

## **Emotional Intelligence and Job Involvement as Predictors of Organizational Citizenship Behavior.**

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The study examined emotional intelligence and job involvement as predictors of organizational citizenship behavior. Three hundred and seventy-four (374) employees, (205 males and 169 females) of PRODA and INNOSSON plastic Co in Enugu metropolis participated in the study. Their ages ranged between 20 and 69, with a mean age of 35.14, and S. D=1.18. They were selected using convenient sampling method. 146 out of the participants indicated that they were married, 190, single and 38 divorced. Three instruments were used for data collection and they are Workplace Emotional Intelligence Profile Short version (WEIP-S), Job Involvement scale (JIS) and Organizational Citizenship Behavior Checklist (OCB-C). The study was a cross-sectional study using the survey research approach. Multiple Regression analysis was used to test the hypotheses using statistical Package for social science (SPSS V 23). Emotional intelligence and job involvement were found to make significant positive contribution in predicting organizational citizenship behavior. The findings have profound policy and practical implications for stakeholders in organizations who should take into cognizance these variables found to be significantly related to organizational effectiveness. Limitations were made while Suggestions for further studies were stated.

### **Keywords**

Organizational citizenship behavior, emotional intelligencem job involvement

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The fact that every organization desires employees who will perform beyond their usual duties and expectations for organizational growth and sustainability cannot be considered baseless. Extra-role behaviours, which are behaviours that are not prescribed by job descriptions and may be similar across jobs, and serve the accomplishment of organizational goals is of considerable importance in an organization (Katz, 1964). Although defining specific roles for each job reduces human variability and increases predictability of the quality and quantity of the performance, individuals should be encouraged to engage in spontaneous and innovative behaviours that may help the organization to survive (Ozturk, 2010). Managers therefore need employees who do more than what is described in the work contract. Specifically speaking, what managers look out for is Organizational Citizenship Behaviours (OCBs) (Ozturk, 2010), which were explained by Organ (1988:4) as “discretionary behaviours, not directly or explicitly recognized by the formal reward system and that in aggregate promote the effective functioning of the organization”. Such discretionary behaviours which are not specified by role prescriptions are vital for achieving organizational goals (Ozturk, 2010). Hence, OCB which is employees’ voluntary performance of tasks or duties that are not part of those specified officially is of immense importance in any organization.

An organization which depends solely upon its blueprint of prescribed behaviour for workers is a very fragile social system (Katz, 1964). Therefore, the necessary things for organizational survival and effectiveness is employees who contribute to organizational functioning by engaging in extra role behaviours such as helping a new co-worker or one that has heavy workload, voluntarily attending and actively participating in unit meetings, paying

attention to self-development to become versatile and being flexible in terms of tasks that can be performed, and not complaining about petty problems (Ozturk, 2010).

Allen and Rush (1998) stated that organizational citizenship behaviours when aggregated over time and persons become important since they facilitate the accomplishment of organizational goals and enhance organizational performance; hence, it promotes the effective functioning of the organization (Organ, 1998; Allen & Meyer, 1990; Bolino & Turnley, 2003).

The evolution of Organizational Citizenship Behaviour is traceable to Bateman and Organ (1983) who assigned the label of organizational citizenship behaviour to a type of behaviour Katz and Kahn referred to as spontaneous behaviour or extra – role behaviour (Van Dyne, Cummings & Parks, 1995); Civic organizational behaviour (Graham, 1991); Prosocial organizational behaviour (George, 1990, 1991); Organizational spontaneity (George & Jones, 1997) and contextual performance (Borman & Motowildo, 1993, 1997).

Records from empirical research has shown that OCBs benefit the organizations in many ways such as customer satisfaction, quality and quantity of the service or product, sales performance, customer complaints, and revenue ( Podsakoff & Mackenzie, 1994; MacKenzie, Podsakoff, & Ahearne, 1998; Podsakoff, Whiting, Podsakoff, & Blume, 2009; Ozturk, 2010). Podsakoff et al (2009) defined certain ways by which OCBs may affect organizational performance. These were organized by Ozturk (2010) as follows:

OCBs might enhance both co-worker and managerial productivity. OCBs may also free up resources for more productive purposes and reduce the need to devote scarce resources to purely maintenance functions. Moreover, OCBs may serve as effective means of coordinating activities between team members across work groups. OCBs may also enhance the

organization's ability to attract and retain the best people by making it a more attractive place to work. Additionally, OCBs may enhance the stability of organizational performance by reducing variability. Furthermore, OCBs may improve an organization's ability to adapt to environmental changes. Lastly, OCBs may enhance organizational effectiveness by creating social capital. (2010:3).

Organizational citizenship behaviour is a multidimensional construct. Literature is saturated with plethora of organizational citizenship behaviour dimensions. For example, several researchers (Graham, 1986; Organ, 1988) posit that there are five dimensions: Altruism, Conscientiousness, Civic virtue, Courtesy; and Sportsmanship; whereas Podsakoff et al, (2009) developed seven dimensions: (1) Helping behaviour, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational compliance, (5) Individual initiative, (6) Civic Virtue, and (7) Self Development. Williams and Anderson, (1991) simply divided organizational citizenship behaviours into OCBI- behaviours directed at individual members of the organization and OCBO- behaviours directed at the organization.

Among the most influential conceptual paradigms for understanding workplace behavior is the social exchange theory (SET), (Cropanzano and Mitchell,(2005) . Social exchange theory is characterized by unspecified personal obligations and trust as well as intrinsic in conjunction with extrinsic rewards, thus occupying the middle ground between pure calculations of advantage and pure expression of love (Blau, 1994). It is a general theory concerned with understanding the exchange of material or non-material resources between individuals or groups in an interaction (Gabriel, 2015). Homans, the initiator of the social exchange theory, expressed that this theory was developed to understand the social behavior of humans in economic undertakings. For social exchange theorists, when the costs and benefits are equal in a

relationship, then that relationship is defined as equitable. The notion of equity is a core part of social exchange theory. Homan, (1958) outlined that social behaviour is an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. Blau, (1964) believes that individuals will enter into and maintain a relationship as long as they can satisfy their self-interests and at the same time ensure that the benefits outweigh the costs. This theory basically asserts that people develop attitudes toward other people and things in the context of anticipated personal benefits and costs to be derived from contact with them. Activities that generate net benefits will tend to be perceived positively, while those activities that do not are perceived as negative (Gabriel, 2015). The central idea of this theory is that the exchange of social and material resources is a fundamental form of human interaction (Ingoldsby & Smith, 1995). As Searle (1990) argued, social exchange theory can provide a model for understanding individual behaviour in participation. In this regard this study was designed for explaining participation of people in OCBs based on model suggested by Searl (1990) and it is depending on four main elements: (1) reciprocation (every transfer from one person to another involves the expectation of return); (2) justice principle (there should be a norm of fairness governing behavior that is to say, the exchange must be viewed as fair when compared in the context of a wider network); (3) maximizing benefits and minimizes cost (human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives), and (4) voluntarily joining (individuals engage in organized activities pursuits to satisfy a need and not out of coercion).

Bolino, Harvey, and Bacharach (2012) argued that SET cannot sufficiently explain the cognitive, affective and unconscious processes that underlie the dynamic nature of OCB. To

address this, Bolino et al. (2012) developed a theoretical framework with an explicit focus on the intra-individual development in OCB. They conceptualized engagement in OCB as an ongoing process that is highly influenced by employees' self-concept orientations. Self-concepts refers to schemas containing individual's perceptions about their attributes, social roles, and goals. These self-concepts can vary in their orientation, as individuals tend to think of themselves as autonomous individuals (i.e., individual orientation), in relationships with others (i.e., relational orientation) or as a part of a larger group (i.e., collectivistic orientation). These orientations can be more or less trait-like (i.e., chronic orientation) or triggered by situational cues (i.e., working orientation). Chronic orientations can be seen as relatively stable, with a gradual development over time, while working orientations can be seen as temporally activated self-concepts, causing fluctuating changes in the individual's motivation to engage OCB (Kvitne, 2015). Bolino et al. (2012) argue that self-concept orientations implicitly affect individual development in OCB, as they highly affect what types of citizenship behaviors individuals engage in, when they decide to perform them and when they decide to modify their behavior.

Since it is agreeable upon that even with all advancements in ICT and other machines and devices, workers in an organization are the main value creators in the organizations and the organizations' success depends on their performance, it will be an important task for research to identify variables that trigger workers' commitment in OCBs. Among numerous variables available, the present study concentrates on the recently thriving variable, Emotional intelligence and workers' involvement in job (Job Involvement) to see the influence these would have on OCBs directed towards individual colleagues (OCBI) and towards the organization (OCBO) in private organizations in Enugu metropolis.

In the context of the emerging 'affective revolution' in social and organizational psychology, Emotional intelligence (EI) is proposed as an important predictor of key organizational outcomes including OCBs, job performance and satisfaction (Daus & Ashkanasy, 2005; Van Rooy & Viswesvaran, 2004). Emotional Intelligence took its origin from the concept of Social Intelligence of Salovey (1990) who defined Emotional Intelligence as the sub set of Social Intelligence that involves the ability to monitor one's own and other feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions (James, Velayudhan & Gayatridevi, 2010). From the time of the publication of Goleman's (1995) book, emotional intelligence (EI) has been a passionately debated topic. Some proponents of EI claim it can predict various work-related outcomes such as turnover (Goleman, 1998). Also, there is accumulating evidence that EI abilities and traits influence organizational citizenship behaviour (Daus & Ashkanasy, 2005; Van Rooy & Viswesvaran, 2004).

Even beyond cognitive intelligence, emotional intelligence is valuable to everyone in the organisation. James et al (2010) opined that emotional intelligence becomes a stronger predictor of task performance and Organizational Citizenship Behaviour directed to Organization (OCBO) as Cognitive Intelligence decreases. Employees with low Cognitive Intelligence perform tasks correctly and engage in Organizational Citizenship Behaviour directed to Organization frequently if they are Emotionally Intelligent (Cote & Miners, 2006).

Most of the organizations work on Emotional Intelligence for selecting adaptable employees and also for development of employees for team effectiveness which can lead to organizational effectiveness (James et al, 2010). The employee that is emotionally intelligent can keep up with a healthy relationship with other co-workers and this implies that developing emotional intelligence in workers may develop in them the good citizens for the organization.

Another variable of interest in this study is Job involvement which was first introduced by Lodahl and Kejner (1965) with a definition that it is the psychological identification of an individual with the work or importance of work in that individual's self-image. Kanungo (1982) defined job involvement as psychological identification with a job. According to Dubin (1956), job involvement is conceptualized as the degree to which the total job situation is a "central life interest" that is, the degree to which it is perceived to be a major source for the satisfaction of important needs (Kanungo, 1982). Kanungo (1982) suggests a reformulation of the job Involvement construct to be viewed as a form of psychological identification enhanced by a cognitive or belief state.

It is assumed that job involvement may also be related to or be a predictor of OCB. Chen and Chiu (2009) is in support of the foregoing in their suggestion that employees that have high degree of job involvement among all other things are also more likely to increase their self-respect through successful job performance and display of organizational beneficial behaviours even those behaviours beyond their job roles as stipulated in their organizations blue print.

### **Statement of the problem**

It is factual and evidence based to argue that high performing organizations rely heavily on employees who exceed their contractual duties to discharge official tasks. The importance of good citizenship for organizations has made understanding of the nature and sources of OCB a high priority for organizational scholars (Organ, 1988). Organizations in the present dispensation must as a matter of necessity boast of employees who are really citizens of the organization and can transcend their normal role assignment and perform their pro social behaviours here referred to as Organizational citizenship behaviour (OCB) in order to maintain an adaptive, robust,



resourceful, flexible, responsive and rapid work environment (Gabriel, 2015) that will enhance workers' performance and organizational growth.

Admitting that the work force (i.e. workers) is the most important element of organizations and the organizations' success depends on the performance of this workforce, identifying the variables that trigger engagement of organizations' work force in OCBs is a really reasonable. Some of the workers do not present with the capacity to engage in OCBs. You would usually hear from some workers, "this is not what I was called to do in this place" or "I know my work, am not responsible for that ....." even at the expense of the organization's progress. This therefore is the problem this present study is driven to solve. The drive then is to investigate the predictive stand of emotional intelligence and job involvement on organizational citizenship behaviour (directed to individual colleagues and directed to the organization) in some selected private sector organizations in Enugu Metropolis. Although previous researches have been done in this area limited study is done with samples in private organizations in Enugu Metropolis. To address this problem the present study focuses on the predictive stand of emotional intelligence and job involvement on organizational citizenship behaviour (directed to individual colleagues and directed to the organization) in some selected private sector organizations in Enugu Metropolis.

It is hypothesized that emotional intelligence will significantly predict OCB among staff of PRODA and INNOSON Plastic Co. Emene. Also, that Job involvement would significantly predict OCB among staff of PRODA and INNOSON Plastic Co. Emene.

## **Method**

### **Participants**

A total of three hundred and seventy four(374) employees ,205 males and 169 females, age 20-69 years (mean= 35,14, S.D =1.18) were sampled in PRODA and INNOSON Plastic Co. Emene . They were selected using convenient sample method from PRODA, Emene and INNOSON plastic Co. Emene. 146 out of the participants indicated that they are married, 190 single and 38 divorced.

## **Instruments**

**Organizational citizenship behavior checklist (OCB-C):** this is a 20- item instrument measuring OCB directed to individual co-workers (OCB-1) AND OCB directed towards the organization (OCB-O) by Fox and Spector (2011). The OCB-C uses a 5-point frequency scale ranging from 1= never to 5=every day. Score are computed by summing response across items. A total score is the sum of responses to all items. Subscales score are the sum of items within each subscale. Internal consistency reliability (coefficient alpha was found to be .97 for the total scale, .92 for OCBO and 9.1 for OCBP(Fox, Spector, Bruursemen &Kessler, 2009).

**Workplace emotional intelligence profile short version (WEIP-S):** workplace emotional intelligence profile short version (WEIP-S) is 16- items emotional intelligence inventory specific for the workplace. It was developed by Jordan and Lawrence (2009). The WEIP-S was developed measuring four factors (four items each): awareness of own emotion, management of own emotion, awareness of others emotion, and management of other emotion on a 7-point response scale from strongly disagree to strongly agree (Jordan & Lawrence, 2009). Cronbach alpha reliability coefficient for the WIEP-S is .80 and for the factor were .85 for awareness of own emotion, and .81 foe management of others emotion.

**Job involvement scale (JIS):** is a 10- item scale by Kanungo (1982). This scale measures job involvement on a five- point Likert scale with responses ranging from “strongly disagree” (1) to “strongly agree” (5), Kanungo (1982) found this scale to have a Cronbach alpha coefficient of 0.81, which indicates a reasonably high level of internal consistency, and therefore a reasonably high level of reliability and construct validity.

## **Procedure**

A total of four hundred (400) copies of the study instrument were distributed to staff of the companies (PRODA AND INNOSSON). The participants were met in their place of work. They were oriented on the aim of the study and rapport was achieved with the participants by assuring them that the exercise is purely academic and that their response is to be treated confidentially. Thereafter, those that willingly agreed to participate were given the instrument. Out of the 400 questionnaire that were administered, 382 were collected and 374 were validly completed. It is also important to note that they received no monetary reward for participating in the study; the researcher just appreciated the participant in groups after their completion of the instrument.

## **Design/ statistics**

The study was a cross- sectional study using the survey research approach. Multiple regression analysis was used to test the hypotheses using the statistical package for the social sciences (SPSSv23).

## **Results**

In testing for emotional intelligence and job involvement as predictors of Organizational Citizenship Behavior, the data obtained from the participants were analyzed by computing the

means, standard deviations and correlations among the variables of study. Also a regression analysis was run to see how emotional intelligence and job involvement predicted Organizational Citizenship Behavior.

**Table 1: Means, standard deviations, and correlations among the study variables**

<b>Variable</b>	<b>M</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4 5</b>		<b>6</b>
<b>CITIZENSHIP BEHAVIOUR</b>	<b>64.38</b>	<b>13.53</b>						
<b>EMOTIONAL INTELLIGENCE</b>	<b>78.65</b>	<b>17.31</b>	<b>.49</b>	<b>M6</b>	<b>-.10</b>	<b>-.15</b>	<b>-.15</b>	<b>37</b>
<b>JOB INVOLVEMENT</b>	<b>36.56</b>	<b>6.98</b>	<b>.32</b>	<b>.06</b>	<b>.13</b>	<b>.03</b>	<b>-.08</b>	

Correlation result indicated that Emotional intelligence ( $r=.49, p<.001$ ) and job involvement ( $r = .32, p <.001$ ) were significantly positively related to organizational citizenship behavior.

**Table 2: organizational citizenship behavior, the demographic variables (gender, age, marital status and' educational level), emotional intelligence (as well as dimensions) and job**

	R	R <sup>2</sup>	R <sup>2</sup> Δ	B	Beta(β)	t	Sig
<b>Step 1</b>	.223 <sup>a</sup>	.050	.050				.001
<b>GENDER</b>				4.33	.16	3.11	.002
<b>AGE</b>				2.69	.24	2.98	.003
<b>MARITAL STATUS</b>				-4.28	-.21	-2.92	.004
<b>EDUCATIONAL LEVEL</b>				-.80	-.06	-1.05	.293
<b>Step 2</b>	.520 <sup>b</sup>	.270	.221				.000
<b>EMOTIONAL INTELLIGENCE</b>				.375	.480	10.55	.000
<b>Step 3</b>	.545 <sup>c</sup>	.297	.027				.000
<b>JOB INVOLVEMENT</b>				.364	.188	3.73	.000

Note: \*\*\* $P < .001$ ; \*\* $P < .01$ ; \* $P < .05$

Result of Step\_wise\_multiple regression analysis showed that the demographic variables entered in step one of the equation accounted for 22.3% variance as a statistically significant predictor of organizational citizenship behavior ( $R = .223, p < .01$ ). All the variables entered in this step of the equation except level of education made statistically significant contribution in predicting organizational citizenship behavior. The emotional intelligence was entered in step two of the equation, and accounted for 22.1% significant variance in predicting organizational citizenship behavior ( $R^2 = .221, \Delta R^2 = .48, t = 10.55, p < .01$ ). Job involvement was entered in step three of the equation, and it accounted for 2.7% (statistically significant) variance in predicting organizational citizenship behavior ( $R^2 = .027, p < .01, \Delta R^2 = .18, t = 3.73, p < .01$ ).

### Summary of Finding

1. Correlation result indicated that, Emotional intelligence and job involvement were significantly positively related to organizational citizenship behaviour.
2. Emotional intelligence was found to make significant positive contribution to predicting organizational citizenship behavior.
3. It was also found that job involvement made statistical significant contribution in predicting organizational citizenship behavior.

## Discussion

This study examined the ability of emotional intelligence and job involvement to predict organizational citizenship behavior among workers using workers from PRODA and INNOSSON plastic. Co Emene Enugu. two hypotheses were tested in the study. The findings of the study show that emotional intelligence made a significant positive contribution in predicting organizational citizenship behavior and this supports the first hypothesis in the study. The hypothesis stated that emotional intelligence would be a significant predictor of OCB among the staff of PRODA and INNOSSON plastic CO. EMENE. The findings are consistent with the findings of previous studies. Ying and Ting (2013) arrived at a similar outcome indicating that employees with high levels of emotional intelligence have a higher level of OCBs.

The second hypothesis stated that job involvement would be a significant predictor of OCB among the staff of PRODA and INNOSSON plastic.co. emene. This hypothesis was also supported by the outcome of the present study .Job involvement made statistically significant contribution in predicting organizational citizenship behavior. This support finding of Chughtai (2008) that job involvement was positively correlated with OCB and that job involvement predicted OCB among workers. It also support Saxena and Saxena (2014) finding that there is a significant impact of job involvement on OCB.

The study has numerous implications as the issue of organizational citizenship behavior is highly germane to the survival of organization in this 21<sup>st</sup> century. Job involvement that was found to be significant in the exhibition of organizational citizenship behaviors in the world of work, has to be stressed by the organizational and counselling psychologist

Moreover, staff of the PRODA and INNOSSON plastic.co. Emene must keep abreast the face that general intelligent quotient is not enough to survive in the world of work in this 21<sup>st</sup> century but they need to be able to negotiate complex social issues as well as work challenges that may arise in the course of their statutory duties, therefore emotional quotient come to play. Being emotionally intelligent is indispensable for success in the world of work. The organizational leadership must also be aware of this facts and work towards imparting such knowledge into the employees as whole.

To this end, this study has implications for all the stakeholders in the organization as well as the society at large. Organizational leaders/ followers, counseling psychologist, organizational psychologists, educational psychologists, administrators, policy makers, social workers/scientists, government's ministries, departments, agencies (MDAs) and government functionaries and so on. This implies that all issues raised here are germane to all and sundry in various callings and so should be noted.

The study confirms further that citizenship behavior is highly indispensable to the survival and success of organization in the global world in general and Nigeria in particular. Therefore, it is highly recommended that all the stakeholders both in the organizations studied and other organizational and agencies should explore all the means to integrate the value/ tenets of organizational citizenship behavior into the system they belong, this will go a long way to boost productivity, job performance, commitment, loyalty and acceptability of the organization.

Seeing the important of the variables studied in this research, it is supposed to have a wider geographical location than the present one. Also, involving more organizations and applying a probability sample selection method in the collection of the data could have been better. The cold

attitude of Nigerians in finding time to respond to important questionnaires also affected the study.

Researchers interested in this area of study should involve more organizational and widen the geographical coverage of the study, a more scientific method of sampling selection should be used in subsequent studies. Also, further studies should look into the specifics of citizenship behavior directed towards the organization and towards individual colleagues.

### Conclusion

From the findings of the study, it is obvious that citizenship behavior is highly indispensable to the survival and success of organizations in the global world in general and Nigerian in particular. Therefore, it is highly imperative that all the stakeholder in the two organization studied should explore all the means to integrate the value/tenets of organizational citizenship behavior into the system they belong. This will go a long way to boost productivity, job performance, commitment, loyalty and acceptability for the organization. The findings have profound policy and practical implications for the government, organizational psychologists, managers who should take into cognizance these variables found to be significantly related to effective management of the personnel in organizations.

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