is a striking difference between those upto 35 years of age and above 35 years, indicating that with the progression in the age, a person becomes mature enough to handle his emotions.

Investigation about the spouse’s status revealed some relevant and appealing findings regarding OCB, altruism, EI, MOE and MOtE. Dual working couples have higher mean value as compared to the single working couples. The core reason for this could be, that dual working couples have multiple responsibilities at home and workplace, they don’t have any hitch to accommodate each other, they are actually
better at empathizing with their spouse and peers by helping them, which creates win-win outcomes at home and workplace.

7.2 RECOMMENDATIONS & IMPLICATIONS OF THE RESEARCH

The results entail that there is a positive relationship between OCB and EI. Based on these outcomes, employees in organizations may be tested during selection process regarding their level of EI. Moreover, it can be used as a selection tool in combination with other selection techniques like group discussions, interview etc. Still, it is too early to say which instrument should be used to measure the level of emotional intelligence. There are lots of instruments based on ability, trait and mixed models having their own pros and cons. Choosing the instrument based on the need, culture, validity and reliability may help, but there is considerable overlapping in some instruments of EI with other variables, like stress management in mixed model of Bar-On(1997). The quagmire regarding the concept should be clear before application of emotional intelligence is formally made in organizations.

Moreover, it is inferred from the present study that this sample of Indian employees is amazingly good at sportsmanship and courtesy. May be this is deeply ingrained in our Indian culture of “karma yoga” and “atithi devo bhav” kind of virtues. Also we come from a collectivist society, which is accommodative in nature and high power distance that is experienced may have also led to these outcomes.

Dimensional analysis of EI reveals that UOE, MOE, MOtE and POE are significant. Whether it is perception of emotions, managing own emotions or
managing others’ emotions; it has to culminate into utilization of emotions. The findings are thus in parity with the theoretical proposition as UOE contributed greatest in the overall analysis. Furthermore, it entails that managing own emotions are comparatively easier to managing others’ emotions. The results are in tune with this notion, depicting that MOE is more significant in relation to MOtE.

7.3 LIMITATIONS

The present study has certain limitations; the sample consists of technical and non-technical employees working in the power plants having homogeneous sample. Hence, the findings of the study may not be applied indiscriminately to all the sectors of the industry, but with prudence. Moreover, the sample consisted of mostly males and married employees; further studies can be conducted in different domains by including females and unmarried employees working on technical jobs. The sample composition in this research does not control for biographical factors. Hence, the results of this research are limited to the demographic confines of the sample population. For the measurement of emotional intelligence, though ability based model would have been better, but due to the constraints of time and some inherent flaws of ability based models, it can’t be applied for research here. The items included in the sportsmanship dimension are all reverse coded statements, it may have led the superiors to take a strong view against such statements, and further studies can be conducted by including positive statements of this construct. Moreover, as the present sample consists mainly of males in technical jobs, gender analysis cannot be carried out. Females are less in number in this sample, as in the
Indian culture, they are not supposed to take up technical jobs; but the ones like teaching, role of a homemaker and other traditional ones. The transformation of the culture may see more females breaking old taboos, and further their behaviour on technical jobs may be researched in new studies.

7.4 DIRECTIONS FOR FUTURE RESEARCH

Though previous research provides evidence for the hypothesized relationships between emotional intelligence and outcome variables, it can be further tested by using different research instruments. Cross-sectional studies across different cultures can throw further light on the relationships of the constructs used in the study. Further studies may be conducted by including wider range of employees working in different industries. Future research may investigate whether the magnitude of the relationship between EI dimensions with respect to outcome variables differs or not, depending on the inclusion of other outcome variables such as commitment, job involvement, job satisfaction, turnover intentions and other work attitudes. This study has not included personality variables; future studies can test the incremental effect of personality variables along with emotional intelligence to predict the performance variables.

The relationship between OCB and EI considered here is more direct. Moderating impact of EI on other outcome variables may also be included in further studies. It may be further explored through various moderators like motivation, demographic variables, organizational commitment etc. Indian cultural context may throw some meaningful and interesting insights with respect to OCB & EI. Hence,
future research initiatives may involve Hofstede’s cultural dimensions, karma-yoga philosophy corresponding to EI and OCB. Moreover, still an evolving construct, role of spiritual intelligence to enhance OCB, EI and other work related attitudes may be a good research proposition.

7.5 CONCLUSION

This study should be quite useful to the further research in the areas of organizational citizenship behaviour and emotional intelligence. In the present study, it is concluded that organizational citizenship behaviour and emotional intelligence are positively related. Moreover, EI is the predictor variable for OCB based on regression and canonical correlation analysis. Dimensional analysis has led to further insights regarding the EI and OCB. Among OCB dimensions, sportsmanship and courtesy emerge as statistically significant; while among EI dimensions, utilization of emotions and managing own emotions have been found as greatest contributors. Experience and income have been found to be quite significant as control variables followed by age and education. Demographic variable of spouse’s status has an appealing outcome as dual working couples are having higher and statistically significant means. Based on the present study, organizations can further extend and explore its role in different industrial sectors and after further research EI may be applied as a selection tool.
References


