

Emotional Intelligence, Organizational Commitment, and Organizational Citizenship Behaviour Among Employees of Start-Up Companies

Salim P*

Joseph I Injodey**

A b s t r a c t

This study intends to measure the link between Emotional Intelligence(EI), and Organizational Citizenship Behaviour (OCB) among employees in start-up firms, which are operational in the state of Kerala. It was also attempted to analyze whether Organizational Commitment (OC) plays a significant role in the relationship between Emotional Intelligence and Organizational Citizenship Behaviour. The findings of the study revealed that the constructs of Emotional Intelligence and Organizational Commitment positively and significantly influence Organizational Citizenship Behaviour.

Keywords: *Emotional Intelligence, Organizational Citizenship Behaviour, Organizational Commitment, Start-up Company.*

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* PhD Scholar Assam Don Bosco University, Assam and Assistant Professor, Rajagiri College of Social Sciences

** Former Dean, Rajagiri Business School

Introduction

Organizational commitment (OC) is important because it plays a significant role in determining whether employees will continue to work for an organization, and how far they will be committed and loyal to the organization. Organizational commitment influences employees' performance, quality of work, and overall productivity of the organization. Numerous studies have been conducted on organizational commitment and its relationship to job satisfaction, productivity, loyalty, and organizational culture. Researchers have also reported that organizational commitment is affected by factors such as supervision, leadership style, compensation, benefits, management policies, and so on. These studies have been conducted among different sectors and target groups. However, there are not many studies relating the influence of organizational commitment on emotional intelligence and organizational citizenship behaviour (OCB) in start-ups.

Several studies have clearly shown that there is a relationship between Emotional Intelligence and organizational commitment. Similarly, there is no dearth of literature on organizational citizenship behaviour and emotional intelligence. However, as far as the knowledge of the researcher goes, no study has attempted to relate organizational commitment as a mediating variable on Emotional Intelligence (EI) and organizational citizenship behaviour directly in start-ups in India. Therefore, the question arises as to whether organizational commitment affects the emotional intelligence of an employee in a start-up company. There is also the question of the influence of commitment on organizational citizenship behaviour. The factors influencing the emotional intelligence and organizational citizenship behaviour of an employee in start-up companies need to be identified. Furthermore, it will be interesting and helpful to study the role of socio-economic variables on the level of emotional intelligence, organizational commitment, and organizational citizenship behaviour among employees. The researcher wishes to seek answers to these questions through this study. Organizational commitment is considered as a mediator in this study since the influence of organisational commitment on the relationship between emotional intelligence and organizational citizenship behaviour has not been studied with

respect to start-up companies in India. Furthermore, since emotional intelligence plays an important role in influencing the organizational citizenship behaviour of employees, it is important to understand the relationship between emotional intelligence and organizational citizenship behaviour, with particular reference to start-ups in Kerala.

Literature review

Locke (2009) records that conscientiousness and emotional stability predict citizenship and counter productive work behaviors. Allen et al., (2011) examined the cause and effect relationship between affective organizational commitment (AOC) and organizational citizenship behaviour and found that persons exhibited higher intensities of organizational citizenship behaviour with an increase in levels of affective organizational commitment. Xerri & Brunetto (2013) found that a relationship exists between employees' affective commitment, organizational citizenship behaviour, and innovative behavior.

Antony (2013), explained that there existed a positive relationship between emotional intelligence, organisational commitment, and organizational citizenship behaviour. Kambiz (2013) studied the relationship between emotional intelligence and organizational citizenship behaviour and reported that there is a significant positive relationship among these variables. Self-awareness and relationship management dimensions of emotional intelligence, were found to be important predictors of organizational citizenship behaviour.

Chehrizi & Shakib (2014) revealed that emotional intelligence has predictive power over organizational citizenship behaviour and organisational commitment. Furthermore, the findings revealed that organisational commitment influenced organizational citizenship behaviour. There existed a statistically significant relationship between emotional Intelligence, organizational citizenship behaviour and organisational commitment of employees. Zayas-Ortiz et al. (2015) in their study found a positive correlation between organisational commitment and the indicators of organizational citizenship behaviour. Feather and Rauter (2004) also found a positive relationship between

organisational commitment and organizational citizenship behaviour. Tofighi et al., (2015) found a significant positive relationship between organizational citizenship behaviour and emotional intelligence.

Hakim et al., (2015) undertook a study to analyze the relationship between emotional intelligence and organisational commitment as predictor variables on organizational citizenship behaviour in Kendari. The results showed that emotional intelligence and organisational commitment play a positive and significant role in increasing organizational citizenship behaviour. Bighami, et al., (2013) investigated the relationship between emotional intelligence and organizational citizenship behaviour among employees of schools in Tehran. It was found that emotional intelligence affects organizational citizenship behaviour significantly. They also showed that job satisfaction significantly mediates the relationship between emotional intelligence and organizational citizenship behaviour. Khaleh & Naji (2016) in their study, examined the relationship between organisational commitment and organizational citizenship behaviour among nursing staff found a positive and significant relationship among these variables. Surprisingly, the study conducted by Naiemah et al., (2017) to examine the role of organisational commitment as a moderator in the relationship between organizational justice (OJ) and organizational citizenship behaviour (OCB) towards employees' turnover intention (TI) revealed that there was an inverse interaction between organisational commitment and organizational citizenship behaviour towards turnover intention.

The above research studies clearly shows the positive relationship between organisational commitment, organizational citizenship behaviour, and emotional intelligence. However, few contrasting studies that reported a negative interaction between these variables also existed in the extant literature and, hence, this requires a thorough investigation to find the true relationship among the variables under consideration.

Objectives

The objectives of the current study are:

- To identify the level of emotional intelligence, organisational commitment, and organizational citizenship behaviour among employees of start-up companies.
- To examine the relationship between emotional intelligence, organisational commitment, and organizational citizenship behaviour among employees of start-up companies.

Hypotheses

The following hypotheses were tested:

H1: Emotional intelligence has a significant positive effect on organisational commitment

H2: Organisational commitment has a significant positive effect on organizational citizenship behaviour

Materials and methods

The study is purported to be conducted among the employees of start-up companies in Kerala. The total number of start-up companies was stratified into thirteen industrial segments. Based on the actual number of companies, the sample companies were randomly selected based on the proportion of companies in each stratum. Three each employee was selected from the sample companies. A stratified proportionate random sampling method was adopted to select the sample. The sample size was 567 in number. The overall scores for emotional intelligence, organisational commitment, and organizational citizenship behaviour were computed. Structural equation modeling was employed to examine the relationship between the variables.

Results and Discussion

The age group of the respondents was classified into three – up to 30 years, between 30-40 years, and above 40 years. Table 1 shows that among the 370 respondents in the 30-year group, 292 were males and 78 were females. Among the 135 respondents in the 30 to 40-year group, 103 were males and 32

were females. In the above 40 years group, 47 were males and 15 were females.

Table 1
Gender and Age of Respondents

Age Category	Gender		Total
	Male	Female	
Up to 30 years	292	78	370
Between 30 and 40 years	103	32	135
Above 40 years	47	15	62
Total	436	121	567

Source: Survey Results

Level of Emotional Intelligence

The mean scores of all the four components of emotional intelligence - self-awareness, self-management, social awareness, and relationship management - were used to arrive at the overall emotional intelligence level. Table 1 gives the details on arriving at the overall emotional intelligence level.

Table 2
Level of Emotional Intelligence: Overall Mean Scores

Components of Emotional Intelligence	N	Mean
Self-Awareness	567	5.171
Self-Management	567	5.198
Social Awareness	567	5.528
Relationship Management	567	4.749
Emotional Intelligence	567	5.162

Source: SPSS results

Among the four components of emotional intelligence, the highest mean score was for social awareness (5.528) followed by self-management (5.198) and self-awareness (5.171). The lowest level was exhibited for the component relationship management (4.749). The analysis revealed that the overall mean score of emotional intelligence is above 5, reflecting a high level of emotional intelligence among employees of start-up companies in Kerala.

Level of Organisational Commitment

The study has adopted the three-dimensional model suggested by Meyer and Allen (1991). As

per the model, organisational commitment is measured employing the three dimensions affective, continuance, and normative commitment. The mean scores of all the three components of commitment were used to arrive at the overall organisational commitment level. Table 3 gives the details on arriving at the overall organisational commitment level.

Table 3
Level of Organisational Commitment:
Overall Mean Scores

Components of Organisational Commitment	N	Mean
Affective Commitment	557	5.022
Continuance Commitment	557	4.989
Normative Commitment	557	5.011
OC	557	5.008

Source: SPSS results

Among the three components of organisational commitment, the highest mean score was for affective commitment (5.022) followed by normative commitment (5.011) and continuance commitment (4.989). The lowest level was exhibited for the component relationship management (4.749). The overall organisational commitment is found to be 5.008. The study finds that there exist high levels of commitment among all categories of start-up employees.

Level of Organizational Citizenship Behaviour

Organ's (1988) identification of five dimensions of organizational citizenship behaviour has been adopted for the present study, namely: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. The mean scores of all the five components of organizational citizenship behaviour were used to arrive at the organizational citizenship behaviour level. Table 4 gives the details on arriving at the organizational citizenship behaviour level.

Table 4**Level of Organisational Citizenship Behaviour:****Overall Mean Scores**

Components of Organisational Citizenship Behaviour	N	Mean
Conscientiousness	557	4.783
Sportsmanship	557	4.784
Civic Virtue	557	4.822
Courtesy	557	4.794
Altruism	557	4.758
Organisational Citizenship Behaviour	557	4.788

Source: SPSS results

Among the five components of organizational citizenship behaviour, the highest mean score is for civic virtue (4.822) followed by courtesy (4.794) and sportsmanship (4.784). Conscientiousness has a mean score of 4.783, and the lowest level was exhibited for the component altruism (4.758). The overall organizational citizenship behaviour level is found to be 4.788. The study finds that employees have high levels of organizational citizenship behaviour.

Relationship between Emotional Intelligence, Commitment, and Organisational Citizenship Behaviour

Thor (2012) and Karimi and Karimi (2016) found that the work engagement (commitment) and performance of the employees is significantly related to the emotional intelligence of the employee. Katungu (2018) found a positive relation between emotional intelligence with organisational commitment among public and private sector employees in Sweden. Emotional intelligence is the range of personality traits, social skills, and qualities (Goleman, 1995). It is the capacity to recognize and interpret emotions and to use them for reasoning and problem solving (Salovey & Mayer, 1990). The present study intends to analyze the relationship between the emotional intelligence and organisational commitment of the employees in start-up firms in Kerala. Thus, we hypothesize that:

Emotional intelligence has a significant positive effect on organisational commitment

Zheng, Zhang, and Li. (2012) found that organisational commitment is positively related to organizational citizenship behaviour. LePine, Erez, and Johnson (2002) found that organisational commitment contributes to organizational citizenship behaviour. O'Rlly and Chatman (1986), Becker (1992), and Rifai (2005) also found evidence of the effect of organisational commitment on organizational citizenship behaviour. The present study intends to examine the effect of organisational commitment on the organizational citizenship behaviour of the employees in start-up firms in Kerala. Thus, we propose that:

Organizational commitment has a significant positive effect on organizational citizenship behaviour

The theoretical model explaining the relationship between emotional intelligence, organisational commitment and organizational citizenship behaviour is presented in Figure1.



Theoretical Model Proposed

Figure 1

Measurement Model

The measurement model consists of three constructs only – emotional intelligence, organisational commitment, and organizational citizenship behaviour – all of these are higher-order constructs, measured using various lower-order constructs.

The values of Cronbach alpha and composite reliability in all the three higher-order constructs of emotional intelligence, organisational commitment, and organizational citizenship behaviour are within the recommended range (between 0.60 and 0.95). This indicates that internal consistency (construct reliability) is achieved.

Table 5
Reliability of Higher-Order Constructs

Higher-Order Constructs	Cronbach's Alpha	Composite Reliability
Emotional Intelligence	0.867	0.893
Organizational Commitment	0.856	0.866
Organisational Citizenship Behaviour	0.874	0.916

Source: SmartPLS Output

The values of outer loadings, indicator reliability, and average variance extracted (AVE) computed to assess the convergent validity for all the three higher-order constructs - emotional intelligence, organisational commitment, and organizational citizenship behaviour - emotional intelligence above the recommended minimum indicates that convergent validity is achieved.

Table 6
Convergent Validity of Higher-Order Constructs

Higher-Order Construct	Indicators	Outer Loading	Indicator Reliability	AVE
Emotional Intelligence	Self-Awareness	0.872	0.760	0.676
	Self-Management	0.738	0.545	
	Social Awareness	0.834	0.695	
	Relationship Management	0.839	0.703	
Organizational Commitment	Affective Commitment	0.838	0.685	0.684
	Continuance commitment	0.773	0.597	
	Normative commitment	0.877	0.770	
Organisational Citizenship Behaviour	Conscientiousness	0.761	0.579	0.688
	Sportsmanship	0.904	0.818	
	Civic virtue	0.841	0.707	
	Courtesy	0.838	0.702	
	Altruism	0.795	0.632	

Source: SmartPLS Output

The values of the Fornell-Larcker (F-L) criterion and Heterotrait-Monotrait (HTMT) ratio were computed to assess the discriminant validity for all three higher-order constructs – namely, emotional intelligence, organisational commitment, and organizational citizenship behaviour are within the recommended limits, indicates that discriminant validity is achieved.

Table 7
Discriminant Validity

(Fornell-Larcker criterion & HTMT Ratio)

Constructs	Constructs		
	(1)	(2)	(3)
Fornell-Larcker criterion			
Emotional Intelligence (1)	0.822		
Organizational Commitment (2)	0.401	0.827	
Organisational Citizenship Behaviour (3)	0.348	0.390	0.829
Heterotrait-Monotrait ratio			
Emotional Intelligence (1)	--		
Organizational Commitment (2)	0.667	--	
Organisational Citizenship Behaviour (3)	0.530	0.612	--

Source: SmartPLS Output

It was found that the model confirmed the statistical requirements, thus achieving reliability and validity. Thus, it can be concluded that the constructs (used to assess the inner path (causal) relations) are accurately measured and represented (Hair et al., 2014). Having established the reliability and validity of the measures, the next step is to develop evidence to support the theoretical model proposed (structural model) (Chin, 2010). Hence, the structural model is assessed.

Structural Model

The results show that emotional intelligence has a high positive (path coefficient = 0.432) influence over organisational commitment. The effect is also found to be statistically significant at a five percent significance level since the empirical T value (7.731) is greater than the critical value (± 1.96) and the p-value is less than 0.001. Organizational commitment also has a strong positive effect (path coefficient = 0.506) on organizational citizenship behaviour. The effect is also found to be statistically significant at a five percent significance level since the empirical T value (13.326) is greater than the critical value (1.96) and the p-value is less than 0.001. Thus

it can be concluded that a unit change in emotional intelligence and organisational commitment causes a 0.432 and 0.506 unit change respectively in organisational commitment and organizational citizenship behaviour.

Table: 8

Structural Model: Path Coefficients

Paths	Path Coefficients	T-static	p-value
Emotional Intelligence \rightarrow Organisational Commitment	0.432	7.731	< 0.001
Organizational Commitment \rightarrow Organisational Citizenship Behaviour	0.506	13.326	< 0.001

Source: Smart PLS Output

The values are found to be 0.544 (organisational commitment) and 0.673 (OCB). It is also seen that the coefficient of determination is statistically significant for OC (t value = 15.033, p-value < 0.001) and for organizational citizenship behaviour (t value = 21.722, p-value < 0.001). This means that 54.4 percent of the variance in OC is explained by emotional intelligence and 67.3 percent of the variance in organizational citizenship behaviour is explained by organisational commitment in the model. It can be concluded that the model has moderate predictive power since in both cases, R^2 values are above 0.50, but below 0.75.

The original Q^2 values are 0.352 (organisational commitment) and 0.297 (OCB). Since an omission distance of five is used, there are five cases of predicted values. In all five cases, the Q^2 value is found to be much higher than zero. Hence it can be inferred that the model has good predictive relevance for organisational commitment and organizational citizenship behaviour. Since in all cases, the Q^2 values lie between 0.15 and 0.35, the model is said to have medium predictive relevance.

Test results show that emotional intelligence has a positive and statistically significant effect on organisational commitment. Path coefficient value

is 0.432 (t-static = 7.731, p-value <0.001). Table results also show that the confidence interval for the path coefficient between emotional intelligence and organisational commitment (0.306, 0.547) does not include zero. It indicates that the path coefficient is significant, thereby signaling a significant effect of emotional intelligence (predictor) on organisational commitment (dependent construct).

Thus, the study supports the hypothesis *emotional intelligence has a significant positive effect on organisational commitment*.

Table: 9

Hypotheses Test: Path Coefficients, T-static, and p-value

Paths	Path Coefficients	Confidence Interval (95 %)	T-static	p-value	Result
Emotional Intelligence Organisational Commitment	0.432	[0.306, 0.547]	7.731	< 0.001	Supported
Organizational Commitment Organisational Citizenship behavior	0.506	[0.423, 0.584]	13.326	< 0.001	Supported

Source: SmartPLS Output

Test results show that organisational commitment has a positive and statistically significant effect on organizational citizenship Behaviour. Path coefficient value is 0.506 (t-static = 13.326, p-value <0.001).

Results also revealed that the confidence interval for path coefficient between organisational commitment and organizational citizenship behaviour (0.423, 0.584) does not include zero. It indicates that the path coefficient is significant, thereby signaling a significant effect of organisational commitment (predictor) on organizational citizenship behaviour (dependent construct).

Thus, the study supports the hypothesis *organisational commitment has a significant positive effect on organizational citizenship behaviour*.



Structural Model

Figure 2

CONCLUSION

The study evaluated the relationship between organisational commitment, emotional intelligence, and organizational citizenship behaviour. The primary intent was to test and validate the model explaining the linkage between these three variables in the context of start-up firms. The results of the overall analysis revealed that the empirical results are in agreement with the hypothesized relationships among the constructs. The findings of the study are conforming to the findings of Allen et al., (2011); Xerri & Brunetto (2013); Antony (2013); Kambiz (2013); Chehrazai & Shakib (2014); Zayas-Ortiz et al., (2015); Tofighi et al., (2015); Hakim et al., (2015); and Khaleh & Naji (2016). The constructs emotional intelligence and organisational

commitment positively and significantly influence organizational citizenship behaviour. The sub-constructs of emotional intelligence have direct effects on emotional intelligence. The components of organisational commitment - affective, continuance, and normative - directly and collectively contribute to organisational commitment. All the hypotheses were statistically significant and hence were supported. Hence it was concluded that emotional intelligence positively influences organisational commitment and organisational commitment positively contributes to organizational citizenship behaviour.

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