

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP AMONG EMPLOYEES IN INDUSTRIAL COMPANIES

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ABSTRACT

This study examines emotional intelligence in correlation to organizational citizenship behaviour among employees in industrial companies in the Jabodetabek area (Jakarta, Bogor, Depok, Tangerang, and Bekasi). Emotional intelligence, defined as the ability to recognize and manage one's own and others' emotions, is mentioned in a number of literatures to influence organizational citizenship behaviour, which encompasses actions such as cooperation, trust, and empathy in the workplace. Organizational citizenship behaviour in the workplace manifested as an employee act of altruism that largely benefitted the company. The data was collected through an online questionnaire distributed via Google Forms, utilizing Tarumanagara University emotional intelligence questionnaire adapted from the original The Schutte Self-Report Emotional Intelligence Test (SSEIT) and organizational citizenship behavior checklist (OCB-C) 20 items questionnaire. Participants were selected using convenience sampling, meeting the inclusion criteria of having worked for at least three months, being aged 18-58 years, and working in industrial companies in the Jabodetabek region. The correlation between both variables showed a significance and positive level with ($r = 0.205$; $p\text{-value } 0,000 < 0.01$). This shows there are positive correlation between variables falling in a weak category. The study hopes to examine the relationship between emotional intelligence and organizational citizenship behaviour and the configuring factors.

Keywords: *emotional intelligence, organizational citizenship behaviour, employees, industrial companies*

1. PREFACE

Data on employment from 2024, as reported by the Indonesian Central Bureau of Statistics (BPS), reveals that Indonesia is currently experiencing a demographic bonus. This period is marked by a substantial increase in the labor force, which has now reached over 149.38 million individuals aged 15 and over as of February 2024. With this significant increase in the labor force, it is anticipated that the opportunities for individuals entering industrial companies will also continue to grow, bringing new challenges and possibilities for both workers and businesses alike. As the labor force expands, there is an increased demand for skilled workers, creating a dynamic that drives the need for strong organizational structures and workplace environments that promote growth, development, and retention of employees.

The work environment, in which these workers will thrive, is heavily influenced by the workplace culture and the interactions that occur between colleagues. The work environment can be categorized into two main components: the physical environment, which encompasses the facilities and resources available within the company that support employee productivity, and the non-physical (or social) environment, which includes all aspects of the work relationships. These relationships may occur between superiors and subordinates, or among colleagues working together to achieve shared goals (Siagian, 2019). It is this social dimension of the work environment that often plays a pivotal role in shaping the overall experience of employees in the workplace.

In highly complex and pressurized organizational structures, where demands and challenges are frequent, the support and care that employees show to one another can become particularly

valuable. This sense of support is not only beneficial for individual well-being but also fosters a collective environment where the focus is on achieving organizational goals through collaboration. The concept of social support among coworkers and towards the organization as a whole, with the ultimate aim of contributing to the collective success of the organization, is often seen in behaviors categorized under organizational citizenship behavior (OCB) (Pratiwi & Susanto, 2020). OCB refers to voluntary actions and behaviors that are not formally recognized or rewarded by the official systems of the organization but that collectively enhance the overall effectiveness and performance of the organization (Currall & Organ, 1988; Podsakoff et al., 1990). These behaviors go beyond the immediate job duties and responsibilities, contributing to a positive and productive organizational culture.

Organizational citizenship behavior (OCB) manifests itself in various forms within the workplace, often through acts of altruism, where employees go out of their way to help colleagues or support the organization. These acts are not mandatory; rather, they are initiated by employees based on their internal motivation to contribute to the greater good of the organization. The dimensions of OCB, are divided into two main categories: Organizational Citizenship Behavior Directed Towards the Organization (OCBO), and Organizational Citizenship Behavior Directed Towards the Work Colleague (OCBP) (Podsakoff et al., 1990). These two categories cover different facets of citizenship behavior, with OCBO focusing on behaviors that benefit the organization as a whole, such as supporting organizational goals, while OCBP involves helping colleagues and fostering a collaborative environment among peers (Podsakoff et al., 1990).

The factors influencing OCB within a workplace environment, as identified in previous studies, can be classified into internal and external factors. Internal factors include aspects such as an individual's mood, which can significantly impact the likelihood of engaging in citizenship behaviors. Job satisfaction and a strong commitment to the organization also play critical roles in shaping OCB. Morality and work ethics are important internal factors that drive employees to act in ways that benefit the organization beyond their job descriptions. On the other hand, external factors include leadership style, the level of trust in leaders and the organization, and the broader organizational culture or workplace environment (Maryani et al., 2022). Leadership styles that encourage open communication, empathy, and fairness tend to foster greater organizational citizenship, while trust in leaders and the organization as a whole creates a foundation for collaborative and altruistic behaviors to emerge.

Emotional intelligence, as described by Goleman (2005), refers to an individual's ability to recognize and manage both their own emotions and the emotions of others, allowing these emotions to be expressed appropriately and effectively. This ability to regulate and express emotions in an appropriate and effective manner is essential in maintaining positive workplace relationships and is strongly linked to OCB. According to Goleman (2005), emotional intelligence is composed of five key factors: self-awareness, self-regulation, motivation, empathy, and relationship management. These dimensions of emotional intelligence are crucial for fostering a healthy work environment where employees can effectively collaborate and contribute to the organizational goals. Specifically, self-awareness allows employees to recognize their own emotional states and understand how these emotions influence their behavior and decisions. Self-regulation involves controlling emotions and reacting appropriately in challenging situations, while motivation fuels an individual's drive to engage in OCB for the benefit of the organization.

In the context of organizational citizenship behavior, empathy and relationship management are particularly important. Empathy enables individuals to understand the emotions of others, which is key to building positive interpersonal relationships and fostering a cooperative work environment. Relationship management, on the other hand, involves the ability to manage interactions constructively, ensuring that conflicts are resolved in a way that benefits the overall team dynamic. Research has shown that there is a positive correlation between emotional intelligence, particularly emotion identification and regulation, and the likelihood of engaging in organizational citizenship behaviors in the workplace (Mukaromah & Khalid, 2024; Sefira et al., 2023). Employees who are skilled at recognizing and managing their emotions, as well as those of others, are more likely to contribute positively to the organizational culture through acts of citizenship, helping to create a supportive and efficient work environment.

2. RESEARCH METHOD

Samples

The sampling technique used to process this quantitative research is non-probability sampling, convenience sampling and snowball sampling. The sample participants for measuring the relationship between emotional intelligence and OCB consisted of employees in industrial companies located in Jabodetabek (Jakarta, Bogor, Depok, Tangerang, and Bekasi), includes the following inclusion criteria: (a) male or female employees working in industrial companies; (b) having worked for at least 3 months; (c) the company must be domiciled in Jabodetabek area; and (d) participants must be aged between 18 and 58 years.

Measurements

The emotional intelligence questionnaire used in this study is the Schutte Self-Report Emotional Intelligence Test (SSEIT), which has been adapted into Indonesian by Tarumanagara University. The Indonesian version consists of 33 items (16 positive and 17 negative items). Additionally, the OCB measurement tool is the Organizational Citizenship Behaviour Checklist (OCB-C) with 20 items, used in a workplace setting.

The emotional intelligence questionnaire consists of four main dimensions: perception of emotions (10 items), self-emotion regulation (8 items), regulation of others' emotions (7 items), and utilization of emotions (8 items). A study on the validity of the adapted version found that on average, the content validity of each item showed a significant score, with validity coefficients above 1.5 after eliminating 2 items with coefficients below 1.5 (Oktaviani & Suyasa, 2021). As for the reliability measurement, the overall reliability of the SSEIT was confirmed, with a significance coefficient ranging from 0.84 to 0.91.

OCB in the workplace was measured using the Organizational Citizenship Behaviour Checklist (OCB-C), which consists of 20 items with two main dimensions: OCBO (prosocial behaviour directed toward the benefit of the organization) and OCBP (prosocial behaviour directed toward the benefit of individuals). However, since not all items could be classified into either the OCBO or OCBP dimensions, after exclusion, only 15 items remained (6 OCBO items and 6 OCBP items). The 20-item OCB-C uses a 5-point Likert scale, where a rating closer to 1 indicates that the item is less relevant, and a rating closer to 5 indicates that the item is more relevant. OCB-C reported to have alpha coefficients for the 20-item OCB-C version as 0.89 and 0.94 for two self-report samples, and 0.94 for a co-worker sample (Spector, 2022).

Data Collection and Analysis

This non-experimental qualitative study aims to support hypothetical evidence of positive correlation between both variables. Hence, the research data were collected through a survey using a questionnaire distributed via Google Forms between the period of 2-3 months. From 433 data, the research managed to collect a sample size of 391 participants ranging from various demographic and positioning backgrounds within the industrial companies after a final selection based on the exclusion and inclusion criteria. Participants were required to agree to the informed consent section, in accordance with psychological ethical codes, before proceeding to the next section of the survey.

Utilizing data processing applications and platform such as IBM Statistic (SPSS) 25 version and Excel for primary data gathering and Publish or Perish for secondary data reference, the collected 391 data samples went to several testing which comprises of linear regression for data normality test, descriptive testing for subject categorization, correlational analysis of both variables and dimensions, and statistical inferential parametric independent sample t-test for comparison test. The data analysis shows that the final 391 samples are deemed unfit to the normality assumption after a linear regression test was conducted. Therefore, the correlational study is decidedly produced using Spearman Rho's correlation. The data analysis shows that the final 391 samples are deemed unfit to the normality assumption after a linear regression test was conducted. Therefore, the correlational study is decidedly produced using Spearman Rho's correlation.

From the descriptive statistics of 391 samples, the frequency shows that the data consists of 144 male respondents or with a percentage of 36.8% and 247 female respondents or with a percentage of 63.2%. With the total research subjects consisted of 391 respondents who were divided into three age groups, including: (a) under 30 years (<30 years), 428 respondents or 63.4%; (b) between 30-40 years, 78 respondents or 19.9%; and (c) above 40 years (>40 years), 65 respondents or 16.6%. The description of participants based on employee status is divided into 2 categories, namely permanent employees and non-permanent employees in the company. Permanent employees were 293 respondents or 74.9% and non-permanent employees were 98 respondents or 25.1%. The description of participants categorized by field of work is divided into 20 job categories in the industrial sector. Of the 20 occupational fields grouped, the highest data distribution is in the accounting field, with the largest number of 114 respondents reaching 29.2% and the smallest number is in the legal, shipping, and supply chain manager fields, each consisting of 2 respondents with a percentage of 0.5%.

3. RESULT AND DISCUSSION

This study found a positive and significant relationship between emotional intelligence (EI) and OCB the workplace or organizational citizenship behaviour (OCB) ($r = 0.205$; $p\text{-value } 0.000 < 0.01$). These results support the theory that emotional intelligence plays an important role in shaping organizational citizenship in accordance with the findings of Salovey and Mayer (1990) who explained that individuals with high EI tend to be better able to understand and respond effectively to the needs of others. However, the strength of the relationship which is classified as very weak indicates that there are other factors that are more dominant in influencing OCB in industrial work environments.

The dimensions of OCB are divided into OCBO and OCBP. Based on the correlation test between the emotional intelligence (EI) variable and the first dimension of OCB, namely OCBO, the correlation coefficient value ($r = 0.184$) and the p-value significance value of $0.000 < 0.01$ are

obtained. The results of this correlation indicate that there is a significant positive relationship between the emotional intelligence (EI) variable and the OCBO dimension. The positive relationship indicates that if the value of the emotional intelligence (EI) variable increases, the value of the OCBO dimension will also increase and vice versa. Although the two variables of emotional intelligence (EI) with the OCBO dimension have a positive and significant correlation relationship, the correlation value between the two is included in the very weak category. This indicates that an increase in the emotional intelligence (EI) variable is only slightly related to an increase in OCB aimed at the organization (OCBO).

Based on the correlation test between the emotional intelligence variable and the second dimension of OCB, namely OCBP, the correlation coefficient value ($r = 0.205$) and the p-value significance value of $0.000 < 0.01$. The results of this correlation indicate that there is a significant positive relationship between the emotional intelligence (EI) variable and the OCBP dimension. The positive relationship indicates that if the value of the emotional intelligence (EI) variable increases, the value of the OCBP dimension will also increase and vice versa. Although there is a positive and significant correlation relationship between the emotional intelligence (EI) variable and the OCBP dimension, the correlation value between the two is included in the very weak category. This indicates that an increase in the emotional intelligence (EI) variable is only slightly related to an increase in OCB aimed at individuals (OCBP).

Table 1

Correlation Test between Emotional Intelligence Variables and OCB Dimensions

<i>Prosocial Behavior Dimensions (OCB)</i>	<i>N</i>	<i>Sig. (2-tailed)</i>	<i>Coefficient Correlation</i>	<i>Description</i>
OCBO	391	0.000	0.184**	Very Low Correlation
OCBP	391	0.000	0.205**	Low Correlation

Certain dimensions of EI, such as emotion perception and regulation of other people's emotions, have a significant correlation with the OCBO dimension when compared to the OCBP dimension. This finding is also supported by research previously conducted by Robinson et al. (2023) which found that emotional intelligence is a more dominant supporting factor for the OCBO dimension compared to OCBP. The skills and abilities measured through emotional intelligence variables seem to help individuals feel more connected to the organization. This can happen because emotional intelligence encourages behaviour that shows a high sense of appreciation and responsibility for the organization. As a result, employees with high emotional intelligence tend to be more committed to actions that support organizational goals rather than focusing solely on interpersonal behaviours. This tendency can be explained by the high level of emotional integration into the work environment of an individual.

Table 2

Correlation Between Dimension of Emotional Intelligence (EI) and Organizational Citizenship Behaviour (OCB) in the Workplace

	<i>OCBO</i>	<i>OCBP</i>	<i>Description</i>
Perception of Emotions	0.294**	0.294**	Low correlation
Self-Emotion Regulation	0.060	0.060	Insignificant Correlation
Regulation of Others' Emotions	0.107*	0.107*	Very Low Correlation
Utilization of Emotions	0.006	0.006	Insignificant Correlation

Differences based on employee status, gender, age, and length of service provide insight that demographic factors also play an important role in influencing both emotional intelligence levels and employee OCB. Permanent employees and those with 1-5 years of service showed higher EI scores, which may be related to job stability and more optimal work experience. In addition, differences in OCB by gender and age provide an indication of certain social and cultural dynamics in the industrial work environment in Indonesia.

4. CONCLUSIONS AND RECOMMENDATIONS

Based on data analysis on 391 employee respondents working in industrial companies, it was found that the emotional intelligence (EI) variable and the variable of OCB in the workplace produced a positive and significant relationship. In contrast, although the relationship between both variables are significant, it is shown to score in a very weak category. This indicates that although ideally when the emotional intelligence of employees is high, the OCB of employees also has a high value, but the very weak relationship between the two can be an indication that there are more significant factors in influencing the employees' OCB in industrial companies when compared only with emotional intelligence (EI).

The study found that there is a significant and positive correlation between the dimensions of emotion perception and regulation of other people's emotions to the dimensions of OCB-C, especially in the OCBO dimension, repeatedly. In addition, on the emotional intelligence (EI) variable, there is a difference between employee status and length of service, where the value of emotional intelligence is higher in permanent employees, while employees who have 1-5 years of service show higher emotional intelligence values.

On the variable of OCB in the workplace, it was found that there were differences between employee gender, age, and length of service. Gender differences show that male employees have higher scores than females in OCB. Age differences showed that the highest OCB scores were seen among employees aged 30-40 years. The difference in length of service shows that the highest value of OCB can be felt during 1-5 years of service.

This study has a few limitations, particularly in the lack of detailed criteria for participant inclusion and the broad scope of the research parameters. To gain a deeper understanding of the factors influencing organizational citizenship behavior (OCB), future research is recommended to focus on a specific company. This is because OCB is affected not only by intrinsic factors but also by extrinsic ones, such as the company's culture and leadership style. Moreover, the study's limited significance might stem from the lack of clarity in defining the job roles and the type of industry examined. Different industries face unique challenges, which leads to variations in organizational culture, perspectives, and work systems within their communities.

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