

Confirmatory Factor Analysis in Studying Emotional Intelligence and Organizational Citizenship Behavior in Commercial Bank of Ethiopia, Gondar city branches

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Abstract

The aim of this study was to investigate the effect of Emotional Intelligence (EI) on employee's organizational citizenship behavior (OCB) in Commercial Bank of Ethiopia, Gondar Branch. The study was used more of quantitative research approach and Explanatory research design. The primary data was collected through a questionnaire adopted from prior literatures. Questionnaire was distributed to 400 employees working in Commercial Bank of Ethiopia selected by using census method. The questionnaire was measured by using five-point Likert scale and the data was analyzed by using SPSS with its extended version of AMOS software. Both descriptive and inferential statistical tests were used. Based on the questionnaire data, the study concluded that the constructs of Emotional Intelligence such as self-awareness, self-management, social awareness and relation management accounted for 44.1 % of variance in OCB. The study also used Confirmatory factor analysis (CFA) to test the measurement model and its fitness. The CFA result revealed that the measurement model was reasonably fit to measure emotional Intelligence constructs and OCB in banking sector. In addition, the study concluded that the constructs used in this study were valid and appropriate to measure EI and OCB. Furthermore, the study has guaranteed the adequacy of convergent and discriminate validity. In connection, the study also proved that EI affected OCB positively and significantly

Keywords: organizational Citizenship Behavior, Emotional Intelligence, self-awareness, self-management, social awareness and relation management

Introduction

Background

Emotional intelligence (EI) is identified as one of the crucial contributors that can influence the level of OCB. EI is described as the ability of employees in perceiving, regulating, understanding, and assessing the emotions and feelings (Mayer & Salovey, 1997). For the purpose of developing social relations among colleagues, EI is known as one of the best tools to improve relationship, thus, extending one's tenure in company (Siddiqui & Hassan, 2013). When employees' tenure is extended, employees might show OCB because they want to accomplish extra duty voluntarily (Carmeli & Josman, 2006). Although the contribution of EI to organizations' success is recognized, the scholars in management field have been giving less attention, especially on behavior of employees (Meisler, 2013). Past researches had revealed positive relationship between EI and OCB (Chin, Anantharaman, & Tong, 2011; James, Velayudhan, & Gayatridevi, 2010). This suggests that, when employees have high level of EI, the employees tend to exhibit OCB. Ahmadzadeh (2011) and Tofghi et al. (2015) also examined emotional intelligence on organizational citizenship behavior and

found out that there is positive and strong correlation between emotional intelligence (particularly self-management and social awareness) dimensions and organizational citizenship behavior. Similarly, Luxmi & Vashisht (2017) also indicated that emotional intelligence has a significant relationship with organizational citizenship behavior.

This shows that organizational citizenship behavior (OCB) has been known as one of the crucial factors that can influence the effectiveness of an organization (Podsakoff, Whitting, Podsakoff, & Blume, 2009).

Today's workplace, emotional intelligence and citizenship behavior are most important elements for managers and employees to demonstrate their leadership behavior and good citizenship behavior to the subordinates to achieve high performance in the workplace. Emotional intelligence is the independent variable because it is the forms of human intelligence that give a contribution to the human's citizenship behavior in increasing employees' productivity in organizations (Sharma and Mahajan, 2017).

The banking sector plays a positive and important role in respect of the overall development of a country. The performance of the banking sector directly affects the other industrial and service sectors of the economy (Perumal & Pradeeba, 2014).

The current Working environment of the banking industry will be the best area to show the impact of emotional intelligence on organizational citizenship, because banking industry is huge area having communication with different parts of the society at daily base and it needs team work for the success of an organization. The importance of emotionally intelligent employees have great role for the success of an organization, so that, the researcher want to investigate what it will result in Ethiopian context.

Studies done previously examined that EI and OCB was based on the instrument made by Goleman (1998). However, these studies were conducted either on manufacturing industries, educational organizations or construction sectors; as a result, whether or not these instruments can be used in banking sectors still needs to be adequately addressed. Thus, this study fills the gap of evaluating the instruments of emotional intelligence by using a Confirmatory Factor Analysis (CFA) tool to confirm or reject whether the measurement instrument formulated by Goleman (1998) can be used for measuring the employees EI in banking sectors or not. In other words, the gap of confirming measurements of EI or whether the specific questions do and do not really measure the constructs used to measure the EI in banking sector was examined explicitly. Therefore, this study seeks find out impact of emotional intelligence on employee organizational citizenship behavior in CBE branches in Gondar city administration.

Objectives

- 1) To evaluate the measurements of the constructs of EI and OCB in the banking sector,
- 2) To check the convergent and discriminate validity of the instruments of EI and OCB in Banks,
- 3) To evaluate the level of employee emotional intelligence and OCB in the study area,
- 4) To investigate the relationship/ and or the effect of emotional intelligence on employees' organizational citizenship behavior.

Material and Methods

In the processes of data collection and analysis, a quantitative research approach gives due attention to quantification and examination of differences, effects rather than expressing in words (Bryman, 2008). As a result, since this study has the focus of quantifying the effects and the issue of representation and quantification, the researcher has used quantitative research approach.

For this study explanatory research design has applied for the purpose of examining the effect of emotional intelligence on employee's organizational citizenship behavior at Commercial

Bank of Ethiopian, Gondar District. Because an explanatory research design is best to connect ideas and understand cause and effect of the variables.

The researcher generates sample from managerial and non-managerial employees in CBE Gondar district from selected branches in Gondar city administration. From the district, 17 branches were chosen and a total of 416 employees (CBE Gondar District, 2020). From 416 employees found in all brunches, 110 of them were managers while the remaining 306 were clerks and other position holders. The study targeted and distributed a questionnaire for 416 employees, however the total number of employees who participated in this study was 372; out of this, 44 (10.57%) were incomplete questionnaires; it was yielding the response rate of 89.42%.

The researcher collected primary data through questionnaire, which consists of two main sections. Section one of the questionnaire consists of five point Likert scale questions related to four dimensions of measuring level of emotional intelligence of employees. Section two consists of different statements with five point Likert scale question statements, which measures organizational citizenship behavior of employees. Level of employee emotional intelligence in each dimension of employee's emotional intelligence was calculated by assigning a score of 1 to 5 Likert scale of strongly disagree to strongly agree. The same calculation was applied to the dependent variable of this study (OCB).

The Data that was collected through questionnaire was analyzed by using both descriptive and inferential statistical techniques with the help of SPSS and AMOS version22. Descriptive statistics such as mean, frequencies and standard deviation were used to describe the level of employees' emotional intelligence and organizational citizenship behavior.

The study also used CFA in order to test the measurement model of each of the constructs. In addition, the inferential statistical techniques such as a multiple linear regression methods were applied.

Results and Discussion

Confirmatory factor analysis EI and OCB

The study examined the constructs of emotional intelligence. As a result, to conduct the fitness of this model, 40 numbers of distinct parameters were used. And the CFA Analysis with the loadings is presented below. In the CFA of Measurement model analysis, the study extracted factors by using maximum likelihood analysis. The factors in each of the constructs are presented in the following table.

Table 1. Measurement Item description

Variable name	No of Items	No of Items Eliminated	High loading	Low loading
Self-awareness	10	2	0.85	0.41
Self-Management	10	2	0.83	0.10
Social Awareness	10	3	0.80	0.42
Relationship management	10	2	0.95	0.01

Source: Own survey, 2021

Table 1 above indicated that self-awareness had 10 factors. All of these factors loading between 0.89 and 0.41. The confirmatory factor analysis result revealed that most of the factor loads are above 0.7 except the two factors; as a result, the factors with loadings lower than the minimum

threshold were eliminated in order to maintain and increase the factor loadings as well as the discriminate and convergent validities.

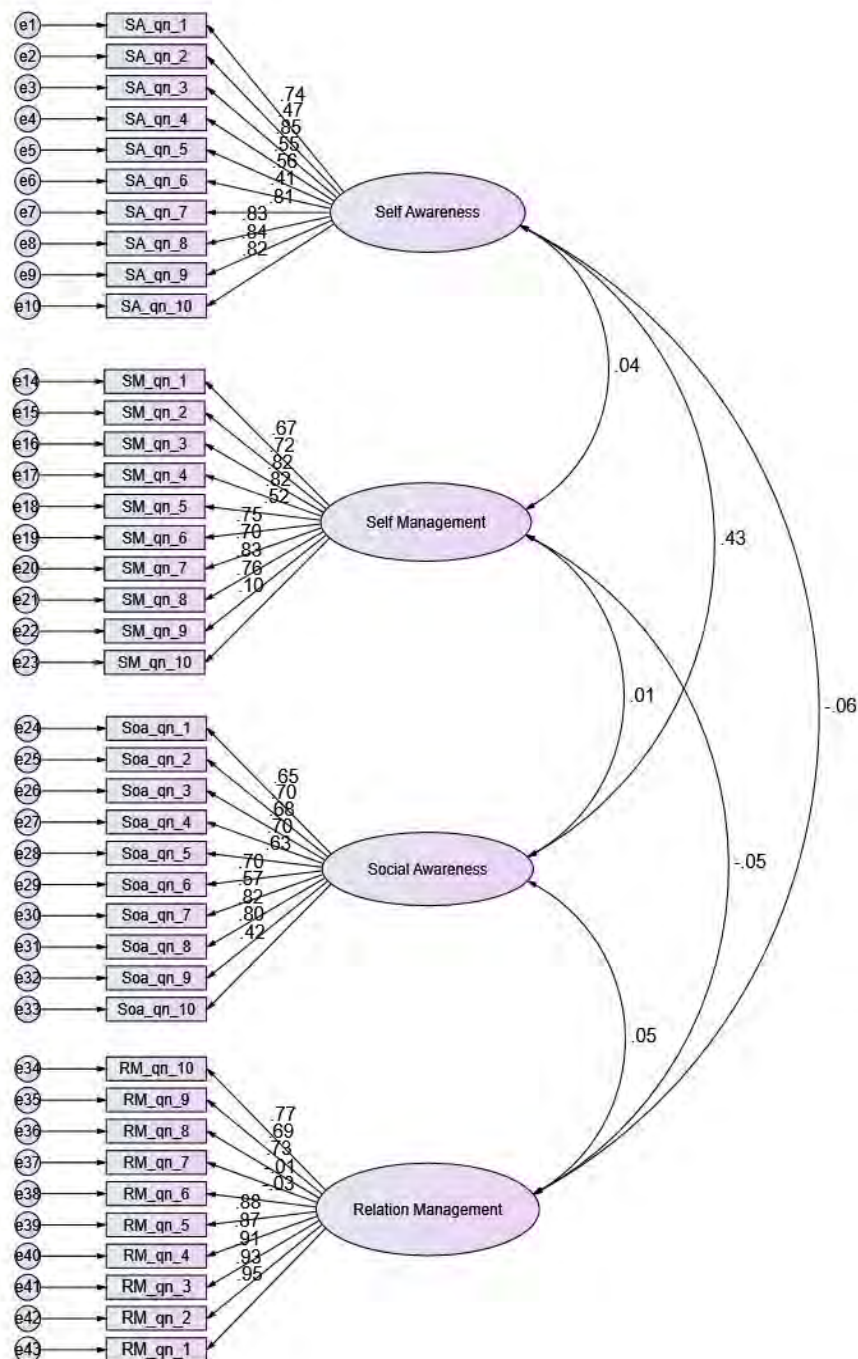


Figure 1. Emotional Intelligence constructs (All Adopted items and their loadings)

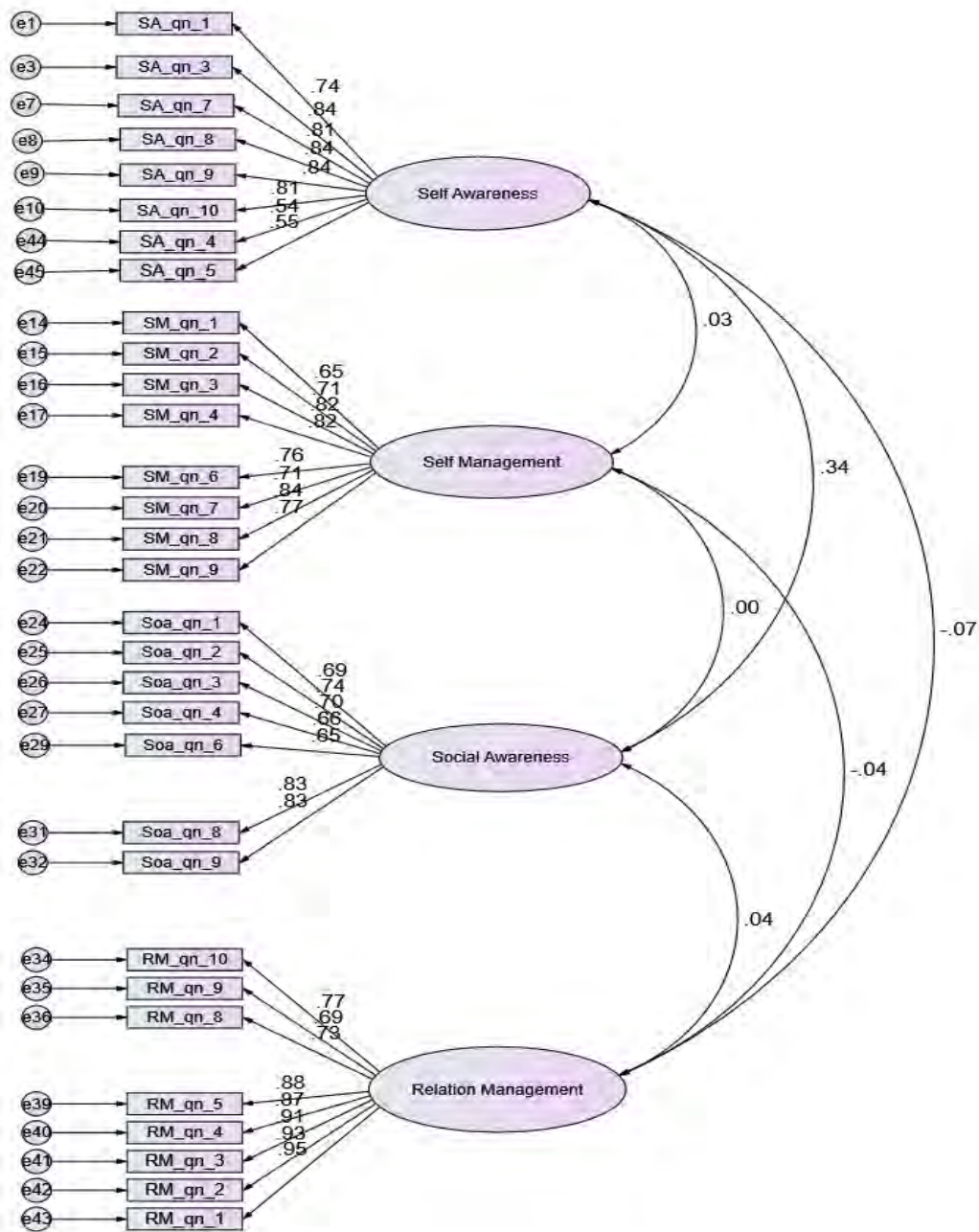


Figure 2. Improved EI constructs after Elimination

On the other hand, the result also confirmed that out of the adopted 10 question items eight of them were in self-management factor loads above 0.7 except questionnaire item 1. The result also confirmed that the highest factor load was 0.83 while the lowest factor loading of the items were 0.10. As a result of the lowest loading and the reliability issue was raised and hence two of the questions removed.

As far as the social awareness construct was concerned, the highest factor load was 0.82, while the lowest factor load was scored as 0.42. However, since the two factors loads below 0.7, the

study eliminated item 10th, 5th and 7th questions, which showed a very low factor loading. After removing these factors, the measurement instrument has shown a substantial improvement and the remaining items were also improved significantly yielding a factor loading between 0.65 and 0.83. This implies that by eliminating these factors, all were significantly improved the reliability and validity of the study.

In addition, the CFA result in relation to relationship management confirmed that out of 10 adopted items, 8 of them were adequately loading above 0.7 except one question item. As a result of this, the study removed question 6 and 7 in order to boost the validity and reliability issues as well as the model fitness. Therefore, the entire adopted questionnaire and the improved measurement models were presented with Figures 1 and 2.

Validity and Reliability

Convergent validity and discriminate validity

The convergent validity was also tested by using the Amos regression estimates and the covariance's. After having these values, the studies used excel to calculate the average variance (AVE) values. And the results are presented with the table below.

Table 2. Validity and reliability of Emotional Intelligence Constructs

	CR	AVE	MSV	SA	SM	SOA	RM
Self-Awareness (SA)	0.912	0.572	0.119	0.756			-0.072
Self-management(SM)	0.916	0.580	0.002	0.028	0.761		-0.043
Social Awareness(Soa)	0.889	0.535	0.119	0.345	0.003	0.731	0.036
Relationship management (RM)	0.952	0.716	0.005				0.846

Source: Own survey, 2021

As presented above Convergent validity was determined by calculating the average variance extracted (AVE) value of the construct. Hair et al. (2010) suggest this value to be higher than 0.50, indicating that more than half of the variance indicators were explained by their constructs. From the table above, the result of AVE revealed that self-awareness (0.572), self-management (0.58), social awareness (0.535) and relationship management (0.71). From the above result, it can be seen that none of the AVE coefficients were below 0.5; this implies that more than half of all of the variables presented above explained their constructs.

Discriminate validity checks are done by comparing the AVE's with MSV values of each of the constructs. As a result, the construct is truly distinct from other constructs was also examined in order to evaluate the discriminate validity of the datasets. The result presented with the table above revealed that all the AVE values are greater than the Maximum Shared Variance (MSV) coefficients. Hence the analysis showed that the shared variance between factors were lower than the AVE's of the individual factors, which confirmed discriminate validity.

Moreover, in order to evaluate the reliability of the questionnaire items, Hair (2006) however, proposed the use of construct reliability (CR) in conjunction with measurement model, rather than the traditional coefficient alpha. Therefore, the study used CR values and the construct reliability coefficients revealed that none of the variables exhibited below 0.7 reliability coefficients.

Model Fit Indices of EI

The study evaluated the model fit parameters of the emotional intelligence. Accordingly, whether or not the values of GFI, AGFI, X^2 , and RMSEA all met the recommended minimum thresholds was examined and the result is presented below.

Table 3. Model Fit Indices

N	Model	Value	P
1	Chi- square	4.615	0.267
2	GFI	0.9516	
3	AGFI	0.9211	
4	CFI	0.9761	
5	RMSEA	0.0401	

Source: own survey, 2021

In this stage, several criteria were considered for assessing the measurement model and making sure that it fits the data well. As per above table, the model fit indices results revealed that $X^2 = 4.615$, GFI = 0.9516, AGFI = 0.9211, CFI = 0.9761 and RMSEA = 0.0101 indicating that the measurement model achieved adequate fit for the data and the data fulfill the assumptions of model fitness.

Constructs of organizational citizenship

Similar to the above the study also examined the constructs of trust. The CFA Analysis with the loadings for of organizational citizenship in the banking sector and the AMOS graphical output is presented below.

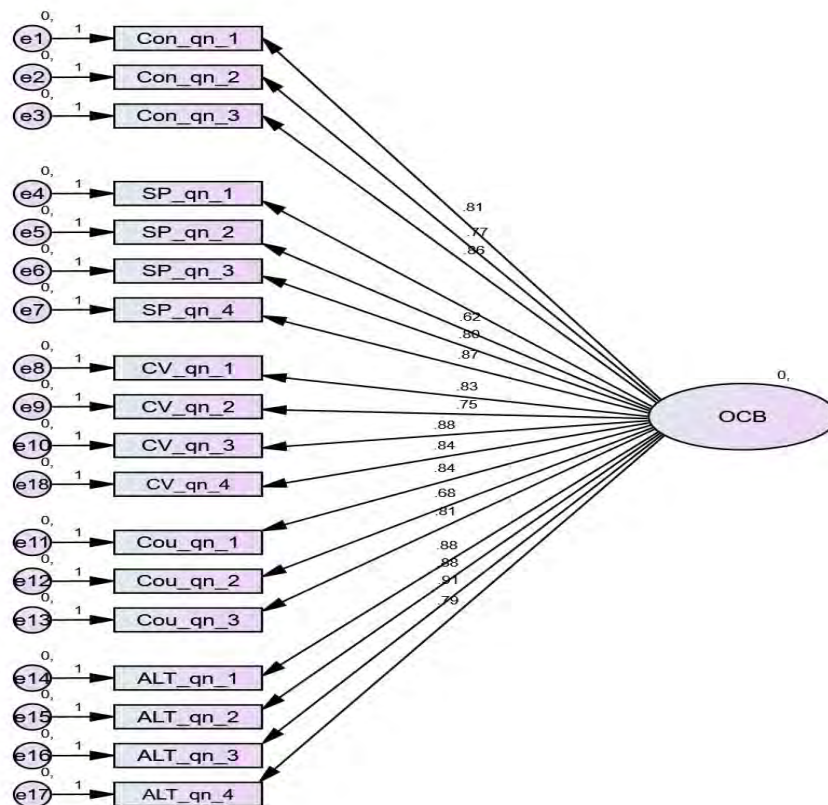


Figure 3. Confirmatory factor analysis, Factor loadings for OCB for Adopted measurement model

This dimension all of the adopted instrument items have shown best loadings except the altruism construct of the fourth item. Despite the lower loadings in fifth construct of the fourth item

the CFA analysis of the measurement model has shown no reliability and validity problem. Due to this the study decided to use all of the items instead of removing the constructs.

Based on the above computation the study also evaluated the model fit parameters for the OCB constructs. Accordingly, whether or not the values of GFI, AGFI, and X^2 , all met the recommended minimum thresholds was examined and the result is presented below.

Table 4. Model Fit Indices

S.n.	Model	Value	P
1	Chi- square	1.325	0.147
2	GFI	0.9641	
3	AGFI	0.9010	
4	CFI	0.9132	
5	RMSEA	0.0041	

Source: own survey, 2021

As per above table the model fit indices results revealed that $X^2 = 1.325$, GFI = 0.9641, AGFI = 0.9010, CFI = 0.9132 and RMSEA = 0.0041 indicating that the data achieved adequate fit for the study.

Convergent validity and discriminate validity of OCB

The convergent validity of OCB was also tested by using the Amos regression estimates and the covariance's. After having these values and the result are presented with the table below.

Table 5. Validity and reliability of OCB

	CR	AVE	MSV	CN	SM	CV	CO	AL
OCB	0.858	0.669	0.280	0.818				0.445****

In order to evaluate the convergent validity, the table above in column labeled AVE revealed that OCB value has estimated as 0.669. The estimate of AVE for OCB construct is above 0.5; this implies that more than half of all of the observed factors presented above explained their constructs.

Discriminate validity checks are done by comparing the AVE's with MSV values of each of the constructs. The result presented with the table above revealed that the AVE value is greater than the Maximum Shared Variance (MSV) coefficients. This analysis showed that the shared variance between factors were lower than the AVE's of the individual factors, which confirmed discriminate validity. Moreover, in order to evaluate the reliability of the questionnaire items, the study used CR value and the construct reliability coefficients revealed that CR value is above 0.7 implying that the items are reliable.

Table 6. Measures of CFA Goodness of fit tests of EI & OCB

Default Model	Values	P
Chi square (X^2)	1.865	0.513
GFI (goodness-of-fit index)	0.9591	
AGFI (adjusted goodness-of-fit index)	0.8632	
CFI(Comparative fit index)	0.854	
RMSEA	0.0408	

Source: Own Survey, 2021

The values of GFI (0.95), AGFI (0.8632), and CFI (0.854) all met the recommended minimum thresholds presented in the table above. From this result, it can be seen that all the fit indices met the recommended minimum threshold, all of them are found in the acceptable range. Arguably, it could be said that the measurement model was reasonably fit for the study. The RMSEA value (.0408), which is below .05, indicated the lower bound of the 95% confidence interval, so the model fit hypothesis is accepted and this implying that the data is exhibited as a good fit.

The Level of EI and OCB

The extents of each factors were evaluated by using the mean values of each factors and each factors were leveled as 'High', 'Low' and 'Medium' based Likert five-point analysis has taken as a bench mark. The mean values for each item was interpreted and the results were presented with the table below.

Table 7. Descriptive statistics

Sn	Variables	Mean	Std. Deviation	N
1	Organizational Citizenship behavior	2.5924	0.67871	372
2	Self-Awareness	3.5370	1.01446	372
3	Self-Management	4.0084	0.75891	372
4	Social Awareness	3.6325	0.92007	372
5	Relation Management	2.2927	0.92121	372
	Emotional Intelligence	3.3988	0.47905	372

Source: Own survey, 2021

Table 7 proved that the level of organizational citizenship behavior of respondents was reported by the respondents. The result reveals that there was calculated mean value of (M=2.5924) to employees' level of organizational citizenship behavior. This implies that employee's level of organizational citizenship behavior is found to be below the moderate level (3). This is to mean that the behavior of being going extra commitment in their organization is less than the expected.

Respondents were also asked to indicate their level of agreement on the extent of emotional intelligence factor particularly self-awareness was reported by the respondents. The result reveals that there was calculated mean value of (M=3.537) to the variable of the emotional intelligence dimension i.e. self-awareness. That is, the mean value to the average rating of respondents on the self-awareness was 3.537. This implies that the extent of self-awareness is high, to mean that employee's are enough awareness about themselves.

In addition, respondent's level of self-management was also reported by the respondents. The result revealed that there was calculated mean value of (M=4.0084) to one of the construct of EI, which is self-management. That is, the mean value to the average rating of respondents on the self-management was 4.0084. This implies that the EI in relation to self-management is found to be high.

The mean result of social awareness were also a calculated mean value of (M= 3.6325). That is, the mean value to the average rating of respondents on the social awareness was 3.6325. This is to mean that respondents are higher in their social awareness. The mean value of relationship management were also calculated and the result showed below the medium scale point, which is (M=2.2927). This shows that the way to communicate with others is lower as compared to others.

The relationship between EI and OCB

The study analyzed the existence of significant relationship between EI and the employees OCB in the study area. The result of the study revealed that all EI dimensions correlated positively and significantly with OCB. Accordingly, the result of the correlation coefficients and the corresponding interpretations are presented below.

Table 8. Relationship between EI & OCB

		SA	SM	SOC	RM	OCB
Self-Awareness (SA)	Pearson Correlation	1	0.028	.422**	-0.066	.421**
	Sig. (2-tailed)		0.584	0.000	0.201	0.000
Self-Management (SM)	Pearson Correlation		1	-0.011	-0.084	0.152*
	Sig. (2-tailed)			0.839	0.105	0.321
Social Awareness(SOC)	Pearson Correlation			1	0.002	.481**
	Sig. (2-tailed)				0.969	0.000
Relation Management (RM)	Pearson Correlation				1	.363**
	Sig. (2-tailed)					0.000
Organizational Citizenship Behavior (OCB)	Pearson Correlation					1
	Sig. (2-tailed)					

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own survey, 2021

The correlation result of table 8 revealed that there was statistically significant and positive relationship between self awareness and OCB ($r = 0.421$, $p < 0.001$), self management and OCB ($r = 0.152$, $p < 0.05$), social awareness and OCB with ($r = 0.481$, $p < 0.05$), relationship management and OCB ($r = 0.363$, $p < 0.05$). This implies that when the respondents' agreement in relation to self-awareness, self management, social awareness and relationship management increases and also OCB increases significantly and vice versa. This study was consistent with the finding of Chin, Anantharaman, & Tong, (2011; James, Velayudhan, & Gayatri Devi, (2010)

The effect of EI on OCB

Multiple regression analysis was conducted to identify the significant of EI dimensions that significantly affect OCB in the study area. Multiple regressions for the independent variables or emotional intelligence dimensions, such as self awareness, self management, social awareness and relation management on OCB was evaluated. The model summary result is presented with the table below.

Table 9. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.664 ^a	.441	.434	.51043	.441	72.238	4	367	.000

a. Predictors: (Constant), Relation Management, Social Awareness, Self-management, Self-Awareness

b. Dependent Variable: OCB

Source, Own survey, 2021

From the result of Table 9 it can be seen that the r-square value and the adjusted R square values were 0.441 and 0.434 respectively. Based on the result it can be seen that, emotional intelligence or the independent variables such as self-awareness, self-management, social awareness and relation management together accounted for 44.1% of variance in the dependent variable of OCB when predicted based on the sample mean. In addition the model fit of the ANOVA result is presented below

Table 10 proved that the effect of EI constructs on OCB. The overall model result indicated that, the interaction of EI dimensions are also expressed with its corresponding beta coefficients and the result is presented as follows.

Table 10. Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.102	0.201		-0.505	0.614
	Self-Awareness(SA)	0.196	0.029	0.293	6.794	0.000
	Self-Management(SM)	0.071	0.035	0.080	2.032	0.043
	Social Awareness (SOC)	0.264	0.032	0.358	8.301	0.000
	Relation management (RM)	0.286	0.029	0.388	9.877	0.000

a. Dependent Variable: OCB

In examining the Beta weights (Unstandardized regression coefficients) presented in the table above, it can also be seen that all of the four dimensions of EI such as self-awareness, self-management, social awareness and relation management dimensions were significant predictors of OCB with the ($p < .05$). The beta coefficient result has shown that, self-awareness has a positive and significant effect on OCB ($B = 0.196$, $t = 6.794$, $P < 0.05$). Thus, from the result it can be seen that, the higher the self-awareness, the higher the level of OCB would be achieved. This implies that, the extent of OCB has increased, with one unit (level) increased in self-awareness.

In relation to self management, the beta coefficient also indicated that, ($B = 0.071$, $t = 2.032$), a positive and significant effect was observed between self-management and OCB. The result indicated that self-management affected the level of OCB by 7.19%. This further implies the more the level of the self-management, the more the level of OCB would be achieved.

Similarly, the beta coefficient result of **social Awareness** proved a positive and significant effect on the level of OCB ($B = 0.264$, $t = 8.301$). This means that the one level increase in social awareness affected or increased the level of OCB by 26.4%. Thus, from the result it can be seen that, the more the social awareness, the higher the level OCB in Commercial Bank of Ethiopia.

The beta coefficient result of self management indicated ($B = 0.286$, $t = 9.877$), which is a positive and significant effect between relationship management and OCB. This is to mean that relationship management contributes 28.6% of the variance in the dependent variable, i.e., OCB. In other words, when one level increased in relation management, the level of OCB also increased by 28.6%. This study was consistent with the work of Petrides, Frederickson, and Furnham, (2014); Cote and Miners (2016). They concluded that all EI constructs have a positive effect on organizational citizenship behavior.

Table 11. Summary of Hypothesis table

Sn	Hypothesis	Decision
1	H1 Self-awareness has a positive significant effect on organizational citizenship behavior?	Accepted
2	H ₁ Self-Management has a positive significant effect on organizational citizenship behavior?	Accepted
3	H ₁ Social-awareness has a positive significant effect on organizational citizenship behavior?	Accepted
4	H ₁ Relation management has a positive significant effect on organizational citizenship behavior?	Accepted
5	H ₁ There is a statistical significant group difference in EI and OCB between managers and officers?	Accepted

Source: own survey, 2021

Conclusion

This study was investigated the effect of Emotional Intelligence on Organizational Citizenship behavior. The CFA result indicated that all constructs of EI and OCB was satisfying the minimum threshold. As far as the level of EI and OCB was concerned, the study concluded that employees' level of organizational citizenship behavior and Emotional intelligence was found moderate. Moreover, the study also concluded that the extent of EI dimensions except relation management was found to be high in Commercial Bank of Ethiopia.

The correlation test reveals that there was statistically significant and positive relationship between self-awareness, self management, social awareness, relationship management and OCB.

Finally, the study also concluded that EI dimensions have a positive and significant effect on OCB.

Recommendation

Since the finding of this study indicated that the effect and or relationship of the two variables (EI and OCB) were below the moderate level. In order to improve it, the following recommendations should be applied.

Managers should try to develop strategies on how to read employees emotions and recognizing their impacts by accurate self-assessment with giving a particular focus on knowing and documenting strengths and limits which increases self-awareness. Thus, adequate provisioning of trainings on how to document and improve emotional self-control: keep disruptive emotions and impulses under control.

In order to improve social management, Short term trainings for managers and employees shall be designed to integrate how employees develop empathy or sensing others' emotions by understanding customers and their perspective, and taking active interest in their concerns. In addition, adequate awareness creation shall be conducted to raise organizational awareness by reading the currents, decision networks, and politics at the organizational level.

Tasks to increase relation management's facets shall be conducted by developing inspirational leadership by guiding and motivating with a compelling vision as well as wielding a range of tactics for persuasion. Moreover, managers shall strengthen others' abilities through feedback and guidance.

Limitation and Direction

The study has conducted one of the government banks of Ethiopia i.e., Commercial Bank of Ethiopia, Gondar District. There are lots of private banks in the region as well as in the study surrounding. From the practical point of view, researchers are working with several limitations. In order to contribute a lot to policy makers and managers of an organization, future researchers shall widening the scope and investigating how EI related to other variables such as trust, organizational commitment, motivation, organizational justice and the like. Are employees high on EI more likely to trust others? Or does high EI increase the ability to know when to trust others and when to doubt them? Do leaders high on EI to inspire them to become more committed in their organization? Do leaders high on EI treat their followers and subordinates more fairly? What about contingent rewards? Are leaders high in EI more or less likely to use contingent rewards? All these questions should be addressed in the future researchers.

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