

DOES EMOTIONAL INTELLIGENCE AND GENDER KNITS ORGANIZATIONAL CITIZENSHIP BEHAVIOUR? INSIGHTS FROM INDIAN COOPERATIVE BANKS

Kriti Saxena, Dr. Preeti Shrivastav, Dr. Vinod M Lakhwani

*Research Scholar (Management), Rabindranath Tagore University,
Bhopal, M.P. India
Email: kritisaxena229@gmail.com

Dean Faculty of Management, Rabindranath Tagore University,
Bhopal, M.P. India
Email: preeti.shrivastav@aisectuniversity.ac.in

Associate Professor - Faculty of Management Studies, Marwadi University,
Rajkot, Gujarat, India
Email: drvmlakhwani@gmail.com

Abstract

The present study explores the complex interplay among EI, OCB and role of gender in this relationship in the unique context of Indian Cooperative Banks. Subsequently, the study explores this by testing empirically with special emphasis on OCB towards individuals (OCBI) and OCB towards the organization (OCBO). This is an exploratory research approach where survey is carried out among cooperative bank employees in Bhopal, India. Out of 138 employees approached, 120 responses were received across 7 Branches of total 3 Cooperative Banks. This research examines the unexplored area in the literature by exploring gender moderation in the relationship of EI and OCB, which has been investigated separately but not together in EI-OCB relationship, specifically in context of Indian Cooperative Banks. The key findings indicate significant positive correlation between EI and both OCBI and OCBO and gender was found substantially moderating this relationship, with females exhibiting a more robust association between EI and Organizational Citizenship Behaviour in comparison to males. This emphasizes the necessity of gender-sensitive training programmes in promoting workplace equity and creating inclusive workplaces favourable to EI skill development.

Keywords- Emotional Intelligence (EI), Organizational Citizenship Behaviour (OCB), Organizational Citizenship Behaviour-Individuals (OCBI), Organizational Citizenship Behaviour-Organizational (OCBO)

1. INTRODUCTION

Understanding the factors that influence employee behaviour beyond their job duties is essential in today's paced and competitive work environment [1]. Organizational Citizenship Behaviour (OCB) pertains to actions that are not mandatory but contribute to the organization effectiveness. It has been an emerging topic in behaviour research since decades [2][3]. Emotional Intelligence (EI) which involves recognizing, comprehending and controlling and directing one's emotions as well as those of others plays a significant role in determining an individual's performance across various organizational contexts [4] [5].

It has been observed over years that researchers and experts have shown interest, in exploring the relationship between EI and Organizational Citizenship Behaviour (OCB) [6]. While some studies suggest a correlation between EI and OCB, others propose that external variables may influence the strength and character of this connection [7].

In this research, researcher aims to delve into how Emotional Intelligence relates to Organizational Citizenship Behaviour particularly focusing on two aspects of OCB; Organizational Citizenship Behaviour towards Individuals which is denoted as OCBI and Organizational Citizenship Behaviour towards the Organization which is referred as OCBO. Therefore, we intend to examine whether gender plays a role as a moderator in this connection. Therefore, the main aim of this study is to uncover insights, into the inquiries;

1. Does there exist a relationship between EI and Organizational Citizenship Behaviour? Particularly how does Emotional Intelligence relate to two dimensions of OCB- OCBO and OCBI?
2. Additionally does gender act as a moderating factor in the correlation, between OCB and Emotional Intelligence?

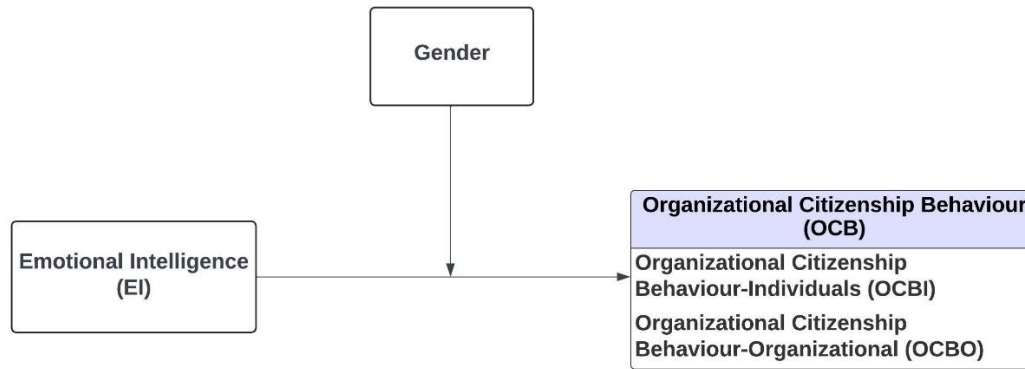


Figure 1: Author's representation of framework for current study

2. LITERATURE REVIEW

2.1 Emotional Intelligence

In a study focusing on Egypt's FMCG industry, Nabih et al. (2023) explored how gender influences the connection, between EI and Leadership Effectiveness (LE) [8]. Their findings revealed that gender plays a role in shaping this relationship for both men and women despite the correlation between EI and LE. Specifically, women showed a link between understanding other's emotions and LE while men displayed an association between utilizing emotions and LE. This underscores the importance of introducing gender HRD initiatives to enhance EI and foster mutual comprehension, among leaders of different genders.

In another study University teachers were explored by Usman et al. (2021) were they found gender influences on the connections among EI and psychological capital, interpersonal trust and knowledge sharing [9]. Their research revealed that gender plays a role in these relationships and have also emphasized on how considering gender dynamics in organizational initiatives focused on improving and developing qualities like fostering Emotional Intelligence.

University students were examined by Sk and Halder (2020) in a study, in which they investigated the moderating impact that gender plays in the link EI and analytical mindset among underclassman students in the state of West Bengal [10]. On looking into the findings of this study it was discovered that Emotional Intelligence (EI) affected critical thinking yet gender did not seem to play a role as a moderator in this connection. The study focused on the importance of providing EI training courses for college freshmen as it can lead to enhancement of their emotional health and thinking skills.

Private sector organizations have also been investigated to analyse the gender role in the relationship between employee engagement and EI among professionals in Istanbul by Karamustafa and Kunday (2018) [11]. The researchers ascertained that there is a connection in this relationship but gender did not appear to play an important role in this relationship. However gender of employees did not have a major role in this relationship but according to the researcher, by encouraging employee engagement and EI training programmes the organization can benefit as a whole.

In another examination by Jung and Yoon (2014) analysed employees working in premium hotels as in which they explored the effects job position can have and gender roles on the link between EI and Emotional Labour [12]. In this examination not only gender had a crucial role in this relationship, also, female employees exhibited higher impact on emotional labour. The significance of taking into account the range of work positions and genders among hotel employees is shown by these findings, which highlight the relevance of managing emotional labour.

In another crucial examination of students' gender role by Salguero et al. (2012) to evaluate the relationship between student's EI and depression [13]. Their studies demonstrated that there are disparities between the genders in terms of EI levels, with women exhibiting greater levels as compared to men, hence, the connection between EI and depression seems to be impacted by gender. This exploration of students' gender role suggested that men who had low EI often faced increased levels of depression whereas this pattern was not represented in women.

2.2 Organizational Citizenship Behaviour (OCB)

Khan and Rubel (2024) investigated into the gender role and job position on the relationship between OCB-compensation practice, in the garment making industry of Bangladesh [14]. They found that gender and job position robustly moderated this relationship, which was, more for women employees compared to males, and was also higher for operator-level employees compared to supervisors. It emphasises the need of taking gender and job position diversity into account when analysing the influence of compensation practices on OCB.

In another study pivotal observations were shared by Joshi et al. (2021) in their investigation of the impact of PC attitude on OCB where they have focused on examining the effect of gender and age on this relationship [15].

Their study was conducted in a developing country context and it was found that PC robustly influenced OCB, with gender and age moderating this relationship and women were exhibiting high OCB. These findings represented the role of individual career attitudes and gender role in shaping OCB behaviours.

In a recent study focusing on university teacher's gender role by Aftab et al. (2020) in the relationship between organizational commitment of employees and OCB, presented crucial findings in their investigation [16]. Their research of male and female university faculty indicated that organisational commitment had impacted their OCB and faculties who were women had more robust impact on this relationship than male teachers. This represented the importance of how gender differences impact development of OCB among university faculty members.

Also, some novel insights were observed from studies conducted by researcher Thompson et al. (2020), through their investigation of gender role influence on connection between OCB and POS [17]. On utilizing data from multiple samples and they were able to discover that males had a greater link between POS and OCB than women. Therefore it can be stated that, men need high levels of POS to feel required to engage in OCB in the workplace than women did. The results shed light on the significance of gender in understanding the causes of OCB in the workplace.

3. RESEARCH GAP

On exploration of the current body of research it has been observed that previous research has addressed the impact of gender as a moderator in the context of Emotional Intelligence (EI) and OCB individually but the intersection of these variables is yet to be investigated. Therefore, there is a gap in studies that considers all three factors together, even though, in the literature the connection between EI and OCB has been explored extensively in relation to various organizational contexts globally. Through this exploration researcher aims to fill this gap by investigating the link between EI and OCB and gender role in this relationship, providing novel insights into how these factors interact in the unique context of employees of Cooperative Banks of Bhopal. Therefore, examining this interaction in the context of cooperative banks not only closes a significant gap in the literature but is also necessary for improving employee well-being and organisational success in this industry.

4. OBJECTIVES OF THE STUDY

1. To examine the association between Emotional Intelligence and OCB among employees of cooperative banks.
2. To examine the moderating gender role in the identified relationship between Emotional Intelligence and OCB.

5. HYPOTHESIS

H01: There is no significant link between EI and OCB, including OCBI and OCBO.

H11: There is a significant link between EI and OCB, including OCBI and OCBO.

H02: Gender has no moderating effect on EI-OCBI relationship.

H12: Gender has moderating effect on the EI-OCBI relationship.

H03: Gender has no moderating effect on the EI-OCBO relationship.

H13: Gender has moderating effect on the EI-OCBO relationship.

6. METHODOLOGY

6.1. Research Design:

In this study, primary data is obtained through exploratory research conducted on employees of cooperative banks by approaching them in their workplace. Data was collected through a structured questionnaire, distributed to participants in English and Hindi (regional language). The questionnaire comprised 32 items based on a Likert scale (five-point), where responses ranged from five for strongly agreeing to one for strongly disagreeing.

6.2. Data Collection Process:

Data collection was conducted within the workplace of cooperative bank employees. Participants were approached personally and were asked to participate in the study after obtaining the required permissions from the Managing Directors of the respective cooperative banks. We provided respondents with the option to fill the questionnaire immediately or at their convenience. This approach was taken up to ensure direct engagement with participants as our aim was to acquire a higher level of cooperation and good response quality from the respondents.

6.3. Sample Selection and Size

The questionnaire was distributed among a total of 138 employees across 7 Branches of total 3 cooperative banks located in Bhopal out of which 120 participants provided responses. Simple random sampling was employed to select participants. Permissions to distribute the questionnaire were obtained from Managing Directors of the respective cooperative banks, ensuring compliance with ethical considerations and organizational protocols.

7. FINDINGS, ANALYSIS AND INTERPRETATION

7.1 EI and Organizational Citizenship Behaviour

Table 1. representation of correlation between EI, OCBI and OCBO scores

	EI Score	OCBI score	OCBO score
EI Score	1	.988**	.987**
OCBI score	.988**	1	.991**
OCBO score	.987**	.991**	1

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

A strong correlation, between EI scores and the display of OCB towards colleagues as indicated by organizational citizenship behaviour towards individuals (OCBI) is evident with a Pearson correlation coefficient of 0.988. Additionally, the p value below 0.001 states that this correlation holds a very robust significance highlighting that individuals with EI tend to show favourable conduct towards their coworkers.

Similarly, the connection between EI scores and organizational citizenship behaviour towards the organization (OCBO) is substantial, reflected by 0.987 and a p value below 0.001 underscoring a very robust connection. This implies that individuals possessing EI in Cooperative Banks are more likely to engage in behaviors that support the organization.

Consequently, there is significant backing for H11 as the outcomes indicate a link between EI and both forms of Organizational Citizenship Behaviour; towards individuals and the organization. These results demonstrate that cooperative employees with high levels of EI are more prone to participate in actions that foster positivity among their colleagues within Cooperative Banks and contribute to the overall betterment of the organization.

7.2 Gender Moderation in The Relationship Between EI And OCBI

Table 2. Model summary representation of EI, OCBI and Interaction term

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0.994 ^a	0.988	0.987	1.563	0.988	3091.95	3	116	0.000

a. Predictors: (Constant), EI*Gender, EI Score, Gender

Source: Author's compilation of results from primary data

Table 3. Coefficient table representation of EI, OCBI and Interaction term

	UC		SC	t	Sig.
	B	SE	Beta		
	6.270	0.867		7.231	0.000
EI Score	0.256	0.043	0.365	5.902	0.000
Gender	-6.691	6.719	-0.249	-0.996	0.321
EI*Gender	0.414	0.124	0.880	3.329	0.001

a. Dependent Variable: OCBI score

UC =Unstandardized Coefficients, SC= Standardized Coefficients, SE=Standard Error

Source: Author's compilation of results from primary data

The model summary, which examines the link between EI and OCBI with gender role as a moderator is detailed in Table 2. The R square value is the representation that 98.8% of the variation in OCBI scores is elucidated by the factors in this model in Table 2. A notable F change ($p < 0.001$) suggests that adding the interaction term robustly improves the model fit.

In Table 3, the coefficients are explaining how predictors are associated with OCBI scores. Among them, coefficient ($B = 0.414$, $p = 0.001$) for the interaction term (EI*Gender) suggesting that gender influences how EI affects OCBI, specifically higher in relation to females. This supports H12, indicating that gender acts as moderator in the connection between EI and OCBI, within Cooperative Banks.

7.3 Gender Moderation in The Relationship Between EI And OCBO

Table 4 Model summary representation of EI, OCBO and Interaction term

R	R Square	Adjusted R Square	SE Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
0.998 ^a	0.995	0.995	1.440	0.995	8519.83	3	116	0.000
a. Predictors: (Constant), EI*Gender, EI Score, Gender Here, SE=Standard Error								

Source: Author's compilation of results from primary data

Table 5. Coefficient table representation of EI, OCBO and Interaction term

	UC		SC	t	Sig.
	B	SE	Beta		
	11.601	0.825		14.061	0.000
EI Score	0.153	0.041	0.139	3.709	0.000
Gender	2.834	6.394	0.067	0.443	0.658
EI*Gender	0.588	0.118	0.794	4.963	0.000
a. Dependent Variable: OCBI score Here, UC =Unstandardized Coefficients, SC= Standardized Coefficients, SE=Standard Error					

Source: Author's compilation of results from primary data

The summary of the model, representing the EI-OCBO relationship with gender examined as a moderator is presented in Table 4. The R square value shows that 99.5% of the variation in OCBO scores is explicated by the factors in the model. F change is showing a notable value of $p < 0.001$, suggests that adding the interaction term robustly enhances the model fit.

Looking at the coefficients table reveals how different factors relate to OCBO scores. Notably the interaction term shows a coefficient ($B = 0.588$, $p = 0.000$) suggesting that the connection between EI and OCBO is affected by gender especially higher for females. This is providing sufficient backing for H13, that gender plays moderator role in the EI-OCBO relationship, within Cooperative Banks.

7.4 Analysis of regression equations

Regression Equation for OCBI:

For Males: $OCBI = \beta_0 + 0.988(EI) + \varepsilon$

For Females: $OCBI = (\beta_0 + \beta_2) + (0.988 + 0.414)(EI) + \varepsilon$

In the formulas, β_0 is used to represent the intercept, EI for Emotional Intelligence, β_2 to depict the impact of Gender on OCBI and ε for the error term.

The value 0.988 indicates how Emotional Intelligence influences OCBI while 0.414 shows the combined effect of employees EI and Gender on OCBI. This interaction term with a value of 0.414 explains how Gender moderates the relationship between EI and OCBI.

When comparing coefficients between males and females it is clear that the interaction effect is stronger for females as adding β_3 is added to the coefficient for EI in female equation has evidenced it.

Regression Equation for OCBO:

For Males: $OCBO = \beta_0 + 0.995(EI) + \varepsilon$

For Females: $OCBO = (\beta_0 + \beta_2) + (0.995 + 0.588)(EI) + \varepsilon$

Similarly, here in the equations, β_0 is used to represent the intercept, EI for Emotional Intelligence, β_2 to depict the impact of Gender on OCBO and ε for the error term.

The value 0.995 indicates how Emotional Intelligence influences OCBI while 0.588 shows the combined effect of employee EI and Gender on OCBI (interaction term), which explains how gender moderates the relationship between EI and OCBI.

Again on comparing coefficients between males and females similar results are observed, the interaction effect is stronger for females is evidenced because β_3 is added to the coefficient for EI in female equation.

Conclusion, based on analysis of both Regression Equation for OCBI and OCBO:

Females moderate the relationship between EI and Organizational Citizenship Behaviour (OCBI and OCBO) more strongly than males.

8. IMPLICATIONS

The outcomes of this research have implications offering insights into how EI, gender interactions and Organizational Citizenship Behaviour (OCB) are connected. To begin with the study highlights the role Emotional

Intelligence skills play in a work environment. The strong correlation found between EI and both aspects of OCB underscores the significance of prioritizing initiatives that enhance EI as part of employee development programs. Every organization wants employees who demonstrate selflessness, teamwork and dedication and this can be achieved through EI training programs and workshops which can result in positive workplace environment.

To create this positive work environment, it is crucial to recognize and address any gender inequalities that might be present in the workplace. Also, as gender was found to be a moderator in the association between EI and Organizational Citizenship Behaviour (OCB), these results make it essential to bring to light the necessity of methods which are gender focal in organizational practices. As findings reveal a larger moderating effect among females, this suggests that initiatives aiming at developing EI may have more influence on OCB results for women employees as compared to the males.

As per the results, it is essential to formulate EI training programmes in a customized manner to consider gender differences in behavioural patterns within the workplace environment. Organizations may create a more inclusive and fair work environment by understanding how Emotional Intelligence (EI) affects the outcomes of OCB for both males and females. This allows all personnel to feel valued and empowered to contribute effectively to the goals of organization.

9. SCOPE FOR FUTURE STUDIES

Previous research examined the influence of gender individually on EI and Organisational Citizenship Behaviour in separate studies; however, the present investigation has explored the role that gender plays in moderating the relationship between EI and OCB. Therefore, by filling this significant research gap, this research has attempted to paved the path for more research to be conducted in this field. The current examination has been conducted among the employees of cooperative banks, extending the research to other sectors beyond cooperative banks could provide a broader understanding of gender moderation in the EI-OCB relationship across different organizational contexts. Comparative studies would enable the identification of sector-specific trends and challenges. Also, by replicating this study across different geographical locations could enhance the understanding of this relationship.

Exploring mediating factors such as work satisfaction, organizational commitment, or perceived organizational support, can give more understanding of this relationship of Emotional Intelligence (EI), OCB, with gender serving as a moderating factor. Additionally, by exploring other moderators, such as age, educational level, or job position, alongside gender, could provide a significant understanding of the factors shaping this EI-OCB relationship.

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